OUR MISSION

We partner to end extreme poverty and promote resilient, democratic societies while advancing our security and prosperity.

Message from the Acting Senior Procurement Executive

In 2014, USAID launched its new mission statement: “We partner to end extreme poverty and promote resilient, democratic societies while advancing our security and prosperity”. The goals of ending extreme poverty and promoting resilient, democratic societies are lofty, but important. Included in the mission statement is how the Agency can, and will achieve these goals – through partnership.

For those in the acquisition and assistance (A&A) world, partnership is a well-known concept. Every day in more than 80 countries around the world, USAID’s more than 600 A&A professionals are helping to design, execute, and manage the partnerships that support the Agency in achieving its mission.

Each action completed on a contract, grant, or cooperative agreement takes USAID one step closer to reaching its ambitious mission as an Agency. In FY 2015, there were over 23,000 actions, totaling $16.1 billion in obligations in acquisition and assistance. Every one of these actions represents partnership between USAID and another organization, and all of these actions tell a story, whether it is helping to stop the spread of Ebola, providing support to Syrian refugees, letting girls around the world learn, teaching improved techniques to farmers and providing them with access to markets, or helping children reach their fifth birthday.

This progress report highlights some of the great work done by USAID’s A&A staff around the world. While there is still work to be done, USAID is proud of the progress made thus far. With your support, the Agency can continue to improve the way it does business.

Mark Walther
Acting Director
Management Bureau
Office of Acquisition and Assistance
FY 2015 USAID Acquisition and Assistance at a Glance

FY 2015 was one of USAID’s biggest years in total funding obligations with $16.1 billion through 23,808 actions.

Of the funds obligated, 59 percent took place in Washington and 41 percent in missions. Consistent with previous years, acquisition awards accounted for 30.8 percent or $5 billion of total dollars obligated, and assistance awards accounted for 67.6 percent or $10.9 billion of total dollars obligated.

### 2015 Fiscal Year Actions and Obligations

<table>
<thead>
<tr>
<th></th>
<th>Acquisition</th>
<th>Assistance</th>
<th>Interagency Agreement</th>
<th>Total Actions</th>
<th>Total Obligations</th>
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</thead>
<tbody>
<tr>
<td>Actions</td>
<td>6,715</td>
<td>10,913</td>
<td>1,768</td>
<td>17,628</td>
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<td>Obligations $bn</td>
<td>$2.30</td>
<td>$6.93</td>
<td>$0.19</td>
<td>$9.4</td>
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</tr>
</tbody>
</table>

Source: GLAAS as of October 29, 2015.

### 2015 Fiscal Year End Summary by Mechanism

- **New Task Orders**: $455 Million (2,143 Actions)
- **New Definitive Contracts**: $517 Million (2,758 Actions)
- **New PID Grants**: $338 Million (2,143 Actions)
- **New Cooperative Agreements**: $1.1 Billion (5,010 Actions)
- **New Grants (Excluding PID)**: $1.1 Billion (5,010 Actions)
- **Total Obligations $bn**: $16.1 Billion

### Value of Obligations and Number of Actions Over Time

- **FY 2013**: 21,835 Actions, $13.9 Billion
- **FY 2014**: 21,413 Actions, $14.1 Billion
- **FY 2015**: 23,808 Actions, $16.1 Billion

### Total Obligations Acquisition vs. Assistance

- **FY 2013**: Acquisition 32%, Assistance 68%
- **FY 2014**: Acquisition 28%, Assistance 72%
- **FY 2015**: Acquisition 31%, Assistance 69%

The percentage of obligations by acquisition & assistance has remained roughly the same over time, approximately 68% assistance and 32% acquisition.

###北京市 vs. Missions

- **FY 2013**: Washington 7.3 actions, $8.2 Billion
- **FY 2014**: Washington 8.2 actions, $9.4 Billion
- **FY 2015**: Washington 9.7 actions, $11.7 Billion

Source: GLAAS
Procurement Action Lead Time

For several years, the Agency has focused efforts on reducing procurement action lead time (PALT). PALT refers to the amount of time it takes to make an award, from start to finish.

USAID tracks all full and open awards over $25 million to ensure its major actions are completed in a timely and efficient manner.

To help reduce PALT, a series of best practices, based on lessons learned, have been adopted. A few key examples include:

1. Engaging A&A staff early in the planning process – managing pre-PALT;
2. Using templates for key parts of the procurement process such as standardized adjectival ratings and Technical Evaluation Committee (TEC) memo;
3. Sequestering the TEC panel;
4. Using consensus ratings; and
5. Using technology such as the Huddle workspace for collaboration.

The Agency is aiming to reduce Agency PALT worldwide by 40 percent by 2017.

The numbers represented here demonstrate USAID’s progress in reducing PALT since FY 2009.

FY 2015 Highlights

The CRB reviews all of the Agency’s acquisitions over $25 million, which in FY 2015 was more than 60 contracts. In their review, the CRB analyzes all parts of the solicitation and provides written consolidated comments to the Contracting Officer (CO). The CRB helps to ensure the Agency’s solicitations are clear, compliant, and unambiguous. They also help to ensure that Technical Evaluation Committees strenuously support their decisions with ample documentation and by following specific, technical requirements.
SMALL BUSINESS UTILIZATION

Small businesses play a critical role as USAID works to achieve its mission of ending extreme poverty and promoting resilient democratic societies. Last year, USAID issued updated templates for Contracting and Program Officers for Indefinite Delivery, Indefinite Quantity (IDIQ) contracts. Within the template, a small business evaluation factor is included to ensure that small businesses are a part of all of USAID’s IDIQs.

USAID has a process for reviewing all awards over $75 million. The Office of Small and Disadvantaged Business Utilization (OSDBU) is incorporated in senior level reviews to make sure that small businesses are being appropriately considered and utilized.

USAID has taken a number of steps to ensure that past performance is being actively reported. This includes:

- Quarterly messages to Mission Directors and senior leaders in Washington on past performance progress;
- Elevating a contractor’s past performance to 20% to 30% for new awards; and
- Publishing new best practices in its policy guidance (ADS 302b(h)), which advises the contracting workforce to address past performance reporting in the post award orientation meeting, regularly document contractor performance throughout the evaluation period, and provide contractors with appropriate and timely feedback during a given period of performance.

These efforts have helped USAID dramatically improve its past performance compliance percentage.

In FY 2015, a variety of new and updated policies were published by USAID. Highlighted are a few of the policies that impact the partner community.

**AIDAR Revisions**

On December 16, 2014, the Federal Register published revisions to the AIDAR, USAID’s supplement to the Federal Acquisition Regulations (FAR). The purpose of this revision was to maintain consistency with the FAR, conform the regulation to previously implemented policy, remove obsolete material and make clarifications and editorial amendments to better specify the regulation. In addition to the administrative updates, such as title or acronym changes, and removal of outdated and obsolete material, the rule implemented a number of substantive revisions. The Assistant Administrator for Management (AAM) will perform the functions of the Suspending Official and Debarring Official (SDO) related to procurement and non-procurement debarment and suspension. Several clauses and provisions previously implemented on an interim basis under Acquisition and Assistance Policy Directives (AAPDs) were also incorporated into the AIDAR, including “Patent Reporting Procedures”, “Access to USAID Facilities and USAID’s Information Systems” and “Standards for Accessibility for the Disabled in USAID Construction Contracts”.

**OMB’s Uniform Guidance**

Effective, December 26, 2014, USAID adopted OMB’s rule, the “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards”; and published its final rule on September 17, 2015 outlining how USAID was adopting the changes. USAID updated ADS 303: Grants and Cooperative Agreements to Non-Governmental Organizations to be consistent with the new rule.

The new rule streamlines how assistance instruments are administered, provides for consistent treatment of costs, and focuses accountability on improving performance and outcomes rather than compliance. Additionally, the rule changed terminology in an effort to distinguish the difference between contracts, and grants/cooperative agreements.

**Changes in Terminology as a result of 2 CFR 700**

<table>
<thead>
<tr>
<th>OLD</th>
<th>NEW</th>
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<tbody>
<tr>
<td>Fixed Obligation Grant (FOG)</td>
<td>Fixed Amount Award (FAA)</td>
</tr>
<tr>
<td>Special Award Conditions</td>
<td>Specific Conditions</td>
</tr>
<tr>
<td>Non-Governmental Organization</td>
<td>Non-Federal entity</td>
</tr>
<tr>
<td>“Competition”</td>
<td>“Eligibility”</td>
</tr>
<tr>
<td>Justification for Exception to Competition (IEC)</td>
<td>Justification for Restricting Eligibility (IRE)</td>
</tr>
<tr>
<td>Technical Evaluation</td>
<td>Merit Review</td>
</tr>
<tr>
<td>Technical Evaluation Committee (TEC)</td>
<td>Selection Committee (SC)</td>
</tr>
<tr>
<td>Responsibility Determination</td>
<td>Risk Assessment</td>
</tr>
</tbody>
</table>

**POLICY HIGHLIGHTS**

Policies, provisions, clauses, and requirements for partners can come from a variety of different sources. This includes statutes from Congress, either from a new law or as part of the Agency’s annual appropriation authorization, an executive order issued by the President, or a requirement to implement a policy issued by the OMB.
Creating New Channels for Communication

In response to the partner community’s requests for more systematic and timely updates, the Agency created an Acquisition and Assistance email listserv for partners to receive alerts on events, opportunities, and updates related to contracts, grants, and cooperative agreements with USAID. To date, more than 2,300 organizations and individuals have signed up for the list.

An additional development in FY 2015 is the quarterly “Ask the Procurement Executive” conference call. The purpose of these calls is to answer any questions the partner community has beyond the Business Forecast. In the first call, nearly 400 partners listened in as M/OAA answered 16 questions about the Agency’s procurement process.

The Agency launched a new Twitter handle @USAIDBizOpps in FY 2015. The handle is used to answer questions, share new funding opportunities, resources for partners, best practices for working with USAID, and information about upcoming events.

Improving USAID.gov

The Agency is in the process of reorganizing and rewriting the “Work with USAID” section of USAID.gov to make information more easily accessible and understandable for all of USAID’s existing and potential partners. Information is divided into three main sections: How to Work with USAID, Partnership Opportunities, and Resources for Partners.

Profit Under Assistance Help Document

On July 30, 2015, USAID released a “Profit under USAID Assistance Instruments” help document as a reference to ADS 303. The purpose of the document was to provide Agreement Officers (AO) and Agreement Officer Representatives (AOR) guidance on the rules governing profit under federal assistance. 2 CFR 200, Subpart E, Cost Principles, prohibits profit to recipients and sub-recipients of assistance awards. While profit is not allowed for sub-awards, the prohibition does not apply when a recipient obtains goods and services for the recipient’s own use and the award creates a procurement relationship with the contractor.

Over the last year, the Agency A&A staff has significantly expanded its communications and outreach efforts around acquisition and assistance to increase transparency and provide better and more useful information to the partner community.

Improving the Business Forecast

The Business Forecast is one of the Agency’s most important outreach tools. The Forecast resource is downloaded more than 35,000 times each quarter. By utilizing feedback from the partner community, the Agency has worked to improve the accuracy and reliability of the Forecast, as well as make a number of changes to improve the usefulness of the Forecast.

Additionally, USAID has created several ways for partners to ask questions and obtain answers related to the Forecast. The Agency has begun hosting quarterly Business Forecast review calls. More than 400 partners have participated in each quarterly review call, and more than 250 questions have been answered to date. A Frequently Asked Questions page has also been added to USAID.gov for the Forecast and archives are now available online.

Acquisition and Assistance Workforce

At USAID, we have more than 650 Contracting and Agreement Officers (COs/Os) worldwide. In addition, there are more than 3,500 Contracting and Agreement Officer Representatives (CORs/AOs).

Since 2011, M/OAA has offered more than 129 training classes to the A&A workforce, in which more than 2,200 people have participated. The Agency requires that all COs and AOs receive 80 hours of continual learning every two years. CORs and AORs are required to receive 40 hours of continual learning every two years.