

**1st Quarter FY 2022
Business Forecast Webinar and Partner Update
December 16, 2021
8:30 - 9:30 AM ET
As Prepared**

USAID Participants

- Mark Walther, Director, Bureau for Management, Office of Acquisition and Assistance
- Jamala Peyton, Acting Director, Office of Small and Disadvantaged Business Utilization
- Sara Walter, Acting Senior Deputy Assistant Administrator, Bureau for Policy, Planning, and Learning
- Fayrouz Saad, Director of Public Engagement, Bureau for Legislative and Public Affairs
- Temitayo Ifafore-Calfee, Managing Director (Acting), Office of Private Sector Engagement, Bureau for Development, Democracy, and Innovation
- Deb Broderick, Deputy Director, Bureau for Management, Office of Acquisition and Assistance
- Luis Rivera, Deputy Director, Bureau for Management, Office of Acquisition and Assistance
- Danny You, Bureau for Management, Chief Information Office
- Rachel Chilton, Deputy Industry Liaison, Deputy Communications Director, Bureau for Management, Office of Acquisition and Assistance

Agenda

- Welcome and introductions by Rachel Chilton
- Remarks from Mark Walther
- Remarks from Jamala Peyton
- Remarks from Sara Walter
- Remarks from Fayrouz Saad
- Remarks from Temi Ifafore
- Remarks from Deb Broderick
- Remarks from Luis Rivera
- Remarks from Danny You
- Conclusion of the call

Conference Call Transcript

Welcome and Introductions from Rachel Chilton

Hello everyone and thank you for joining us today's Business Forecast and Partner Update webinar.

My name is Rachel Chilton and I am USAID's Deputy Industry Liaison as well as the Deputy Director of Communications for the Office of Acquisition and Assistance.

During today's webinar, we will provide updates about things happening at USAID, as well as address some of the broader questions asked through our Business Forecast. You will be hearing from a number of USAID's senior leaders from across the Agency -- including from our Office of Acquisition and Assistance; our Office of Small and Disadvantaged Business Utilization (also known as OSDBU); our Bureau for Policy, Planning, and Learning; our Bureau for Legislative and Public Affairs; our Office of Private Sector Engagement which sits in the Bureau for Development, Democracy, and Innovation (DDI); and finally our Chief Information Office (CIO) in the Management Bureau.

If you're new to one of our Business Forecast calls, we try to use this time to cover major topics and later today, we will plan to post responses to the majority of the questions we have received on our website -- along with a recording and transcript from this call. We will notify you that it has been posed through our Industry Liaison Updates email distribution list, our [Work with USAID Twitter account](#), and our [Work with USAID LinkedIn group](#).

And with that, I would like to first turn the call over to Mark Walther to share a few updates.

Remarks from Mark Walther, Director, Bureau for Management, Office of Acquisition and Assistance

Thanks Rachel and thanks to all of our partners and colleagues who have joined today's webinar.

We appreciate this important opportunity to not only address many of your questions about upcoming funding opportunities on our Business Forecast, but also to give you updates on a number of things happening around the Agency.

Overview of FY 2021

I'd like to start by briefly giving you a recap of FY 2021, which ended in September.

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 - in particular an InterAgency agreement with the Department of Defense where USAID purchased COVID-19 vaccines to distribute around the world.

You'll hear more from Jamala and Deb in a bit, but I'm pleased that our team was able to exceed the Agency's goals related to U.S. Small Business utilization and Category Management with our obligations.

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

Business Forecast

With regards to our Business Forecast, we understand the importance of the tool to our partners and continue to stress to our workforce the need to keep it up to date and accurate.

As many of you are aware, our Business Forecast is updated daily, pulling from our internal system Acquisition and Assistance Planning system. Earlier this calendar year, we released some really important features including the "change log" - which allows you to identify how specific activities on the Forecast have been updated. We also added additional fields like planned co-creation, Category Management Vehicle, Eligibility Criteria, and Principal Geographic Code. As I noted during our last Business Forecast engagement, we've also set up an automated reminder system so that our staff are alerted if an activity has not been updated within 8 weeks.

Presently, we're working with our colleagues to ensure that the agency's reorganization that formalized in the middle of last fiscal year is incorporated into our A&A Plan, as well as the Business Forecast.

WorkwithUSAID.org

Next, I'd like to highlight the new [WorkwithUSAID.org](https://www.workwithusaid.org) platform.

Advancing diversity, equity, inclusion, and accessibility is at the heart of our work, including in how we partner and with whom we partner. At USAID, we achieve our mission by partnering with individuals and organizations around the world. Organizations of all types can play a role in addressing global challenges.

We are working to lower barriers so that all qualified entities can more easily compete for USAID funding. To support these efforts, Administrator Power announced the [WorkwithUSAID.org](https://www.workwithusaid.org) on November 4th during her [vision speech](#).

The website is a free resource hub that provides the knowledge and networks for organizations to navigate how to work with USAID. The website connects new and existing partners, as well as USAID staff, to one another, helping to ensure the best and most innovative ideas are brought forward to development challenges.

Whether you are new to USAID or have been working with the Agency for years, you will find valuable resources on [WorkwithUSAID.org](https://www.workwithusaid.org).

We welcome current and prospective partners to visit today to:

- Register your organization in our Partner Directory -- to date we have nearly 1,300 organizations registered.
- Take the Pre-Engagement Assessment to evaluate your organization's readiness to compete for USAID funding;
- Visit our library of resources for building organizational capacity;
- Check out our blog to stay up to date on the latest partnership stories and upcoming events; and finally,
- Search our Frequently Asked Questions section, with more than 1,000 common questions on partnering with USAID.

We will be continuing to build out this platform in the coming months and are excited to engage our partners throughout the process.

Section 889

I know that many of you have had questions regarding Section 889.

The Agency has received a Modified Foreign Assistance (FA) waiver. We have been working to develop guidance to implement the Modified FA waiver for both acquisition and assistance.

Like the original FA waiver, the Modified FA waiver is meant to support the Agency's foreign assistance mission and only applies to supplies used or services performed overseas. However, Unlike the FA waiver, the Modified FA Waiver, applicable from September 21, 2021 through September 30, 2028, may only be applied when an offeror/contractor is using covered technology because there is no 889-compliant alternative available in a specific country based on the offeror/contractor's reasonable inquiry.

Our policy chapter related to contracts, ADS 302, has been updated to incorporate this change and additional templates have been provided to Contracting Officers around the world.

Policy revisions related to assistance awards, our grants and cooperative agreements, will be forthcoming in FY2022 Q2.

A&A Strategy Refresh

I'm very excited to share the outlook on the forthcoming, 2021 A&A Strategy with you all, and first I'll speak very briefly on how we got here. As you know, the Agency's first A&A Strategy was created in December 2018, and catalyzed many key changes in how M/OAA and the broader Agency engaged with our partners through streamlining the design, procurement and implementation process; and diversifying the partner base through NPI - just to name a few.

Beginning earlier this year, M/OAA set out to refresh the A&A Strategy to align with current Agency priorities and ensure M/OAA is ready to partner effectively and equitably in the current development context. Through feedback sessions and surveys with our staff and partners, we learned that our partners have indicated the need to lower barriers to entry to USAID.

With that in mind, we are drafting the new A&A Strategy and hoping to finalize it in spring 2022. The focus of this A&A Strategy is three-fold: (1) enabling, equipping, and empowering the A&A workforce to advance USAID's development mission; (2) advancing effective and efficient implementation; and (3) supporting numerous Agency priorities through continuous process improvements that create capacity to expand the way we partner and with whom we partner. This includes initiatives such as localization; local capacity development; the new partners initiative; climate strategy; diversity, equity and inclusion; private sector engagement; and expanding small business opportunities. It also involves our full-spectrum of partners from new to our longstanding ones.

Staffing

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 through a variety of means.

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.

We have been actively recruiting and looking forward to the new year, we will place a heavy emphasis on adequately staffing our team to meet the needs of the Agency.

Once again, thank you for all of your support.

Remarks from Jamala Peyton, Acting Director, Office of Small and Disadvantaged Business Utilization

Thank you Mark. Mark touched on the Agency's Fiscal Year (FY) 2021 accomplishments; I'd like to further discuss our small business program progress. I am pleased to announce that FY 2021 was another successful year for USAID in partnering with U.S.-based small businesses. The preliminary contracting data indicates that USAID awarded approximately \$811 million to small businesses out of a total portfolio of \$5.5 billion in prime contracts. This translates to approximately 14.6 percent of prime awards, which exceeds USAID's FY 2021 Small Business Goal of 12.5 percent. Unfortunately, dollars to small businesses decreased by more than \$120 million from FY 2020 which represents a trend for the past ten years.

In addition, preliminary data indicates we have exceeded our Small Disadvantaged Business (SDB) goal for the twelfth consecutive fiscal year. The Agency awarded \$402 million, or 7.26

percent to SDBs. We have exceeded our Women-Owned Small Business goal of 5 percent by awarding approximately \$305 million, or 5.51 percent to women owned small businesses. The Agency had a slight increase in obligations to Service-Disabled Veteran Owned small businesses while we continue to grapple with identifying partners in Historically Underutilized Business Zones. Our commitment to Small Disadvantaged Business has significantly increased in FY 2022. We just negotiated a 7.40 percent SDB goal with the U.S. Small Business Administration. USAID joins the rest of the Government in increasing our overall commitment to reduce barriers and increase access to underserved and underrepresented communities. This commitment is one of five management actions in response to the President's Executive Order 13985, Advancing Equity in Federal Procurement. I am working with Mark Walther, Mike Ashkouri, Deb Broderick and other senior Agency officials to develop a more collaborative approach to the agency's Acquisition and Assistance (A&A) planning process with a goal to increase small business participation in our contracting. Our FY 22 prime contract small business goal remains at 12.5% and our subcontracting goal is 16%.

Although we continue to operate in a virtual environment, maintaining a level of excellence in partnering with U.S. small businesses is an ongoing commitment both in Washington and in the field. My team and I continue to develop outreach opportunities that grant our small business partners access to Agency leaders and planners. Following the success of our first ever all virtual 2021 Annual Small Business Conference, I am happy to announce that we will have an all virtual conference planned for Spring 2022. Please stay tuned for announcements and dates.

I wish you all a happy and safe Holiday and the Happiest New Year. Thank you.

Remarks from Sara Walter, Acting Senior Deputy Assistant Administrator, Bureau for Policy, Planning, and Learning

Hello everyone.

As already noted by Mark, in recent weeks USAID has taken a number of steps to promote localization. Most significantly, Administrator Power has established localization as a core Administration priority.

Last month Administrator Power laid out her vision for an "agency of inclusive development" and placed localized development at its heart. She noted that USAID must not only "vastly expand the groups with whom we partner" but also recognize that "local voices need to be at the center of everything we do. We've got to tap into the knowledge of local communities, and their lived-experiences." The Administrator established goals of providing 25 percent of USAID assistance directly to local entities within the next four years, and ensuring that, by the end of the decade, 50 percent of our programming will place local communities in the lead to either co-design a project, set priorities, drive implementation, or evaluate the impact of our programs.

To further operationalize the Administrator’s localization vision, USAID is currently developing an **Agency-wide Localization Agenda** to establish a common localization vision and identify actions that will make localization easier so that we achieve the ambitious targets the Administrator announced in her speech. To kick-start that process, we recently convened a two-day virtual retreat to crowd-source ideas from over 160 USAID staff from across the globe. The retreat touched on issues ranging from programming, equitable partnerships, and procurement to measurement, risk management, staffing, and funding. These ideas are currently being refined and vetted, and those actions that emerge as priorities will form the basis of an internal work plan and an external engagement plan.

Finally, we have also been developing a **new policy on Local Capacity Development**. This policy is one of the first statements of how the Agency will pursue its localization agenda. It establishes principles for our engagement with local partners and provides guidance to ensure the way that we partner with local actors builds lasting organizational effectiveness and supports sustained development. A draft of the policy has recently been posted for [public comment](#), and we look forward to hearing from our partners.

Remarks from Fayrouz Saad, Director of Public Engagement, Bureau for Legislative and Public Affairs

Hello everyone. I am pleased to be with you all today. Once again, my name is Fayrouz Saad, and I am the Director of Public Engagement (PE) in the Bureau for Legislative and Public Affairs (LPA).

It’s been a busy year for USAID, and since Administrator Samantha Power was sworn in, she has hit the ground running, leading as USAID tackles: the climate crisis and its impact on global communities, responding to the COVID-19 pandemic, and stopping democratic backsliding and the growing threat of authoritarianism.

As Mark and Sara both mentioned, the Administrator delivered a speech last month to outline her vision for the Agency.

Her priorities include many new and exciting initiatives, such as appointing the Agency’s first-ever Chief Diversity, Equity, and Inclusion (DEI) Officer, launching the [WorkWithUSAID.org](#) website, and investing in and working with local partners. In LPA - and specially PE - it is our job to communicate and engage key partners and stakeholders on these priorities. But, explaining our work to outside audiences can be challenging and therefore, we have to be intentional. There are three parts to the arch of explaining our work.

To effectively communicate what we do, we must identify the problem we are trying to solve. Then introduce the solution that fits the problem you have outlined, followed by the impact we will have or have had. As this Administration has made clear, there is no longer a division between domestic and foreign policy. We must always ask how our work helps our fellow Americans.

To do this, we want to be more creative. LPA has been trying to take an outside the box approach to creative storytelling and engagement to share the brand and purpose of USAID with new audiences. That's where the PE team comes in. We want to ensure these stories and USAID's work is shared with existing and new audiences; from our implementing partners to international development organizations and diaspora communities. For example, earlier this month, we teamed up with Rachel and gave a presentation to the Greater Georgia Business Chamber of Commerce on USAID and the WorkWithUSAid.org website. It was an exciting opportunity to highlight a great initiative with a new audience.

We will continue the drumbeat on these stories, highlighting the priorities, ensuring that our partners, stakeholders, and other key audiences are educated, aware, and able to work together and move them forward. And we are always looking to expand our engagements to amplify USAID's work. We can be reached at publicengagement@usaid.gov and we look forward to continuing the conversation. Thank you.

Remarks from Temitayo Ifafore-Calfee, Managing Director (Acting), Office of Private Sector Engagement, Bureau for Development, Democracy, and Innovation

For the first time, USAID conducted a customer experience survey for existing and potential private sector partners through the PSE Hub. The survey was designed to better understand the private sector's experience working with USAID, assess where we can improve, and deliver a better experience in future engagements.

There is a lot happening in our bureau right now as we identify how to adapt and respond to the Administration's priorities. Administrator Samantha Power recently said "We must listen to what our partners in the countries where we work are asking of us."

Key to doing this is that we need to reimagine the Agency's 'Front Door' to the private sector, and deliver a qualitatively-improved 'first impression'.

We realize that we had not systematically captured the partner experience of working with the Agency, from the perspective of different segments of the private sector.

To do this we designed a User diagnostic to answer several guiding questions related to the drivers of customer experience to cover service quality & value, process, and people.

We asked questions like:

- What is USAID's value proposition, in the eyes of different private sector actors/segments? Why do they want to work with USAID?
- What is USAID's reputation and 'brand' amongst private sector actors? How does this reputation compare to other global development actors?
- Do private sector partners feel that they have garnered value from their engagement or

collaboration with USAID?

The survey garnered over 707 responses from 80 countries representing a variety of industries e.g. agribusiness, finance, health, oil & gas, entertainment.

The user diagnostic revealed areas where USAID is excelling and highlighted areas of top concerns. USAID's greatest strengths (>50% strongly agree or agree with the following statements):

- Sets clear and accurate expectations at the beginning of an engagement on the funding and time commitments from my company
- Effectively collaborates on the strategy and design of engagements
- Sufficient knowledge for engagement
- Aligning on common goals

Where the Agency struggle is on USAID's greatest areas for improvement (>35% strongly disagree or disagree with the following statements):

- USAID's processes are clear and easy to understand
- USAID's communication and decision making are timely

We recognize that these insights validate things we suspected about the experience of working with USAID, and also shapes the direction we're headed.

Our findings have implications for us and how you will experience USAID in the future.

PSE Flexible Fund - As the Administrator announced, USAID intends to launch a new centralized fund designed to enable the Agency to be more flexible and opportunistic in terms of how we partner with the private sector. Our legislative affairs teams are working closely with Congress to ensure that USAID has the budget resources and authorities necessary for this envisioned fund to function with the agility that is necessary for success. Once more details on the fund are finalized, we plan to release an announcement on the launch of the fund. We will be designing the new fund with these insights in mind to ensure that it helps the Agency to address the most urgent pain points our partners face when partnering with USAID.

A Customer Relationship Management System - whole-of-Agency system to enable USAID to better track and proactively manage complex, multi-faceted relationships with industry and corporate partners

Real time analytics - so that we know how well we're doing with our private sector segments. In the future we need to continue to get a more nuanced understanding of our target private sector segments

Front door & concierge - we want to make sure that companies can find the resources they need, when they need it. Whether they are new to working with the Agency or one of our established partners

Relationship Managers - We want to support Agency quality standards established and relationship managers accountable to those standards

Remarks from Deb Broderick, Deputy Director for Accountability, Compliance, Transparency, and Systems Support in the Management Bureau Office of Acquisition and Assistance

Good morning, everyone. I'd like to begin with a summary of USAID's Category Management achievements for FY21. Throughout FY21, it was unclear whether the Agency would meet the CM targets set by OMB, and in fact by close of business on September 30, 2021, we had not met our targets. As usual, however, many obligations were made in the final hours of the fiscal year, so another check of our obligation data in October revealed that we had indeed met our targets. In FY21, our CM achievements were:

- \$3.9B dollars obligated for SUM, meeting our target at 102.4%
- \$246.1M dollars obligated for BIC, meeting our target at 120.4%

Despite our late success in meeting our SUM and BIC targets for FY21, we did have an early achievement for our training target: in FY21 we trained 1,753 USAID AWF members in CM, representing 2,577.9% of our target.

Looking forward to FY22, while we do have initial targets for USAID proposed by OMB, we are still in negotiations on those proposed targets. When negotiations with OMB have been completed we will communicate that information widely.

In the meantime, USAID continues to train our AWF on the concept of CM, USAID's focus areas as it relates to CM, and the recent policy changes to CM, as described in OMB Memo M-22-03 Advancing Equity in Federal Procurement. To that end, I'd like to ensure that our partner community also has an understanding of these areas.

USAID, as with other Federal Agencies, will take full advantage of OMB's policy change included in M-22-03 which gives Agencies automatic Tier 2-SB SUM credit for all awards made to certified and self-certified socioeconomic small businesses. These socioeconomic small businesses include 8(a)s, women-owned small businesses, service-disabled veteran-owned small businesses, and small businesses working in HUBZones.

M-22-03 further reminds all Agencies that CM plans should not prioritize spending on BIC solutions at the expense of meeting socioeconomic small business goals. We are proud to say that to date this has not been the case at USAID, as evidenced by OSDDBU's consistent achievement of their small business targets over the years. Further, we are fortunate that USAID's primary Professional Services BIC vehicle - OASIS, includes OASIS SB - a 100% SB set aside, and OASIS 8(a) - which is fully compliant with the SBA's 8(a) program. This allows the Agency to make optimal use of a BIC vehicle while at the same time allowing for full availability of SB set asides. As always, we encourage all COs to make the appropriate set aside

determination for their individual procurement based on market research, scope, and size of the procurement.

I'd also like to take this opportunity to offer some clarity on USAID's focus areas as it relates to CM. USAID's CM focus is on Institutional Support Contracts (ISCs) and Monitoring, Evaluation, and Learning (MEL) contracts, particularly those issued out of Washington. Our focus on these two kinds of professional services goes back to the intent of CM, which is the practice of buying common goods and services as an organized enterprise in order to improve the efficiency and effectiveness of acquisition activities. ISC and MEL contracts are common services procured across the Federal government and are not unique to USAID. Further, procurement of these kinds of services, particularly from Washington, ensures that CM targets do not interfere with Agency priorities such as the New Partnership Initiative (NPI) and locally-led development. This also helps to ensure that CM does not conflict with the overall mission of the Agency: international development and the associated technical services required to fulfill this mission.

Given all this, please remember that USAID's increased use of OASIS, OASIS SB, and OASIS 8(a) represents USAID's best effort to comply with OMB's mandate and is meant to help the government save time, money, and effort. This in turn means more effective use of taxpayer dollars. Remember as well, that this increased use of OASIS, OASIS SB, and OASIS 8(a) - as well as various BICs in the IT category - represented only 4.6% of USAID's acquisition dollars in FY21. BIC use is likely to represent a similar amount in FY22. As we move through FY22, you can track USAID's progress on the publicly available D2D dashboards ([Public Category Management Dashboards & Analytics | D2D \(gsa.gov\)](#)).

Finally, and separate from CM, I would also like to announce that M/OAA/ACTS has recently launched a new initiative meant to improve M/OAA access to tools, templates, and other resources called Business Process Improvement (BPI). BPI is M/OAA's central location on the USAID intranet for user-friendly tools that the A&A workforce can easily access, know how to use, and set the Agency-wide standard for documentation and procedures for A&A business functions. The BPI team will add to and update resources on this site to ensure staff are using the most up to date resources available. We are hopeful that increased access - and ease in accessing - improved basic resources will translate to better awards and award administration for the partner community, and further USAID's mission as a whole.

Remarks from Luis Rivera, Deputy Director of Foreign Operations, Management Bureau Office of Acquisition and Assistance

Over the past year, Foreign Operations has partnered with Human Resources to support the Agency's Foreign Service hiring efforts. This included reviewing CVs of those that met the minimum criteria, then conducting a series of virtual interviews that focused on adaptive management skills, and abilities to thrive in a team-centric organization in an international setting. To date, we have onboarded approximately 34 trainees into the Foreign Service Contracting Officer backstop. Approximately five have departed to their post of assignment

where they will continue to learn the intricacies of acquisition and assistance. We are excited to welcome this new talent into our workforce!

As well, we are working with the Federal Executive Institute to co-design leadership courses that are tailored for the backstop and focus on adaptive management, and leading in highly complex environments. We are looking forward to launching the first training in 2022.

Remarks from Danny You, Bureau for Management, Chief Information Office

Hello everyone. My name is Danny You and I am excited to announce that the United States Agency for International Development has successfully launched a new electronic signature process for full use across all Agency Missions and Operating Units!

This new system will shorten the time required to process awards and eliminate the need for printing, physical signing, and scanning on the part of partner organizations.

No additional software is needed to utilize this tool.

This new system requires very little action for you and will reduce the administrative tasks required today. The process for preparing awards and assistance documents will be the same as today.

When a USAID staff member is ready to collect signatures, they will initiate the signing process by confirming who is the signing authority from your organization and / or who should receive a copy of the signed document. Don't worry, the sender can always update the signing role after sending if things change.

When you receive an email request to sign a document, all you need to do is:

- 1. Click the link in your email, you'll be prompted to authenticate yourself.
- 2. Authenticate yourself via Login.gov to access the document; or for your first time, set up a Login.gov account;
 - Login.gov is a federal shared service USAID uses to authenticate partners who need to access Agency applications and networks. If you already have an account to access other applications such as the Development Information Solution, you can use that login information.

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Solution, you can use that login information.

- 3. Review the document and sign when you are ready.
 - The system will automatically notify the next signer or the sender when you have signed. No other action is required.

If you have questions about signing a specific document, contact the Agreement Officer, Contracting Officer, or the sender of the document, so they may assist you with using the new system or provide an alternative method of acceptance.

To learn more, please visit our web page at <https://www.usaid.gov/work-usaid/resources-for-partners/electronic-signatures>

Thank you all for listening, and I hope you find this feature helpful as you continue to work with USAID, and any support that you can provide to advance the rollout of this new tool.

We hope you take advantage of this new tool, and let your AO or CO know if you have any feedback.

Closing Remarks from Rachel Chilton

A very big thank you to all of our speakers today for taking the time to join us and provide some important updates for our partners.

As I highlighted at the beginning of the call, we will plan to post responses to the majority of the questions we have received on our website later today. We will also post a recording and transcript from this webinar. We will notify you when it has been posed through our Industry Liaison Updates email distribution list, our [Work with USAID Twitter account](#), and our [Work with USAID LinkedIn group](#).

Thank you all for joining us today. Wishing you safe and happy holidays!