

**3rd Quarter FY 2022**  
**Business Forecast Webinar and Partner Update**  
**June 7, 2022**  
**2:00-3:00 PM ET**  
**As Prepared**

**USAID Participants**

- Mark Walther, Director, Bureau for Management, Office of Acquisition and Assistance
- Jamille Bigio, Senior Coordinator for Gender Equality and Women's Empowerment in the Office of the Administrator
- Kimberly Ball, Director, Office of Small and Disadvantaged Business Utilization
- Sarah Rose, Senior Advisor for Localization in the Office of the Administrator
- Brit Steiner, Acting Director for Policy, Bureau for Policy, Planning and Learning
- Deb Broderick, Deputy Director, Bureau for Management, Office of Acquisition and Assistance
- Rachel Chilton, Industry Liaison Team, Deputy Communications Director, Bureau for Management, Office of Acquisition and Assistance

**Agenda**

- Welcome and introductions by Rachel Chilton
- Remarks from Mark Walther
- Remarks from Jamille Bigio
- Remarks from Kimberly Ball
- Remarks from Sarah Rose
- Remarks from Brit Steiner
- Remarks from Deb Broderick
- 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. I am part of USAID's Industry Liaison Team as well as the Deputy Director of Communications for the Office of Acquisition and Assistance.

We are excited to have you join today's webinar – where we will be sharing updates on a number of things happening around USAID. I'm pleased that many colleagues from across the Agency are with us today, including:

- Mark Walther, Director, Bureau for Management, Office of Acquisition and Assistance
- Jamille Bigio, Senior Coordinator for Gender Equality and Women's Empowerment in the Office of the Administrator
- Kimberly Ball, Director, Office of Small and Disadvantaged Business Utilization
- Sarah Rose, Senior Advisor for Localization in the Office of the Administrator
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If you're new to one of our Business Forecast calls, we try to use this time to cover Agency priority 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, and our social media channels.

And with that, I would like to first turn the call over to Mark Walther to share a few updates. Mark has most recently been Acting as one of the Deputy Assistant Administrators in the Management Bureau, but we are happy that he is officially back in the Office of Acquisition and Assistance as our Director. Over to you, Mark.

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

Thank you Rachel, and thank you to all of our partners who have joined our call today. We always appreciate having this opportunity to speak to this community and provide you with important Agency updates.

I'd like to start by thanking Luis Rivera, who completed his tour as our Deputy Director for Foreign Operations, and most recently served as Acting Director for the Office of Acquisition and Assistance for the past few months. I'd also like to wish him well as he moves on to his next post in Kazakhstan, as well as welcome our new Deputy Director of Foreign Operations, Shirley Baldwin. She joins us most recently from working in the Chief Financial Office. Shirley has more than 16 years of experience with the Agency, 14 years of that as a Contracting Officer, and our office is lucky to have her.

### **SAM.gov Unique Entity ID (UEI) Delays**

I'd like to speak about the ongoing delays for partners making the transition from DUNS to the System for Award Management (SAM) Unique Entity ID, also known as the UEI. As you may be aware, on April 4th the U.S. government no longer requires organizations to have a DUNS number. Instead, the registration process has been streamlined to a single registration in SAM where organizations are assigned a UEI.

We know that this has been a major issue for many of you. Due to the high demand, entity legal business name and address validation tickets sent to SAM are taking longer than expected to process. Please note that USAID does not own this system – it is owned by the General Services Administration (GSA).

USAID, along with Development Finance Corporation and the State Department, met with GSA senior leadership a few weeks ago to discuss the significant issues and operational impact caused by the delays. As a result of the meeting, GSA agreed to convene a working group of all federal agencies who provide foreign assistance to and the group is meeting each week to come to potential solutions. We will be sure to share any solutions with you as they come up.

If you have an urgent issue that is impacting or will impact a USAID-specific award, our staff can escalate your incident number with GSA. Please connect with your Contracting or Agreement Officer and share the incident number you have received. Please note that partners should not create multiple incidents for the same request as this will cause more confusion and add to the tickets in GSA's queue. If you have more general questions on the UEI, please connect with our Industry Liaison team at [IndustryLiaison@usaid.gov](mailto:IndustryLiaison@usaid.gov).

If you are having issues with your new UEI but they are not related to an urgent USAID award or funding, we encourage you to reach out to the Federal Service Desk. Someone from my team will drop a link in the chat.

### **A&A Strategy**

Next I'd like to mention the latest status of USAID's Acquisition and Assistance Strategy, which as many of you know, has been undergoing a refresh to incorporate feedback and Agency priorities.

The three key objectives of the refreshed 2022 A&A Strategy are:

1. A&A workforce enabled, equipped, and empowered to drive USAID's development mission
2. Streamlined and effective A&A integrated throughout the Agency's development approach.
3. A more diverse set of partners engaged to implement locally led development solutions.

The Agency's localization commitment is a cross-cutting theme throughout these three objectives. As you know, USAID has set the goal of awarding 25% of our funds directly to local partners, and incorporating local leadership into 50% of our programming. The A&A Strategy lays out a road map to achieving both of these goals by identifying opportunities for USAID to provide more support and flexibility to local partners.

One example of this is [WorkwithUSAID.org](https://www.workwithusaid.org), which helps to open the door to USAID for new, existing, and prospective partners. During implementation of the A&A Strategy, we hope to expand the resources offered on [WorkwithUSAID.org](https://www.workwithusaid.org), as well as lower some of the administrative burdens of applying for USAID funding opportunities. This includes expanding the use of co-creation, phased acquisition in the proposal submission process or use of concept notes in assistance, and selecting mechanisms such as FAAs that are more accessible to local partners.

As our strategy team works to plan the rollout process of the strategy, they are concurrently developing an implementation plan, and will seek partner feedback on the implementation plan in the coming weeks and months. We look forward to engaging with you on the implementation of the Strategy.

Please stay tuned for more information throughout the summer and fall about our refreshed strategy and plans moving forward.

### **USAID Acquisition and Assistance Staffing**

As outlined in the first objective of our 2022 A&A strategy, increasing our staffing is key to making sure USAID can successfully achieve its objectives.

I want to provide a brief update on staffing on our Contracting and Agreement Officers around the world, as well as our Contract Specialists in Washington. We need to continue to address the staffing challenges we are facing.

We have identified that we need 195 foreign service contracting officers. As of today, we have only 127 foreign service COs fully operational.

We have been able to recently hire an additional 36 new COs, but as many of you are aware it will take several years of training and experience before they will be fully operational.

In Washington Operations here in DC, we have been able to fill approximately 24 vacancies to increase our Contract Specialist pool over the past year. We continue to backfill approximately 12 additional vacancies resulting from growth opportunities.

With that said, we are still facing an Acquisition and Assistance staffing shortage. This continues to be raised with senior leaders and we are proactively working together to address the shortfall.

### **WorkwithUSAID.org**

As I already mentioned the WorkwithUSAID.org platform, our Industry Liaison team continues to make improvements to it. If you're not familiar with the website, it is a one-stop shop for entities interested in working with USAID to learn how to navigate the partnership process.

We really want this platform to be a place where organizations can learn more about what steps they need to take to be prepared to apply for and how to apply for USAID funding.

When you visit WorkwithUSAID.org, you can register your organization in the Partner Directory, showcasing your organization's capabilities and allowing for other organizations to discover you for possible sub-partnership opportunities. The Directory currently has more than 2,300 organizations – if you haven't registered yet, I encourage you to do so today.

You can also take the Pre-Engagement Assessment to evaluate your organizational capacity. This is a 48-question self-paced assessment that will walk you through a number of organizational structure elements, including compliance, human resources, financial management, and more. Once complete, you will receive a customized report identifying any potential gaps along with resources for you to improve your organizational capacity to be able to compete for Agency funding.

Additionally, you can explore the website’s library of resources, stay up-to-date on current events and success stories, and explore the robust FAQ section if you have further questions.

If you are working with local organizations who need to access information in a foreign language, our Work with USAID step-by-step checklist has been translated into Arabic, Burmese, French, Portuguese, Spanish, Ukrainian, and Vietnamese, to-date. The team will continue to work with local staff to identify additional key documents that can be translated into additional languages.

The website is completely free for all to use. If you haven’t visited yet, I encourage you to do so. If you have any questions about the website and its features, please reach out to our Industry Liaison team at: [IndustryLiaison@usaid.gov](mailto:IndustryLiaison@usaid.gov).

### **Remarks from Jamille Bigio, Senior Coordinator for Gender Equality and Women’s Empowerment in the Office of the Administrator**

Hello everyone. My name is Jamille Bigio and I serve as USAID’s Senior Coordinator for Gender Equality and Women’s Empowerment. I’m based in the Office of the Administrator and work closely with USAID staff around the world and our partners to deliver on our ambitious vision for gender equity and equality around the world. USAID has long understood that gender equality and women’s empowerment are fundamental to achieving sustainable development outcomes and unlocking human potential on a transformational scale. This is a shared Agency responsibility that depends on the contributions and collective commitment of everyone at USAID and all of our partners.

The Biden-Harris Administration has laid out an ambitious vision in the U.S. government’s first-ever National Strategy on Gender Equity and Equality, outlining how we are working in the United States and around the world to ensure that all people, regardless of gender identity, have the opportunity to realize their full potential. This is part of our Administration’s broader commitment to centering equity in our domestic and global agenda; to rooting out systemic barriers and discrimination and that for too long have limited the participation and contributions of specific groups within society, including women and girls, despite their representing half the population.

It’s both the right thing and the smart thing to do: countless studies and widespread evidence show that investing in women and girls—and supporting women’s leadership—yields dividends in everything from economic growth to peace and stability. For societies to thrive, all people must have equal access to education, healthcare, and technology. They must have equal control

of resources, lands, and markets. And they must have equal rights and opportunities as leaders in all aspects of society.

### **Doubling USAID's Gender Work**

USAID is committed to bringing our global leadership, technical expertise, and strategic partnerships to advance this vision. This includes our resources: Administrator Power pledged to double USAID's gender work, and President Biden's budget request for Fiscal Year 2023 doubled the amount requested for gender programs from the prior year.

This marks the largest-ever gender budget request - invested through attributions - focused on gender equality. As Shalanda Young, Director of the Office of Management and Budget, said: this budget "shows a lot about how the President – and the entire Biden-Harris Administration – values women and girls."

As USAID programs these resources, we are committed to put local women and girls at the center of global development and humanitarian work, recognizing that by partnering with women-led organizations and companies, the Agency can build safer, healthier, and more prosperous communities while strengthening local capacity to continue the work long after USAID's support ends.

These resources will be invested through attributions, through programming that focuses on gender equality and the advancement of the status of women and girls as a purpose rather than on women and girls or men and boys as a target group.

This will be through more gender primary attributions, meaning programs in which gender equality or women's and girls' empowerment is the explicit or primary goal and fundamental in the design, results framework, and impact.

Much of the work will be through more gender secondary attributions, in which sectoral programming with overarching goals not related to gender equality undertake activities that expressly address the specific barriers for or contributions of women and girls. Within the context of advancing the program's overarching goals, we will do more to integrate gender equality and women's and girl's empowerment across all of our programming.

### **Gender Analysis**

USAID is legally required to ensure that “gender equality and female empowerment are integrated throughout the Agency’s program cycle and related processes for purposes of strategic planning, project design and implementation, monitoring, and evaluation” and that “strategies, projects, and activities of the Agency are shaped by a gender analysis.”

Gender norms reinforce inequality in every country in which USAID works. Gender analyses are critical to understand how gender norms affect women’s and girls’ access to services and limit their opportunities to participate and contribute, thereby undermining the activity’s effectiveness and the development outcomes it can achieve. Data for a gender analysis should reflect as much as possible the intersection of sex and gender identity with other socially relevant characteristics to capture the full extent to which people may experience heightened marginalization or exclusion in society, and shape appropriate responses. Interventions informed by a fulsome gender analysis are adapted to the needs, priorities, and lived experiences of half the population and to groups who are marginalized by gender disparities, and are ultimately better positioned to achieve sustained impact for all people.

### **Gender Data**

Sex-disaggregated data of all individual-level indicators is required to enable us to understand who we are reaching with our programs and services, and adjust programming to address identified gaps. In addition, partners are asked to use F Standard gender indicators and custom indicators to help us capture how our programs are contributing to advancing gender equity and equality.

### **Gender Expertise**

Partners are strongly encouraged to conduct context-specific analyses to better understand how gendered power dynamics affect the goals and outcome of their activities and to submit a gender plan of action to inform the work plan and performance monitoring plan. We encourage partners to identify or recruit appropriate gender expertise to advance this work.

### **Onward Together**

As Administrator Power has said: “By redoubling our efforts to improve the lives of women and girls from the day they are born, we will ultimately make the world more peaceful and prosperous for all.”

### **Remarks from Kimberly Ball, Director, Office of Small and Disadvantaged Business Utilization**



Thank you to Mark and the M/OAA team for conducting this forecast call. It's an excellent way to get your questions answered about the Agency's procurements and to stay informed about what other things are happening that impact procurement. I hope our U.S. small business partners are taking full advantage of this opportunity.

On that note, there were some questions asked about the small business program. We responded to those questions but I also wanted to take the opportunity to share a few things here. You asked about subcontracting. We know that subcontracting is an important point of entry for small businesses seeking to enter the USAID market. Subcontracting plans are still required for contracts in excess of \$750K and my office still reviews them. We have arranged for the Small Business Administration to provide training to Agency contracting staff next week.

You also asked about our socio-economic programs. As many of you know, our Agency Small Business goals for FY 2022 are: 12.5% for our overall small business goal; 16% for our subcontracting goal; 7.4% for small disadvantaged businesses, 5% for Women-owned small business and 3% each for SDVOSB and HubZones. In terms of our goal achievement, our achievements to date are in alignment with our achievements from last year. We still have another quarter in the fiscal year which means things can change. However, it does mean that we are still challenged to meet our SDVOSB and HUBZone goals. We are particularly focusing on SDVOSB and seeking new partners in this area. We have a series of outreach events focused on this community which will be posted on our website. We will also make use of our social media accounts to announce these and other events we hope to have this year.

We are also interested in expanding our new small business partners across the board. This is in keeping with what you have heard on previous calls from our OAA colleagues and the New Partner Initiative. So while our next events will be SDVOSB focused, we will also begin to focus more broadly on getting those numbers up.

The USAID Annual Small Business Conference, which is hosted by USAID, will be held in the fall of 2022. It's currently being planned for late October/early November.

Finally, you asked about localization. Our next speaker will speak to the agency's localization efforts.

**Remarks from Sarah Rose, Senior Advisor for Localization in the Office of the Administrator**

Hello, everyone. My name is Sarah Rose, and I'm a senior advisor for localization in the Office of the Administrator. It's a pleasure to have the opportunity to speak with you all today.

As many of you know, back in November, in her “New Vision for Global Development” speech at Georgetown University, Administrator Power announced a new commitment to ensure that USAID’s work becomes more inclusive and more equitable—that it puts local actors in the lead, shifts the power balance, strengthens local systems, and is responsive to the needs, priorities, and ideas of the diverse local communities in which we work. Our engagement must also give voice to marginalized populations—like women, youth, Indigenous People, and LGBTQI+ people, who have often been left out.

At the core, this vision for localizing how USAID works is about changing relationships and power dynamics so that local actors are at the center of our work. Localization tips the balance of power and resources toward those whose lives our work touches—the people and institutions with the capabilities and credibility to drive change in their own countries and communities. Development agencies like USAID do not direct or drive change in the places they work; our role is to support and catalyze local change efforts and processes. To play this role effectively, we will need to continue to change our practices and procedures as well as our behaviors and attitudes.

Our current approach to localization draws upon more than a decade of the Agency’s prior experience. USAID has developed partnerships with local organizations and provided project-based assistance to governments. Awards to INGOs and development contractors have been structured—and implemented—in ways that ensure local sub-partners lead key aspects of the program and take on more responsibility over time. We have created new initiatives and programs like Local Works and the New Partnerships Initiative to elevate local leadership and strengthen local systems. More recently, we’ve launched Centroamerica Local, dedicating \$300 million in funding over the next five years to expand engagement with local organizations and communities in the region. We have made changes to how we seek and form partnerships with local actors, including, recently, the launch of WorkWithUSAID.org that seeks to reduce barriers to partnering with us. But we must do more to expand and enhance these efforts by embracing localization throughout our development and humanitarian assistance work and centering our organizational culture around localization objectives.

USAID will approach localization in four broad ways:

- We will shift power to local actors by integrating local voices and leadership into all aspects of our programs
- We will channel a larger portion of assistance directly to credible local partners while ensuring accountability for the appropriate use of funds and achievement of development and humanitarian results
- We will apply local capacity strengthening efforts and elements of local systems practice in pursuit of locally led development
- And we will serve as an advocate and thought leader

Concretely, there are several forthcoming agency-wide policies and strategies that will reflect these localization principles.

- We are revising our Acquisitions and Assistance Strategy to better enable us to engage with a more diverse set of partners through our A&A practices to implement locally led development solutions.
- We will soon issue a revised Agency Risk Appetite Statement.
- We are working toward approving and implementing new Partnership Principles.
- Within a few months, we will finalize and roll out a new Local Capacity Strengthening policy—the first of its kind at USAID (thanks to many of you for providing your reactions to a draft during our public comment period).
- And finally, the new 2022-2026 Agency Learning Agenda—posted just last month—will drive research and learning about how USAID can more equitably engage local knowledge, assets, and practices and align programming with local priorities and metrics for success

We will encourage and track awards made directly to local organizations. We will also deploy, over time, new measures to track the extent to which our programs are incorporating local leadership and voices throughout the program cycle. We're looking forward to providing more information on these measures in the coming weeks.

What's important to emphasize is that localization is not one thing or one approach. It will be a mix—that varies by country and locality—of direct awards to local partners, projectized government to government assistance, local capacity strengthening efforts, expanding the use of sub-awards that enhance opportunities and capabilities for local communities to lead and sustain their own development, and other elements we can incorporate into procurements and projects that put local actors in the lead to inform priorities, design projects, lead implementation, and measure and evaluate results.

### **Remarks from Brit Steiner, Acting Director for Policy, Bureau for Policy, Planning and Learning**

Good afternoon, everyone. My name is Brit Steiner and I am the Acting Director for Policy in USAID's Bureau for Policy, Planning and Learning, or PPL.

Our bureau shapes USAID's development policy and programming guidance to ensure the Agency's work is grounded in evidence and reflects the most advanced thinking in international development.

PPL also collects and reports official development assistance statistics on behalf of the U.S. Government. We provide guidance and build staff capacity on USAID's Program Cycle.

We also advance U.S. interests through partnerships with traditional donors and emerging economies, and lead engagement with multilateral organizations, including the UN, OECD, the World Health Organization, and multilateral development banks.

I'm excited to share with you today that we are actively developing the Agency's next Policy Framework, reflecting the international development priorities of the Biden-Harris Administration.

As many of you may know, the Policy Framework serves as USAID's overarching policy document and takes its direction from the United States' National Security Strategy, and the co-authored Department of State and USAID Joint Strategic Plan.

This will be the fourth Policy Framework at USAID, following previous iterations in 2006, 2011, and most recently in 2019.

The Policy Framework speaks to multiple audiences, including: implementing partners, partner-country governments, and other recipients of USAID assistance, intergovernmental and multilateral counterparts, Congress, development community, and the public. That is of course in addition to all of our staff!

The Framework guides USAID's development policies and strategies; budget requests and allocations; country and regional strategic plans; good-practice documents and project designs; and overall engagement with partners.

Later this month, USAID will release the document for public comment and host a public online meeting to discuss the new draft Policy Framework. We hope you will send your feedback and join us for the online discussion.

One thing of specific importance to note, USAID will no longer be using the nomenclature of 'Journey to Self Reliance' which was embedded in the previous Policy Framework, though many of the central principles of the concept will continue, particularly those efforts that seek to:

- Strengthen locally-led development
- Streamline our procurement practices

- Expand collaboration with new partners including local organizations, the private sector and foundations, and
- Build programs that are sustainable and responsive to country context.

Thank you.

**Remarks from Deb Broderick, Deputy Director, Bureau for Management, Office of Acquisition and Assistance**

Regarding the Section 889 prohibitions on the use of covered technology,

On the acquisition side, hopefully contractors that were required by their awards to submit the revised representations no later than March 31, 2022 have got those into the CO. If you submitted a representation and the CO determined that your award can continue based on that representation, you should receive a contract modification no later than September 30, 2022 to allow the award to continue. New awards will be made using the Modified FA waiver that authorizes its use when there is no available alternative eligible source for the services or equipment.

On the assistance side, we are close to finalizing a revision to the standard provision to implement the Modified FA Waiver for new awards and current awards made after November 19, 2020. As a reminder, there is no prohibition against **using** covered technology under assistance awards, rather award funds can't be used to **procure** covered technology. Therefore, the standard provisions will make the cost of covered telecommunications and video surveillance services or equipment allowable from October 1, 2022 through September 30, 2028, but **only** if the recipient has determined that there is no available alternate eligible source for the services or equipment.

**Thank You and Closing from Rachel Chilton**

Great. Thank you, Deb. And thank you again to all of our speakers who provided updates today as well as our audience who took time to tune-in to listen.

I wanted to quickly highlight a few additional ways you can stay engaged with us through our Industry Liaison Team.

We have channels on LinkedIn, Twitter, Facebook, and YouTube – my colleagues will drop the links to each of those platforms in the chat. You'll see we are hosting a "How to Work with USAID" Twitter Space event next week on our account. Please feel free to share this with your

networks. You can also sign-up for our monthly newsletter and industry liaison updates email distribution list through the link in the chat.

Finally, if you have any other questions. Please don't hesitate to reach out to us at: [IndustryLiaison@usaid.gov](mailto:IndustryLiaison@usaid.gov). I hope you all enjoy the rest of your day. See you next time.