



USAID
FROM THE AMERICAN PEOPLE

BUREAU FOR MANAGEMENT OFFICE OF ACQUISITION AND ASSISTANCE PROGRESS REPORT

2022
Fiscal Year



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,

It is with great pleasure to share with you our FY 2022 Annual Progress Report. This report represents the dedicated efforts of the U.S. Agency for International Development (USAID) acquisition and assistance (A&A) workforce, working worldwide to support USAID's Mission, as well as that of our implementing partners.

In FY 2022, the Agency processed a record number of A&A obligations, with \$36.4 billion obligated through more than 22,000 A&A actions. This was a \$9.5 billion increase from FY 2021, which was in large part to USAID's response in Ukraine and other humanitarian efforts, along with our continued commitment to fighting the COVID-19 pandemic. I am pleased that our team was once again able to exceed the Agency's goals related to Category Management and U.S. Small Business utilization.



Our team has been working diligently this past year to update the Agency's Acquisition and Assistance (A&A) Strategy, which guides USAID's overall partnership approach. This document has been refreshed, utilizing feedback from more than 500 key USAID stakeholders, including A&A professionals and Contracting/Agreement Officer Representatives (CORs/AORs), as well as USAID partners and partner associations. We hope you find the refresh A&A Strategy to be helpful to you as we work together to support the Agency's overall mission.

Staffing continues to be a major priority for our office. We have identified changes that need to be made to better position the Agency to partner with new organizations. As outlined in the refreshed A&A Strategy, our office will be focusing on hiring, retaining, and developing opportunities for all A&A professionals around the world. To-date, USAID has hired 182 of the 195 Agency's currently authorized Contracting Officer positions, with approximately 132 currently holding warrants.

Our worldwide A&A workforce is actively supporting localization, one of USAID's key initiatives. We are working to lower barriers and reduce challenges that local entities have historically and continue to face when partnering with USAID.

WorkwithUSAID.org celebrated its one year anniversary in November 2022. The free, USAID-funded platform empowers partners with the knowledge and networks they need to navigate the USAID partnership process. Since launch, more than 3,200 organizations have registered in the Partner Directory. Our team is continuously working to add new features to this resource hub. We encourage all partners to visit this robust platform to connect with others in the international development community.

I would like to give my deepest appreciation to all of our partners, A&A workforce, and the Office of Acquisition and Assistance (M/OAA) leadership team – Shirley Baldwin, Deb Broderick, and Michael Ashkouri. Thank you for making this a wonderful year. I look forward to all of the progress we will make in the next fiscal year.

Many thanks,

Mark Walther

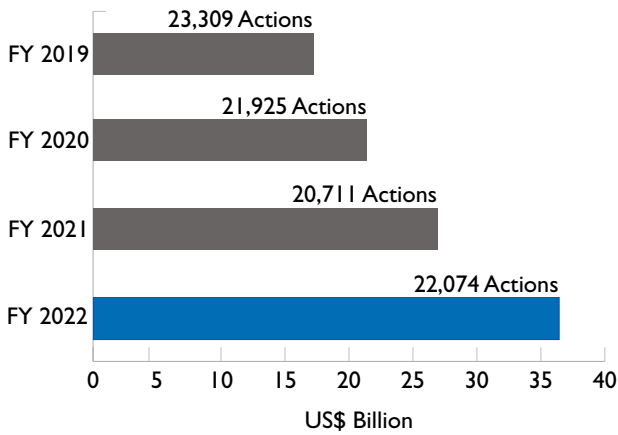
Director, Office of Acquisition and Assistance

M/OAA AT A GLANCE

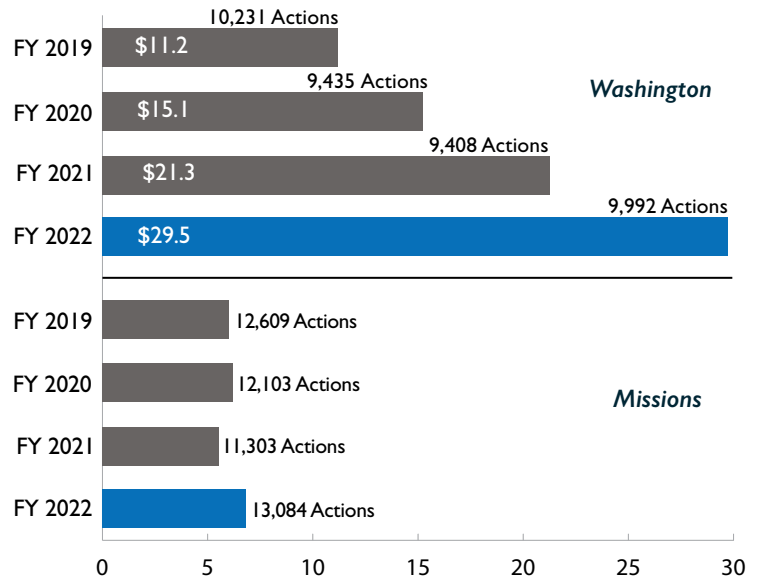
Activity Summary

In Fiscal Year (FY) 2022, USAID obligated \$36.4 billion in acquisition and assistance mechanisms through more than 22,000 actions. Acquisition awards accounted for more than 16 percent of total dollars obligated, while cooperative agreements accounted for approximately 15.5 percent and grants accounted for the remaining 67.3 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

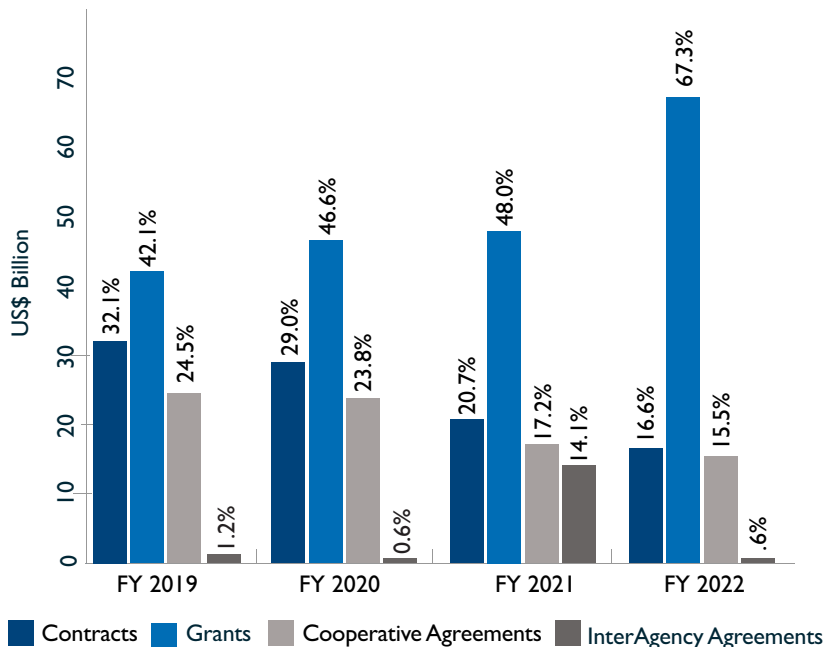


VALUE OF OBLIGATIONS AND NUMBER OF ACTIONS OVER TIME WASHINGTON VS. MISSIONS



Source: GLAAS as of October 2022

OBLIGATIONS BY INSTRUMENT TYPE



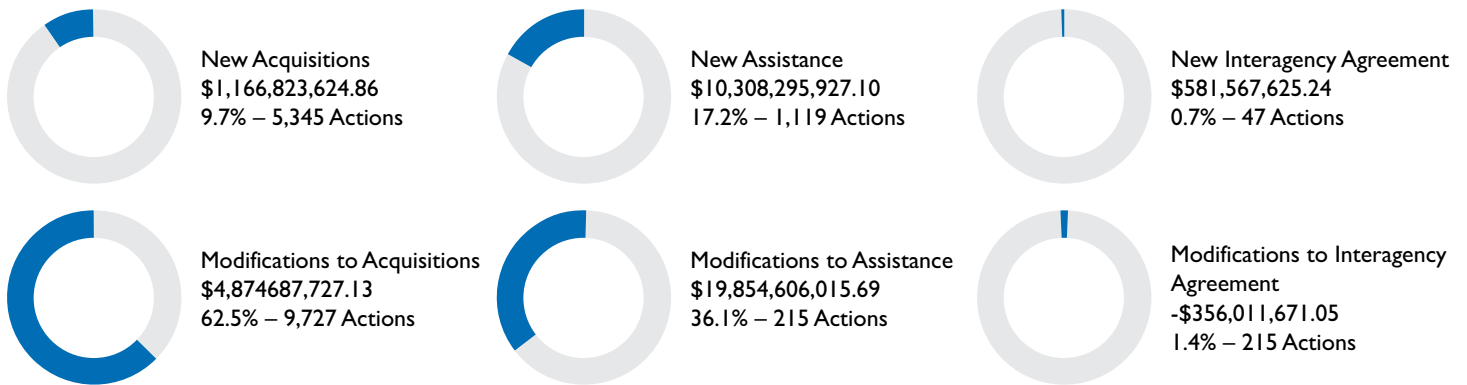
Source: GLAAS as of October 2022

M/OAA AT A GLANCE

2022 FISCAL YEAR ACTIONS AND OBLIGATIONS

	ACQUISITION		ASSISTANCE		INTERAGENCY AGREEMENT		TOTAL # ACTIONS	ACTION OBLIGATIONS
	ACTIONS	OBLIGATIONS \$BN	ACTIONS	OBLIGATIONS \$BN	ACTIONS	OBLIGATIONS \$MN		
WASHINGTON	5,858	\$3.3	3,967	\$26.0	187	\$191.8	9,992	\$29.5
MISSIONS	9,214	\$2.7	2,773	\$4.2	88	\$33.8	12,082	\$6.9
TOTAL	15,072	\$6.0	6,740	\$30.2	275	\$225.6	22,074	\$36.4

SUMMARY OF AWARDS: MODIFICATIONS AND NEW AWARDS BY OBLIGATIONS

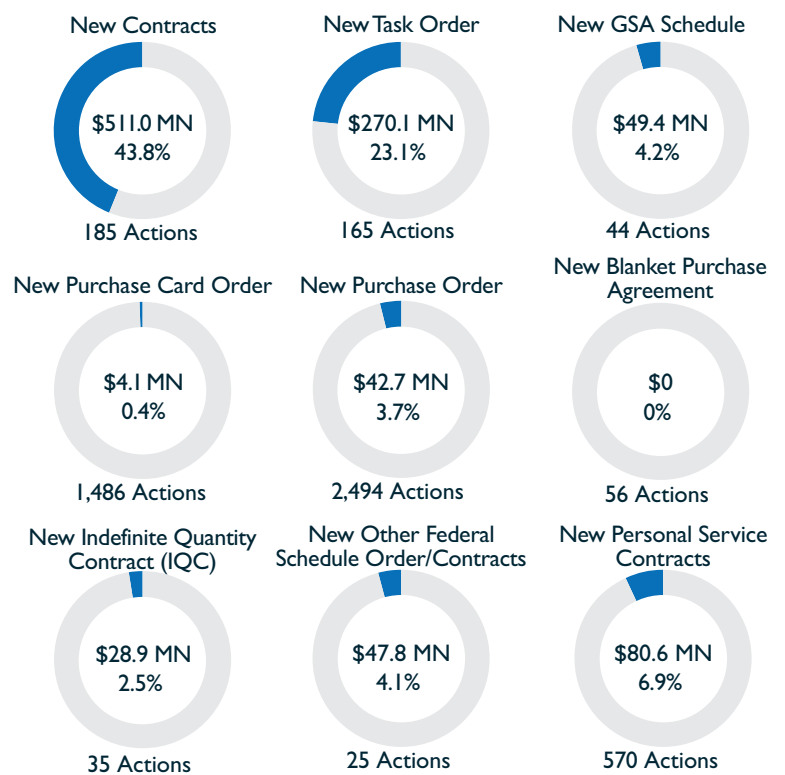


Source: GLAAS as of October 2022

BREAKDOWN OF NEW ASSISTANCE AWARDS



BREAKDOWN OF NEW ACQUISITION AWARDS



Source: GLAAS as of October 2022

M/OAA AT A GLANCE

Category Management

- FY22 Category Management targets were achieved in the final months of the year:
 - Spend under Management (SUM) target 75%, achieved 76% (\$4.3 billion of our total obligations \$5.6B)
 - Best-in-Class (BIC) target 5%, achieved 7.27% (\$409.6 million of the \$5.6B)
- FY23 Category Management targets set by OMB are currently:
 - SUM target 70%
 - BIC target 6.3%
- Category Management and Small Business goaling better together, as was demonstrated last FY: 91% of contracts counting toward both.

M/OAA also trained over 859 (far exceeding the OMB established target of 156) in the area of Category Management.

USAID Partners

FY 2022 PARTNERS

ACQUISITION	2,572
ASSISTANCE	1,250
TOTAL PARTNERS	3,727

Source: Enterprise Reporting Portal as of October 2022

TOP 15 ACQUISITION PARTNERS

Chemonics
Development Alternatives Incorporated (DAI)
Abt Associates Inc
Tetra Tech ARD
Palladium International, LLC
Deloitte
NTT Data Federal Services, Inc
Macfadden & Associates, Inc
Resaerch Traingle Institute
Creative Associates International, Inc
Management Sciences for Health, Inc
Remote Medical International
Credence Management Solutions
Right to Care
EDC

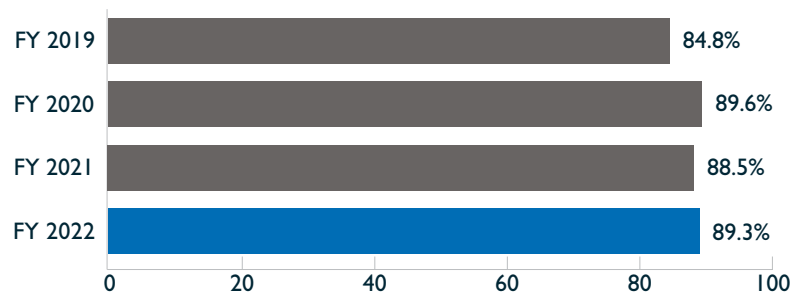
TOP 15 ASSISTANCE PARTNERS

International Bank for Reconstruction and Development (IBRD)
World Food Program
The Global Fund to Fight AIDS, Tuberculosis and Malaria (The Global Fund)
United Nations Children’s Fund
Family Health International
GAVI Alliance Secretariat
CRS – USCCB
International Organization for Migration
Mercy Corps
Save the Children
Food and Agriculture Organization of the United Nations
WHO / OMS
Care USA
ACTED
Jhpiego Corporation

Source: Enterprise Reporting Portal as of October 2022

Past Performance

USAID continues to place an important emphasis on past performance reviews of our acquisition awards. In 2012, when the Agency began tracking past performance reviews, only 11% of our contracts had been reviewed. At the close of FY 2022, 89.3% of the Agency’s contracts have completed an evaluation. This important increase has allowed USAID to elevate past performance as an evaluation factor for new awards, as well as to ensure that we are holding regular conversations with our partners.



Source: Enterprise Reporting Portal as of October 2022

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 is a catalyst for 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 the accomplishment of our foreign assistance mission.

Fiscal Year (FY) 2022 Report on Limited Competition

NEW LIMITED COMPETITION ACQUISITION AWARDS

TYPE OF NEW AWARD ASSISTANCE ACTION DESCRIPTION	NUMBER OF ACTIONS	AMOUNT OBLIGATED
FAR 6.203 Set Aside for Small Business Concern	32	\$57,455,311.10
FAR 6.204 Section 8(a) Competition	8	\$20,732,340.86
FAR 6.207 Set-aside for EDWOSB or WOSB Concerns	2	\$2,547,770.00
FAR 6.302-1 Only One Responsible Source	8	\$10,399,965.21
FAR 6.302-1(A)(2)(II/III) Follow-On Contract	3	\$1,918,200.00
FAR 6.302-7 Public Interest	2	\$12,060,546.55
Section 7077 of PLI 112-74 Local Competition Authority	1	\$2,137,750.00
AIDAR706.302-70b3ii Awards Admin Makes Formal D&F	6	\$21,808,008.15
NEW NON COMPETED ACQUISITION AWARDS TOTAL	62	\$129,059,891.87

Non-Competitive Acquisition 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.

NON-COMPETED ACQUISITION AWARDS

TYPE OF NEW AWARD ASSISTANCE ACTION DESCRIPTION	NUMBER OF ACTIONS	AMOUNT OBLIGATED
USAID Acquisition Regulation (AIDAR) 706.302-70, Impairment of Foreign Aid Programs		
<ul style="list-style-type: none"> AIDAR 706.302-70(b)(3)(ii) - Administrator approved: 	7	\$22,206,008
Federal Acquisition Regulation (FAR), Part 6.2 - Full and Open Competition After Exclusion of Sources:		
<ul style="list-style-type: none"> FAR 6.203 Set-asides for small business concerns. 	30	\$54,095,442
<ul style="list-style-type: none"> FAR 6.204 Section 8(a) competition. 	8	\$20,732,341
<ul style="list-style-type: none"> FAR 6.207 Set-asides for economically disadvantaged women-owned small business (EDWOSB) concerns or women-owned small business (WOSB) concerns eligible under the WOSB Program. 	2	\$2,547,770
Federal Acquisition Regulation (FAR), Part 6.3, Other Than Full and Open Competition:		
<ul style="list-style-type: none"> FAR 6.302-1 Only one responsible source and no other supplies or services will satisfy agency requirements. 	15	\$49,950,119
<ul style="list-style-type: none"> FAR 6.302-5 Authorized or required by Statute; 	7	\$14,444,981
<ul style="list-style-type: none"> FAR 6.302-7 Public interest. 	3	\$12,373,841
NEW NON COMPETED ACQUISITION AWARDS TOTAL	72	\$176,350,502

Non-Competitive Assistance: Grants and Cooperative Agreements

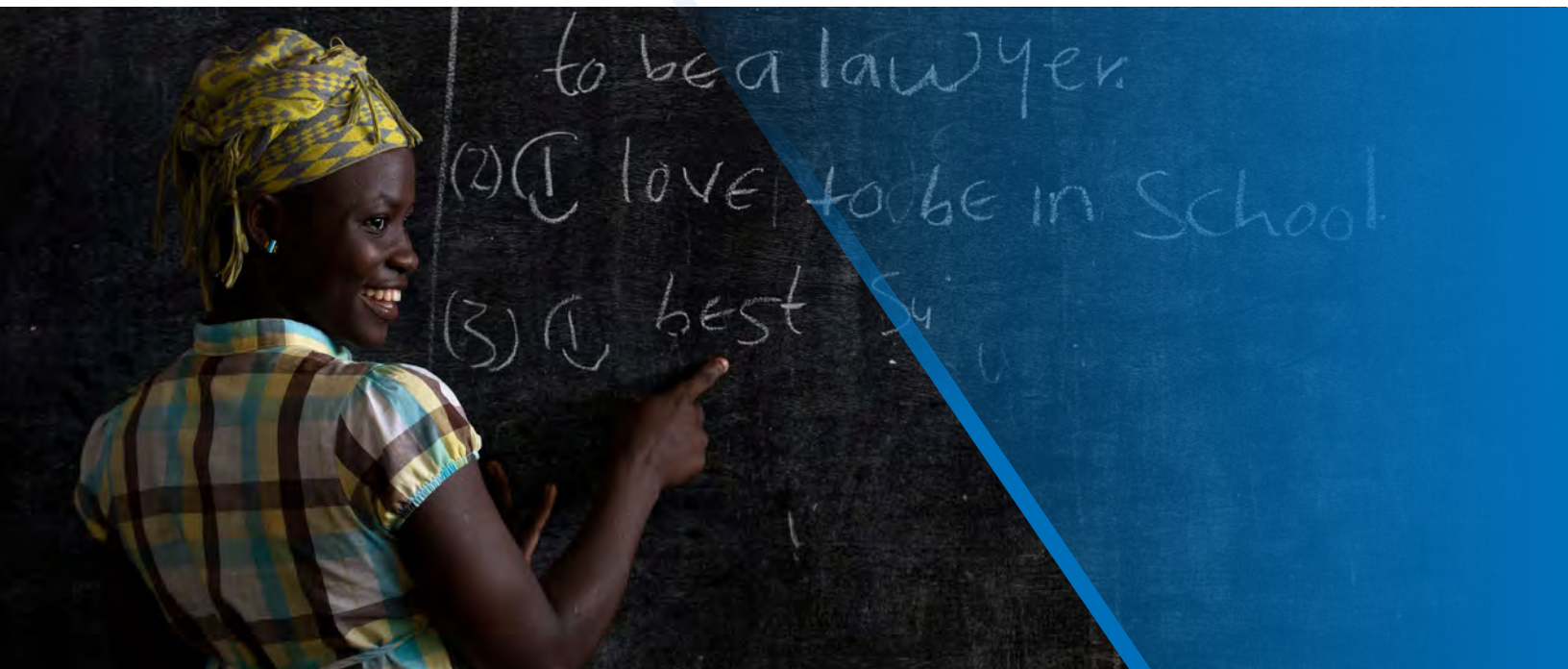
USAID uses the term “assistance” to describe actions related to grant and cooperative agreements. Although competition is not legally required to award grants and cooperative agreements, it is the Agency’s policy and preference to maximize the use of competition under assistance awards.

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

NON-COMPETED ACQUISITION AWARDS

TYPE OF NEW AWARD ASSISTANCE ACTION DESCRIPTION	NUMBER OF ACTIONS	AMOUNT OBLIGATED
New Restricted Eligibility Assistance Awards		
ADS 303.3.6.5(c) Restricted Eligibility Based on Pre-Approved Conditions:		
<ul style="list-style-type: none"> ■ ADS 303.3.6.5(c)(1) Limited to local entities: 	48	\$61,275,238
<ul style="list-style-type: none"> ■ ADS 303.3.6.5(c)(2) Limited to organizations that have received less than \$25 million in USAID funding 	2	\$1,934,286
<ul style="list-style-type: none"> ■ ADS 303.3.6.5(c)(3) At or below the simplified acquisition threshold 	1	\$250,000
<ul style="list-style-type: none"> ■ ADS 303.3.6.5(d)(1)(iv) Emergency and Disaster Assistance. 	328	\$2,547,770
<ul style="list-style-type: none"> ■ ADS 303.3.6.5(c)(7) Administrator determination 	29	\$2,460,631,125
ADS 303.3.6.5(d) Programmatic Purpose	111	\$749,979,554
NEW RESTRICTED ELIGIBILITY ASSISTANCE AWARDS TOTAL	519	\$3,370,606,519

USAID remains committed to competition and the spirit of competitive awards. Competition promotes competitive pricing, enhanced quality, and superior performance, and is a catalyst for 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 the accomplishment of our foreign assistance mission.



Small Business Utilization

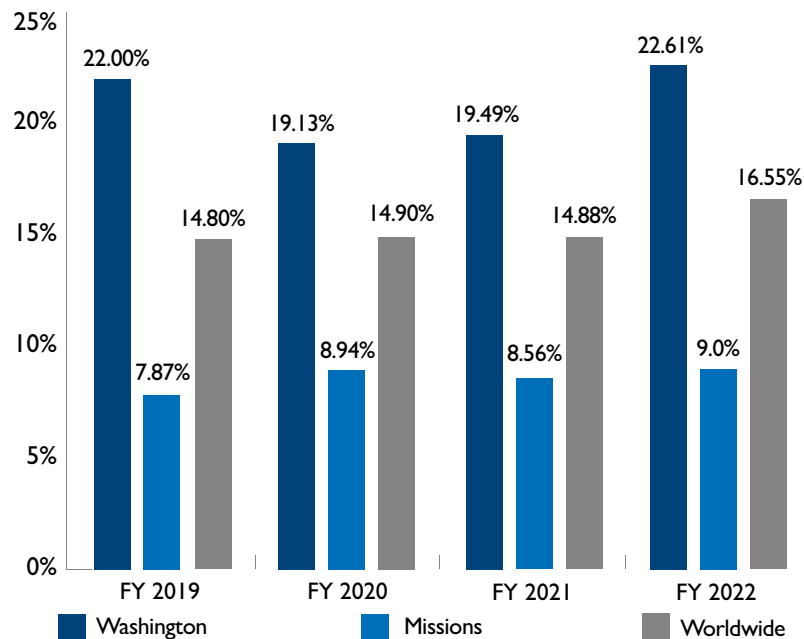
Fiscal Year (FY) 2022 preliminary data retrieved from the www.sam.gov (replaced the Federal Procurement Data System) indicates the Agency obligated approximately \$997.9 million to U.S.-based small businesses. This translates to approximately 16.55 percent of prime awards, which exceeds USAID's FY 2022 Small Business Goal of 12.50 percent. While the Agency exceeded its socio-economic goals for Small Disadvantaged Business and Women Own Business, USAID is still challenged by Service Disabled Veteran Owned Business and HUBZone.

USAID's Office of Small and Disadvantaged Business Utilization (OSDBU) has formed a working group on Advancing Equity in Procurement in alignment with [White House M-22-03](#). The working groups focus is on the first three elements of the requirements contained in the memoranda.

1. Increased utilization of the small business socio-economic categories with a focus on Small Disadvantaged Business utilization.
2. Review and adjust category management stewardship practices to boost contracting opportunities for SDBs and other socioeconomic small businesses.
3. Increase the number of new entrants to the Federal marketplace

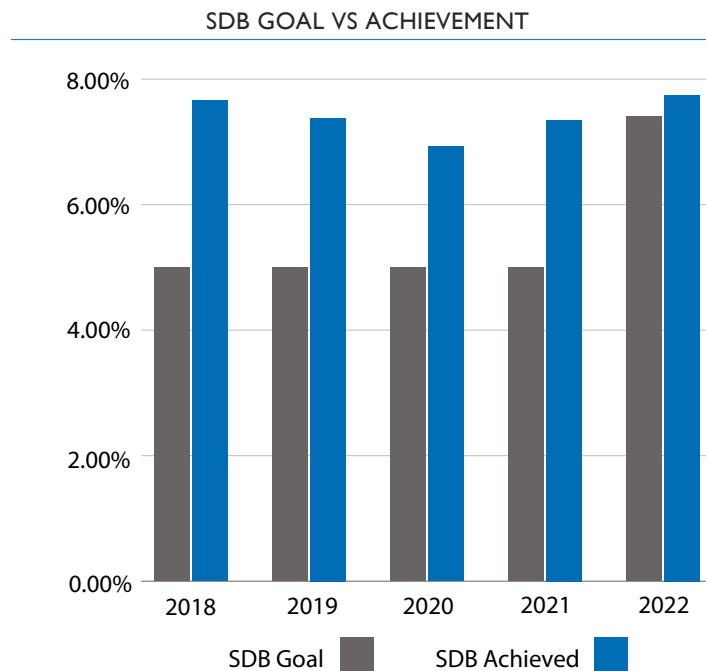
The following illustrates the USAID's domestic, overseas (Missions) and worldwide (combined) small business dollar obligations and percentages achieved in fiscal years 2019 through 2022:

WORLDWIDE SMALL BUSINESS OBLIGATIONS



M/OAA AT A GLANCE

Memorandum [M-23-01](#) outlines the President's goal to increase the Federal government's average contract obligation of 9.8 percent for small disadvantaged business (SDB) to 15 percent by 2025. In FY 2022 USAID's SDB goal was increased 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 2018 through 2022:



Note: FY 2022 data is preliminary. The U.S. Small Business Administration will confirm the final dollars and percentages with the release of the annual Procurement Scorecard.



A&A STRATEGY

USAID plans to launch its refreshed A&A Strategy in early 2023, after robust drafting, consultations with A&A workforce, coordination with relevant stakeholders, and clearance process. The vision of the updated A&A Strategy is for USAID and its partners to enable sustainable, inclusive, and locally led development results through acquisition and assistance.

Following the release of the A&A Strategy, USAID will publish an accompanying implementation plan. The Agency will solicit feedback on the A&A Strategy Implementation Plan to make sure all voices are heard, from Agency staff to external partners. M/OAA is looking forward to working with key stakeholders on implementing the A&A Strategy, and have already taken key steps toward operationalizing it, with accomplishments and efforts already underway outlined below.

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

What We've Achieved

- Established the A&A Cooperating Country National (CCN) Management Council in April 2022. The Council represents the 350+ A&A locally employed CCN staff and focuses on elevating and strengthening CCN's role as development professionals.
- Initiated a pilot program with the Department of State to hire eligible family members (EFMs) of Foreign Service Officers (FSOs) as A&A staff.

What's Next

- Increase opportunities for local CCN A&A staff to attain positions with higher salary and responsibility levels. Double the number of CCNs with administrative warrants from the FY 2022 starting point of 19 to 38 by the end of FY 2023.
- Explore pay incentives and flexibilities for the retention of A&A staff.

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 bureaucratic burdens in the A&A process, and automating repetitive tasks.

What We've Achieved

- Streamlined the review process for high-value (>\$25 million) contracts reducing the number of required reviews from three to two, saving more than 200 hours of staff time per contract and reducing the award process by a minimum of 10 days.
- Started briefing all incoming staff during New Entrant Orientation to build A&A literacy throughout the Agency.
- USAID's COR/AOR Hub launched a user-friendly Toolkit to provide easy-to-access useful information to COR/AORs on managing awards. The Toolkit provides links to official guidance and resources, examples, and tips for COR/AORs to navigate their important roles
- Updated the mandatory Notice of Funding Opportunity template and guide to indicate that Agreement Officers must not require programmatic progress reports that exceed reporting requirements in 2 Code of Federal Regulations (CFR) 200.239, e.g., daily, weekly, or monthly reports. This reduces the reporting burden on our partners.

What's Next

- Use technology to streamline our A&A processes by creating automated solutions for repetitive administrative tasks and receiving A&A documents to save time for Agency staff and our partners.
- Mainstream best practices to integrate A&A throughout USAID's program cycle, such as supporting A&A professionals to go on site visits to contribute to activity implementation and including A&A considerations early on in the design of new activities.

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 reducing the statutory, regulatory, and policy barriers faced by our new and local implementing partners and expanding the WorkwithUSAID platform. These efforts directly support the Agency's localization goals, in particular achieving our target of awarding 25 percent of programmatic funding directly to local partners by FY 2025.

What We've Achieved

- Acted quickly to allow partners to submit concept notes and begin implementing urgent activities when new organizations faced challenges registering in the updated USG-wide partner registration system, the System for Award Management (SAM).
- Used co-creation in the development of 35 percent of new award processes.

What's Next

- Pilot solutions to translate full applications from local languages to English, opening doors to local partners without advanced English skills.
- Improve local partners' ability to recover their full costs of implementing awards by expanding existing and introducing new indirect cost recovery options.
- Build out the WorkwithUSAID platform by releasing new features including a funding opportunities feed, a partnerships pathway tool, a sub-partnerships opportunities page, and adding additional resources in foreign languages.
- Develop and promote an outreach toolbox for activity planners with common documents and procedures for marketing to U.S. small businesses.



A&A LABS

The A&A Lab is an interconnected network of A&A staff advancing the Agency's mission through workforce development and the testing and promulgation of innovations in acquisition and assistance. The Washington-based Global A&A Lab works closely with Regional A&A Labs based in Missions overseas. These Regional Labs serve as communities of practice, develop and implement regionally specific efforts to support their A&A staff, and share information about effective A&A approaches toward development challenges.

During FY 2022, M/OAA surveyed A&A staff to identify gaps and needs to inform a strategic engagement approach. The Global Lab 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. Through this coaching program, the Global Lab paired experienced A&A staff with other A&A professionals located throughout the world who requested coaching support. Coaching services have been provided on multiple topics including defining technical requirements, using Statement of Objectives (SOOs), utilizing Phased Acquisitions and Highest Technically Rated- Fair and Reasonably Priced processes, using Standard Deviations in cost analysis, and sharing best practices on a myriad of contract administration issues.

The Global A&A Lab has also formed working groups to develop guidance materials that are focused on challenging, innovative or new A&A approaches for the USAID community. The A&A Lab team members work closely with the Business Process Improvement (BPI) team to create and socialize guidance with staff across the workforce both on our internal website and through live webinars. Examples of important resources include a guidance on Phased Acquisition, Statement of Objectives, and Annual Program Statements (APS). Notably, all of this work was completed solely through volunteer efforts since the Global A&A Lab does not currently have any dedicated staff.

The Regional Labs operate independently of the Global A&A and focus on the needs of the Missions and A&A professionals in their regions. During this past year, the Global A&A Lab collaborated with Regional Labs to inform USAID's Localization Agenda by hosting regional calls with A&A professionals to gather their feedback on localization opportunities, challenges, and lessons learned.

ASEAN+ LAB

The ASEAN+ Lab provides a forum for A&A professionals in the Asia region to discuss innovative and effective approaches to procurement, implementation of development activities, and share best practices on how to overcome challenges. This past year, USAID/Nepal shared its experience with procurement under GSA OASIS, highlighting its efficiency but noting some of the challenges faced by both OAA and the design teams. ASEAN+ also hosted a productive discussion regarding USAID/Indonesia's recent protest of a procurement. Their experience was a useful case to understand how to respond to a protest, but also best practices for avoiding a protest in the first place.

For the next year, the ASEAN+ Lab looks to continue their discussion series and expand activities to include restarting their monthly newsletter, updating and expanding their internal webpage, and providing templates and examples of good practices for both procurement and implementation from both Washington and A&A professionals in the region.

THE FRANKFURT A&A LAB

The Frankfurt A&A Lab offers a collaborative space for A&A professionals across the Middle East and Europe & Eurasia region Missions. In FY 2022, Frankfurt continued its popular series of "Community of Practice" calls, which presented a variety of topics and were designed to share best practices and introduce novel approaches to the work we do. Highlights this year included:

- A moderated conversation with M/OAA's Evaluation division, discussing topics including Justification and Approvals (J&As), Procurement System Reviews (PSRs), Warrants, and complex procurement-related issues
- An interactive, discussion-filled session on streamlining solicitation and evaluation procedures through case studies
- In collaboration with the Africa A&A Lab and its constituents, a session on CCN Professional Pathways. This was a unique opportunity for our A&A CCN colleagues to gain insights from their peers on professional development and the CCN warrant program.

A&A LABS

- In collaboration with the Global A&A Lab, a session on localization to gauge the perspective of COs in the field, from which field-based recommendations and observations were gathered and shared with M/OAA counterparts.
- In coordination with the M/OAA Strategy team, a workforce feedback opportunity for field COs to reflect and offer comments on the 2022 A&A Strategy
- Regular Regional CO check-in sessions to provide regional networking, discussion on hot topics, and brainstorming opportunities

AFRICA A&A LAB

The Africa A&A Lab offers a collaborative forum for Missions across Africa. This team also seeks to coordinate with M/OAA divisions and other regional labs to promote learning and innovation. Africa also held a session with the M/OAA Evaluation division where they discussed many procurement-related topics, including the changes clause, J&As, and Warrants. In addition, the Lab facilitated a discussion between the M/OAA Strategy team and A&A personnel in the region on implementing the 2022 A&A Strategy. Lastly, in support of the Agency's localization goals, Africa hosted a feedback session on the success and challenges experienced in the field.

For the next fiscal year, Africa is planning events to promote learning across Missions in the region. A key event will be a series of sessions specifically for COs and A&A teams to discuss situations that failed, why they think it failed, and what they learned from that experience. The team hopes that by sharing these experiences, A&A staff can not only improve the probability of success but also create an environment where embracing risk is encouraged and recognizing failure as a learning experience.



POLICY DIVISION

The Agency is regularly updating its acquisition and assistance regulations and policies. Below is a summary of the new and updated regulations and policies issued during FY 2022.

USAID's Acquisition Regulation (AIDAR)

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

- On December 15, 2021, USAID published a proposed rule titled: "[Planning, Collection, and Submission of Digital Information as Well as Submission of Activity Monitoring, Evaluation, and Learning Plans to USAID.](#)" The Rule proposes to amend the AIDAR (48 CFR Chapter 7) to streamline digital information data collection and usage as an asset to inform the planning, design, implementation, monitoring, and evaluation of the Agency's foreign assistance programs. Specifically, this rule incorporates a new policy on Digital Information Planning, Collection, and Submission Requirements (with a corresponding clause) and adds a new clause entitled "Activity Monitoring, Evaluation, and Learning Plan Requirements" into the AIDAR. This proposed rule is intended to reduce the burden on contractors, increase efficiency, and improve the use of data and other forms of digital information across the Agency's programs and operations. The comment period closed on February 14, 2022. This is a significant rule.
- On January 13, 2022 USAID published a proposed rule for [Revised and Expanded Fringe Benefits for U.S. Personal Services Contractors](#) (USPSCs) in the Federal Register to revise AIDAR Appendix D to amend contract clause #5 for Leave and Holidays to authorize paid parental leave, and add clause #30 to provide a relocation expense benefit for USPSCs. The comment period closed on March 14, 2022.
- On April 18, 2022, USAID published a proposed rule titled: "[Foreign Tax Reporting, Conference Planning, and Trade and Investment Activities](#)" in the Federal Register. The purpose of this rule is to bring the AIDAR into compliance with revised Agency policies and procedures and statutory requirements regarding contractor requirements on foreign tax reporting, conference planning, and trade and investment activities. The comment period closed on June 17, 2022.
- On June 17, 2022, USAID published a proposed rule titled "[Removing the Program Income Restriction on For-Profit Entities](#)" in the Federal Register. After the public comment period closed, the final rule was published with an effective date of November 3, 2022. This [final rule](#) amends 2 CFR 700 to allow assistance recipients, whether nonprofit or for-profit, to use the "addition method" for managing program income under a federal award. This aligns USAID's approach to program income with other Federal agencies, as well as supports USAID's Private Sector Engagement policy by leveling the playing field for all recipients.

The Automated Directives System (ADS)

[USAID's Automated Directives System](#) (ADS) contains the Agency's policy and essential procedures. The Agency's [ADS 300 Series](#) focuses on acquisition and assistance. Highlighted below are the major revisions to the ADS 300 Series:

[ADS 300: Agency Acquisition and Assistance \(A&A\) Planning](#)

- On March 08, 2022, ADS 300 was revised to update and correct template links in connection with the rollout of M/OAA's BPI intranet page. It also replaced "Dun & Bradstreet (DUNS) Number" information with "Unique Entity Identifier (UEI)" as part of the federal government's transition to the use of UEIs.
- On July 13, 2022, ADS 300 was partially revised to clarify A&A Plan requirements and add a new mandatory reference [ADS 300mau](#), Additional Requirements for Acquisitions Involving Consolidation or Substantial Bundling, to implement new statutory requirements on consolidation and substantial bundling in FAR Case 2019-003.

[ADS 302: USAID Direct Contracting](#)

- On November 08, 2021, ADS 302 and [ADS 302mbh](#), Assessment and Use of Contractor Performance and Integrity Information, were revised to move the majority of the ADS 302mbh policy into a full revision to create a "one-stop shop," and to help streamline and reorganize the content for clarity. The chapter was also revised to conform with ADS Chapters 103, 201, and 300, and the Federal Acquisition Regulation.

- On December 06, 2021, ADS 302 and [ADS 302mbp](#), Agency Waiver Process for FAR Prohibition on Covered Telecommunications and Video Surveillance Services or Equipment, were revised to streamline implementation of Section 889 of the FY 2019 National Defense Authorization Act. This revision to ADS 302 better differentiates between Agency-approved waivers and waivers provided by the Director of National Intelligence (DNI), adds text for verifying a vendor's representation, incorporates internal documents that set forth Solicitation Procedures and DNI Waiver Implementation Guidance, and provides other edits for clarity. This revision to ADS 302mbp clarifies filing and reporting requirements and provides other edits to make this reference specific to Agency-approved waivers.
- On March 08, 2022, ADS 302, [ADS 302mbj](#), Exceptions to Contract Reporting in the Federal Acquisition Regulation Part 4.6, and [ADS 302mbh](#), Assessment and Use of Contractor Performance and Integrity Information, were revised to remove the DUNS and replaced it with UEI as part of the federal government's transition to the use of UEIs.
- On August 05, 2022, ADS 302 and [ADS 302mao](#), Contract Review Board Guidelines, were revised to streamline the Contract Review Board (CRB) process by reducing the number of required reviews from three to two.
- On August 05, 2022, ADS 302 and [ADS 302mar](#), Model Letter and Procedures for Designating the COR for Contracts and Task Orders, were revised to align USAID's COR certification requirements and designation process with the U.S. government-wide FAC-COR Certification program, Federal Acquisition Institute Cornerstone OnDemand (FAI CSOD), and current Agency-specific training requirements appropriate to acquisition, and to provide for two levels of COR certification.

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

- On March 08, 2022, ADS 303, was revised to update and correct template links in connection with the rollout of M/OAA's BPI intranet page. It also replaced DUNS information with UEI as part of the federal government's transition to the use of UEIs.
- On July 01, 2022, ADS 303, [ADS 303maa](#), Standard Provisions for U.S. Nongovernmental Organizations, [ADS 303mab](#), Standard Provisions for Non-U.S. Nongovernmental Organizations, [ADS 303mat](#), Standard Provisions for Fixed Amount Awards to Nongovernmental Organizations, and [ADS 303saj](#), Fixed Amount Awards to Non-Governmental Organizations, were revised to apply the Section 889 Modified Foreign Assistance Waiver provided by the Director of National Intelligence to assistance awards.
- On July 26, 2022, [ADS 303may](#), Certifications, Assurances, Representations and Other Statements of the Recipient, and [ADS 303maz](#), USAID Policy Guidance on Exemptions to Assistance Reporting Under the Federal Funding Accountability and Transparency Act of 2006 (FFATA), were revised to replace references to DUNS with UE." Revisions to ADS 303maz also reflected updates to 2 CFR Parts 25, 170 and 200.

ADS 304: Selecting the Appropriate Acquisition and Assistance Instrument

- On March 08, 2022, ADS 304, was revised to update and correct template links in connection with the rollout of M/OAA's internal BPI webpage.

ADS 309: Personal Services Contracts with Individuals (PSCs)

- On March 08, 2022, ADS 309 was revised to update template links in connection with the rollout of M/OAA's internal BPI webpage. Solicitation templates for USPSC solicitations and awards, CCN-TCN PSCs under the Local Compensation Plan and awards, and CCN-TCN PSC ladder solicitations and awards are now hosted on the Agency's internal Google Drive.
- On March 31, 2022, [ADS 309mai](#), Mass Modification for Incremental Funding of CCNPSCs, was revised to clarify that mass modifications for incremental funding of CCNPSC contracts should be created utilizing the current form SF-30 available on GSA's forms website (also linked in the FAR). Sample language for completing these modifications in a mass modification template is available on the Agency intranet.
- On July 11, 2022, ADS 309 was partially revised to add new mandatory reference [ADS 309man](#), Telework and Remote Work Policy for Personal Services Contracts with Individuals (PSCs), to establish policies and procedures for telework and remote work arrangements that may be available to certain PSCs, including eligibility criteria, general

standards, expectations, and requirements for managing these alternative work arrangements.

- On August 05, 2022, ADS 309, [ADS 309mal](#), Family and Medical Leave and Paid Parental Leave for USPSCs, and [ADS 309mam](#), Guidance on Change of Name for PSCs with Individuals, were revised. ADS 309 was partially revised to revise mandatory reference ADS 309mal to provide the policy for invoking the new PPL benefit announced in AAPD 21-05.
- On August 05, 2022, a new mandatory reference, ADS 309mam, Guidance on Change of Name for PSCs, was issued to provide guidance for legal name changes for PSCs.
- On September 07, 2022, ADS 309man, Telework and Remote Work Policy for PSCs, was revised to remove the word “continental” as a limitation for alternative worksites for remote work in the United States. The revision defines the United States as including the 50 states, the District of Columbia, Puerto Rico and Northern Mariana Islands, and various territories and minor outlying islands.

ADS 331: Worldwide Purchase Card Program

- On September 19, 2022, ADS 331 and ADS 331maa, USAID Worldwide Purchase Card Program Manual, were revised to remove an expiring waiver reference and to allow Cardholders to continue using the purchase card overseas for open market purchases up to the micro-purchase level of \$10,000. These revisions also aligned ADS 331 with ADS 547, Property Management of Information Technology, and changed the responsibility for the USAID Worldwide Purchase Card Program to M/OAA/SSG consistent with the delegation made by the M/OAA Director.

Acquisition and Assistance Policy Directives (AAPDs)

[USAID Acquisition and Assistance Policy Directives](#) (AAPDs) are official Agency sources for updates to policy and requirements for the A&A function. In FY 2022, the Agency revised the following AAPDs:

- On October 12, 2021, USAID published further guidance on [AAPD 21-04](#). This AAPD provides guidance to implement Executive Order 14042 (“Ensuring Adequate COVID Safety Protocols for Federal Contractors”), with the goals of maximizing the number of individuals vaccinated and decreasing the spread of COVID-19. The AAPD provides implementation guidance and communications tools for the use of a new FAR clause that incorporates these COVID safety protocols. The AAPD provides instructions regarding when COs are required to amend solicitations, modify existing contracts, and issue new awards to incorporate this new FAR clause. Revision #3, which addresses recent court orders related to E.O. 14042, was issued on December 15, 2021. Revision #4 issued June 06, 2022. This revision to AAPD 21-04 (“Ensuring Adequate COVID Safety Protocols for Federal Contractors”) removes instructions related to CCN and Third Country National (TCN) personal services contracts on the Local Compensation Plan (LCP), as these types of PSCs are no longer covered by this AAPD.
- On November 23, 2021, USAID published policy revision to [AAPD 21-05](#) pending a revision to AIDAR Appendix D to authorize paid parental leave and a relocation expense benefit for USPSCs, This acquisition and assistance policy directive expires November 24, 2023.
- On April 07, 2022, USAID published [AAPD 20-01 Revision I](#). This revision to AAPD 20-01 (“USAID Requirements for Conference Planning and Required Approvals”) incorporates revisions made to ADS 580 in February 2021 and contains changes to AIDAR Section 731.205-43 and AIDAR clause 752.231-72 on conference planning and required approvals. Specifically, the revised clause lessens the burden on both contractors and contracting officers in requesting approvals for conference planning. Agency policy no longer imposes additional approval restrictions on meetings involving multilateral organizations.
- On June 10, 2022, USAID published [AAPD 22-01](#) to replace AAPD 17-01 in its entirety. This new AAPD 22-01 (“Defense Base Act (DBA) Insurance”) provides rates and contact information for USAID’s DBA insurance carrier. This AAPD contains information and guidance regarding AIDAR 752.228-3, (“Worker’s Compensation Insurance (Defense Base Act”). The purpose of this deviated AIDAR 752.228-3 clause is to simplify the process by directing contractors to USAID’s website for this information, removing the need for individual contracts to specify those details. This also eliminates the need for multiple future contract modifications to address any changes in the rates or contact information for USAID’s DBA insurance carrier. This AAPD is effective as of the issuance date on the cover page and continues in effect until June 09, 2024. This revision announces that the Agency’s DBA insurance contract has been extended from

Nov 30, 2021 through June 09, 2024. Premium rates remain the same during the extension. The revision is applicable to existing awards (no mod necessary) and solicitations issued on/after the effective date of Revision 4.

- On July 13, 2022, USAID published [AAPD 22-02](#). This AAPD provides guidance and announces revisions to the AIDAR to implement telework and remote work arrangements for USPSCs, as a matter of policy.
- On September 26, 2022, USAID published [AAPD 22-03](#). This AAPD provides a new, temporary exception for UEI registration in the System for Award Management (SAM) requirements for acquisition awards. This AAPD allows a CO to issue a contract to an entity that can prove it has initiated the SAM registration process, but is not yet actively registered at the time of offer submission, when there are urgent circumstances requiring the award of the contract to meet the Agency's needs.
- On September 26, 2022, USAID published [AAPD 22-04](#). This AAPD provides supplementary guidance for the use of an existing exception under 2 CFR 25.110(c)(2)(iii) for assistance awards. This exception allows AOs to make an award when there are exigent circumstances that prohibit the applicant from obtaining a UEI and completing SAM registration prior to receiving the award.

In addition, the following AAPDs have been revised to extend the expiration dates:

- On February 16, 2022, USAID issued [AAPD 18-02 Revision 2](#), which revised Medevac Policies for USPSCs and TCN-PSCs to announce an extension, resulting in a new AAPD expiration date of December 17, 2023.
- On April 04, 2022, published [AAPD 20-02 Revision 1](#). This revision to AAPD 20-02 ("Flexibilities for Suspending or Debarring Officials") extends the AAPD expiration date to April 04, 2024. There are no significant changes to the AAPD content.
- On April 04, 2022 USAID published [AAPD 18-01 Revision 2](#). This revision to AAPD 18-01 ("Whistleblower Protection for Contractor Employees") extends the AAPD expiration date to April 04, 2024. There are no significant changes to the AAPD content.
- On April 30, 2022, USAID issued [AAPD 16-02 Revision 3](#). This revision to AAPD 16-02 ("Clauses And Special Contract Requirements For Facilities Access, Security, and Information Technology ") reflects an extension of the AAPD expiration date to April 29, 2024. There are no significant changes to the AAPD content.
- On June 01, 2022, USAID published [AAPD 20-05 Revision 1](#). This revision to AAPD 20-05 ("COVID-19 Pandemic Flexibilities for Payments and Reduce Administrative Burden") extends the AAPD expiration date to May 31, 2024. There are no significant changes to the AAPD content.
- On June 01, 2022, USAID published [AAPD 20-04 Revision 1](#). This revision to AAPD 20-04 ("Accelerated Payments to Small Business Contractors and Subcontractors") extends the AAPD expiration date. This revised AAPD will remain in effect until the FAR is formally revised through rulemaking (FAR Case 2020-007) or the AAPD is rescinded. There are no significant changes to the AAPD content.
- On June 01, 2022, USAID published [AAPD 18-04 Revision 3](#). This revision to AAPD 18-04 ("Competition and Publicizing") extends the AAPD expiration date to May 31, 2024. There are no significant changes to the AAPD content.
- On June 01, 2022, USAID published [AAPD 18-03 Revision 2](#). This revision to AAPD 18-03 ("Strengthening Prevention of Sexual Exploitation and Abuse in the Partner Community") extends the AAPD expiration date to May 31, 2024. There are no significant changes to the AAPD content.
- On September 02, 2022, USAID published [AAPD 20-07 Revision 1](#). This revision to AAPD 20-07 ("United States-Mexico-Canada Agreement") extends the AAPD expiration date to September 1, 2024. There are no significant changes to the AAPD content.

Procurement Executive Bulletins (PEBS)

[USAID Procurement Executive Bulletins](#) (PEBs) 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.

Two PEBs were issued by the Senior Procurement Executive (SPE) during FY 2022:

- Effective February 15, 2022, [PEB 22-01](#) was issued to inform COs of the limited use of Grants-Under Contracts (GUCs) in Task Orders under GSA's Best -in-Class OASIS contract vehicles.
- Effective October 25, 2021, [PEB 21-01](#) was issued to provide guidance on the importance of considering environmentally-friendly solutions and sustainable acquisition methods contained in FAR Part 23 when planning USAID contract awards. In addition, COs are reminded of the importance of properly reporting recovered materials and sustainability data in the Global Acquisition and Assistance System (GLAAS) and Federal Procurement Data System (FPDS).

Notice of Information Collection

- On April 12, 2022, a [notice of information collection](#) was published in the Federal Register regarding foreign tax reporting for assistance awards. The purpose of this information collection is to require submission of annual foreign tax reporting by assistance recipients.
- Office of Management and Budget (OMB) approval number 0412-0510 was obtained on September 30, 2022, for the information collection required by the standard provisions in [ADS 303maa](#), [303mab](#), and [303mat](#). The approval expires on September 30, 2025.

SAM Registration

The Policy Division pursued further flexibilities related to SAM registration by participating in an inter-agency working group and dialoguing with the OMB regarding the transition from DUNS numbers to UEs. In September 2022, policy staff negotiated a temporary waiver from OMB to allow assistance awards to be issued to entities in Kosovo without SAM registration. This temporary waiver was required due to the inability of local entities in Kosovo to obtain NATO Commercial And Government Entity (NCAGE) codes, a prerequisite for any foreign entity registering in SAM. This waiver will be in place until a longer-term solution regarding NCAGE codes is finalized at the inter-agency level.



EVALUATION

The Office of Acquisition and Assistance Evaluation Division (M/OAA/E) is responsible for maintaining the integrity of the Agency's procurement system. This is accomplished through performance of a number of activities from issuing ad hoc and permanent warrants, reviewing non-competitive awards/modifications, reviewing ratifications, reviewing termination settlements, performing procurement system reviews, and providing advice and support on complex procurement-related issues. Evaluation reviewed more than 100 warrants and 160 actions relating to non-competitive justifications, including 77 non-competitive justifications that were approved.

Guides and Toolkits

M/OAA/E produced a new guide to using in-kind grants and published it on M/OAA's internal BPI webpage. This guide was developed to be a tool to assist Agreement Officers (AOs), A&A Specialists, and Agreement Officer Representatives (AORs) worldwide, and provides background on using this type of grant as well as examples of in-kind grant use. Additionally, the guide includes links to three in-kind grant award templates that can be adapted for use depending on the degree of grant management required.

Evaluation also updated the warrant guidelines for Civil Service and Foreign Service COs, which streamlined the process of adding more warrant holders. The CCN Administrative Contracting Officer warrant program saw an increased use over the previous year.

Evaluation contributed to high priority initiatives and represented M/OAA in the creation of Climate Action & Sustainability and DEIA Plans to comply with White House Executive Orders (EOs). M/OAA/E led the climate change working group, whose accomplishments included the creation of PEB 2021-01 which operationalized and simplified the use of Sustainability & Environmental provisions and clauses in USAID contracts. Others included the creation of a Class Justification authorizing the non-competitive modification to include remote work eligibility in 70 USAID Domestic USPSCs and created the Ukraine Expedited Procedures Package (EPP).

The Division continued its training sessions for experienced USAID contracting professionals, including COs and Resident Legal Officers (RLOs) worldwide, on how to properly use the "Changes" clause in contracts. In the training, we re-emphasized and introduced the importance of having flexible scopes of work in the design and implementation of programmatic development activities in awards, and provided factors to consider to determine whether the proposed change is within the general scope of the contract. Coupled with the consideration and use of the Excusable Delays clause, Evaluation provided additional tools for COs to adjust contracts to changing conditions on the ground and provide contractors with the fair treatment contemplated by both the "Changes clause", "Excusable Delay", and the Federal Acquisition Regulation (FAR).

Worldwide Procurement System Reviews (PSRs)

Evaluation completed PSRs of operations domestically and abroad to comply with EO 12931, including operations of USAID/Peru and USAID/Georgia. The Division is currently reviewing operations for USAID/Mozambique and the Bureau for Global Health (GH). The PSRs have enabled the sharing of best practices and real-time tracking of recommendations of OAA and Executive Office (EXO) operations in USAID/Washington and Missions.

New Defense Base Act (DBA) Insurance Contract Issued

Evaluation worked on the issuance of a new DBA insurance contract, which will reduce rates by half and realize significant cost savings of approximately \$40 million for the Agency. Additionally, in a burden-busting action, the Division helped to simplify how the new insurance contract will be rolled out (as well as future changes to this type of contract). Rather than individually modifying every USAID contract, M/OAA/E published the new insurance information via [AAPD](#). When the rates and contract information change in the future, the website can be updated (rather than requiring all contracts to be modified). COs will experience significant time savings and a reduction in workload.

COST AUDIT & SUPPORT (CAS)

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

In FY 2022, CAS Division took the following actions:

Financial Audit Recommendations Closed	69
Sustained Disallowed Costs Recovered by Agency - Direct Cost	\$355 thousand
Sustained Disallowed Costs - Indirect Cost	\$7.1 million
Negotiated Indirect Cost Rate Agreements Issued	181
Closed Awards	1,299
PreClosed Awards	105
Funds Deobligated	\$69.7 million

CONTRACT REVIEW BOARD (CRB)

The Contract Review Board (CRB) provides assistance to Agency procurement officials by identifying potential issues and recommending risk mitigation measures for Agency acquisitions of \$25 million and above. We seek to improve the quality of USAID's development and to strengthen the performance of the Agency's staff by providing procurement-related technical assistance. This FY, M/OAA revised all CRB-related policies, reducing the amount paperwork requirements for all packages, streamlining the number of reviews to reduce Procurement Action Lead Team (PALT), as well as adding the option for written comments to all reviews. During FY 2022, the CRB conducted a total of 88 procurement reviews with a total estimated value of approximately \$18 billion.



PROFESSIONAL DEVELOPMENT AND TRAINING (PDT)

The Professional Development and Training (PDT) Division is responsible for addressing the professional development needs for USAID's COs, AOs, and COR/AORs in addition to providing training and consultations on co-creation, PSE, and Innovative Financing to the entire workforce. PDT manages the Federal Acquisition Certification (FAC-C Professional) for Agreement/Contracting professionals, Federal Acquisition Certification for Agreement/Contracting Officer's Representatives (FAC-COR), and Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) programs at USAID.

PDT FY 2022 highlights include:

- Transitioned the entire USAID A&A workforce from the Federal Acquisition Institute Training Application System (FAITAS) to the new FAI CSOD platform for A&A professionals.
- Issued nearly 1,000 certifications in the FAC-C, FAC-COR and FAC-P/PM programs at all levels. Certifications increased two-fold from FY 2021 to FY 2022.
- Added approximately 75 USAID-specific courses to the new FAI CSOD platform to supplement government-wide A&A training.
- Began providing in-person training in the summer of FY 2022, and continued virtual sessions.
- Taught more than 4,700 staff worldwide through PDT Fundamentals and Innovators courses and E-Learning/Microlearns.
- Invited by National Contract Management Association Executive Director, Kraig Conrad, for the second year in a row, to develop and present a panel session during the 2022 NCMA World Congress in Chicago, IL on the topic of localization, with plans to expand to include an international development exchange for the 2023 World Congress.
- Launched the updated Co-creation Toolkit and Interactive Guide in March 2022. This interactive guide is available internally and externally alike, and aims to dispel common co-creation myths, provide inputs critical to designing and managing co-creation successfully and leverages many existing co-creation resources while updating content to reflect USAID's experience. PDT designed this resource to deconstruct co-creation into components, providing an easy-to-use reference to help staff make better decisions about when to use co-creation, improve their preparation, and elevate their management of the process.
- Engaged in 14 co-creation workshops. Through these activities PDT was able to reach almost 300 partners, both local and US-based.



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, GLAAS. In FY22, SSG continued its support of a broad range of agency 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, to include:

- Data Cleanup of over 5,000 A&A actions (representing more than \$8 billion) to ensure more accurate reporting to internal and external stakeholders
- Resolved more than 9,000 ServiceNow tickets and maintained a 93% Customer Satisfaction Rating for the entire fiscal year.
- Received over \$55,000 in Purchase Card rebates for FY22 by ensuring all cardholders reconcile their purchase card transactions timely. These rebates are an incentive for the prompt payment of Corporate Invoices.
- Assisted the Management Bureau's Chief Financial Office (M/CFO) with their efforts to clean up over 143 Aged Purchase Card transactions valued at an estimated \$1.1 Million.
- Design/Developed Future of Work Dashboard (Fellows, Institutional Support Contractors and U.S. Personal Service Contractors) for the Office of Human Capital and Talent Management (HCTM).
- Participated in the Agency's Ukraine Redaction Initiative.
- Worked with M/CFO on the DUNS/UEI transition of over 2,700 vendors.
- Provided SAM support during UEI implementation:
 - Initiated interagency working group with GSA, resulting in updates to GSA's best practices in support of foreign entities, updated reference guides and increased staffing.
 - Developed an escalation process for SAM/UEI validation issues, which enabled over 100 prime and sub partners to be able to complete their registrations in order to work with the Agency.
 - Collaborated with M/OAA Policy and OMB in pursuit of potential flexibilities related to SAM registrations, resulting in the creation of AAPDs 22-03 and 22-04.

FOREIGN OPERATIONS (FOREIGN OPS) DIVISION

M/OAA Foreign Operations (Foreign Ops) provides strategic vision and leadership to position USAID and its overseas A&A workforce to deliver the Agency's development mission. The Deputy Director for Foreign Ops oversees Backstop Coordination for Foreign Service Contracting Officers and the Transportation Division, which mobilizes and distributes life-saving aid that reaches tens of millions of people around the world each year. Backstop Coordination responsibilities include providing functional oversight of USAID's FS COs, advising on human resources, and operational issues that require USAID FS field experience and A&A technical knowledge. During FY 2022, Foreign Ops continued to focus heavily on rebuilding the FS CO backstop to recover from the hiring freeze and to address chronic, long-term understaffing of the profession.

Foreign Operations Division Updates

- **TOPS A&A Specialist ISC:** Awarded the first-of-its-kind surge support mechanism, which is now implementing a \$47 million small business best-in-class contract with the capacity to support Mission operations worldwide with experienced A&A Specialists. Within the first three months after receiving the award, Foreign Ops received requests from ten Missions for support services and completed three buy-ins. During the first year of implementation, the mechanism has provided support directly to Foreign Ops and to the following Missions: Honduras, Colombia, Dominican Republic, Afghanistan, South Africa, Georgia, Sudan, South Sudan, Niger, Liberia, Kenya, Ghana, and Guatemala. Several additional engagements are already underway for FY 2023. During the first year, 12 TOPS ISC staff supported approximately 70 programs through various phases of the award cycle valued at over \$1.2 billion; this includes the award of over \$600 million. TOPS ISC staff include former CCN A&A Specialists, with several

individuals who recently arrived in the U.S. from Afghanistan. The TOPS ISC has also served as a vehicle for implementing a pilot program approved by the Deputy Administrator to vet and provide facility and logical access to highly qualified non-U.S. nationals who are former USAID CCNs and TCNs.

- **Firehouse PSC Mechanism:** The PSC Firehouse retains and deploys retired, warranted COs with USAID field experience to provide FS CO services to Missions. Four Firehouse PSC COs are currently maintained on the roster, with availability scheduled through Foreign Ops. The Firehouse provided critical support to USAID/Sudan during a gap period for which there was a lack of other available CO support.
- **FS COs Without Borders:** Centralized Coordination of Mission Support. To maximize the effective use of available FS CO talent internally, Foreign Ops has taken a global view of needs and Agency priorities and coordinates closely with M Bureau's Overseas Support Operations (OSO) in Frankfurt. To-date, the FS COs Without Borders initiative has addressed at least 50 requests from Missions in Africa, Latin America and the Caribbean (LAC), and South Asia for surge, advisory, and management support that has and is positioning Agency Missions to succeed while providing much needed relief to our FS CO workforce. During FY 2022, FS COs in Foreign Ops directly supported A&A actions in 16 Missions, and FS COs in OSO directly supported five Missions.



Workforce Planning

- **FSCOs needed:** Reviewed and revalidated its prior estimates of the number of FSCOs needed to properly manage USAID operations. By examining updated fiscal year data and working with subject matter experts (SMEs) to establish the required staffing levels for each Mission, including consultations with experienced FSCOs in the field, the needed FSCO figure remains at 195. This is a benchmark for USAID capacity to manage its A&A portfolio.
- **EFM A&A Specialist Initiative:** Collaborated with Office of Human Capital and Talent Management (HCTM) and Management Bureau (M Bureau) leadership to develop the first M Bureau-sponsored and funded program to create direct-hire employment opportunities for EFMs overseas in response to the critical shortage profession of acquisition and assistance. Employment opportunities will commence in 11 Africa Missions in FY 2023.
- **Rebalancing the workforce:** Will continue to provide technical assistance and leadership for rebalancing the Agency's workforce to better position the team to deliver on key priorities and continue strengthening A&A functions in the Agency.

Supporting C3s

- **New hires:** Onboarded 23 new Career Candidate Corps (C3) FS COs, including the designation of FS supervisors, establishment of training plans, and development of work assignments.
- **Identify and confirm first tour assignments:** Coordinated 25 first tour assignments with Missions and HCTM. Once required training is completed, C3s will begin to move to their post of assignment.
- **First Tour Deployments:** Completed the pre-departure preparation of 24 newly hired C3 officers, with all 24 deployed to their first tour overseas assignments by the end of FY 2022.

Professional Development

- **C3 Training Curriculum:** Defined the Training Curriculum for C3 FS COs, covering post-orientation and pre-departure training, and training priorities after arrival at their first tour assignment post.
- **FEI Leadership Course for FS COS:** Launched a specialized Federal Executive Institute (FEI) training curriculum specifically for the unique needs of USAID FS COs that centers on adaptive management and leading through soft skills.
- **FEI Leadership Course for CCN A&A Specialists:** Negotiated and funded the addition of the Agency's first leadership course tailored for CCN A&A Specialists. The first course is scheduled for March FY 2023.

Bidding and Assignments

- **Staffing Allocation Methodology based on Portfolio Complexity:** Coordinated with Regional Bureaus, HCTM, and individual eligible bidders to finish implementing the 2022 assignment cycle and begin implementing the 2023 cycle. This was the second year HCTM allocated priority positions to OAA to assign. To address the anticipated shortage of bidders for vacancies in the FY 2023 bidding cycle, Foreign Ops established a staffing methodology based on portfolio complexity factors. This exercise, which relied on Mission-provided data, gave life to the concept of COs without Borders. Applying the formula and ranking Missions served as the starting point for an objective dialogue with HCTM and Bureaus, justifying OAA's approach to its bid position prioritizations and decisions not to include in the bid list certain positions. This methodology informed negotiations with the E&E Bureau for its bid position descriptions: In lieu of the removal of CO positions from the Agency's smallest Missions, E&E was able to retain COs for USAID/Moldova and USAID/Bosnia in a portfolio sharing arrangement with the USAID/Ukraine- COs without Borders. This was the first such negotiation between OAA, HCTM, and a regional bureau to formalize the informal field practice of sharing limited CO resources. OAA priority positions were allocated based on a staffing methodology formula developed and applied for the first time in the FY 2023 bidding cycle.
- Continued to provide support for curtailments and the reassignment complement, CS to FS conversion, FS CO tenuring, and Mission requests for authorization to hire A&A PSCs.

Temporary Operational Program Support (TOPs)

Heavy workloads and urgent A&A workforce staffing needs, particularly for FS COs and A&A Specialists, have been impacting Agency operations worldwide. Foreign Ops has developed a multi-pronged approach to providing practical, needed operational relief by drawing on external and internal resources. Through PSCs with retired USAID COs and an institutional support contract (ISC) for A&A services, USAID can draw on experienced talent from outside the Agency. At the same time, internally to the Agency, the COs without Borders initiative, focuses on optimizing the distribution of our internal FS CO talent.

WASHINGTON OPERATIONS (WASHINGTON OPS) DIVISION

M/OAA Washington Ops carries out the solicitation, negotiation, award, and administration of all of the centrally funded mechanisms from Washington, including field support and centrally funded activities. These awards help the Agency achieve its U.S. Small Business and Category Management goals as well as contribute to localization, climate change, and other Agency initiatives. In FY 2022, Washington Ops obligated more than \$12.8 billion through more than 4,800 A&A actions. This averages out to over \$200 million obligated per warranted CO.

During this past fiscal year, Washington Ops assisted in various international crises. Staff coordinated with M Bureau, other cognizant Bureaus, Missions, and Foreign Ops to assist with crises in Ukraine, Mali, Ethiopia, Nigeria, and Haiti. The team is continuing to help with surge support during these crisis periods and support Missions' programmatic shifts during times of crises.

One of the major challenges over the years has been attrition, with rates exacerbated during the federal hiring freeze, further inhibiting M/OAA's ability to adequately manage an increasing workload among fewer staff. To mitigate this trend, Washington Ops has collaborated with M Bureau to explore available hiring authorities and surge support to hire more staff to reduce overall workloads, create more promotion opportunities to retain staff, and promote diversity, equity, inclusion and accessibility (DEIA) principles.

Hiring

In addition to focusing on filling vacancies, Washington Ops continued its efforts to increase the number of approved positions.

- In FY 2022 Washington Ops received approve to:
 - Hire 11 new Global Development Partnership Initiative (GDPI) positions which are funded through Operating Expenses (OE).
 - Hire two new Foreign Service Limited (FSL) COs using Conflict Prevention and Stabilization (CPS) program funds.
 - Stand up a new team to manage Bureau for Humanitarian Affairs (BHA) PSC actions. A combination of OE and BHA's International Disaster Assistance program funds were approved to hire an additional six COs and a Team Leader position using BHA program funds.
 - Hire three new FSL program funded COs using the Ukraine Supplemental.

Retention

Washington Ops anticipates that hiring new staff will reduce the workload of all employees, thereby assisting with retention. However, staff also recognize that retention needs a multi-pronged approach:

- In FY 2022, Washington Ops created three new GS-14 supervisory positions and upgraded others to non-supervisory GS-14. The Division will be working to continue this effort in FY 2023.
- Washington Ops is also in the process of developing a workforce plan to tie promotions to higher grade levels to obtaining a warrant. For example, tying a GS-13 promotion to attaining the first-level warrant.

Leadership

In order to improve leadership across Washington Ops, in FY 2022 the Division:

- Nominated six Washington Ops staff to participate in the pilot FEI Leadership Training tailored to COs.
- Sent two Washington Ops staff to participate in a pilot leadership training set up by the PDT Team.
- Sought funding for general leadership/soft skill training funds in the FY 2024 budget.
- Re-established internal exit interviews with departing staff to better understand why staff are leaving and what could have encouraged them to stay. From these honest conversations, Washington Ops hopes to develop solutions that create a work environment in which staff feel supported by their managers, see opportunities for professional development, and ultimately want to stay with M/OAA.



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 PSCs. The Ombudsman reports directly to the M/OAA Director and is independent of all other offices within M/OAA.

In FY 2022, the Ombudsman team worked to reduce barriers to entry for USAID's industry partners and improve efficiencies across M/OAA. The team has continued to advocate that the Contractor Performance Assessment Reporting System (CPARS) should not be a barrier to entry. The Ombudsman continued to impress upon awarding officials the importance of recognizing the neutral rating in lieu of a negative rating in instances where partners do not have past performance. A special emphasis was placed on addressing the issues of security clearances and facility access, and changes were implemented through M/OAA to assist partners with achieving both. The Ombudsman has advocated for: changes to restrictive language in solicitations that require all interested partners to have clearances; continuing to encourage proper procurement planning efforts that would allow for an estimated six month overlap/lead time so that any firm receiving an award has the time needed to finalize the proper vetting process; and, collaboration with colleagues in operations to identify an Indefinite Delivery, Indefinite Quantity (IDIQ) award where the Agency can sponsor a partner who is in need of facility access.

To follow up on the promise to highlight subcontracting efforts, the Ombudsman led outreach and engagements across the federal space to develop a process that USAID can adopt when ensuring that subcontracting plans are not only adequate but adhered to. The team is excited for this effort and looks forward to continued collaboration with M/OAA leadership to provide the necessary training and guidance to A&A staff in ensuring that awarding officials timely review and approve subcontracting plans and work toward achieving USAID's and OSDBU's small business goals.

The issues the Ombudsman received in FY 2022 were wide-ranging. The breakdown is as follows:

Doing Business with USAID	41%
Other	30%
Communications	24%
Solicitation/Award	3%
Policy	2%



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 2022, 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 2022, the team participated in discussions, events, and engagements with more than 12,500 people. Identified below are some key highlights from this fiscal year:

- **Social Media Content:** Created regular social media content for promotion on the team's Work with USAID accounts: [LinkedIn Group](#), [Twitter](#), [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.
- **Twitter Spaces:** Kicked off a Twitter Spaces series on its [@WorkwithUSAID account](#) to utilize this audio-only platform that may be more accessible to prospective partners who rely on smartphones for accessing the internet and who may have limitations on their bandwidth/data usage.
- **Partner Matchmaking Pilot:** Piloted a virtual Partner Matchmaking Series, for which the team invited prime partners to meet with prospective local partners, identified through the [WorkwithUSAID.org Partner Directory](#). This event was intended to implement the Agency's Localization Agenda and bring more new and local partners into the USAID partner ecosystem. Throughout six days, twelve primes participated in the series of events and 33 organizations attended as potential sub-partners. The majority of these organizations were located in countries where USAID operates.
- **Partner Surveys:** Conducted two Customer Experience Surveys for current and prospective partners—one for WorkwithUSAID.org with more than 700 respondents—and one to gauge a better understanding about the general USAID partnership experience, with more than 1,400 respondents.
- **Reverse Industry Days:** Hosted three Reverse Industry Day events with Agency partner associations. These events provided industry with the opportunity to present and highlight to USAID staff, things that are working well, as well as challenges and recommendations for improvement within the Agency'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.

WORKWITHUSAID.ORG

On November 4, 2021, Administrator Samantha Power announced the launch of [WorkwithUSAID.org](https://www.workwithusaid.org) in her speech entitled “A New Vision for Global Development.” The website is a free resource hub that will 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. This latest effort, a collaboration between M/OAA and the Bureau for Development, Democracy, and Innovation, is a key Agency tool for lowering barriers for partners. Since its launch, more than 150,000 unique users have benefited from its resources, totaling over 1.5 million page views.

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 acquisition and assistance. By the end of FY 2022, more than 3,100 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 also take a self-paced Pre-Engagement Assessment to evaluate their organizational capacity and readiness to compete for USAID funds. To-date, more than 2,100 organizations have taken the Pre-Engagement Assessment.
- **Resource Library:** Partners looking for guides, webinars, toolkits, etc. can access the Resource Library which boasts over 200 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. In FY 2022, over 80 blogs were posted.
- **Events:** Partners can use this central location to find networking and learning opportunities with USAID and implementing partners.

Outreach

- **Website demonstrations:** To launch [WorkwithUSAID.org](https://www.workwithusaid.org), the Industry Liaison team hosted more than 50 virtual website demonstrations to over 3,000 Agency staff and partners.
- **CCN Fellowship:** Hosted three CCNs through the CCN Fellowship Program, who supported outreach within their respective Missions and local partner communities. Several CCNs around the world also helped translate key documents on [WorkwithUSAID.org](https://www.workwithusaid.org) into a variety of local languages. To-date, materials have been translated into Arabic, Burmese, Spanish, French, Vietnamese, Ukrainian, and Portuguese. This effort continues.
- **Social media:** The promotion of [WorkwithUSAID.org](https://www.workwithusaid.org) and other opportunities to engage with USAID were highlighted on a variety of social media channels, including LinkedIn, Twitter, Facebook, and Instagram.

Feedback

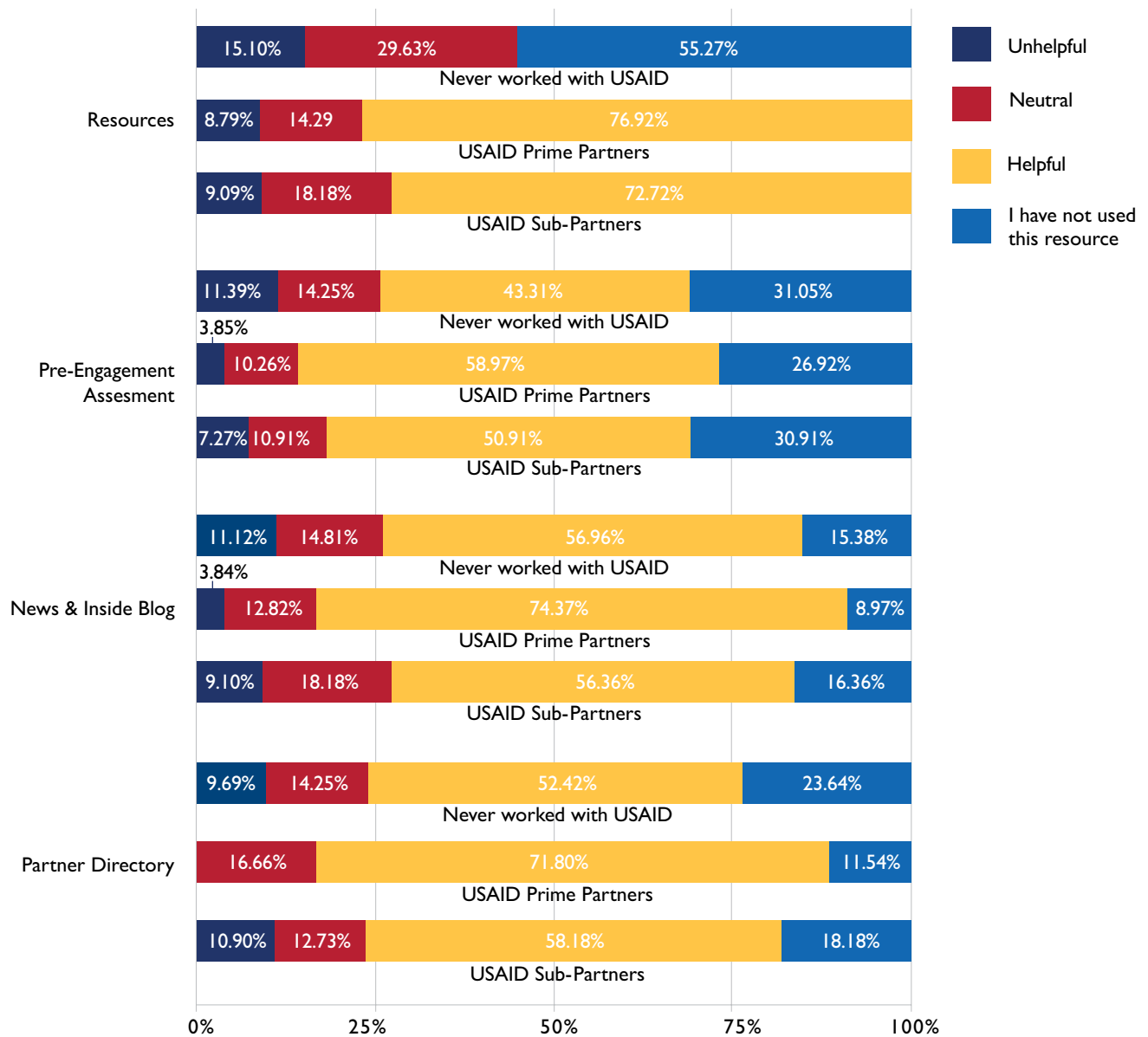
The Industry Liaison team conducted a Customer Experience Survey for [WorkwithUSAID.org](https://www.workwithusaid.org) with more than 700 respondents. In reviewing the results, the team found that the majority of both current and prospective partners believe that the website is helping them learn more about navigating the partnership process. Below is the summary of the results:

- Of the 591 valid responses received, nearly 60 percent were new partners, indicating that the survey likely reached the target audience.
- Reception of the site is positive across all partnership types; however, new partners had a higher rate of “neutral” answers when asked about their satisfaction with the website, indicating that they perhaps have not fully explored or utilized the site, pointing to a need for additional outreach to these partners.

- Partners of all types reported satisfaction with the individual website features. Prime partners reported the highest satisfaction levels with many website features, including the Partner Directory, the Pre-Engagement Assessment, and the blog. This may result from these partners being the most closely engaged with the Agency and the least daunted by its processes and terminology. Helping potential, new, and sub-partners feel the same level of engagement and satisfaction remains a guiding focus of the web team.

“WE JUST APPLIED FOR OUR FIRST OPPORTUNITY WITH USAID AND USED YOUR RESOURCES FOR GUIDANCE. WE KEEP VISITING YOUR PAGE TO LEARN MORE.”

COMPARISON ON HOW DIFFERENT TYPES OF PARTNERS RATED EACH FEATURE OF THE WEBSITE



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

