



USAID
FROM THE AMERICAN PEOPLE

Partners' Day

December 1, 2015

Innovations in Acquisition and Assistance

Stephanie Fugate, M/OAA, Special Initiatives and Development Partners

Ethan Takahashi, Lab/MEO, Operational Innovations

Gita M. Maitra, Supply Chain Solutions, Chemonics International Inc.



Topics for Discussion

- A&A tools USAID procurement teams are pondering
- A&A tools USAID procurement teams are trying
- Partner perspective on USAID's attempts with A&A tools

A&A Tools USAID Procurement Teams are pondering – Why?

USAID Mission

We **PARTNER** to end extreme poverty ...



Not - We **OBLIGATE FUNDS TO COST-TYPE MECHANISMS** to end extreme poverty ...

A&A Tools – Internal Discussions

Collaboration

- Annual Program Statements with Co-Creation
- Multi-Step Processes with Collaboration
- Broad Agency Announcements
- Robust Communication (Requests for Information, Pre-Solicitation Conferences, Pre-Proposal Conferences)

Procurement Action Lead Time

- Oral Presentations
- Lean Documentation Requirements
- Parametric Cost Analysis
- Human Centered Design

Incentives

- Statement of Objectives (Outcomes)
- Fixed Price Constructs
- Modular Constructs
- Incentivization Approaches (Award Fee, Incentive Fee, Non-fee Incentives)
- Adaptive Constructs (Agile, Evolutionary, Complex)

Sustainability and Scale?

A&A Tools USAID Procurement Teams are trying

Pre-Proposal Conference

[SOL-306-15-000096](#), USAID/Afghanistan Installation, Operation, and Maintenance of 10MWp Solar PV System in Kandahar

Annual Program Statement with Co-Creation

[APS-OAA-15-000006](#), USAID/Lab, Development Innovation Ventures

Statement of Objectives

[SOL-168-15-000003](#), USAID/Bosnia & Herzegovina, Agriculture Market Activity

Oral Presentation

[SOL-621-15-000012](#), USAID/Tanzania, MBOGA MATUNDA Program

Broad Agency Announcement (BAA)

BAA:

- Used for research and development (defined in [FAR Part 35](#))
- Not, in itself, a procurement instrument, but a method to communicate to the market a general interest regarding a development problem

A Method to Collaborate:

- Co-create and co-design a development solution based only on an initial idea
- Is defined as a competitive process under [FAR Section 6.102](#)
- Can engage with any type of organization: Public, private, government, non-government, for-profit, non-profit, etc.
- Can result in a contract, grant, cooperative agreement, GDA, IAA, G2G, MOU, etc.

A Fixed Focus on the Development Problem/Design-to-Solution:

- Not Design-to-Budget, no budget allocated
- Not Design-to-Instrument, instrument type not determined in advance

BAA in Practice - Monitoring, Evaluation, Research and Learning Innovations (MERLIN)

By the numbers...

1 BAA Addendum – *Lab's DIA (STIP focus)*

5/28/14

1 Addendum – *MERLIN released (MEL focus)*

3/27/15

83 Expressions of Interest submitted

4/30/15

> 100 Organizations (universities, NGOs, research inst., private sector, local orgs, donors, traditional and non-traditional USAID IPs)

30 Organizations/consortia invited to 'co-create'

5/15/15

3 non-USAID funders asked (and accepted) to join co-creation funders

5/20/15

1 Co-creation Workshop

6/8 - 6/10

- 3 days, 50 participants, 5 USAID OU's participating
- IDEATION: 500 ideas → 50 concepts → 10 refined concepts

6 MERLIN concepts taken forward into co-design with selected partners

6/18/15

1 Peer Review Board

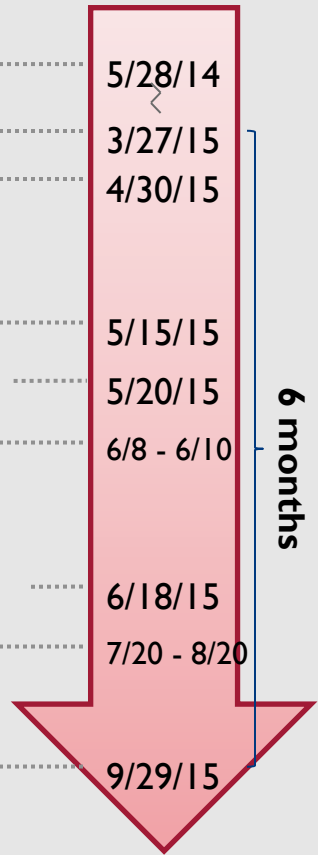
7/20 - 8/20

- 4 Agency SMEs, 2 rounds of review, 4 green lights

4 MERLIN awards made

9/29/15

- 17 organizations, 3 OUs funding



Our Perspective and Experience

- A&A instruments are a *means* to achieving development outcomes and results
- Choose instrument based on *what USAID wants to achieve*, and then work to reduce cycle time/PALT
- We value *creativity and innovation* in solicitations but not at the expense of *clarity, efficiency and effectiveness*
- A&A innovations should support an *efficient and compliant* award process AND facilitate *efficient, effective, and responsive* implementation
- *Very valuable*: Draft SOWs, pre-proposal conferences, oral presentations

Our Recommendations

- Engage *regularly and often* with USAID partners
- For A&A innovations that have worked well, disseminate best practices and train Missions to use them effectively and efficiently
- Quality control is paramount!



USAID
FROM THE AMERICAN PEOPLE