USAID
FROM THE AMERICAN PEOPLE

2021 FISCAL YEAR PROGRESS REPORT

BUREAU FOR MANAGEMENT
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.

MESSAGE FROM THE M/OAA DIRECTOR

Dear Partners,

It is my pleasure to share with you our FY 2021 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.

Last fiscal year, once again, the Agency processed a record number of obligations, with $26.9 billion going through 20,711 A&A actions. The nearly $5.5 billion increase from FY 2020 was due to the Agency's role in responding to COVID-19 around the world. I'm pleased that our team was able to exceed the Agency's goals related to Category Management and U.S. Small Business utilization.

In addition to the obligations, there have been a significant number of important global efforts the A&A workforce has played a pivotal role in supporting. This has included helping our partners and the Agency effectively respond to COVID-19, implementation of Section 889, responding to the situation in Afghanistan, and more.

As we continue to advance our A&A processes and our team plays an increased role in working with new and local organizations, it is critical that we strengthen our A&A workforce. Earlier this year, while testifying before Congress, the Administrator noted that each of USAID's Contracting Officers (COs) manage more than $65 million in awards, while COs at other U.S. government agencies manage around $15 million. Looking forward to the new year, we will place a heavy emphasis on adequately staffing our team to meet the needs of the Agency.

We have been conducting a stocktaking exercise of our A&A Strategy, which was released in December 2018. The first-ever A&A Strategy provided a catalyst to improve how we work. Important efforts like the launch of the New Partnerships Initiative (NPI), removing the requirement for contractor salary history to ensure gender pay equity, the creation of new positions within our office as well as a number of other accomplishments. In early 2022, we anticipate releasing a refresh of the strategy that incorporates lessons learned and our continued vision for improving how we do business – including the important efforts to work more with local partners, combat climate change, promote diversity, equity, inclusion, and accessibility across all of our partnerships, engage more with the private sector, and address the impacts of COVID.

In closing, 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 – Acting Director Luis Rivera, Deb Broderick, and Mike Ashkouri. I look forward to continuing our efforts in the new year.

All the best,

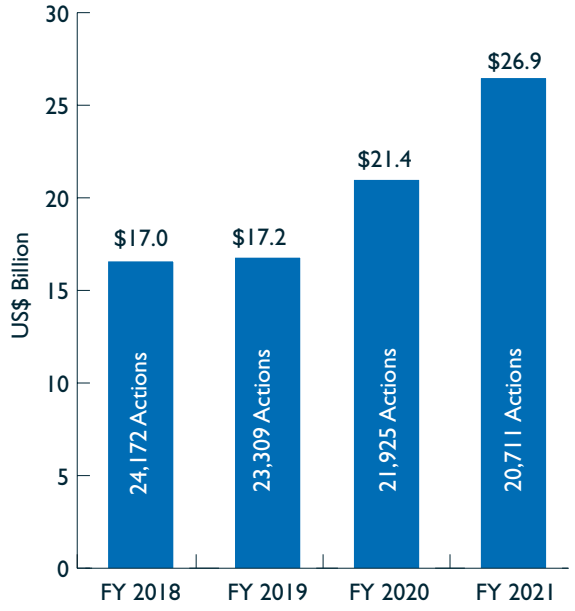
Mark Walther

Acting Deputy Assistant Administrator, Bureau for Management

ACTIVITY SUMMARY

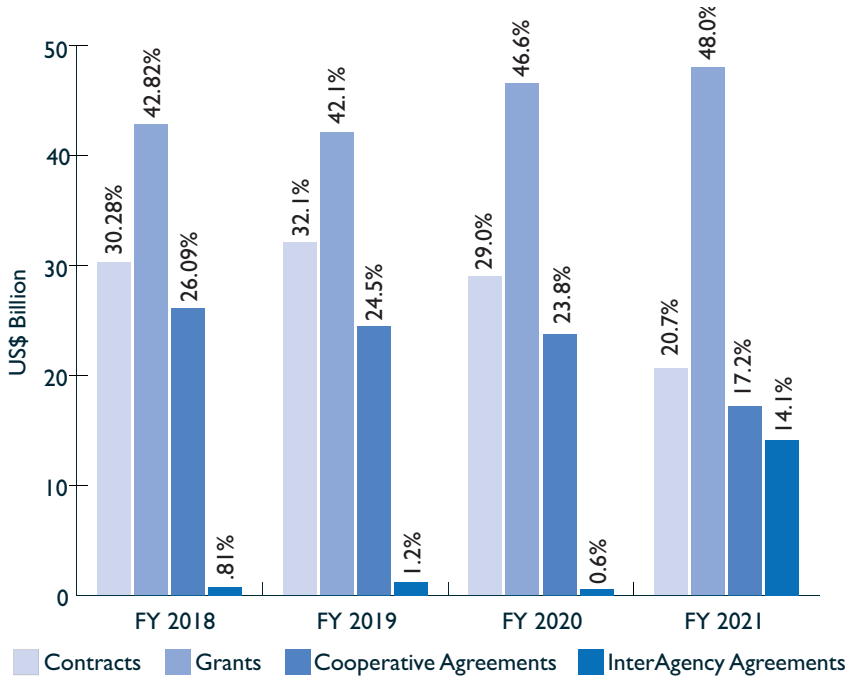
In Fiscal Year (FY) 2021, USAID obligated $26.9 billion in acquisition and assistance mechanisms through 20,711 actions. Acquisition awards accounted for more than 20.0 percent of total dollars obligated, while cooperative agreements accounted for approximately 17.2 percent and grants accounted for the remaining 48.0 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



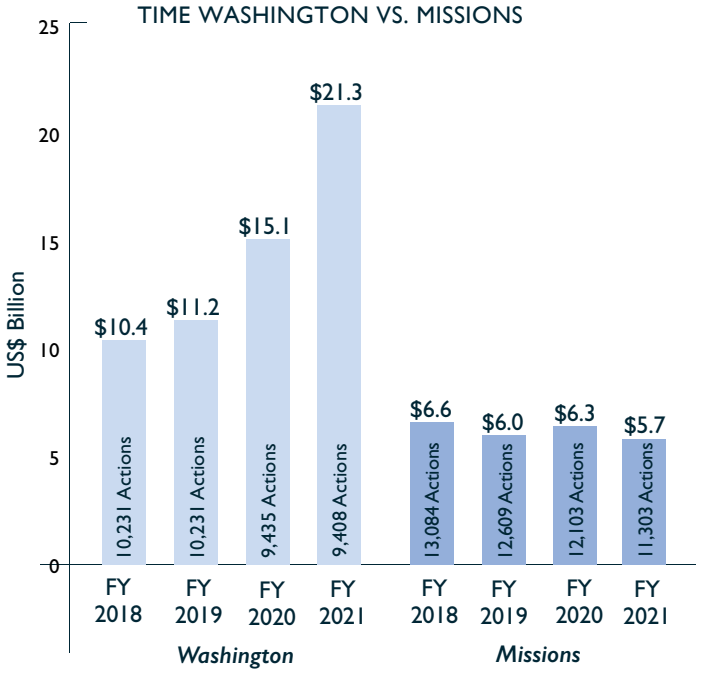
Source: GLAAS as of October 2021

OBLIGATIONS BY INSTRUMENT TYPE



Source: GLAAS as of October 2021

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



Source: GLAAS as of October 2021

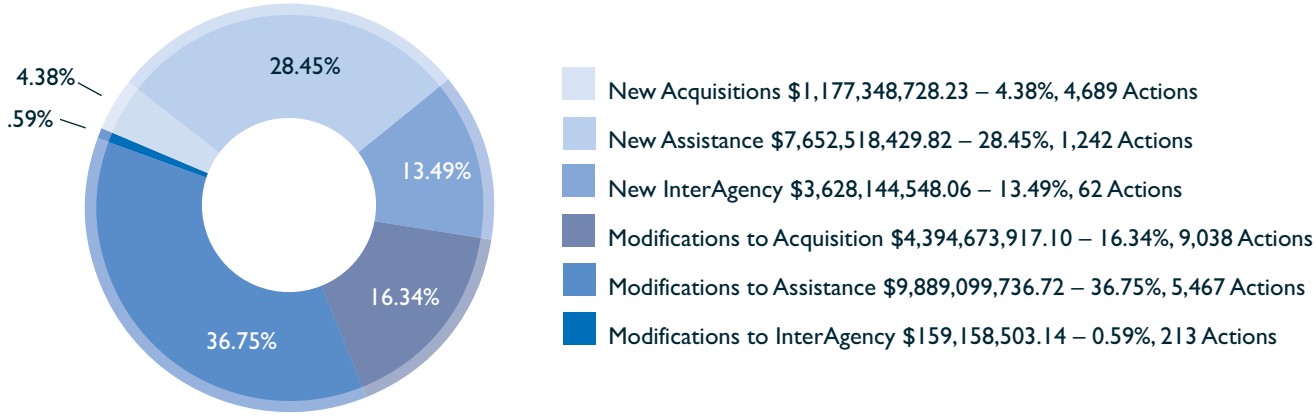
M/OAA AT A GLANCE

2021 FISCAL YEAR ACTIONS AND OBLIGATIONS

	ACQUISITION		ASSISTANCE		INTERAGENCY AGREEMENT		TOTAL # ACTIONS	TOTAL ACTION OBLIGATIONS $BN
	ACTIONS	OBLIGATIONS $BN	ACTIONS	OBLIGATIONS $BN	ACTIONS	OBLIGATIONS $BN		
WASHINGTON	5,300	$3.2	3,921	$14.2	187	$3.74	**9,408**	**$21.2**
MISSIONS	8,427	$2.4	2,788	$3.3	88	$0.04	**11,303**	**$5.7**
TOTAL	**13,727**	**$5.6**	**6,709**	**$17.5**	**275**	**$3.78**	**20,711**	**$26.9**

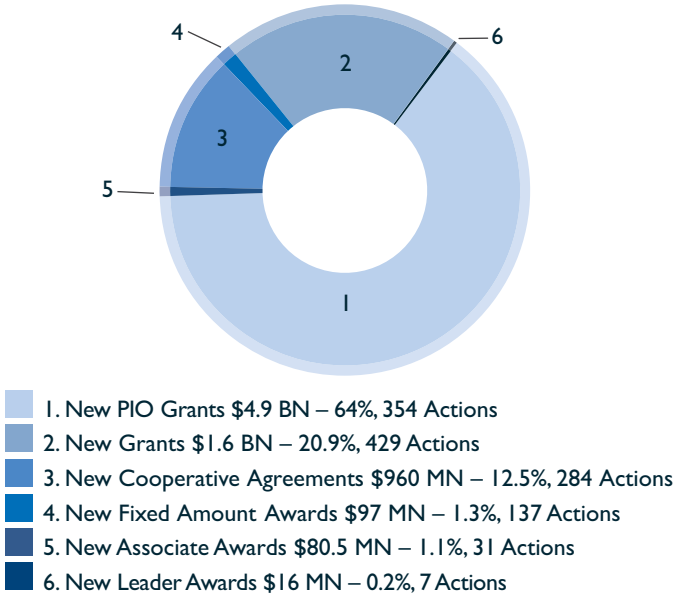
Source: GLAAS as of October 2021

SUMMARY OF AWARDS: MODIFICATIONS AND NEW AWARDS BY OBLIGATIONS

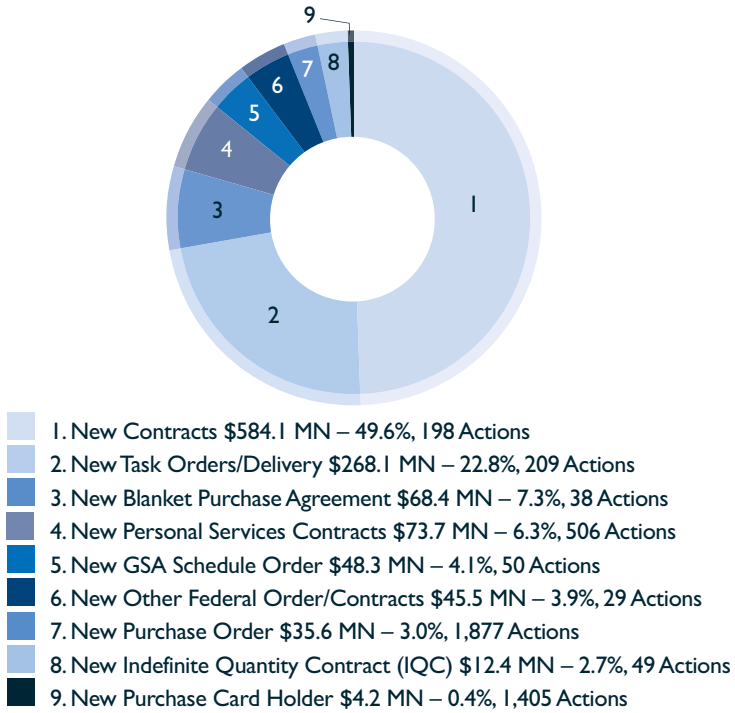


Source: GLAAS as of October 2021

BREAKDOWN OF NEW ASSISTANCE AWARDS



BREAKDOWN OF NEW ACQUISITION AWARDS



Source: GLAAS as of October 2021

USAID PARTNERS

FY 2021 PARTNERS

ACQUISITION	2,340
ASSISTANCE	1,116
TOTAL PARTNERS	**3,456**

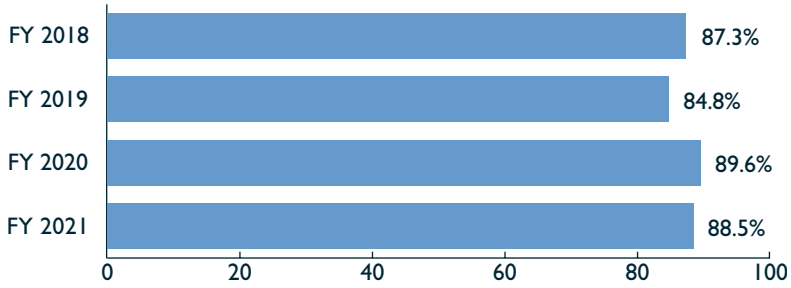
Source: Enterprise Reporting Portal as of October 2021

TOP 15 ACQUISITION PARTNERS	TOP 15 ASSISTANCE PARTNERS
Chemonics	Gavi Alliance Secretariat
Development Alternatives Incorporated (DAI)	World Food Program
Abt Associates Inc	The Global Fund to Fight AIDS, Tuberculosis and Malaria (The Global Fund)
Tetra Tech ARD	FHI 360
Palladium International, LLC	Catholic Relief Services – United States Conference of Catholic Bishops
RTI International	United Nations Children's Fund
Deloitte	Save The Children
Macfadden & Associates, Inc	International Organization for Migration
Abt Associates Inc	WHO / OMS
Management Systems International, Inc	Mercy Corps
Management Sciences for Health, Inc	International Bank for Reconstruction and Development (IBRD)
NTT Data Federal Services, Inc	Care USA
Creative Associates International, Inc	Jhpiego Corporation
Tetra Tech ES, Inc	World Vision, Inc
ICF Incorporated, L.L.C	ACTED

Source: Enterprise Reporting Portal as of October 2021

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 2021, 88.5% 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 2021

FISCAL YEAR (FY) 2021 REPORT ON NON-COMPETITIVE AWARDS

Pursuant to House Report 109-152, which accompanied H.R. 4818, the Foreign Operations, Export Financing, and Related Programs Appropriations Bill, 2005, the U.S. Agency for International Development (USAID) submits the following report on sole-source and limited-competition awards for contracts, cooperative agreements, and grants as attributed to transactions reported in Fiscal Year (FY) 2021.

The authorities for the non-competitive actions included in this report appear in the following policies and regulations:

ACQUISITION

1	USAID Acquisition Regulation (AIDAR) 706.302-70, Impairment of Foreign Aid Programs
2	Federal Acquisition Regulation (FAR), Part 6, Authorized by Statute
3	FAR 6.202, Establishing or Maintaining Alternative Sources
4	FAR 6.203, Set-Asides for Small Business Concerns
5	FAR 6.204, Section 8(a), Competition
6	FAR 6.302-1, Only One Responsible Source
7	FAR 6.302-2, Unusual and Compelling Urgency
8	FAR 6.302-4, International Agreement
9	FAR 6.302-6, National Security
10	FAR 6.302-7, Public Interest
11	Section 7077 of Public Law 122-74, Local Competition Authority
12	FAR 8.405-6(a), Only One Source Can Provide Supply/Service
13	FAR 15.6, Unsolicited Research Proposal
14	FAR 16.505(b)(2)(i)(C) Logical Follow-on in the Interest of Economy and Efficiency
15	FAR 16.505(b)(2)(i)(E), Orders Exceeding Simplified Acquisition Threshold

ASSISTANCE

1	ADS 303.3.6.5.c.(1) Limited to local entities
2	ADS 303.3.6.5.c.(2) Limited to organizations that have received less than $25 million in USAID funding
3	ADS 303.3.6.5.c.(3) At or below the simplified acquisition threshold
4	ADS 303.3.6.5.c.(4) Associate award under a Leader with Associate Award
5	ADS 303.3.6.5.c.(5) Disaster relief, rehabilitation or reconstruction assistance provided under section 491
6	ADS 303.3.6.5.c.(6) Congressional directive
7	ADS 303.3.6.5.c.(7) Under an Administrator-approved blanket determination or justification (EPP) to restrict eligibility
8	ADS 303.3.6.5.d Restricted Eligibility Based On Programmatic Purposes

In addition to individual awards of less than $250,000, certain action types are excluded as not relevant to the non-competitive category because the work was not eligible for full and open competition. These include interagency agreements with other Federal Departments and Agencies, and instances in which previous competition limited the work to only certain organizations, including under a multiple-award, indefinite-delivery, or indefinite-quantity contract (IDIQ). Awards not eligible for full and open competition appear in the Agency's total amount obligated and the total number of actions completed for FY 2021, and include the following types of actions:

- **Exercise of Options** — Option years are negotiated during the competition of the original award; they are not competed upon exercise of the option.
- **Personal Service Contracts** — It is the Agency's practice to compete personal service contracts. However, this instrument is excluded from consideration for non-competitive status in this report because of the nature of performance, which is by an individual through an employer/employee relationship.
- **Task Orders Under IDIQs** — USAID competes the basic award of an IDIQ. Once the Agency executes the basic award, only contractors who are holders under the basic award are eligible for Task Orders. USAID conducts competition for work under individual Task Orders according to the fair-opportunity process described in FAR 16.505.
- **Associate Awards** — According to USAID policy, the Agency does not consider Associate Awards competed beyond the Leader Award competition.

- **Grants to Public International Organizations (PIO)** — According to Agency policy, competition is not required for grants to PIOs.
- **Interagency Agreements** — USAID does not conduct full and open competition for agreements with other U.S. Government Departments and Agencies.
- **Purchases from Federal Supply Schedules** — The General Services Administration (GSA) negotiates with contractors before placing an item on a schedule. FAR 6.102(d) (3) specifically identifies Federal supply-schedule purchases as competitive procedures, although at the time particular goods or services are required, the Agency conducts only limited additional competition among the pre-qualified supply-schedule contractors, in accordance with FAR Part 8.

NON-COMPETITIVE ACQUISITIONS: CONTRACT 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 ACQUISITION ACTION DESCRIPTION	NUMBER OF ACTIONS	AMOUNT OBLIGATED
FAR 8.405-6(a), Only One Source Can Provide Supply/Service	8	$29,831,715.90
FAR 6.302-7, Public Interest	3	$4,851,792.00
NEW NON-COMPETED ACQUISITION AWARDS TOTAL	**11**	**$34,683,507.90**

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
ADS 303.3.6.5.c.(1) Limited to local entities	6	$18,451,687.00
ADS 303.3.6.5.c.(4) Associate award under a Leader with Associate Award	17	$43,784,764.00
ADS 303.3.6.5.c.(5) Disaster relief, rehabilitation or reconstruction assistance provided under section 491	215	$1,360,038,823.32
ADS 303.3.6.5.c.(6) Congressional directive	1	$348,300.00
ADS 303.3.6.5.c.(7) Under an Administrator-approved blanket determination or justification (EPP) to restrict eligibility	34	$121,554,018.00
ADS 303.3.6.5.d Restricted Eligibility Based On Programmatic Purposes	46	$158,956,849.64
NEW NON-COMPETED ACQUISITION AWARDS TOTAL	**319**	**$1,703,134,441.96**

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) 2021 REPORT ON LIMITED COMPETITION ACQUISITION AWARDS

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.

Pursuant to PL 116-94 Div G Sec. 7019(e) incorporating House Report 116-78, the U.S. Agency for International Development (USAID) submits the following report on Limited Competition and justification for acquisitions taken in Fiscal Year (FY) 2021.

The authorities for the Limited Competition actions included in this report appear in the following policies and regulations:

ACQUISITION

1. Brand Name Description (FAR 6.302-1(C))
2. Follow-On Contract (FAR 6.302-1(A)(2)(II/III))
3. National Security (FAR 6.302-6)
4. Only One Source (FAR 6.302-1)
5. Standardization (FAR 6.302-1(B)(4))
6. Unique Source (FAR 6.302-1(B)(1))
7. Unusual and Compelling Urgency (FAR 6.302-2)
8. Authorized by Statute (FAR 6.302-5(A)(2)(I)
9. Public Interest (FAR 6.302-7)
10. SAP Non-Competition (FAR13)

In addition to individual awards, certain action types are excluded as not relevant to the Limited Competition category because the work was not eligible.

CONTRACT TYPES INCLUDED
Basic Ordering Agreements
Blanket Purchasing Agreements
BPA Calls
Contracts
Hybrid Contracts
Indefinite Quantity Contract (IQC's)
Purchase Card Orders
Purchase Orders

CONTRACT TYPES EXCLUDED
Personal Services Contracts
Other Federal Orders
GSA Schedule Orders
AIDAR 706.302-70 Impairment of Foreign Aid Programs

LIMITED COMPETITION CONTRACT ACTIONS

The table below provides the number of recorded actions and the corresponding total amount obligated and includes the type of Limited Competition category for the acquisition awards.

NEW LIMITED COMPETITION ACQUISITION AWARDS

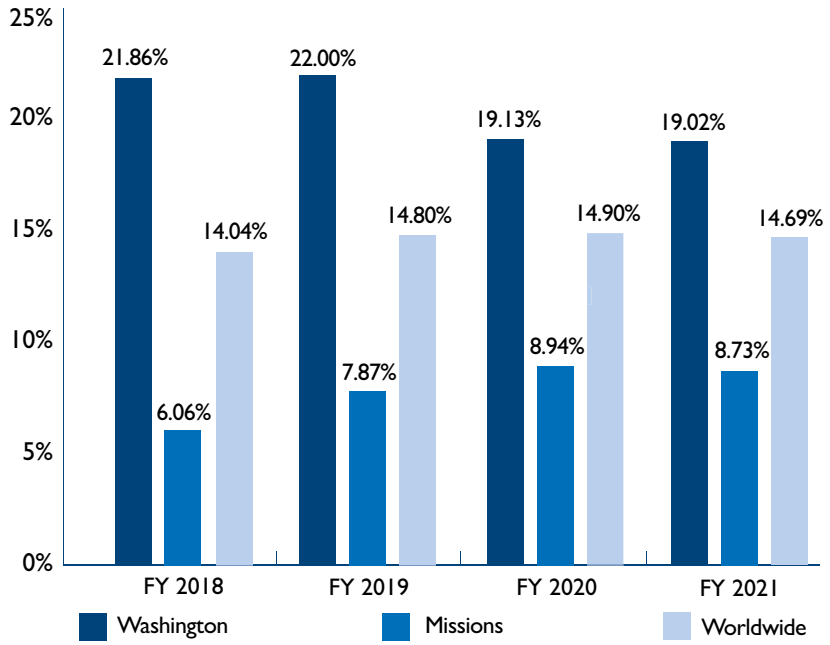
TYPE OF NEW AWARD ASSISTANCE ACTION DESCRIPTION	NUMBER OF ACTIONS	AMOUNT OBLIGATED
Authorized by Statute (FAR 6.302-5(A)(2)(I)	7	$9,217,208.57
Brand Name Description (FAR 6.302-1(C)	1	$8,530,454.56
Follow-On Contract (FAR 6.302-1(A)(2)(II/III)	1	$252,214.62
Only One Source (FAR 6.302-1)	10	$30,475,414.56
Public Interest (FAR 6.302-7)	6	$14,210,477.00
SAP Non-Competition (FAR13)	10	$7,012,673.79
NEW NON-COMPETED ACQUISITION AWARDS TOTAL	**35**	**$69,698,443.10**

SMALL BUSINESS UTILIZATION

Fiscal Year 2021 represents the second year USAID fully implemented its Small Business Goaling Program to overseas Missions. Preliminary data retrieved from the www.sam.gov (replaced the Federal Procurement Data System) indicates the Agency obligated approximately $815 million to U.S.-based small businesses. This translates to approximately 14.69 percent of prime awards, which exceeds USAID's FY 2021 Small Business Goal of 12.51 percent. .

Small Business Domestic, Mission and Worldwide small business achievement versus the agency-wide small business goal for FY 2018-2021:

PERCENTAGE OF CONTRACT DOLLARS AWARDED TO U.S. SMALL BUSINESSES



FISCAL YEAR 2021 DOLLARS OBLIGATED UNDER INDEFINITE-DELIVERY/INDEFINITE-QUANTITY CONTRACT (IDIQ) & TASK ORDERS

BUSINESS TYPE	TOTAL OBLIGATIONS	NEW AWARDS ONLY	NUMBER OF NEW AWARDS
Small Business	$133,115,813	$38,946,823	168
Non-Small Busines	$2,593,174,861	$346,596,965	170
GRAND TOTAL	**$2,726,290,674**	**$385,543,788**	**338**
SMALL BUSINESS %	**4.90%**	**10.10%**	**49.70%**

Source: SAM.gov Small Business Goaling Report Data as of October 31, 2021.

ANNUAL INDICATORS

	FY 2020 BASELINE	FY 2021 TARGET	FY 2021 FINAL
COLLABORATION INDICATOR #1: PERCENTAGE OF NEW AWARDS USING CO-CREATION	23.5%	28.5%	29.3%
COLLABORATION INDICATOR #2: PERCENTAGE OF OBLIGATIONS USING CO-CREATION	19.4%	24.4%	25.4%

	LOCATION	FY 2020 BASELINE	FY 2021 TARGET	FY 2021 FINAL
PERCENTAGE OF OBLIGATIONS MADE THROUGH DIRECT AWARDS TO NEW AND UNDERUTILIZED PARTNERS	MISSIONS	11.9%	22%	12.7%
	WASHINGTON	8%	12%	7.2%
PERCENTAGE OF OBLIGATIONS MADE THROUGH SUB-AWARDS TO NEW AND UNDERUTILIZED PARTNERS	MISSIONS	0.7%	6%	11.1%
	WASHINGTON	0.8%	3%	1.5%

2021 Source: Enterprise Reporting Portal as of November

TAKING STOCK OF THE 2018 A&A STRATEGY

In December 2018, USAID launched its first-ever Acquisition & Assistance Strategy (A&A Strategy). Three years later, M/OAA embarked on a comprehensive review of the accomplishments and lessons learned from the implementation of the 2018 A&A Strategy, to support a refresh of the A&A Strategy which will be revised in 2022. The overall goal of the strategy stocktaking exercise was to identify where we have succeeded, where we need to improve, and how we can achieve greater success in integrating the A&A Strategy into M/OAA's daily work. The stocktaking exercise highlighted several key accomplishments of the A&A Strategy since 2018:

- Co-championed the Agency's first Policy on Local Capacity Development (LCD)
- Catalyzed the development of a global indicator for local capacity development (CBLD-9)
- Established Agency-wide New Partnerships Initiative (NPI)
- Removed requirement for contractor salary history to ensure gender pay equity
- Created three Senior Regional Advisors (STG) positions in M/OAA Foreign Operations
- Created senior level, non-supervisory CO positions in M/OAA Washington Operations
- Developed Agency's Pre-Obligation Checklists
- Released guidance on Phased Competitions through Procurement Executive Bulletin (PEB) 20-02
- Released guidance on Transition Awards in ADS 303mbb
- Released guidance on Broad Agency Announcements (BAAs) in ADS 300mat
- Developed additional guidance that establishes appropriate flexibility in administering:
  - Pay-for-Results approaches, enabling USAID to adapt and consider changes in unstable
  - Environments that make milestone predictions hard to stand by
- Removed three-year limit on Fixed Amount Awards (FAAs) in ADS 303 to align with period of performance for other assistance awards
- Pursued technological interventions to reduce routine and repetitive low-value tasks of staff that may have a positive return on investment

2021 A&A STRATEGY STOCKTAKING: APPROACH AND ENGAGEMENT

The 2021 A&A Strategy Stocktaking was an inclusive approach analyzing both the successes and persistent gaps of the 2018 A&A Strategy implementation. The stocktaking included the following key activities:

- A&A Workforce Feedback: Over 200 M/OAA staff consulted (DC-based COs, FSO COs, FSN A&A Specialists).
- Agency Feedback: Consultations with subject matter experts across USAID on localization; climate change; diversity, equity, inclusion and accessibility; private sector engagement; global health and more.
- Partner feedback: Consultations with trade organizations and USAID IPs (both prime and sub-partners) on how the 2018 A&A Strategy has shifted their relationship with USAID, and what changes they would still like to see.
- Case studies: 6 case studies developed through interviews with Missions and Implementing Partners, on enablers and barriers to engaging a diverse partner base and lowering barriers to partnership.
- Desk review: Review and analysis of existing M/OAA and Agency resources linked to the A&A Strategy.

ANALYSIS OF SIGNIFICANT FINDINGS

The engagement activities listed above revealed the following lessons learned and focus areas for the forthcoming 2021 A&A Strategy:

- Need for renewed focus on enabling, equipping, and empowering the A&A workforce
  - This includes making sure the A&A workforce is properly staffed and resourced to implement procurement-related priorities, such as localization.
- Commitment to climate change, DEIA, and other cross-cutting priorities needs to be integrated throughout the A&A Strategy
- It is crucial to have a collaborative and inclusive A&A Strategy drafting process, beginning with M/OAA stakeholders and including key stakeholders in M Bureau, technical Bureaus, Missions, and our partner base.
- It is essential that we increase our partner base and deepen our partnership with our implementers on shared goals to achieve our development and humanitarian goals in a sustainable way.

- Strengthening the capacity of A&A and program staff is essential to the successful implementation of the Agency's mission.
- There is a strong interest among staff for streamlining and greater risk-taking and sharing, and the 2021 A&A Strategy can capitalize on this opportunity.

LOOKING AHEAD: THE UPDATED A&A STRATEGY

The 2021 A&A Strategy (expected to be approved in early 2022), will include the following key shifts:

- Greater emphasis on internal USAID processes (including retention, staffing, and field-focused operations)
- Heightened focus on diversity, equity, inclusion, and accessibility in our partnership approaches
- Tools and A&A considerations for mainstreaming climate change adaptation and mitigation
- Path to operationalizing Administrator Samantha Power's goal of providing 25% of USAID assistance directly to local partners by 2025

ACQUISITION AND ASSISTANCE 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 promulgation of innovations in acquisition and assistance. The Washington-based lab serves a collaborative role with Regional Labs based in Missions overseas. These Labs develop and implement regionally specific efforts to support their A&A workforce and share information about effective A&A approaches towards development challenges.

During FY 2021, the Lab adopted a new approach to engagement based on gaps identified by A&A staff input. The new approach adopts the proven DHS model of using experienced A&A staff as coaches to other A&A staff located throughout the world on multiple topics but primarily focused on the pre-award/solicitation process. Additionally, the Lab is developing guidance documents for approaches that are fairly new to the USAID community such as phased acquisitions, Statement of Objectives, and adaptive contracting.

ACCOUNTABILITY, COMPLIANCE, TRANSPARENCY, AND SYSTEMS SUPPORT DIVISION UPDATES

POLICY DIVISION

The Agency is regularly updating its acquisition and assistance regulations and policies. Here is a summary of the new and updated regulations and policies issued during FY 2021.

PERSONAL PROTECTIVE EQUIPMENT (PPE) / COVERED MATERIAL (PPE GUIDANCE)

On April 30, 2021, USAID rescinded the Guidance on Procuring Personal Protective Equipment (PPE) and Covered Material, originally issued on June 30, 2020, and updated on August 26, 2020, which required USAID implementing partners to seek the prior written approval of their AOs/COs to procure select categories of essential medical supplies with USAID funds. PPE FAQs were updated to reflect the rescission. For existing awards that contain the provision or special contract requirement restricting procurement, implementing partners may now procure and source PPE and previously designated Covered Material, as appropriate, without USAID approval. An Industry Liaison notice was issued on May 3, 2021, to announce the change to IPs. AOs/COs must remove the provision/special contract requirement from awards at the time of next award amendment or modification. New awards issued after April 30, 2021, should not include the provision/special contract requirement on prior approval for PPE procurement.

COVID-19

On September 29, 2021, Mark Walther, USAID's Director of the Office of Acquisition and Assistance, issued a letter to partners regarding the Vaccination Requirement under Executive Order (EO) 14042. He informed partners that USAID was working with the Office of Management and Budget (OMB) and the Office of Federal Procurement Policy (OFPP) to develop the contract clause required to be implemented by the E.O. and the associated guidance. The clause specifies that the contractor or subcontractor will, for the duration of the contract, comply with all guidance for contractor or subcontractor workplace locations published by the Safer Federal Workforce Task Force (SFWTF).

On May 4, 2021, USAID issued a Memorandum Authorizing Disaster Relief Flexibilities to Reduce the Burden for Financial Assistance Pursuant to OMB Memorandum M-21-20. Pursuant to Memorandum M-21-20, USAID authorized the exceptions included the following: 1) Flexibility with SAM registration/recertification; 2) Waiver for Notice of Funding Opportunity (NOFO) Publication; 3) Pre-award costs; 4) No-cost extensions on expiring award; 5) Abbreviated non-competitive continuation requests; 6) Abbreviated non-competitive continuation requests; 7) Exemption of certain procurement requirements; 8) Extension of financial, performance, and other reporting; 9) Extension of Single Audit submission; 10) Flexibility with application deadlines; 11) Extension of closeout; and 12) Flexibility for the Management requirement related to Physical Inventories.

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, Code of Federal Regulations (CFR).

- USAID published a final rule in Federal Register 85 FR 65734 to revise AIDAR Appendix D § 12, clause (GP) number five, "Leave and Holidays, as well as other editorial changes in Appendix D. The final rule, published on October 16, 2020, became final on November 16, 2020.
- USAID published a final rule in AIDAR Deviation Archived Acquisition and Assistance Policy Directive (AAPD) 15-02, revision 2 Archived because this Appendix D deviation for U.S. Personal Services Contractor (USPSC) Leave and Holidays was replaced by the final rule published on November 16, 2020. USAID issued AIDAR Deviation AAPD 20-08 to revise AIDAR Appendix J provisions for Leave and Holidays for Cooperating Country National Personal Services Contractors (CCNPSCs) and Third Country National Personal Services Contractors (TCNPSCs), including country leave for eligible TCNPSCs at qualifying posts. This expires December 21, 2022.
- USAID published policy revision Acquisition and Assistance Policy Directive (AAPD) 21-01 which included applicability of FAR 4.21 to USAID personal services contracts with individuals under the AIDAR Appendices D and J.

USAID'S ASSISTANCE REGULATION

2 CFR 700 is USAID's Assistance Regulation implementing OMB's Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR 200), supplemented by Agency-specific regulations for federal awards.

Guidance Memo Authorizing Disaster Relief Flexibilities for Financial Assistance Pursuant to M-21-20 grants agencies the authority to provide temporary relief for administrative, financial management, and audit requirements under 2 CFR Part 200 to provide administrative relief to recipients affected by the pandemic. USAID authorizes the OMB exceptions for Agency use in this memo.

PAPERWORK REDUCTION ACT (PRA) NOTIFICATION

USAID published a notice in Federal Register 86 FR 33206, on June 24, 2021, to request public comment for 60 days on the continuing information collection on the form entitled "Offeror Information for Personal Services Contracts with Individuals." (AID Form 309-2). A follow-on 30-day notice was published in Federal Register 86 FR 52872 on September 23, 2021.

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, as well as policies approved by the Agency's Administration. The Agency's ADS 300 Series focuses on acquisition and assistance. Highlighted below are the major revisions that are relevant for the Agency's partners.

ADS 300: AGENCY ACQUISITION AND ASSISTANCE (A&A) PLANNING

- On September 17, 2021, Policy announced revisions to ADS 300man, Instructions and Template for the SOAR Document to ensure that proposed, high-value activities include the Administration's and my priorities for the Agency. These revisions streamline the Senior Obligation Alignment Review (SOAR) document and put climate change, DEIA, and the secondary impacts of COVID-19 in the forefront of USAID's programs.
- On March 29, 2021, the issuance of the partial revision of ADS 322, Procurement of Insurance, was announced. The revision was to make editorial changes to clarify policy and remove information already referenced in the AIDAR. For additional information, see the Agency Notice dated March 29, 2021.

ADS 302: USAID DIRECT CONTRACTING

- On July 22, 2021, Policy announced a revision of ADS 302 to update and clarify Grants Under Contracts (GUCs).
- On March 29, 2021, the partial revision of ADS 302sat, Guidance on Closeout Procedures for A&A Awards was issued to address findings from the Agency's recent Grants Oversight and New Efficiency (GONE) Act audit and to update references in the document.
- On March 29, 2021, Policy announced the partial revision of ADS Chapter 302, USAID Direct Contracting and the incorporation of two new additional help documents - ADS 302sax, Guide on the Use of the Changes Clause: What Modifications Trigger Competition? This document provides a tool for Contracting Officers in analyzing facts and circumstances of the contract, particularly when considering use of the Changes clause to make "within-scope changes" to meet evolving circumstances in the field; and ADS 302say, Guidance for use of the Expedited Procedures Package (EPP) for Responding to Outbreaks of Contagious Infectious Diseases to supplement the policy and procedures in ADS Chapter 302, including ADS 302mbo, Guidance for Use of the Authorities under Expedited Procedures Packages (EPPs).
- On December 23, 2020, USAID announced the partial revision of ADS 302 to revise Section 302.3.4.5, Limiting Competition, to provide clarifications on competition requirements when modifying contract awards, as well as policy and procedures for use of the FAR "Changes" clause (FAR 52.243-1 through FAR 52.243-5).
- On December 23, 2020, Policy announced changes to ADS 302mas, Special Contract Requirements to incorporate a new contract requirement Sexual Misconduct (December 2020) for use in all solicitations and resulting contracts where the contract requires the contractor (or contractor employees) to have routine physical access to USAID facilities.
- On November 12, 2020, Policy announced the issuance of the partial revision of ADS Chapter 302, USAID Direct Contracting and ADS Mandatory Reference: ADS 302mbp, Waivers for Covered Telecommunications and Video Surveillance Services or Equipment under FAR 4.2104. The revised chapter and mandatory reference updated agency level policy and procedures for waivers to the

technology prohibitions in Section 889(a)(1)(B) of the National Defense Authorization Act (NDAA) of 2019. Section 889 "part B" prohibits USAID and its contractors from procuring or using certain "covered telecommunications equipment or services." FAR 4.2104 implements the statutory authority for waivers allowing the procurement of the covered equipment or services as described at FAR 4.2102(a)(2).

ADS 303: GRANTS AND COOPERATIVE AGREEMENTS TO NON-GOVERNMENTAL ORGANIZATIONS

- USAID issued a revision ADS 303mbd, Guide to Unsolicited Applications, on July 29, 2021. This mandatory reference was revised in its entirety to provide a logical outline of the unsolicited application process for Agency staff. Information for potential applicants has been removed from the mandatory reference and is available externally on the Agency's Unsolicited Proposal and Application webpage.
- On March 31, 2021, USAID announced the issuance of a policy revision ADS 303 to revise standard provision packages in ADS 303maa, ADS 303mab, and ADS 303mat In ADS 303mab, Standard Provisions for Non-U.S. Nongovernmental Organizations, the mandatory standard provision "M2. Accounting, Audit, and Records" is revised to more closely align the record retention and access requirements for non-US NGOs with those for US organizations that are found in 2 CFR 200's Subpart D Record Retention and Access. The required as applicable standard provision "Universal Identifier and System for Award Management" in ADS 303maa, Standard Provisions for U.S. Nongovernmental Organizations, ADS 303mab, Standard Provisions for Non-U.S. Nongovernmental Organizations, and ADS 303mat, Standard Provisions for Fixed Amount Awards to Nongovernmental Organizations is revised to fix an error in the award term at 2 CFR 25, which OMB corrected on February 22, 2021.
- On February 4, 2021, USAID announced the issuance of a partial revision to ADS 303 and several mandatory references, including the standard provision packages in 303maa, 303mab, and 303mat, to reflect the rescission of the Protecting Life in Global Health Assistance (PLGHA) policy.
- On February 2, 2021 USAID announced a revision ADS 303mbc, Federal Spending Transparency for Financial Assistance Requirements, is a new Mandatory Reference for ADS 303. It contains requirements and procedures for AOs to submit NOFOs and anticipated awards to OMB. On May 26, 2021, OMB revoked the requirement that required AOs to submit NOFOs and assistance awards to OMB prior to execution. As a result, ADS mandatory reference: ADS 303mbc was archived on June 7, 2021.
- On December 17, 2020, USAID announced the issuance the mandatory reference ADS 303mbb, Process for Transition Awards. This new mandatory reference provides an overview of the transition award process and contains requirements and considerations for Agency staff when making transition awards. With the issuance of this new mandatory reference, the definition of a transition award in ADS 303, Grants and Cooperative Agreements to Non-Governmental Organizations, is also revised.
- On November 19, 2020, USAID announced the issuance of an ADS 303 partial revision to chapter and several mandatory references, including the standard provision packages in 303maa, 303mab, and 303mat, to reflect the Office of Management and Budget's revisions to 2 CFR Parts 25, 170, 183, and 200 that became effective on November 12, 2020.
- On October 30, 2020, USAID announced the issuance of ADS 303 partial revision to chapter to clarify existing policy and make editorial changes, including updating the responsibilities for the Director, M/OAA; clarifying NOFO and APS language; clarifying policy on the treatment of unsolicited applications; adding a reminder that NOFOs must be publicized when eligibility is restricted; and clarifying that subaward approval is a prior approval and clarifying that this approval authority can be delegated to AORs.

ADS 309: PERSONAL SERVICES CONTRACTS WITH INDIVIDUALS

- USAID updated ADS 309mab on June 25, 2021, to incorporate two new incentive awards that the administrator approved in the fall for PSCs (and DH): Administrator's Excellence in Customer Service Award and Administrator's Excellence in Integrating Youth as Partners in Development Award.
- On March 25, 2021, USAID published Policy Revision ADS 309 Mandatory PSC Solicitation and Award Templates (U.S., CCN/TCN PSC, and CCN Ladder) to include a new special provision and contract requirement about the PSC Ombudsman.

- USAID issued AIDAR Deviation ADS 309mad on January 22, 2021, and renewed the Appendix D & J deviation on solicitation and competition for all PSCs, and rules for Resident Hire USPSCs. This expires December 19, 2022.
- On February 9, 2021, USAID announced that Family and Medical Leave was incorporated into the Leave and Holidays clause for USPSCs and was finalized and incorporated into the AIDAR. ADS Chapter 309 and its mandatory references were updated to provide additional implementation guidance – a new ADS 309mal on Family and Medical Leave; and a revised ADS 309mac on Medical Clearances for eligible USPSCs and TCNPSCs.

ADS 331: USAID WORLDWIDE PURCHASE CARD PROGRAM

- USAID published policy revision ADS 331 and ADS 331maa on August 23, 2021, to include several updates to ADS chapter and the Purchase Card manual (mandatory reference) related to Category Management, Section 889 requirements and M/OAA Director delegating authority to approve a cardholder's delegation authority.

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 2021, the Agency revised four AAPDs:

- On September 7, 2021, USAID published policy revision **AAPD 21-03** which notifies COs of exemptions from the limitation on subcontracting requirements available to USAID contractors under the FAR class deviation #M/OAA-DEV-FAR-21-02c. The exemptions are authorized by the Small Business Administration (SBA) in 13 C.F.R. § 125.6 and will be included in the FAR through the rulemaking process. The deviation excludes the following types of work from the percentage of work that must be performed by a similarly-situated small business concern pursuant to the revised FAR 52.219-14: (i) other direct costs, to the extent they are not the principal purpose of the acquisition and small business concerns do not provide the service; (ii) work performed outside the United States on awards made pursuant to the Foreign Assistance Act of 1961; and (iii) work performed outside the United States required to be performed by a local contractor. This deviation also provides clarity on how small businesses should treat independent contractors for purposes of the limitations on subcontracting requirements, as provided in the SBA's final rule revising 13 C.F.R. § 125.6, published in the Federal Register on November 29, 2019 (84 FR 65647).
- On June 8, 2021, USAID issued **AAPD 17-01** Revision 3, which revised the Defense Base Act (DBA) Insurance AAPD 17-01 to announce that the period of performance of USAID's current DBA contract has been extended by six months, through Nov 30, 2021. Option Period three premium rates remain in effect through the extension period.
- On April 9, 2021, USAID issued policy revision **AAPD 21-02** Status for Small Business Concerns eligible under the Women-Owned Small Business (WOSB) program. The AAPD advises COs of a change in the procedures at FAR 19.1503(b) through (d) that COs must follow to verify the eligibility of a concern for a set-aside or sole-source award under the WOSB program. The deviation will remain in effect until the FAR case 2020-013 is finalized through the rulemaking process.
- On January 27, 2021, USAID issued **AAPD 20-03** Revision three, which provides a special contract requirement and instructions for determining when to include the paid leave reimbursement authority in USAID contracts when implementing section 3610 of the CARES Act. This revision #3 extends the authority to provide reimbursements for leave that a contractor has provided during the period of March 27, 2020 through September 30, 2020.

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.

One PEB was issued by the Senior Procurement Executive (SPE) during FY 2021:

- On November 9, 2020, PEB 20-02 was issued to provide guidance to the acquisition workforce related

to two advisory phased acquisition processes for USAID procurements: the advisory multi-step (FAR 15.202) and the voluntary down-select process. These processes are tools that can be utilized to encourage new participants in USAID procurements.

EVALUATION DIVISION

EVALUATION ACCOMPLISHMENTS FOR 2021

The Office of Acquisition and Assistance Evaluation Division is responsible for maintaining the integrity of the Agency's procurement system. This is accomplished through performance of a number of activities from issuing Adhoc and permenant Warrants, reviewing non-competitive awards/modifications, reviewing Ratifications, performing Procurement System Reviews, and providing advice and support on complex procurement-related issues. Over 100 warrants and 170 non-competitions were processed. This report provides a summary of the most significant support to Activity Team/ Designers, Project Managers and A&A workforce in 2021.

REVISIONS TO TEMPLATES AND GUIDES

The Evaluation Division revised templates and guides to include changes to the Warrant Guidelines for GS and FS staff, which made the process of adding more Warrant Holders easier and faster. The Cooperating Country National (CCN) Administrative Contracting Officer (ACO) program saw an increase of eight warrant holders spanning across 16 Missions for a total of 19. The CCN ACOs now make up 13% of the community overseas and will help to lighten CO workload by processing administrative actions and incremental funding modifications.

The Division also standardized templates to include the CO Determination Memorandum to cite the Changes Clause, Excusable Delays, and/or Cost Overruns. Other Memoranda include AOR flexibility to cite the Restriction to Eligibility Memo for Assistance. Changes to Expedited Procedures Package, A&A Warrant and Exceptions To Competition Guides were also achieved. These have resulted in efficiency gains affording more time to partner with implementing partners and programmatic end-users.

TRAINING AND CO'S TOOLKIT

In partnership with a General Services Administration (GSA) Implementing Partner, we hosted training sessions for experienced USAID contracting professionals, including COs and Regional Legal Officers (RLOs) worldwide, on how to properly use the "Changes" clause in cost-reimbursement contracts. The training re-emphasized and introduced the importance of having flexible scopes of work in the design and implementation of programmatic development activities in awards. The training also 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, the training 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 FAR.

OPERATIONAL SUPPORT (NORTHERN TRIANGLE, BALKANS, INNOVATION LAB, OPERATIONS)

The Evaluation Division provided hands-on operational support services to the Northern Triangle & Balkans Regions, and participated in the Acquisition and Assistance Laboratory. The deployments ensured continuity of service where the team provided mentorship to the A&A staff, maintained and stabilized the operation for missions without sufficient M/OAA resources. Moreover, the team supported the A&A Lab to offer innovative procurement approaches and concepts identified from Procurement System Reviews (PSRs) and Contract Review Boards (CRBs). Concepts from Phased Acquisition, Effective Statement of Objectives (SOO), Oral Presentations, Highest Technically Rated and Fair & Reasonable Priced, and streamlining of the Fair Opportunity Procedures were some of the methods explored further.

WORLDWIDE PROCUREMENT ASSESSMENT (ASSESSMENTS, TRANSPARENCY)

In recognition of the inherent risks associated with using COVID funds and supply constraints, the division continued performing PSR reviews of domestic operations under Executive Order 12931. To provide additional transparency of worldwide PSR results, the Evaluation webpage now details the status recommendation closure of M/OAA and EXO operations in USAID/Washington and Missions as well as those operations currently undergoing reviews.

ACCOUNTABILITY, COMPLIANCE, TRANSPARENCY, AND SYSTEMS SUPPORT DIVISION UPDATES

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 2021, CAS Division took the following actions:

Audit Recommendations Closed	77
Sustained Disallowed Costs Recovered by Agency - Direct Cost	$686.9 thousand
Sustained Disallowed Costs - Indirect Cost	$4.1 million
Negotiated Indirect Cost Rate Agreements Issued	147
Closed Awards	1,194
PreClosed Awards	234
Funds Deobligated	$126.1 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. The CRB seeks to improve the quality of USAID's development and to strengthen the performance of the Agency's staff by providing procurement-related technical assistance. The CRB reviewed a total of 87 procurement actions.

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 Contracting and Agreement Officers' Representatives (COR/AORs). PDT accomplishes this through four pillars—training, certification, consultation, and development—to maintain a well-equipped A&A staff globally.

- Over 272 courses were delivered and conducted in FY 2021 with more than 7,569 staff worldwide taught through PDT Fundamentals, Innovators, and E-Learning training courses in FY 2021. A total of 36 courses were added to the USAID PDT-Center for Continuous Learning (Teaching School) catalog in preparation for Federal Acquisition Institute-Cornerstone OnDemand (FAI-CSOD) classes to be scheduled and offered throughout FY 2022.
- PDT's presentation at the 2021 NCMA World Congress. National Contract Management Association (NCMA) Executive Director, Kraig Conrad, personally invited PDT to develop and present a panel session during the 2021 NCMA World Congress on July 28 in Denver, CO. During the World Congress PDT presented a panel entitled "Innovative Procurement Approaches in International Development".
- Overall, the PDT facilitated and/or supported a total of 27 workshops for FY 2021 in comparison to nine in FY 2020.
- PDT has spent the best part of FY 2020 planning and implementing the (Federal Acquisition Institute Training Application System) FAITAS to FAI CSOD migration to ensure our staff are not only certified but compliant with Federal government regulations.
- PDT-developed courses increased from five courses in FY 2020 to 36 new developed/customized in FY 2021. That is a 620% increase over last fiscal year.
- The number of staff trained in PDT Fundamentals (core A/CO, A/COR courses) jumped from 1,357 to 2,553 which demonstrated an 88% increase from FY 2020.
- The number of staff that completed PDT E-Learnings, Micro Learns and other OnDemand/self-guided offerings went from 902 to 2,086. That is a 220% increase from FY 2020.
- The number of staff trained on innovative approaches such as co-creation, pay-for-results, and adaptive management techniques increased by 306% (525 FY 2020 to 2,130 in FY 2021).
- During FY 2021 PDT engaged in 27 co-creation workshops and seven private sector-related engagements. Through these activities PDT was able to reach over 1,400 participants both internal and external to the agency. This resulted in a 146% increase from FY 2020 in the number of people reached and successfully co-created with and engaged during the FY 2021 period.

FOREIGN OPERATIONS DIVISION UPDATES

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 (FSCOs) 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 FSCOs, advising on human resources, and operational issues that require USAID FS field experience and A&A technical knowledge. During FY 2021, Foreign Ops focused heavily on rebuilding the FSCO backstop to recover from the hiring freeze and to address chronic, long-term understaffing of the function.

STRATEGY

Foreign Ops staff led the implementation of regional focus groups to collect updated input on priority needs and issues. The team also provided leadership and technical assistance for a major restructuring of the A&A Strategy refresh, to focus on the foreign affairs nature of the mission and work.

WORKFORCE PLANNING

- **FSCOs needed.** Foreign Ops 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 SMEs to establish the required staffing levels for each field 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.
- **Rebalancing the workforce**. Foreign Ops 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.

HIRING

- Hiring in FY 2021. Foreign Ops provided extensive FSCO support to serve on Technical Review Panels and Technical Selection Panels (TSPs), three to four FSCOs per panel over many weeks. The last round of TSPs conducted interviews with prospective hires over an eight week period and identified numerous individuals for hiring into USAID's Career Candidate Corps (C3), for eventual service as Foreign Service Contracting and Agreement Officers.
- **Future hiring**. Foreign Ops updated the vacancy announcement for USAID FSCOs to align with USAID's Competency Catalog for FS Officers, which was recently updated to include competencies specific to Foreign Service Contracting Officers. The Office of Human Capital and Talent Management (HCTM) is expected to release a new vacancy announcement in March 2022.

SUPPORTING C3S

- **New hires**. Thirty-four new C3 FSCOs were onboarded by Foreign Ops by the end of calendar year 2021, including designation of FS supervisors, established training plans, and development of work assignments.
- **Identify and confirm first tour assignments**. Of the 34 newly hired C3 FSCOs identified, 25 first tour assignments have already been coordinated with Missions and HCTM. Once required training is completed, C3s will begin to move to their post of assignment.
- **First Tour Deployments**. Foreign Ops completed the pre-departure preparation of seven newly hired C3 officers, with all seven deployed to their first tour overseas assignments by the end of calendar year 2021.

PROFESSIONAL DEVELOPMENT

- **C3 Training Curriculum**. The team defined the Training Curriculum for C3 FSCOs, covering post-orientation and pre-departure training, and training priorities after arrival at their first tour assignment post.
- **FEI for FSCOS**. Foreign Ops developed the baseline for a specialized Federal Executive Institute (FEI) training curriculum specifically for the unique needs of USAID FSCOs that centers on adaptive management and leading through soft skills.
- **FSCO Technical Competency Catalog**. The team helped to develop the first-ever articulation of competencies to describe the knowledge, skills, abilities, and behaviors essential to successfully serve overseas as a Foreign Service Contracting Officer. The core competencies are supplemental to the Leadership/Core Competencies and Cross-Functional Competencies and Proficiency Maps applicable to all Foreign Service Officers.

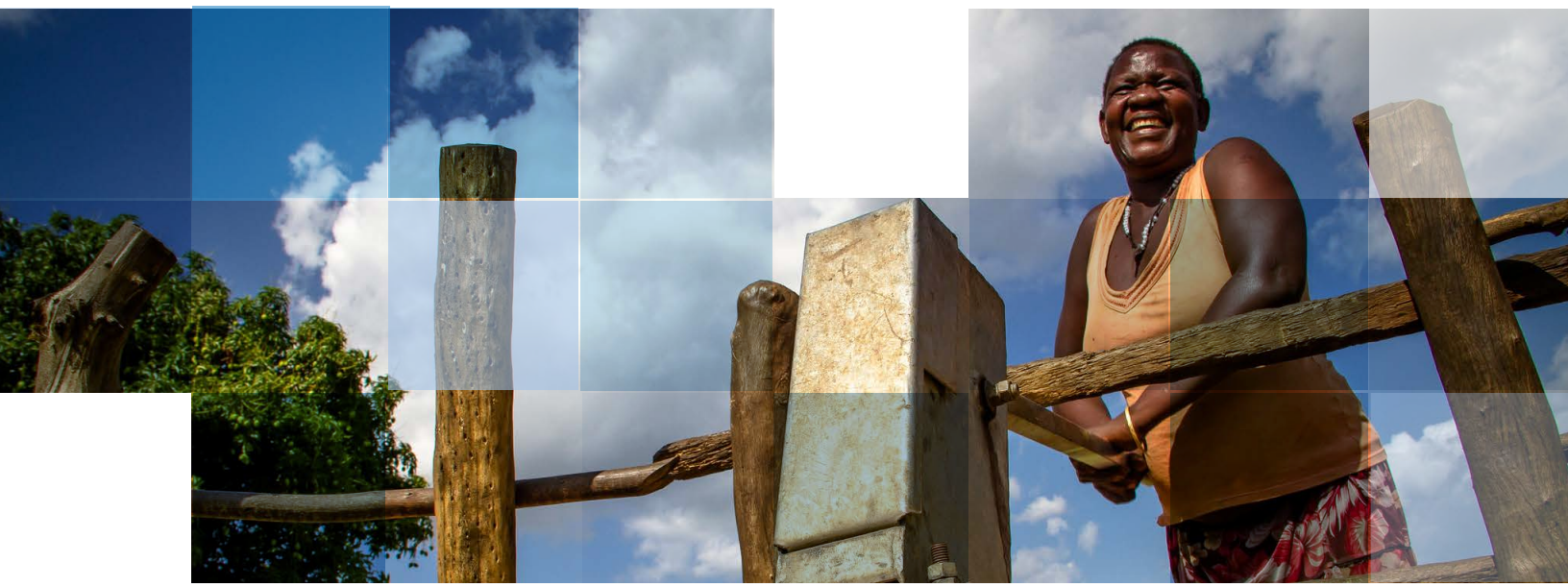
ASSIGNMENTS

- In FY 2021, Foreign Ops coordinated with Regional Bureaus, HCTM, and individual eligible bidders to finish implementing the 2021 assignment cycle and begin implementing the 2022 cycle.
- Foreign Ops continued to provide support for curtailments and the reassignment complement, GS to FS conversion, FSCO tenuring, and Mission requests for authorization to hire A&A Personal Services Contractors.
- Three Senior Leadership Group (SLG) positions created previously were filled during this fiscal year, thus operationalizing leadership points of contact on A&A within the Africa, Asia, and Middle East Bureaus to focus on leveraging existing resources.

TEMPORARY OPERATIONAL SUPPORT (TOPS) PROGRAM

Heavy workloads and urgent A&A workforce staffing needs, particularly for FSCOs 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 Personal services contracts 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 FSCOs Without Borders initiative, focuses on optimizing the distribution of our internal FSCO talent.

- **TOPS A&A Specialist ISC**. Foreign Ops 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.
- **Firehouse PSC Mechanism**. The PSC Firehouse retains and deploys retired, warranted COs with USAID field experience to provide FSCO services to Missions. Currently four Firehouse PSC COs are maintained on the roster, with availability scheduled through Foreign Ops.
- **FSCOs Without Borders**. Centralized Coordination of Mission Support. To maximize the effective use of available FSCO talent internally, Foreign Ops takes a global view of needs and agency priorities and coordinates closely with M Bureau's Overseas Support Operations (OSO) in Frankfurt. To-date, the FSCOs Without Borders initiative has addressed at least 50 requests from Missions in Africa, 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 FSCO workforce.



WASHINGTON OPERATIONS DIVISION UPDATES

M/OAA's Washington Operations (Washington Ops) Division carries out all of the solicitation, negotiation, award, and administration of all Washington mechanisms which include field support awards. Through Washington Ops' issued awards, the Agency achieves its U.S. Small Business and Category Management goals as well as contribute to localization, climate change, and other Agency initiatives.

Washington Ops accounts for the majority of GS-1102s (Civil Service Contracting Officer position) in M/OAA and one major challenge has been attrition. These attrition rates were observed during a federal hiring freeze, which further inhibited M/OAA's ability to adequately manage increasing workload among fewer staff.

Attrition data over the last five years also revealed that GS-13 staff in the 1102 series were leaving at nearly six times the rate of their counterparts at the same grade level in other job series within M/OAA. Additionally, data from the last three years showed that the majority of staff who separated from M/OAA were leaving for positions at a higher grade. To mitigate this trend, beginning in FY 2020, Washington Ops upgraded six existing positions to GS-14 non-supervisory senior Contract Specialists to provide advancement opportunities for GS-13 Contract Specialists who would otherwise have separated. In FY 2021, with funding from technical bureaus, Washington Ops provided additional advancement opportunities for existing staff by creating and upgrading eight additional GS-14 non-supervisory Senior Contract Specialists.

As we continue along this strategy, Washington Ops remains committed to increasing diversity within the A&A workforce, especially in leadership positions, and will continue to advocate for additional positions and recruit candidates from underrepresented groups in the contracting field through various means. In our hiring during FY 2021, M/OAA was able to increase the diversity of our staff. These new hires also represent a diversity of national origin, reflecting the global nature of USAID's workforce.

Even as Washington Ops moves to provide advancement opportunities as a means of retaining staff, employee burnout has been a key concern raised by staff. To address this area of concern, which also runs the risk of lowering our retention rate, Washington Ops has ramped up hiring to fill accumulated vacancies since the hiring freeze. As of the beginning of FY 2022, there were merely 12 unfilled vacancies. To forestall future workload imbalances due to staffing shortfalls M/OAA has also secured the ability to hire beyond our hiring ceiling.

Nearly half of the recent hires are new to contracting. Washington Ops has focused on promoting professional development opportunities for new staff as a way of developing a cadre of proficient Contracting and Agreement Officers. Chief among these has been collaborating with the ACTS team to enroll new staff in the New Hire Series, which introduces staff to basic contracting skills and affords them the ability to network with more senior acquisition personnel. In conjunction with the M/OAA mentorship program, these opportunities will engender collaboration across Washington Ops and allow staff to learn from each other as they develop professionally in the contracting field.

Washington Ops staff members' strategic experience has provided vital support to the Agency. Washington Ops members contributed to M/OAA's A&A Strategy refresh and Robotics and Artificial Intelligence initiatives, are leaders within the M/OAA Diversity, Equity, and Inclusion Council, and support the Localization Initiative, COVID-19 and Northern Triangle Task Forces. Washington Ops staff conducted rotations with the Private Sector Engagement Team in the DDI Bureau as well as within the M/OAA Strategy Team. Through temporary duty travels (TDYs), rotations, special opportunities and the grants and contracts the Washington Ops Team implements USAID development and humanitarian assistance objectives and supports U.S. government foreign policy goals.

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

FY 2021 was unprecedented in many ways. In the face of a global pandemic and staffing shortages, the Ombudsman team received twice as many inquiries than in recorded history averaging approximately 50 per month.

Building on the progress made last year, the Ombudsman continued efforts to collaborate with M/OAA colleagues to resolve procurement issues, including selection of instrument, audits, and small business concerns. In collaboration with colleagues in the Cost Audit & Support division, the Ombudsman was able to provide partners with a MythBusters document that demystified the audit and NICRA processes. The Ombudsman continues to work with colleagues in the Office of Small and Disadvantaged Business Utilization (OSDBU) to identify ways to address the concerns of USAID's small business partners and are making small business subcontracting a priority. The Ombudsman continues to address the concerns related to Contractor Performance Assessment Reporting System (CPARs) and have also made strides to address the issue of security clearances for partners who wish to do business with the Agency but have yet to complete the clearance process. The Ombudsman looks forward to sharing additional information in the new year.

The issues received in FY 2021 were wide-ranging, but it is clear that partners wish to do business with USAID and engage USAID. The breakdown is as follows:

- Doing business with USAID: 48%
- General data calls and outreach: 21%
- Solicitation/ Award: 5%
- Other: 26%

INDUSTRY LIAISON TEAM

The Agency's Industry Liaison Team serves as an open door for organizations interested in connecting with USAID. The team serves as a resource to provide organizations the information they need to navigate Agency partnership processes by responding to general requests and inviting feedback from vendors and other USAID stakeholders.

In 2022, the Industry Liaison team will release an updated External Communications and Engagement Strategy. The strategy will include the need to continue to develop engaging events, content, and resources that help to lower barriers so that all qualified entities can more easily compete for USAID funding. USAID will also work to ensure that existing Agency partners have information, tools, and resources needed to effectively manage and deliver development results.

During FY 2021, the team participated in discussions, events, and engagements with more than 13,500 people.

Identified below are some key highlights from FY 2021:

- Work with USAID LinkedIn Group: Created a Work with USAID LinkedIn Group to connect organizations with information and resources on how to navigate the USAID partnership process, share information about events for stakeholders, highlight daily Agency opportunities from SAM.gov and grants.gov, and help foster connections between organizations.
- Work with USAID YouTube Channel: Launched the Work with USAID YouTube Channel to share resources on How to Work with USAID, including locating funding opportunities, effectively responding to solicitations, preparing budgets for awards, and more.
- @WorkwithUSAID Twitter Handle: Rebranded the @USAIDBizOpps Twitter account to @WorkWithUSAID to ensure consistent external messaging for current and prospective Agency partners. The Twitter account shared digital content with a focus on explaining the terms organizations need to know, as well as other useful tips to partner with USAID, announcements about upcoming events, and open funding opportunities.
- Monthly Twitter Chat: Hosted monthly Twitter chats on @WorkwithUSAID with the Industry Liaison, providing an opportunity for followers to ask questions "live".

- 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.
- Industry Liaison and New Partnerships Initiative Updates: Provided updates to both the Industry Liaison Acquisition and Assistance Updates and New Partnerships Initiative email distribution lists, which now include more than 34,000 members combined. Newsletters and announcement notices included important Agency policy updates, partnership success stories, relevant COVID-19 information, and news about events.
- IndustryLiaison@usaid.gov: Provided guidance and resources to partners through the Industry Liaison email box. Scheduled and conducted one-on-one consultations with organizations interested in learning more about the partnership process. Facilitated connections between organizations and technical experts throughout USAID for organizations to learn more.
- How to Work with USAID Training: Continued to refresh the Agency's "How to Work with USAID" training series, available on USAID.gov here: Training Series on How to Work with USAID.

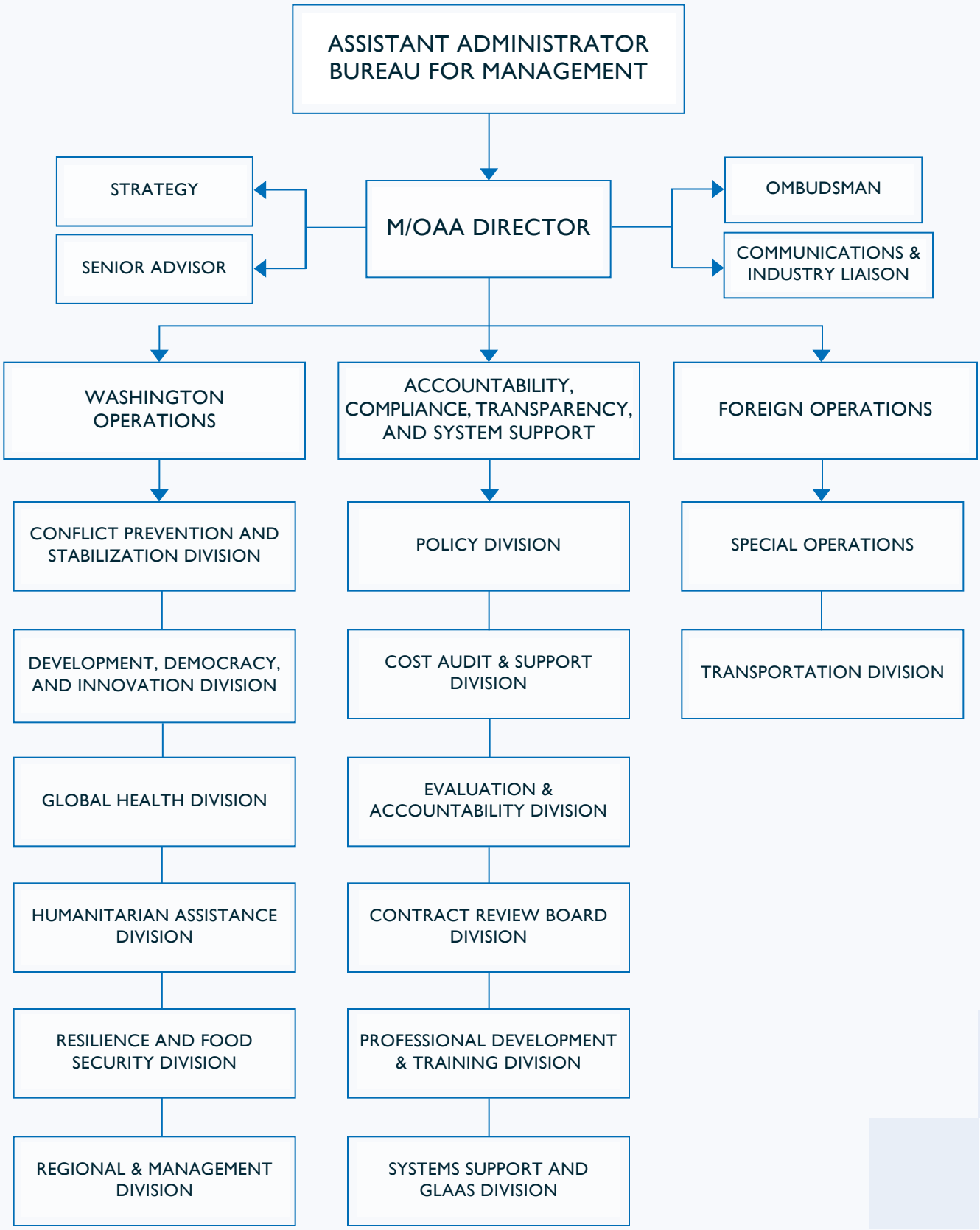
WORKWITHUSAID.ORG

WorkwithUSAID.org is a free resource hub that provides the knowledge and networks for organizations to navigate how to work with USAID. It is a one-stop-shop that any organization can access for free and benefit from, regardless of the familiarity with USAID.

On WorkwithUSAID.org, current and prospective partners can:

- Create a profile in the Partner Directory for their organization.
- Take the Pre-Engagement Assessment to understand their organization's capabilities and receive a customized report on how to address any capacity gaps.
- Review resources in the library that will help to better understand how to work with USAID.
- Learn about stories of partnership in our News and Insight Blog.
- Search the FAQ section for the most frequently asked questions on how to navigate the Agency's partnership process.

MANAGEMENT BUREAU, OFFICE OF ACQUISITION AND ASSISTANCE ORGANIZATIONAL STRUCTURE



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IndustryLiaison@usaid.gov

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