

USAID Acquisition and Assistance (A&A Strategy)

Frequently Asked Questions

1. Why did USAID release a new [A&A Strategy](#)?

USAID's 2018 A&A Strategy articulated several important priorities related to USAID partnerships and catalyzed several initiatives that the Agency will continue to implement, such as the New Partnerships Initiative and the WorkWithUSAID.org website. However, the world has changed considerably since 2018 due to the development challenges of the global COVID-19 pandemic, the increasing push to localize our assistance, and protracted humanitarian crises. USAID must change our business model to adapt to these new challenges and opportunities, and our A&A practices are an important place to start.

2. What are the vision and objectives of the updated A&A Strategy?

The vision of the A&A Strategy is that USAID and its partners enable sustainable, inclusive, and locally led development results through acquisition and assistance. This vision will be realized through three objectives:

- **Objective 1: A&A workforce enabled, equipped, and empowered to further USAID's development and humanitarian assistance mission.**
 - 1.1 A&A professional staff crisis resolved through hiring and retaining a diverse and inclusive workforce and creating pathways to career growth.
 - 1.2 Effective and equitable capacity building and knowledge management across the global A&A workforce.
- **Objective 2: Streamlined and effective A&A integrated throughout the Agency's development approach.**
 - 2.1 A&A strategic thinking integrated throughout the Program Cycle.
 - 2.2 New and existing tools used effectively to achieve development objectives.
 - 2.3 Improved efficiencies through strategic A&A planning and reduced administrative burdens.
 - 2.4 Inclusive and agile A&A approaches used to address intersectional and enduring challenges.
- **Objective 3: A more diverse set of partners engaged to implement locally led development solutions.**
 - 3.1 Flexible and adaptable approaches mainstreamed to collaborate with a broad range of stakeholders when designing and implementing new activities.
 - 3.2 Localization goals advanced through reduced barriers and A&A best practices.

- 3.3 U.S. small businesses and underserved U.S. partner communities engaged more equitably.

3. How is the A&A Strategy related to USAID's localization goals and other Agency priorities?

The A&A Strategy provides a roadmap to operationalize elements of the Agency's localization goals, including directing 25 percent of our funds to local partners by 2025 and institutionalizing local leadership in 50 percent of our activities by 2032. However, USAID's localization goals are broader than just A&A, and are further articulated in other Agency strategies and policies such as the [Local Capacity Strengthening Policy](#) and forthcoming Policy Framework. Additionally, the A&A Strategy goes beyond localization to describe USAID's partnership goals related to climate and sustainability, supporting U.S. small businesses, and increasing efficiency throughout our business processes.

4. How was the A&A Strategy developed? Who was consulted during the process?

The development of the A&A Strategy began with a series of consultations with USAID A&A professionals from USAID in Washington and all regions to understand their needs and priorities. Through this engagement, the first objective of the A&A Strategy became focused on making sure the A&A workforce was enabled, equipped, and empowered to further USAID's development and humanitarian assistance mission. Additionally, to inform the development of the A&A Strategy, USAID held 15 briefings with partner associations on the A&A Strategy, in addition to regular ongoing engagement such as Reverse Industry Days. Additionally, USAID's first Partnering Experience Survey in October 2022 received more than 1,800 responses, which were used to inform the A&A Strategy and associated implementation Plan.

The implementation plan was developed at the same time as the A&A Strategy, and is a publicly available, living document. USAID welcomes continued engagement with the partner community and is seeking public feedback on the A&A Strategy implementation plan.

5. How will the A&A Strategy be implemented?

Implementation of the A&A Strategy will be a collaborative effort between USAID and the partner community. In some cases, USAID will seek policy or regulatory change to remove barriers in our A&A processes, and in other cases, will increase awareness to the USAID workforce and partners of existing tools and flexibilities to enhance our awards and contracts. We also call on the partner community to share their feedback early and often, engage equitably and transparently with organizations with which they partner through subawards and subcontracts, and be open to new ways of working as we implement the A&A Strategy.

6. What are the metrics for success of the A&A Strategy?

USAID will report on 11 indicators related to the A&A Strategy's implementation:

- Objective 1: A&A workforce enabled, equipped, and empowered to further USAID's development and humanitarian assistance mission.
 - Number of warranted A&A staff
 - Number of warranted FSN/CCN A&A Specialists
 - Average number of actions per warranted A&A staff member
 - Average value of obligations per warranted A&A staff member
 - Average number of awards managed per active COR/AOR
- Objective 2: Streamlined and effective A&A integrated throughout the Agency's development approach.
 - OAA is a strategic partner in the internal annual customer service survey (CSS)
 - Number of staff hours saved through automation, streamlining, and reduced burdens
- Objective 3: A more diverse set of partners engaged to implement locally led development solutions.
 - Percentage of obligations to local partners as a share of USAID total obligations
 - Number of new partners
 - Percentage of awards that are fixed price contracts and fixed amount awards as a share of USAID total awards
 - Percentage of obligations through fixed price contracts and fixed amount awards as a share of total obligations

7. How can people share their feedback on the A&A Strategy implementation plan?

The implementation plan is available on the [A&A Strategy public website](#). Please email your comments on implementation to industryliason@usaid.gov. The implementation plan will be updated on a rolling basis.