Transformation at USAID

July 12, 2019
TRANSFORMATION PROJECT DEVELOPMENT

ADMINISTRATOR GREEN’S VISION
USAID LISTENING TOUR
JOINT REDESIGN PROPOSALS
OIG/GAO RECOMMENDATIONS
EXTERNAL REPORT RECOMMENDATIONS

JOURNEY TO SELF-RELIANCE
STRENGTHEN CORE CAPABILITIES
ADVANCE NATIONAL SECURITY
EMPOWER PEOPLE TO LEAD
RESPECT TAXPAYER INVESTMENTS

BASIS FOR TRANSFORMATION
USAID TRANSFORMATION BY THE NUMBERS

1,000s Employees Involved

77 Deliverables

27 T3 Projects

TO ACHIEVE THESE GOALS

STRENGTHEN USAID

ADVANCE NATIONAL SECURITY

ACHIEVE GREATER DEVELOPMENT OUTCOMES
USAID will…

- Forge new partnerships;
- Leverage private sector resources; and
- Embrace greater collaboration, co-design, and co-financing with diverse, locally-led and locally-established partners.
EFFECTIVE PARTNERING AND PROCUREMENT REFORM (EPPR)

Deliverables

- External Listening Tour Report
- Acquisition and Assistance Strategy
- EPPR Recommendations
- EPPR Implementation Actions
EPPR Timeline

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

- Time From Design to Award
- Prescriptive nature of program design
- Lack of consistent operations
- Use of Broad Agency Announcements
- Lack of room for creativity

EMPLOYEE CONCERNS

- Time From Design to Award
- Prescriptive nature of program design
- Responding with Timely Adaptive Programming to Shocks
- Engaging New, Capable Partners

Selection of Instrument
We could help our partners by prioritizing programs that show measurable impact, incentivize reform, diversify our partner base, foster local capacity-building, and mobilize their own domestic resources.

— USAID Administrator Mark Green
A&A Strategy

- Diversifying the Partner Base
- Changing How We Partner
- Connecting Design, Procurement, and Implementation
- Focusing on Value
- Enabling and Equipping the Workforce
EPPR Recommendations

● Linked to Big Shifts in Strategy

● 170+ recommendations

● Feedback from senior leaders, employees, and partner groups

● Two big takeaways
Priorities for Implementation

QUICK WINS

○ Launched New Partnerships Initiative (NPI)
○ Developed and approved standard definitions of underutilized partner, locally established partner, and leverage.
○ Established the Policy, Planning, and Learning Bureau as the coordinator of the COR/AOR function within the Agency to enhance accountability.
○ Updated requirements related to USAID using the biodata form and releasing guidance to Contracting Officers (and potentially partners) in providing salary approvals.
○ Increased Washington-based M/OAA staff hiring, prioritized Contracting Officers for Foreign Service hiring.
Priorities for Implementation

**USAID OWNED SOLUTIONS**

- Pilot digital signatures in award management -- moving to all digital process.
- Develop Standard Operating Procedures for use of BAAs and emphasize and provide guidance for use of co-creation outside of BAAs.
- Require Bureau and Mission-level plans for diversifying and engaging new partners.
- Co-locate some Washington-based A&A staff with relevant programmatic and technical bureaus to strengthen program planning, award management and innovative approaches.
- Supplement existing COR/AOR training to build soft skills needed for new roles and relationships with new and local partners, for example adapting, collaborating, and facilitating partner engagement.
What Comes Next?

- Transformation Task Team hands over next steps to stakeholders implementing reforms under the Agency’s Management Operation’s Council.

- Communication with partners on EPPR actions as we complete them -- and engagement with partners on key actions we are still shaping.

- Continued field-based consultation on complex operational innovations.