



**USAID**  
FROM THE AMERICAN PEOPLE

2017

PROGRESS  
REPORT



Management Bureau  
Office of Acquisition and Assistance

## 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.



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It is my pleasure to share with you the Management Bureau's Office of Acquisition and Assistance (M/OAA) fiscal year (FY) 2017 Progress Report.

In FY 2017, USAID obligated \$17.2 billion through 24,172 actions through acquisition and assistance (A&A) mechanisms. This continues the upward trend of Agency funding obligated through A&A mechanisms and along with an increased number of actions.

One of the major areas of progress in FY 2017, was the launch of our live-feed Business Forecast. Located in the Work With USAID section of the Agency's website, this interactive tool enables organizations to identify funding opportunities quickly and easily, by filtering down to exactly the type of solicitation or award that is most relevant. The site is updated on a daily basis, pulling directly from our internal A&A Planning Tool, ensuring that our partners have the most up-to-date information available.

In the critical area of Procurement Action Lead Time (PALT), we continued to see areas of reductions in the amount of time it takes to make an award, thanks to re-examining and streamlining workflows, and implementing best practices. This year we will be launching a new internal PALT tracking tool in our A&A Planning system to continue these pursuits.

We saw a number of other positive trends in FY 2017, and have been actively embarking on further advancements in FY 2018. From the launch of new A&A Labs, to integrating the concepts of co-creation and collaboration across A&A activities, we have continued to seek out and implement innovative ways to increase efficiency and achieve more impactful results. We are constantly exploring how we can enhance our program design methods, and our use of solicitations, to include practices that invite the partner community to engage and collaborate.

We recognize that enhanced engagement can be fostered through many approaches, such as concept papers and statement of objectives, allowing partners to become active participants. We have also used these and other techniques in Broad Agency Announcements and Public-Private Partnerships. Moving into FY 2018, we want to prioritize approaches that embrace collaboration, creativity and entrepreneurship, local ownership, adaptability, and lasting results.

Administrator Mark Green has stated that the purpose of foreign assistance is to end the need for its existence. He has also shared, that "we provide development assistance to help partner countries on their own development journey to self-reliance. We look at ways to help lift lives and build communities." It is through continued innovations and partnerships by which we will achieve this vision.

**Mark Walther**

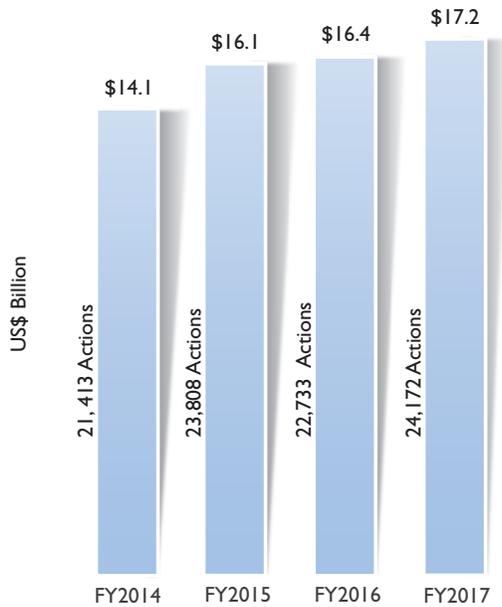
***Acting Director***

***Office of Acquisition and Assistance***

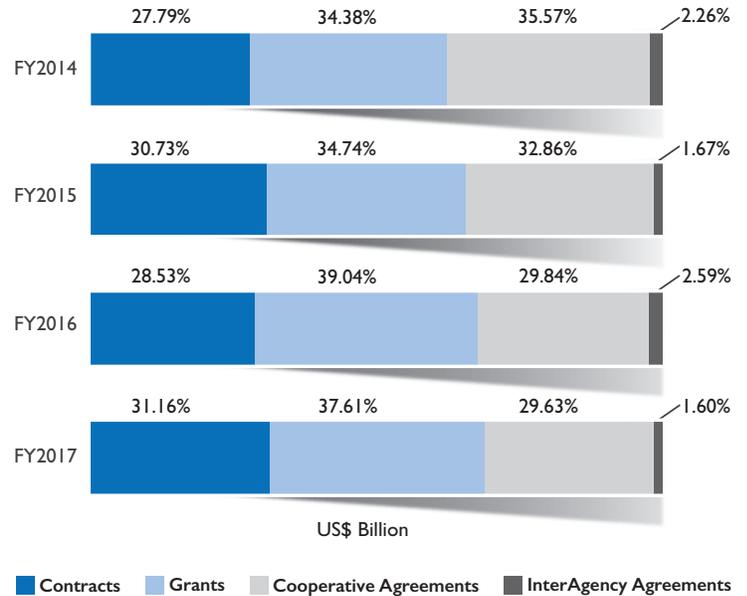
# USAID ACQUISITION AND ASSISTANCE AT A GLANCE

Overall, in FY 2017 USAID obligated \$17.2 billion through 24,172 actions through acquisition and assistance mechanisms. Assistance mechanisms accounted for approximately \$11.6 billion (67 percent) of total dollars obligated. Acquisition mechanisms accounted for approximately \$5.4 billion (31 percent) of total dollars obligated. In terms of where dollars were obligated, Washington obligated \$10.5 billion (61 percent) and Missions obligated \$6.7 (39 percent). However, more actions were undertaken at the Mission level, with 13,941 in the field and 10,231 in Washington. USAID made \$5.4 billion in new awards, or 31.56 percent of total obligations.

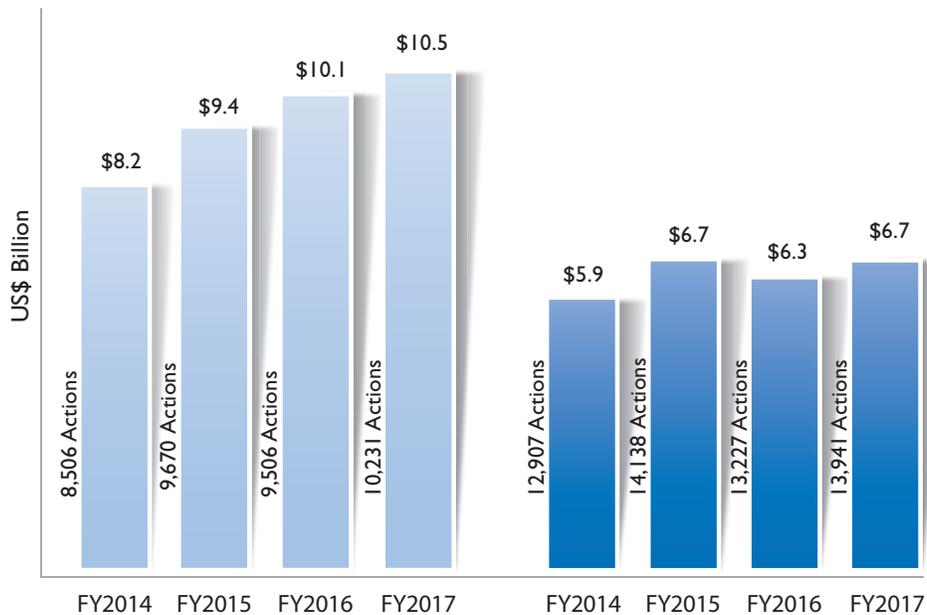
VALUE OF OBLIGATIONS AND NUMBER OF ACTIONS OVER TIME



OBLIGATIONS BY INSTRUMENT TYPE



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

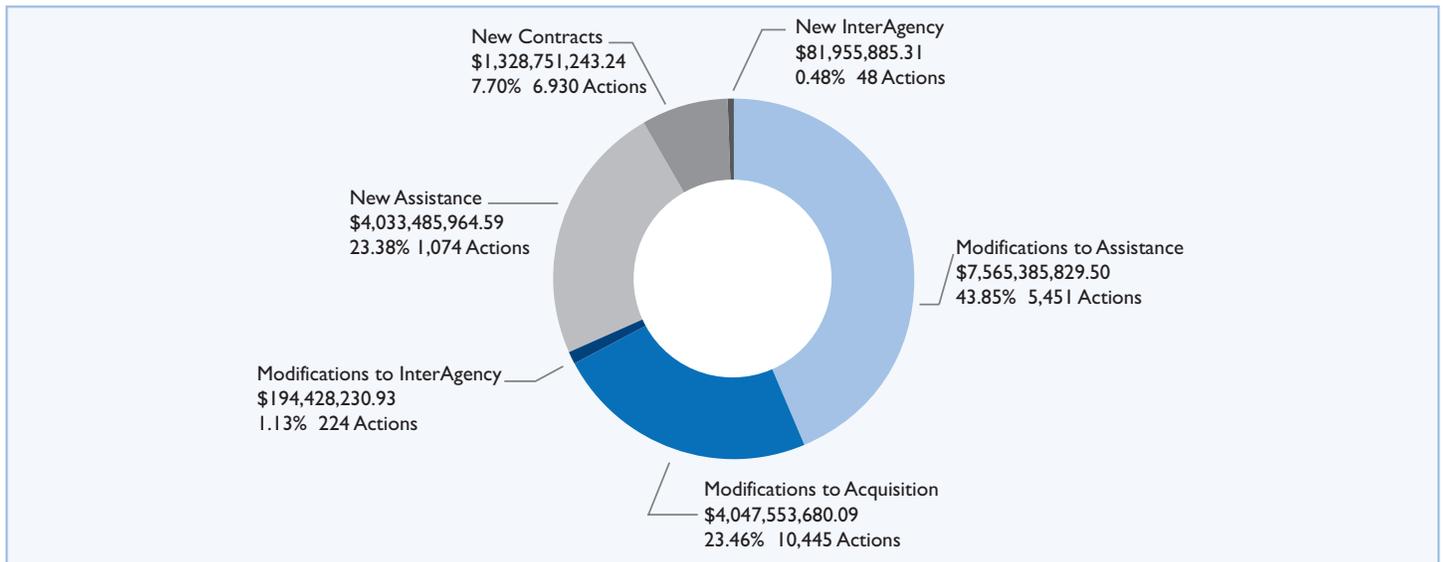


# USAID ACQUISITION AND ASSISTANCE AT A GLANCE

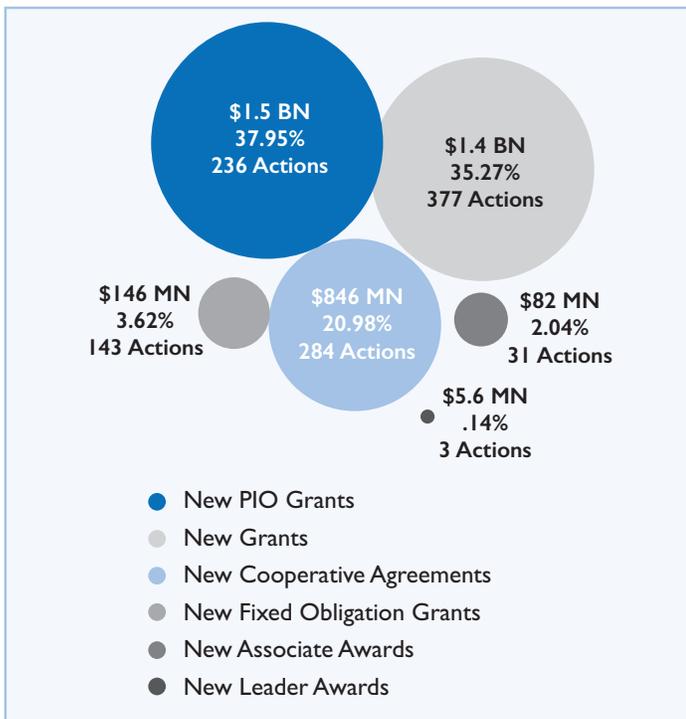
## ACTIONS AND OBLIGATIONS (Source: GLAAS as of December 9, 2017)

	ACQUISITION		ASSISTANCE		INTERAGENCY AGREEMENT		TOTAL # ACTIONS	TOTAL ACTION OBLIGATIONS \$BN
	ACTIONS	OBLIGATIONS \$BN	ACTIONS	OBLIGATIONS \$BN	ACTIONS	OBLIGATIONS \$BN		
WASHINGTON	6,807	\$2.49	3,258	\$7.86	166	\$0.21	10,231	\$10.56
MISSIONS	10,568	\$2.89	3,267	\$3.74	106	\$0.06	13,941	\$6.69
<b>TOTAL</b>	<b>17,375</b>	<b>\$5.38</b>	<b>6,525</b>	<b>\$11.60</b>	<b>272</b>	<b>\$0.27</b>	<b>24,172</b>	<b>\$17.25</b>

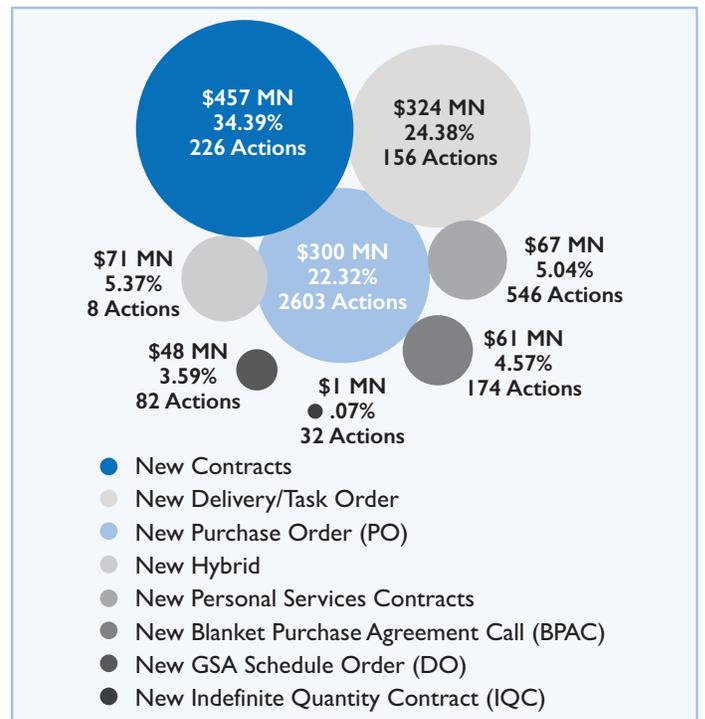
## SUMMARY BY MECHANISM (Source: GLAAS as of December 9, 2017)



### ASSISTANCE MISSION AND WASHINGTON



### ACQUISITION MISSION AND WASHINGTON



## Small Business Utilization

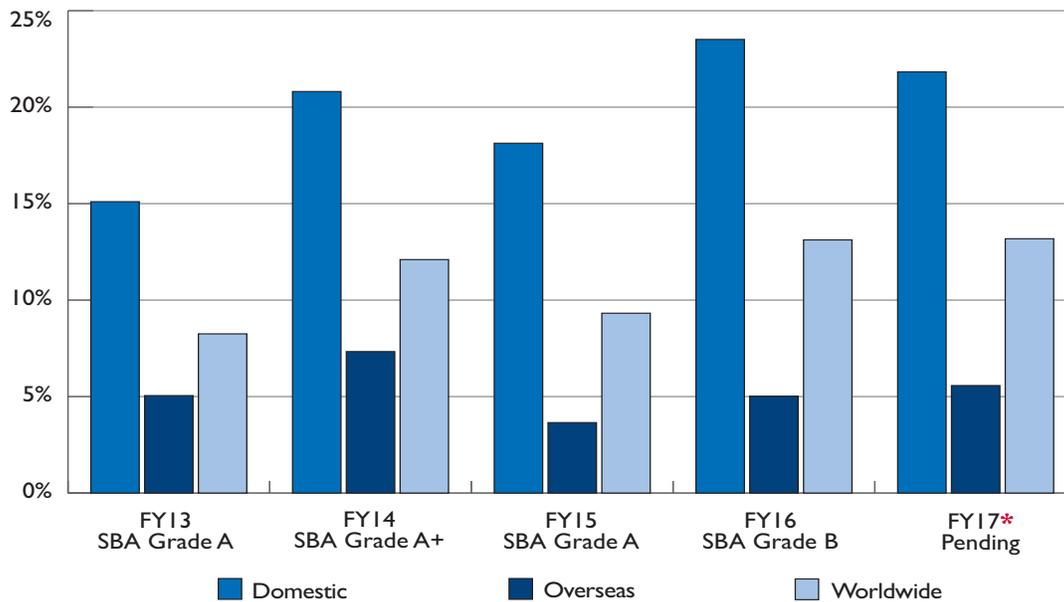
Small businesses play an important role in helping USAID achieve its mission. In FY 2017, more than \$626 million was awarded to U.S.-based small businesses, which is the most prime contractor dollars awarded by the Agency in a single fiscal year. The Agency awarded 21.8 percent of its Washington-based contracts to small businesses across various contract types, which is also the most the Agency has ever done.

The Agency exceeded its Small Business Procurement Scorecard goal of 12 percent by awarding 13 percent of worldwide contract dollars to small businesses.

## Small Business Subcontracting

In FY 2017 the Agency issued PEB 17-01: Subcontracting Plan Requirements, Evaluation and Reporting/Monitoring. This bulletin applies to procurements subject to the small business subcontracting plan requirements, per FAR 19.7, and clarifies when subcontracting plans are required, the process for obtaining OSDDBU clearance on plans, the evaluation of subcontracting plans, and the key roles and responsibilities for monitoring their use.

## SMALL BUSINESS GOALS



Source: FPDS as of October 10, 2017.

\*Note: Percentages are based on dollars. Final data from SBA will be released in early 2018

## DOLLARS OBLIGATED UNDER IDIQS & TASK ORDERS

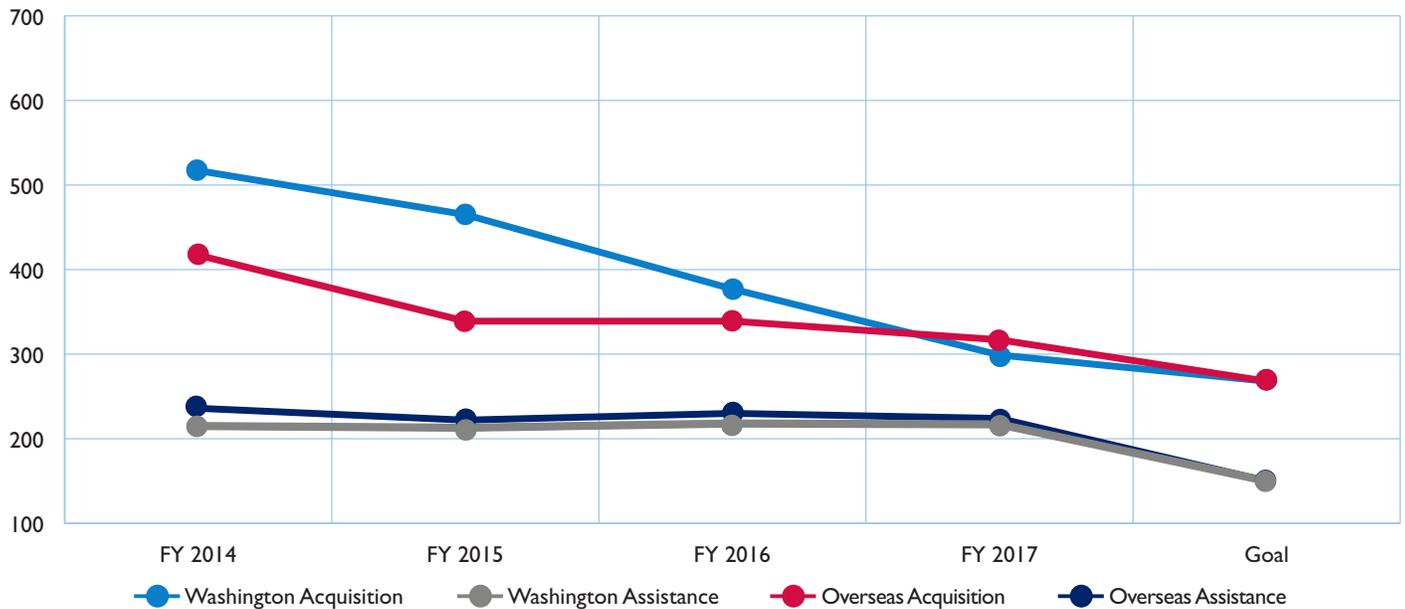
BUSINESS TYPE	TOTAL OBLIGATIONS	NEW AWARDS ONLY	NUMBER OF NEW AWARDS
SMALL BUSINESS	\$174,182,215	\$73,543,871	66
NON-SMALL BUSINESS	\$2,002,245,217	\$342,385,497	116
<b>GRAND TOTAL</b>	<b>\$2,176,427,432</b>	<b>\$415,929,368</b>	<b>182</b>
<b>% TO SMALL BUSINESS</b>	<b>8%</b>	<b>17.7%</b>	<b>36.3%</b>

Source: FPDS Federal Contract Actions & Dollars Report as of October 10, 2017

## Procurement Action Lead Time

Procurement Action Lead Time (PALT) measures the amount of time it takes to make an award, beginning when a Contracting/Agreement Officer (CO/AO) accepts a full package of documents from technical officers, and end once an award is made.

The Agency has seen continuous progress in reducing PALT since it first began tracking in FY 2009. In FY 2017, the Agency released a PALT Best Practices Guide. The in-depth guide covers phases of project design and execution, and includes recommendations on design process improvements, procurement practices, and critical areas of evaluation. It was developed by working group members from Washington and overseas COs/AOs, as well as from consultations with a number of technical/program officers.



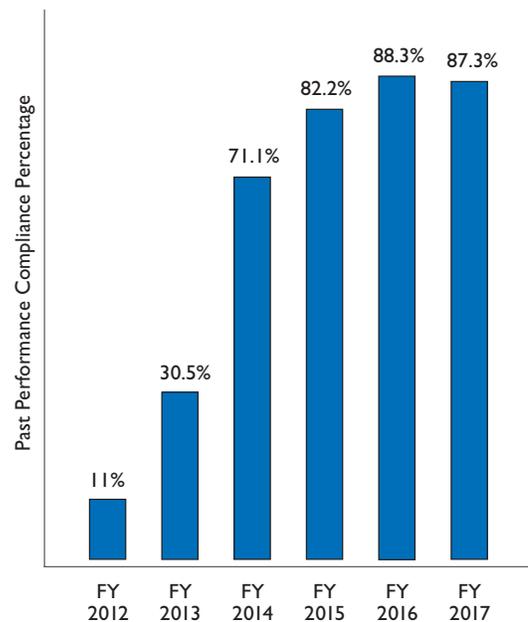
Source: GLAAS as of December 9, 2017

## Past Performance

USAID has continued its focus on Past Performance reporting for all contracts.

Past performance is an important part of the feedback loop during the life of an award, ensuring open lines of communication between USAID and its partners. Performance is also important in helping USAID make decisions on new awards.

At the close of FY 2017, 87.3 percent of all contracts had an evaluation completed.



Source: PPIRS as of October 3, 2017

## Exceptions to Competition

USAID has the authority to limit competition in certain circumstances. Provided below are the exceptions to competition and the total number of actions and obligations that limited competition was used in FY 2017.

### ACQUISITION

1	AIDAR 706.302-70 IMPAIRMENT OF FOREIGN AID PROGRAMS
2	FAR PART 6 AUTHORIZED BY STATUTE
3	FAR 6.202 ESTABLISH OR MAINTAIN ALTERNATIVE SOURCES
4	FAR 6.203 SET-ASIDES FOR SMALL BUSINESS CONCERNS
5	FAR 6.204 SECTION 8(A) COMPETITION
6	FAR 6.3 NOT AVAILABLE FOR COMPETITION
7	FAR 6.302-1 ONLY ONE RESPONSIBLE SOURCE
8	FAR 6.302-4 INTERNATIONAL AGREEMENT
9	FAR 16.505(B)(2)(I)(E) ORDER EXCEEDING SIMPLIFIED ACQUISITION THRESHOLD
10	FAR 6.302-7 PUBLIC INTEREST
11	FAR 8.405-6(A) ONLY ONE SOURCE CAN PROVIDE SUPPLY/SERVICE
12	FAR 16 FOLLOW-ON CONTRACT FOR A DEFINITIVE CONTRACT
13	FAR 6.302-7 NATIONAL SECURITY
14	FAR 6.302-7 PUBLIC INTEREST
15	SECTION 7077 OF PUBLIC LAW 122-74 LOCAL COMPETITION AUTHORITY
16	FAR 15.6 UNSOLICITED RESEARCH PROPOSAL
17	FAR 6.302-3 URGENCY

### ASSISTANCE

1	ADS 303.3.6.4 WHEN ELIGIBILITY CAN BE RESTRICTED
2	ADS 303.3.6.5.A.(2)(A) EXCLUSIVE OR PREDOMINANT CAPABILITY
3	ADS 303.3.6.5.A.(2)(B) SMALL GRANTS
4	ADS 303.3.6.5.A.(2)(C) RESTRICTED ELIGIBILITY FOR EFFICIENCY
5	ADS 303.3.6.5.A.(2)(D) NEW ENTRANTS
6	ADS 303.3.6.5.A.(2)(E) CONGRESSIONALLY MANDATED PROGRAMS
7	ADS 303.3.6.5.A.(2)(F) CRITICAL OBJECTIVES OF THE FOREIGN ASSISTANCE PROGRAM
8	ADS 303.3.6.5.A.(2)(G) UNSOLICITED APPLICATIONS
9	ADS 303.3.6.5.A.(2)(H) FOLLOW-ON AWARDS & EXTENSIONS
10	ADS 303.3.6.5.A.(2)(I) SCIENCE & TECHNOLOGY & INNOVATION
11	ADS 303.3.6.5.B.(1) EMERGENCY & DISASTER ASSISTANCE
12	ADS 303.3.6.5.B.(2) RESTRICTED ELIGIBILITY TO LOCAL OR REGIONAL ENTITIES
13	ADS 303.3.6.5.B.(3) TRANSITION AWARDS

**Non-Competitive Acquisitions: Contract Actions**

The table below notes the type of non-competitive category for acquisition awards that was identified and the number of recorded actions and the corresponding total amount obligated in FY 2017.

TYPE OF NEW AWARD ACQUISITION ACTION DESCRIPTION	NUMBER OF ACTIONS	AMOUNT OBLIGATED
<b>NEW NON-COMPETED ASSISTANCE AWARDS</b>		
Federal Acquisition Regulation (FAR), Part 6, Authorized by Statute	2	\$690,920.00
FAR 6.203, Set-Asides for Small Business Concerns	2	\$3,051,762.80
FAR 6.204, Section 8(a), Competition	10	\$6,530,236.99
AIDAR Subpart 706.302-70 Impairment of foreign aid programs	4	\$6,582,778.78
FAR 6.302-1 Only one responsible source	3	\$1,077,721.66
FAR 6.302-2 Unusual and Compelling Urgency	1	\$1,000,000.00
FAR 8.405-6 Limited Competition	4	\$1,943,493.77
<b>NEW NON-COMPETED ACQUISITION AWARDS TOTAL</b>	<b>26</b>	<b>\$20,876,914.00</b>

**Non-Competitive Assistance: Grants 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 notes the type of non-competitive category that was identified and the number of recorded actions and corresponding total amount obligated. in FY 2017.

TYPE OF NEW AWARD ASSISTANCE ACTION DESCRIPTION	NUMBER OF ACTIONS	AMOUNT OBLIGATED
<b>NEW NON-COMPETED ASSISTANCE AWARDS</b>		
ADS 303.3.6.4 When Eligibility Can Be Restricted	32	\$62,441,711.00
ADS 303.3.6.5.a.(2)(a) Exclusive/Predominant Capability	60	\$50,098,392.00
ADS 303.3.6.5.a.(2)(b) Small Grants	2	\$438,700.00
ADS 303.3.6.5.a.(2)(c) Restricted Eligibility for Efficiency	1	\$400,000.00
ADS 303.3.6.5.a.(2)(d) New Entrants	4	\$5,684,403.00
ADS 303.3.6.5.a.(2)(e) Congressionally Mandated Programs	1	\$292,000.00
ADS 303.3.6.5.a.(2)(f) Critical Objectives of Foreign Assistance Programs	3	\$4,965,674.00
ADS 303.3.6.5.a.(2)(g) Unsolicited Applications	10	\$9,724,516.00
ADS 303.3.6.5.a.(2)(h) Follow-on Awards and Extensions	16	\$23,214,108.33
ADS 303.3.6.5.a.(2)(i) Science & Technology & Innovation	1	\$240,000.00
ADS 303.3.6.5.b.(1) Emergency and Disaster Assistance	243	\$779,880,891.53
ADS 303.3.6.5.b.(2) Restricted Eligibility to Local/Regional Entities	2	\$6,661,101.00
ADS 303.3.6.5.b.(3) Transition Awards	3	\$2,940,000.00
<b>NEW NON-COMPETED ASSISTANCE AWARDS TOTAL</b>	<b>378</b>	<b>\$946,981,496.86</b>

## The A&A Lab

The A&A Lab is an interconnected network of A&A staff advancing the Agency's mission through workforce development and the testing and scaling of innovations in acquisition and assistance.

## The Inspiration

Created in 2016, The A&A Lab was developed as a result of feedback from staff, senior leadership and the partner community on the need to empower and enhance the A&A workforce, and to find innovative new ways to do business. This, together with a federal mandate to create acquisition innovation labs, established The A&A Lab.

Since then, the five A&A Labs throughout the world have proven to be effective at fostering new ideas, sharing solutions, identifying workforce challenges, and advancing new approaches to traditional acquisition and assistance practices.

## How the Lab Works

The A&A Lab's hub-spoke model is centered on the M/OAA Director's office, with regional hubs located around the world. This model facilitates coordination among countries, with labs serving as conduits.

The purpose of the hubs is to empower A&A staff to create, test, and document innovations and best practices that can be

scaled up across the Agency. As ideas are refined at the local level, they flow back up to the A&A Lab, and then promoted to the Agency at large for implementation.

The program launched with Labs in Central and South Asia, Frankfurt, and Washington. In 2017, the Africa and East Asia (called ASEAN+) Labs came online. In FY 2018, the Latin America and the Caribbean Labs will be formally launched.

## Workstreams

The A&A Lab focuses on three broad workstreams to advance the Agency's mission and workforce development.

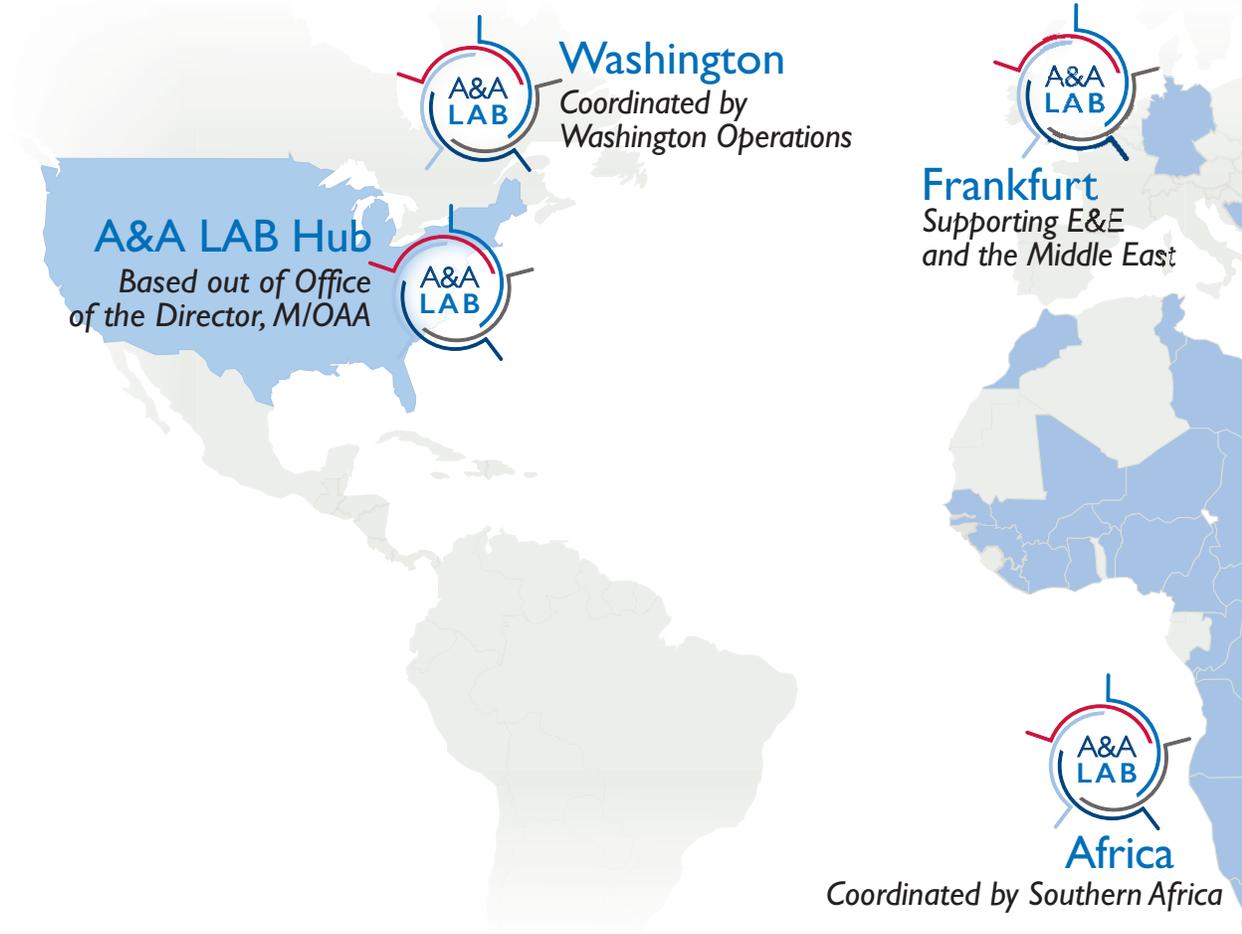
- Workstream I: Advancing and institutionalizing innovation
- Workstream II: Integrating and modernizing the A&A community
- Workstream III: Empowering the A&A community to advance professionalism in the technical, interpersonal, and leadership roles needed to address evolving development challenges.

## Highlights from the A&A Labs

### Africa Lab

*Based out of Southern Africa Regional Mission*

- Launched an interactive community forum for A&A staff based in Africa, which is being used by more than 200 individuals.



- Developed an A&A Samples, Resources, and Relevant Guidance reference document, which includes links to more than 500 different resources.
- Launched an A&A Training Program to be used by Mission staff.
- Partnered with the Frankfurt Lab to develop the Small Business Applied Research Initiative, launched in FY 2018.

## ASEAN+ Lab

*Based out of Regional Development Mission Asia (RDMA)*

- Conducted ASEAN+ A&A Lab workshop.
- Created online platform and regional email distribution to promote engagement with staff in the region, and the sharing of templates, samples, and perspectives on A&A matters.
- Organized two staff exchanges to build capacity, and share Mission best practices.

## Central and South Asia Lab

*Based out of India in FY 2017, Transferring to Pakistan in FY 2018*

- Created a series of online learning games for AORs/CORs, available at USAID University.
- Hosted focus groups with implementing partners, resulting in the launch of an online implementing partner resource center.
- Developed an AOR/COR handbook; a quick-reference guide on the key responsibilities of an AOR/COR.

- Implemented a series of new business process tools, including an interactive procurement checklist and Independent Government Cost Estimate (IGCE) calculator, streamlining the IGCE process and improving accuracy.

## Frankfurt Lab

*Serving Middle East and Europe and Eurasia*

- Hosted monthly community of practice conference calls.
- Established a shared drive to capture and recent A&A activities across the region to promote best practices.
- Developed a series of white papers on topics such as Conducting Oral Presentations, and Managing Fixed Fee Payments in CPFF Awards.
- Partnered with the Africa Lab to develop the Small Business Applied Research Initiative, which launched in FY 2018.

## Washington Lab

*Based out of M/OAA Washington Operations*

- Coordinated a regular A&A Lab Speaker Series to build professional knowledge.
- Provided co-creation and Broad Agency Announcement training for Washington and Mission staff.
- Collaborated with the iDesign team in the Global Development Lab to develop modules for the Innovation Design course held throughout the Agency. Modules include BAA, co-creation, and Adaptive Management.



**FILTER OPPORTUNITIES** -

**Title/Description**

**Location**

- Any -

**Operating Unit (Washington and Overseas)**

- Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)
- Office of U.S. Foreign Disaster Assistance (DCHA/OFDA)
- Bureau for Economic Growth, Education and Environment (E3)
- Office of Development Credit (E3/DC)
- Office of Economic Policy (E3/EP)
- Office of Education (E3/ED)
- Office of Energy & Infrastructure (E3/EI)

**Sector**

- Agriculture and Food Security
- Democracy, Human Rights, and Governance
- Economic Growth and Trade
- Education
- Ending Extreme Poverty
- Environment and Global Climate Change

**Forecast Status Change**

- New Opportunity Not Previously Forecasted
- Combination of Changes
- Change in Award Type
- Change in Award Title
- Change in Award Description
- Change in NAICS Code

**Award Type**

- Associate Award
- Blanket Purchase Agreement (BPA)
- Broad Agency Announcement (BAA)
- Collaborative Agreement
- Collaborative Agreement Contract
- Contract

**TEC Range**

- \$0 - \$149,999
- \$150,000 - \$499,999
- \$500,000 - \$999,999
- \$1M - \$3.99M
- \$4M - \$9.99M
- \$10M - \$24.99M
- \$25M - \$49.99M

**Solicitation Date**

Limit results to opportunities whose Solicitation Date falls between these dates.

START DATE

  
E.g., 2018-03-27

END DATE

  
E.g., 2018-03-27

**Award Date**

Limit results to opportunities whose Award Date falls between these dates.

START DATE

  
E.g., 2018-03-27

END DATE

  
E.g., 2018-03-27

**Small Business Set-Aside**

- N/A
- Total set-aside
- Partial set-aside
- Small Disadvantaged Business set-aside
- 8(a) set-aside
- Veteran-owned set-aside

## Business Forecast

USAID's Business Forecast provides an advance look at potential funding and partnership opportunities, before they are posted on FBO.gov or Grants.gov. The Forecast includes any planned or currently open competitive acquisition or assistance opportunity above \$150,000. Organizations interested in working with USAID can use the Forecast to more easily identify opportunities and plan for proposal or application submissions.

In January 2017, the Agency launched a searchable, online version of the Business Forecast, which is updated daily. Information from the Forecast is pulled directly from the Agency's Acquisition and Assistance Planning Tool, ensuring that partners have the most up-to-date and accurate information.

With the new Business Forecast tool, users have the option of downloading the full Forecast, or using filters to sort by date, sector, award type, operating unit, small business set-aside, and more. Users can also see the date an activity was last updated.

From the time the new Business Forecast was launched in January, through the end of FY 2017, it received more than 507,000 page views, compared to 67,000 downloads of the forecast in FY 2016.

To access the Business Forecast visit:  
[www.usaid.gov/Business-Forecast](http://www.usaid.gov/Business-Forecast).

### Business Forecast Calls

Each quarter, USAID hosts a Business Forecast review call. In advance of the call, the Agency solicits questions on specific Forecast opportunities and posts written responses to the questions on USAID.gov.

In FY 2017, USAID answered nearly 1,000 Business Forecast-related questions. More than 850 people participated in the quarterly calls.



## Policy

Provided below is a summary of the new and updated policies issued during FY 2017.

### The Automated Directives System (ADS)

USAID's ADS serves as the Agency's operational policy and procedure guide. The ADS contains over 200 chapters and is aligned with current Federal regulations. The Agency's ADS 300 Series focuses on acquisition and assistance. In FY 2017, 12 revisions to policies and procedures across five ADS chapters related to acquisition and assistance were made. Highlighted below are the major revisions that are relevant for the Agency's partners.

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

- The Acquisition and Assistance Review and Approval Document (AARAD) thresholds, approvals and other procedures were revised.

#### ADS 302: USAID Direct Contracting

- Mandatory Reference 302mbj, USAID Policy Guidance on Exceptions to Contract Reporting in the Federal Acquisition Regulation Part 4.6 was issued on April, 3, 2017.
- Mandatory Reference 302mbh, Policy Guide for Assessment and Use of Contractor Performance and Integrity Information, was revised on June 29, 2017.

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

- Mandatory Reference 303maz, USAID Policy Guidance on Exemptions to Assistance Reporting Under the Federal Funding Accountability and Transparency Act of 2006 was issued on April, 3, 2017.

#### ADS 309: Personal Services Contracts with Individuals

- Mandatory Reference 309mad, AIDAR Revisions of Competition and Publicizing of Personal Services Contracts (PSCs); and Class Justification and Approval (J&A) for Limited Competition for Overseas PSCs and Local Purchases, was issued on February 7, 2017.
- ADS 309 was revised on August 17, 2017, to provide position description guidance for Cooperating Country National (CCN) PSCs participating in the Foreign Service National Fellowship Program and to add additional information on the definition of a CCNPSC.

#### ADS 331: USAID Worldwide Purchase Card Program

- Mandatory Reference 331maa, USAID Worldwide Purchase Card Program Manual, was revised on May 22, 2017 to update the single purpose limit for first-time cardholders, and for Cooperating Country National (CCN) and Third Country National (TCN) personal services contractors, to the amount of the micro-purchase threshold, which is currently set at \$3,500.

## USAID's Acquisition Regulation (AIDAR)

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

1. Federal Register 81 FR 47046 published revisions to AIDAR clause 752.247-70, Preference for privately owned U.S.-flag commercial vessels, to conform to the current requirements of the Cargo Preference Act of 1954 and provide up-to-date submission instructions to the Maritime Administration (MARAD). These changes became effective on October 18, 2016.
2. Federal Register 81 FR 73352 published a new AIDAR clause entitled "Nondiscrimination against End-Users of Supplies or Services". This clause prohibits contractors and subcontractors from discriminating against beneficiaries of USAID programs on the basis of any factors not expressly stated in the contract. These changes became effective on November 20, 2016.
3. Federal Register 81 FR 85916 published a proposed revision to AIDAR clause 752.245-70 "Government property—USAID reporting requirements" to clarify that all USAID-owned mobile Information Technology (IT) equipment furnished to contractors by a USAID Government accountable officer is identified as accountable. This includes both mobile IT equipment that is USAID-owned and furnished to the contractor, as well as contractor acquired mobile IT equipment, title to which vests in the U.S. Government. Mobile IT equipment includes, but is not limited to, mobile phones (e.g. smartphones), laptops, tablets, notebooks, and encrypted devices. The changes proposed in this rule will not be effective until all comments are addressed and the final AIDAR rule is published in the Federal Register.
4. Proposed Rule (RIN: 0412-AA80), "Agency Warrant Program for Individual Cooperating Country National Personal Services Contractors (CCNPSCs)," was withdrawn on June 23, 2017.

### Acquisition and Assistance Policy Directives (AAPDs)

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

In FY 2017, the Agency retired 17 AAPDs/CIBs and issued 2 new AAPDs:

- AAPD 16-05, Designation of USPSCs as Contracting Officers and CCNPSC Warrant Program (under class deviations M-OAA-DEV-FAR-16-1c and M-OAA-DEV-AIDAR-16-2c) was issued on December 22, 2016.
- AAPD 17-01 Defense Base Act (DBA) Insurance for 2015 – 2020 was issued on January 18, 2017.

### Procurement Executive Bulletins (PEBs)

USAID Procurement Executive Bulletins are signed and issued by the M/OAA Director. PEBs are not considered to be formal policy, but include information relating to policy reminders,

general guidance, best practices, lessons learned, and frequently asked questions for Agency A&A staff.

**Two PEBs were issued during FY 2017:**

- PEB 16-03 “Communication With Partners During the Acquisition & Assistance Process” was issued on October 31, 2016.
- PEB 2017-01, “Subcontracting Plan Requirements, Evaluation, and Reporting/Monitoring” was issued on June 15, 2017.

**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 A&A Ombudsman is the designated neutral Agency official responsible for resolving procurement-related issues. The Ombudsman reports directly to the M/OAA Director, and is independent of all other offices within M/OAA. Through the Selection of Instrument Task Force and the Working Group, the Ombudsman continued efforts to promote stakeholder engagement and eliminate roadblocks within M/OAA.

In FY 2017, 13 inquiries were submitted for review by the Selection of Instrument Task Force. Additionally, the Working Group obtained partner feedback and worked across M/OAA to address issues and improve existing work processes.

The Ombudsman received 523 inquiries – an increase of more than 40 percent from FY16. The average time to resolve each inquiry decreased from approximately 12.39 days in FY 2016 to 9.44 days in FY 2017.

A breakdown of the inquiries is as follows:

General data calls and outreach:	314 (60%)
Other:	146 (28%)
Business Forecast	26 (5%)
Doing Business with USAID:	21 (4%)
Selection of Instrument	16 (3%)

**Cost Audit & Support**

The Cost, Audit and Support Division (CAS) develops and implements policies and procedures in the areas of Contractor/Grantee financial audits, audit resolution, indirect cost and rate agreements, contract closeouts, contractor/grantee novation, and name changes. The Division is responsible for identifying financial audit requirements for Agency contractors and grantees, monitoring the performance of required audits, and negotiating indirect cost rate agreements. In addition, the CAS plans, coordinates, and develops comprehensive operating policies, procedures, and management systems to improve the efficiency and quality of the USAID procurement system.

In FY 2017 CAS Division took the following actions:

Audit Recommendations Closed	123
Negotiated Indirect Cost Rate Agreements Issued:	109
Awards Closed Out	1,363
Funds Deobligated:	\$82.5 million

**Contract Review Board**

The mission of the Contract Review Board (CRB) is to provide technical assistance to Agency procurement officials, to identify potential acquisition problems related to major agency acquisitions (\$25 million and above), and recommend corrective actions. The CRB seeks to achieve the following objectives:

- Improve the quality of the Agency’s development work by providing procurement-related technical assistance during the pre-award process.
- Strengthen the performance of the Agency’s technical and procurement staff.
- Identify and address procurement actions/arrangements/processes which may increase the likelihood of unsuccessful contract performance.
- Reduce the risk of entering into contract arrangements which may result in unnecessary cost risks in the form of protests, claims or disputes, and to strengthen the Agency’s position whenever one of these actions occur.
- Track CRB results and communicate best practices and lessons learned.

During FY 2017, the CRB reviewed a total of 77 procurement packages, including 23 at the pre-solicitation stage, 27 at the competitive range stage, and 27 at the pre-award stage. The entire estimated value of the procurement actions reviewed by the CRB total approximately \$8.3 billion.

**Transportation**

The Transportation Division supports the procurement, transportation and logistics requirements for the Offices of Food for Peace, and Office of Foreign Disaster Assistance (OFDA).

The division oversees the procurement, transport, storage and distribution of over 1.5 million tons of food aid commodities to over 40 countries annually. It also handles hundreds of tons of non-food commodities moved on behalf of the U.S. Government in response to disasters each year, such as hurricanes, floods and earthquakes.

Operating nine preposition warehouses around the globe, and stocked with emergency goods, the Transportation Division stands ready to respond to a wide range of situations. The division awards, on average, over 100 contracts and 35 grants annually in support of USAID emergency programs.

### Global Acquisition & Assistance System

#### FedConnect Pilot

The release of GLAAS 4.2.1 in June 2016 saw the introduction of the FedConnect portal. FedConnect facilitates two-way communication between USAID and vendors. It interfaces with GLAAS to allow A&A Specialists to post Pre-Solicitation Announcements, Solicitations, Funding Opportunities, Awards, and Grants directly to FedConnect.

This functionality does not replace the requirements to post to FBO.gov or Grants.gov, but enhances how vendors and applicants can communicate with the Agency. A key benefit of FedConnect is receiving electronic proposals/applications from potential partners from the FedConnect site, which are downloaded directly into GLAAS.

FedConnect is currently being tested as a pilot initiative in three Missions/Offices (Dominican Republic, South Africa and DCHA/DRG). The limited program also included using My.USAID.Gov Workspaces/Huddle to prepare Technical Evaluation documentation. Upon successful completion of the pilot period, FedConnect will be deployed throughout USAID.

As of October 2017, only the Dominican Republic pilot had concluded. DCHA/DRG and USAID/South Africa have not yet completed their evaluations and issued their awards. The results of post-pilot survey sent to USAID/Dominican Republic was extremely encouraging. USAID/Dominican Republic delivered positive feedback, communicating that FedConnect was easy to use and will enable an end-to-end electronic Acquisition & Assistance workflow.

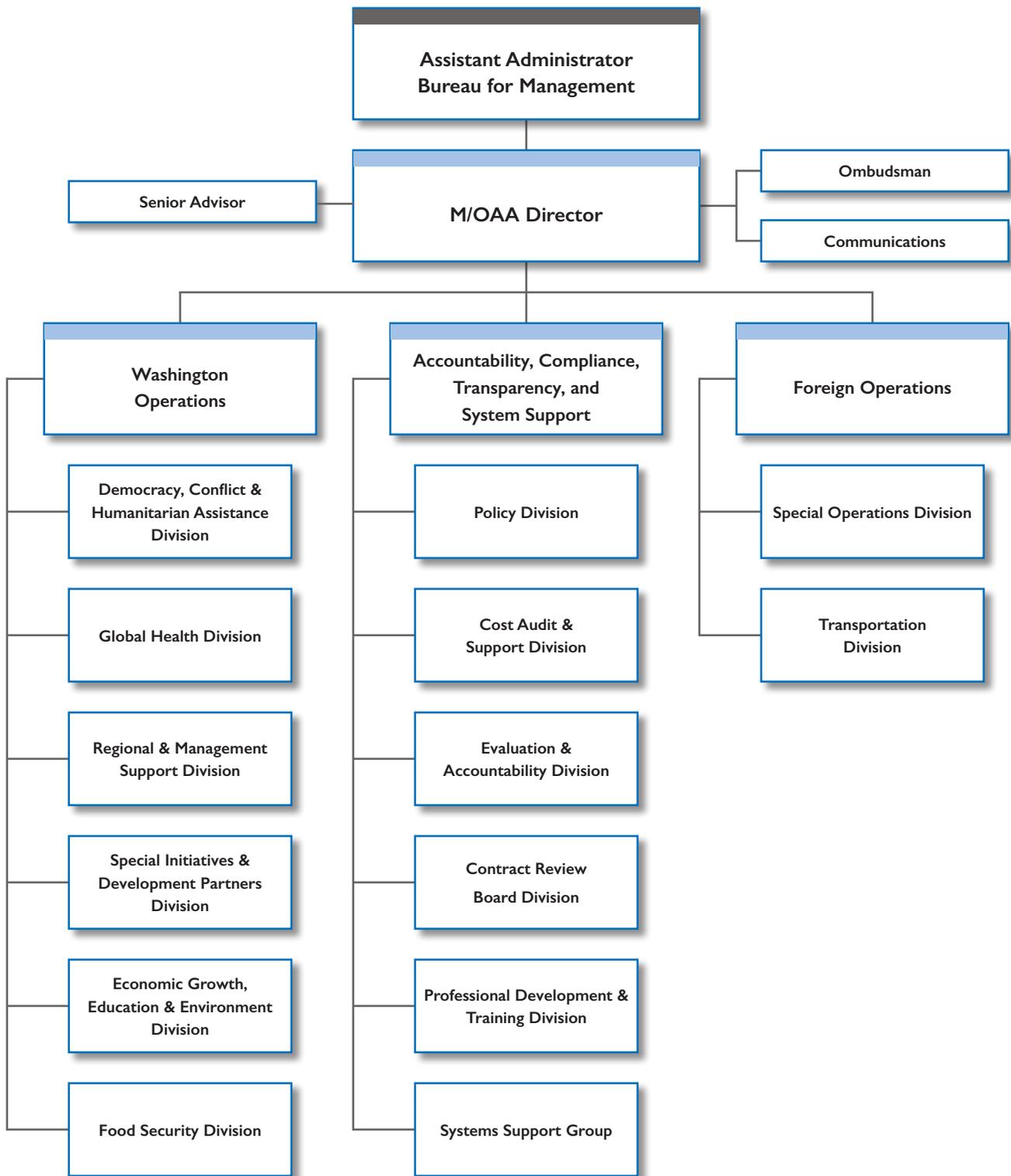
As part of the roll-out process, the GLAAS Team developed a series of online videos for FedConnect that are available on USAID University as part of the GLAAS 4.2 training. Additionally, the GLAAS Team has created FedConnect user guides as reference documents that are posted on the GLAAS website.

### Professional Development & Training

The Professional Development and Training Division (PDT) develops and supports professional development and training activities for the Acquisition & Assistance Workforce (AAWF) worldwide. Its goal is to strengthen the AAWF's ability to better manage USAID's acquisition and assistance mechanisms through increased knowledge, capacity, and training aids, while maximizing learning opportunities. In FY 2017, PDT offered 31 courses, training nearly 470 students.



# MANAGEMENT BUREAU, OFFICE OF ACQUISITION AND ASSISTANCE ORGANIZATIONAL STRUCTURE



## Acquisition and Assistance Workforce

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

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