

## EXECUTIVE SUMMARY

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In 2018, USAID sought to move away from traditional procurement approaches by embracing innovation and greater partner transparency through the creation of the Agency's first Acquisition and Assistance Strategy.

In the years between that inaugural A&A Strategy and the most recent [A&A Strategy and Implementation Plan](#) released in March 2023, the Agency has experienced a large increase in private sector development investment and efforts to boost local partner engagement, while a global pandemic and federal hiring freezes combined to shrink the A&A workforce. The staffing reductions occurred at a time in USAID's history when growing humanitarian and political crises have required increasingly complex development solutions and greater numbers of A&A professionals to obligate and manage more programs.

The 2023 A&A Strategy and Implementation Plan did not shy away from these challenging realities. Instead, it outlined priorities and the steps needed to address them to strengthen staff support, expand partner equities and opportunities, and encourage and monitor Agency-wide activities to improve and develop new tools and processes to reduce burdens and enhance efficiency for our workforce and the partner community.

This update to the Implementation Plan of the March 2023 A&A Strategy outlines the work USAID has achieved since the launch of the [A&A Strategy](#), as well as ongoing efforts to meet the Strategy's objectives and sub-objectives. Throughout this document, you will find A&A Strategy actions described under these sections:

- The [Implementation Plan Summary](#), which covers trends and designated "key" actions for Year 1 (running from April 2023 to April 2024) and [Year 2](#) (running from May 2024 to May 2025);
- A summary of completed actions in Year 1 ([Annex 1](#)) and actions in progress for Year 2 ([Annex 2](#)), which go beyond the most immediate, high-impact actions detailed in the Implementation Plan Summary; and
- The [Implementation Plan spreadsheet \(Annex 3\)](#), which incorporates all initiated, completed, and ongoing actions from January 2022 to the present. This spreadsheet will be regularly updated as new actions are initiated and finished.
- Key indicators are found in [the Monitoring, Evaluation and Learning Plan \(Annex 4\)](#).

Culture and leadership are key elements for creating innovative, meaningful change and making that change sustainable over an extended period of time. The A&A Strategy Implementation Plan's actions are more achievable within a leadership-driven culture motivated to improve processes, enhance customer experiences, and help people work better and smarter. A supportive culture includes cultivating an environment where Contracting Officers (COs) and Agreement Officers (AOs) are comfortable in examining their risk posture and making appropriate business decisions based on relevant information, while remaining flexible and adaptable.

Reaching USAID's vision for achieving impactful development outcomes that save time, money, and staff labor requires a whole-of-Agency effort, with multiple actors across USAID developing creative and solution-oriented responses to modern challenges designed to generate impactful development outcomes. M/OAA is proud to be an integral part of the Agency's effort towards successfully delivering progress beyond programs by carrying out the A&A Strategy Implementation Plan.