



USAID
FROM THE AMERICAN PEOPLE

Transformation at USAID

July 12, 2019

TRANSFORMATION PROJECT DEVELOPMENT

ADMINISTRATOR
GREEN'S VISION

USAID
LISTENING TOUR

JOINT REDESIGN
PROPOSALS

OIG/GAO
RECOMMENDATIONS

EXTERNAL REPORT
RECOMMENDATIONS

BASIS FOR TRANSFORMATION



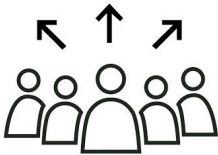
**JOURNEY TO
SELF-RELIANCE**



**STRENGTHEN
CORE CAPABILITIES**



**ADVANCE
NATIONAL SECURITY**



**EMPOWER
PEOPLE TO LEAD**



**RESPECT TAXPAYER
INVESTMENTS**

USAID TRANSFORMATION BY THE NUMBERS

1,000s
Employees
Involved

77
Deliverables

27
T3 Projects

TO ACHIEVE THESE GOALS



STRENGTHEN USAID



ADVANCE NATIONAL
SECURITY



ACHIEVE GREATER
DEVELOPMENT OUTCOMES

ADVANCING THE J2SR THROUGH EPPR

USAID will...

- **Forge new partnerships;**
- **Leverage private sector resources; and**
- **Embrace greater collaboration, co-design, and co-financing** with diverse, locally-led and locally-established partners.



PHOTO: USAID

EFFECTIVE PARTNERING AND PROCUREMENT REFORM (EPPR)

Deliverables

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

EPPR Timeline



Transformation Task Team (T3) Created

FALL 2017

External Listening Tour (ELT) Launched

SPRING 2018

USAID EPPR Working Groups

SUMMER 2018

Acquisition & Assistance Strategy (A&A)

WINTER 2018

Consultation Period on Recs.

EPPR Recommendations Approved

JUNE 2019

Agency Implements

Who's Accountable?



Transformation Task Team (T3)
Management Operations Council

PARTNER CONCERNS

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

Selection of Instrument

EMPLOYEE CONCERNS

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

Acquisition and Assistance Strategy - December 2018



ACQUISITION AND ASSISTANCE STRATEGY

United States Agency for International Development (USAID)
December 2018

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

— USAID Administrator Mark Green



PHOTO: USAID



A&A Strategy

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

EPPR Recommendations

- Linked to Big Shifts in Strategy
- 170+ recommendations
- Feedback from senior leaders, employees, and partner groups
- Two big takeaways

in



PHOTO: USAID

Priorities for Implementation

QUICK WINS

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

Priorities for Implementation

USAID OWNED SOLUTIONS

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

What Comes Next?

- Transformation Task Team hands over next steps to stakeholders implementing reforms under the Agency's Management Operation's Council.
- Communication with partners on EPPR actions as we complete them -- and engagement with partners on key actions we are still shaping.
- Continued field-based consultation on complex operational innovations.



QUESTIONS?

