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**GUIDE TO DOING BUSINESS
WITH THE
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT**

USAID



**A MANUAL FOR U.S. BUSINESSES
INCLUDING
"U.S. SMALL BUSINESSES AND DISADVANTAGED ENTERPRISES"**

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FOREWORD

I am pleased to convey the Guide to Doing Business with the U.S. Agency for International Development: A Manual for U.S. Businesses including U.S. Small Businesses and Disadvantaged Enterprises. USAID believes that the U.S. Private Sector has a critical role to play in its sustainable development activities. The unique skills and contacts that can be drawn from the U.S. Private Sector can prove vital in our development work throughout the world.

We have reinvented USAID to meet the development challenges of the Post-Cold War era. One of our most important objectives is to build an agency that is more accessible, "user-friendly," and that ensures a broad-based participation in its programs by diverse segments of the U.S. Private Sector including small and disadvantaged enterprises and women-owned enterprises. We attach the highest priority to good relations and open communication with our contractors and grantees, and we hope that this Guide will help the entire and diverse business community to assume a more active role as our partners in sustainable development.

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Administrator

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U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT NEW STRATEGIC DIRECTIONS--AN OVERVIEW

INTRODUCTION

With the end of the Cold War, the international community is free to take on the challenge of development directly, free from the demands of superpower competition. The United States now has an historic opportunity to serve our long-term interests by applying our ideals, our technical capabilities, and our humanitarian impulse to the problems the world now faces.

We can constructively address pollution of the seas and the air, overburdened cities, rural poverty, economic migration, oppression of minorities and women, and ethnic and religious hostilities. The cost of not acting, and having to deal with the global impact of imploding societies and failed states, will be far greater than the cost of effective action. Thus, an investment in development is an investment in prevention. The following challenges we face constitute potential global threats to peace, stability, and the well-being of Americans and people throughout the world:

- ▶ **Poverty:** one quarter of the world's population lives in poverty;
- ▶ **Population Growth:** population growth and rapid urbanization outstrip the ability of nations to meet the needs of the populous;
- ▶ **Illiteracy:** the inability to read, write and acquire technical skills prevents the population from participating in the modern society;
- ▶ **Inadequate Health Care:** new diseases and ailments are overwhelming health facilities and are robbing economies of their growth potential;
- ▶ **Environmental Damage:** such damage, which often arises from population pressures, destroys land, sickens populations, blocks growth, and manifests itself on a global scale.

Effectively delivered, bilateral and multilateral development assistance provides a powerful tool to help citizens of developing countries to address, ameliorate, and even eliminate these global threats.

NEW STRATEGIC DIRECTIONS FOR USAID

USAID has identified four priority areas that will be the focus of its efforts to promote sustainable development: the environment, health and population, democracy, and economic growth. In each of these areas, the emphasis of USAID programs will be on promoting *sustainable development*.

DEFINING SUSTAINABLE DEVELOPMENT

Sustainable development can be characterized as *continued economic and social progress* that rests on four key principles:

- ▶ Improved quality of life for both current and future generations;
- ▶ Responsible stewardship of the natural resource base;
- ▶ Broad based participation in political and economic life; and
- ▶ Effective institutions which are transparent, accountable, responsive, and capable of managing change without relying on continued external support.

USAID will emphasize integrated approaches to sustained development, and will focus on transformation in the four interrelated and mutually supportive areas described below.

PROTECTING THE ENVIRONMENT

Environmental degradation poses a growing threat to the physical health and economic and social well-being of people throughout the world. Poorly managed urbanization has contributed significantly to air, water, and soil pollution worldwide. The erosion and degradation of soils, loss of fertility, deforestation, and decertification beset rural communities and undermine food production, cause malnutrition, and impel migration. Water shortages cause conflicts among industrial, agricultural, and household users within countries and among nations. These environmental trends are global in nature, and their effects have repercussions on the health and well-being of the people of the United States as well.

The impact of these problems on developing nations can be measured in graphic human

and economic terms. Widespread soil degradation is reducing the capacity of many countries, particularly in the tropics, to achieve food security. In Eastern Europe and the former Soviet Union, air-borne pollutants are the likely cause of high levels of morbidity and respiratory illnesses. Water pollution alone accounts for some two million preventable deaths and millions of illnesses each year. Environmental degradation can reduce national incomes by five percent or more. In order to address these environmental problems, USAID will pursue two strategic goals:

- Reduction of long-term threat to the global environment, particularly loss of biodiversity and climate change; and
- Promotion of sustainable economic growth locally, nationally, and regionally by addressing environmental, economic, and developmental practices that impede development.

To enhance the environmental benefits of its work, USAID will encourage the development of an institutional and policy capacity within recipient countries. This improved capacity will help facilitate the flow of information, encourage consultation in-country, support economically efficient and environmentally sound policies, and promote the development, transfer, and adoption of technologies that enhance environmentally sound growth. Since many environmental problems (and solutions) are regional in nature, USAID will encourage regional approaches, including ongoing coordination, establishment of priorities, allocation of responsibilities, exchange of techniques, and sharing of technical resources.

Among USAID's successful environmental activities which have the potential for having a truly global impact are the development of parasite-resistant crop strains to decrease chemical pesticide use. In one African country, a variety of sorghum was developed which increased yields by 340 percent and was proven to be almost totally resistant to a major fungus--without the use of chemicals. The replication of these resistant cultivars and their extension to other USAID recipient countries on the African continent alone could save these countries more than \$1 billion annually.

Focus on Environmental Results

The standard of success in all USAID programs is the impact that programs have on recipient countries, their societies, and the lives of their citizens. Performance criteria for environmental activities will be developed in consultation with expert and interested outside parties. As appropriate in particular countries, USAID will explore the following areas in developing measurements of environmental impact:

- **Climate change:** level of reduction of greenhouse gas emissions in countries

that contribute most to the problem; identification of sources and sinks of emissions; and implementation of national action plans that address key sectors, e.g., energy, forestry, and agriculture.

- **Biodiversity:** conservation of levels of biodiversity in key geographical areas; review of conservation plans and strategies for these areas, including provision for protection of parks and sensitive areas and support for sustainable economic activities for inhabitants of these areas and their buffer zones; and reform of economic policy distortions that encourage excessive exploitation of critical habitats.
- **Environmentally harmful agricultural and land-use management practices:** reduction of agricultural activities in fragile lands, as well as reduction of deforestation; improvement of soil management; end the use of inappropriate pesticides; reform of government subsidies or other policies encouraging environmentally harmful agricultural practices; and reduction of rates of destruction for other critical ecosystems, e.g., wetlands, coral reefs, and coastal zones.
- **In poorer countries where the concern is strengthening environmental policies and institutions, evaluation of:** whether culturally appropriate incentives to encourage the conservation of resources have been used; development of a comprehensive environmental policy framework has occurred; development of regulatory institutions which are well-funded, staffed, and trained; inclusion of NGOs (Non-Governmental Organizations), including PVOs (Private Voluntary Organizations), academic research institutions, and community groups at all levels of environmental planning and monitoring.
- **In advanced developing countries and economies in transition where the concern is strengthening environmental policies and institutions, examinations of:** national economic development strategies for consistency with environmental goals; and comprehensive environmental policy frameworks that are appropriate to changing economic and social circumstances.

BUILDING DEMOCRACY

USAID's strategic objective in democracy is the transition to and consolidation of democratic regimes throughout the world as an end in itself and because it is a critical element in promoting sustainable development. Democratization is essential to sustainable

development because it facilitates the protection of human rights, informed participation, and public sector accountability. USAID's success in the other core areas of sustainable development, therefore, is inextricably related to democratization and good governance.

Benefits from a strategy of democracy promotion accrue to the United States as well. Anarchy and persistent oppression pose serious threats to the security of the United States and other nations, and result in rising expenditures to provide humanitarian assistance in places like the former Yugoslavia, Somalia and Iraq. Moreover, countries mired in social or ethnic strife cannot fully participate in the global economy, thereby depriving the United States of potential markets and trade opportunities.

Programs will aim at establishing democratic institutions, an informed populace, a vibrant civic society, and a relationship between state and society that encourages pluralism, inclusion, and peaceful conflict resolution. Emphasis will be placed on promoting respect for the rule of law and human rights, free and fair electoral processes, an enhanced civil society, and accountable and transparent government institutions.

USAID seeks to replicate and expand recent successes in the democracy area such as:

- Support for the formation of the Inter-American Institute for Human Rights, located in San Jose, Costa Rica, which is now the premier institution in the Western Hemisphere for research and education on human rights and, through a subsidiary, on election matters;
- Promotion of judicial reform in Colombia, Argentina, Uruguay and several other Latin American countries has resulted in constitutional and legislative changes in prosecuting criminal cases, the creation of alternative dispute resolution mechanisms and generally, a more independent judiciary and a more "human rights-literate" population; and
- Support for work directly with human rights and other nongovernmental organizations in South Africa, thus allowing these groups to play a key role in voter education and election monitoring programs as part of the transition process underway.

USAID will not only provide democracy support to sustainable development countries, but will also respond to opportunities to expand democracy in countries in political transition. The new Inter-Agency Working Group on Democracy will ensure USAID programs are not redundant to those of other U.S. Government agencies.

Democratization is ultimately an internally driven process. Sustainable democracy occurs when indigenous forces within a society can maintain and strengthen democracy without external support. USAID's programs will promote this result.

Focus on Democratic Results

Democracy building is inherently a long-term, cumulative process. Breakthroughs sometimes are followed by sudden reversals that are beyond the control of external actors. Moreover, democratic progress is a complex process, making it difficult to pinpoint precise cause-and-effect relationships, sometimes defined only by perceptual or attitudinal changes that are difficult to measure.

Notwithstanding such hurdles, USAID will assess results, rather than merely count inputs and outputs, in order to incorporate lessons learned from past work into future programs. Democracy programs concentrating on particular areas, e.g., rule of law or electoral assistance, will be reviewed on a cross-regional basis to identify effective program designs and mechanisms for overcoming specific political, social, and cultural obstacles. Finally, programs that address other development issues will be reviewed to assess their impact on democratization objectives, in order to facilitate the successful integration of our efforts.

STABILIZING WORLD POPULATION GROWTH

USAID will use its population resources to help stabilize world population growth by concentrating its population programs on countries where decreases in population growth rates would enhance the chances for sustainable development and contribute to stabilizing world population growth. The relevant characteristics of such a country include fertility and population growth rates that outstrip the country's ability to provide adequate food and social services; growth rates that threaten the environment; significant reproductive health problems due to heavy reliance on unsafe abortions; and significant gender gaps in education.

At the program level, USAID's operational approach to reducing population growth rates will be founded on these principles and objectives, which do not include advocating the use of abortion as a family planning method:

- Promoting the rights of couples and individuals to determine freely and responsibly the number and spacing of their children;
- Improving individual health, with special attention to the reproductive health needs of women; and

- Making programs responsive and accountable to the end-user.

To further sustainable development, USAID has made important programmatic contributions to the family planning field.

Our population program is designed to continue and expand upon the following successful activities:

- Well over 50 million couples use family planning as a direct result of USAID's program. These couples are in addition to millions more that have adopted family planning as a consequence of USAID support for information, education and communication, training of trainers, improved management, and private sector demonstration activities.
- In the 28 largest recipient countries of USAID population funds, the average number of children per family has dropped from 6.1 in the 1960s to 4.2 today, a 31 percent decline.
- USAID is a recognized leader in expanding voluntary surgical contraception services. Voluntary female sterilization is the world's most widely used family planning method and becoming increasingly popular.
- USAID plays leadership role in operations research, providing family planning program managers around the world with resources to identify service delivery problems, experiment with new approaches, and measure the impact of those approaches.
- USAID supports the world's largest family planning, information, education and communication program with hundreds of communications projects in over 30 countries. These cost-effective programs reach millions for pennies apiece and are of significant quality, having won over 35 national and international awards for excellence. Most importantly, the programs have been shown to increase the use of modern contraceptive methods.
- USAID pioneered the use of demographic sample surveys as a tool for documenting demographic trends and evaluating family planning programs. Over the last 20 years, USAID has supported over 160 surveys in almost 70 countries.
- USAID is the single largest bilateral donor in the field of contraceptive research and development and has the only research program integrated with a wider service delivery program.

- The United Nations Fund for Population Activities (UNFPA) provides an important focus in the United Nations system for population concerns and helps to build acceptance of and support for comprehensive national population programs.

Benefits for American Consumers

While USAID's contraceptive development efforts focus on the developing world, these efforts have yielded significant benefits over the years to American consumers as well as couples overseas. USAID has been instrumental in:

- improving and evaluating sterilization methods;
- evaluating and introducing low-dose and progestin-only oral contraceptives;
- evaluating and introducing the Copper-T-380A intra-uterine device; and
- developing, evaluating, and introducing barrier methods.

USAID will continue to collaborate with other donors, host country governments, development agencies, universities and academic organizations, the private sector, private voluntary organizations, and non governmental organizations. We will help the United States expand its leadership in the field of population. The United States already possesses an extensive network of specialized programs, institutions, and technical experts. USAID will rely on these resources and encourage their expanded use by the donor community and developing nations.

The Agency will operate both bilaterally and multilaterally. It will continue to work with and support the United Nations Population Fund (UNFPA), the International Planned Parenthood Federation (IPPF/London), the World Health Organization (WHO), the United Nations Development Program (UNDP), the United Nations Children's Fund (UNICEF), the World Bank and other international financial institutions and their global population, health, research, and information activities. This will enhance USAID's ability to deal with the transnational effect of population and health problems while enabling USAID to share its resources with virtually all developing countries.

Finally, USAID will emphasize the quality, continuity, availability, and technical standards of services. We will build on existing family planning programs, assets, and investments.

Focus on Population Results

To measure progress toward its goals and the effectiveness of its population programs, USAID will evaluate results in terms of the following measures: reduced fertility rate;

reduced high-risk births; and reduced maternal, infant and child mortality. Measures of success at the country level will vary. There will be many intermediate signs of

progress, such as expanded access to, increased use of, and improved quality of family planning and reproductive health services; increased contraceptive prevalence and continuation; and improved women's reproductive health.

Ultimately, the success of USAID's population program will be measured in terms of its contribution to expanding reproductive choice and rights, improving the health of women and children and stabilizing world population at a level consistent with sustainable development.

ENCOURAGING BROAD-BASED ECONOMIC GROWTH

The developing world as a whole has achieved significant progress in terms of sustainable growth and reductions in poverty. But progress has been uneven, both across countries and over time. A significant number of developing countries, particularly in the populous Asia region, have achieved broad-based growth and thereby reduced poverty substantially. But many others have not. A quarter of the world's people remain on the margin of survival, struggling with malnutrition, illness, unemployment, and poor housing.

Success in achieving broad-based economic growth and poverty reduction in developing countries directly affects the interest of the United States and other industrial nations. It contributes to political stability and civil order, and supports the spread of democracy. It brings expanding markets and mutually beneficial trade and investment. It directly contributes to the resolution of global problems such as migration, population growth, food security, and environmental degradation. And successful development cooperation helps build the foundation for fruitful international cooperation in other critical areas.

Economic growth in itself does not guarantee sustainable development and poverty reduction. To meet USAID development objectives economic growth must be rapid, broad-based, sustainable, environmentally sound, and participatory. We believe these characteristics are generally harmonious and mutually reinforcing rather than conflicting.

USAID will promote broad-based sustainable growth by addressing the factors that enhance the capacity for growth and by working to remove the obstacles that stand in the way of individual opportunity. USAID will concentrate its efforts in three areas:

- **Strengthening Markets:** Healthy market economies offer the best prospects for sustained, broad-based growth, expanded individual opportunity, and reduced poverty. USAID will support recipient efforts to address policy and

regulatory impediments; establish or strengthen the institutional foundations for market economies; improve infrastructure; and undertake other interventions that enhance the contribution and role of markets.

- **Expanding Access and Opportunity:** USAID will pay particular attention to expanding economic opportunities for the less-advantaged in developing countries by promoting micro-enterprises and small businesses; by focusing on the development and delivery of technology, including agricultural technologies appropriate to small farmers; by enhancing food security at the household and community level; and by increasing the access of women to employment, land, capital, and technology.
- **Investing in People:** Building human skills and capacities throughout a society is essential for sustained growth, poverty reduction, and improved quality of life. USAID will support recipient country efforts to invest in people through improvements in primary health, education, and related services and institutions that facilitate broad-based participation, especially by women, indigenous peoples, and other disadvantaged groups.

USAID's efforts in these three areas will be characterized by three interrelated approaches:

- **Participation:** USAID programs will foster widespread participation, ensuring that efforts to promote economic growth involve and enhance the prosperity of people throughout the productive sector, including micro-entrepreneurs, small business owners, small land holders, and members of cooperatives.
- **Institutional Development:** USAID seeks to strengthen public and private institutions in developing countries, including through training, so that they can manage their own development process, consistent with the wishes and needs of their citizens.
- **Sustainability:** USAID programs will encourage growth based on efficient and responsible use of domestic resources, including natural resources, human resources, and physical capital; and on enhancement of these resources over time.

Investments in the health and education of recipient country populations is key to sustainable development. Health conditions that impede the ability of children to learn and the ability of adults to produce and participate will continue to be addressed. USAID

is recognized internationally as a leader in several aspects of child survival. Almost 70 percent of the world's population has access to oral rehydration therapy (ORT). This therapy is now used in more than one third of all diarrhea episodes. USAID supported the research that developed ORT in the early 1970s and is the recognized leader in promoting its use. It is estimated that one million child deaths are averted each year as a result of proper use of ORT.

Worldwide, as many as 15 million persons may be infected with the human immunodeficiency virus (HIV). USAID has sponsored information and control efforts in 74 countries worldwide and has tested new diagnostics appropriate for use in field settings. USAID also is seen as a leader in communications strategies on AIDS (acquired immunodeficiency syndrome), in program design and implementation, in epidemiological surveillance and disease modeling and in the management committee for the World Health Organization's Global Program on AIDS (WHO/GPA). USAID has been active in the effort to turn WHO/GPA into a multisectoral United Nations (UN) program co-sponsored by the UN and the World Bank.

The recent focus on environmental issues worldwide has served to spotlight the close relationship between the environment, urban population growth, economic development and health. It is the rapidly growing rural population and the even more rapidly growing urban population where the linkage is most graphically illustrated. The provision of basic environmental health services is an important step toward achieving the Agency's objective of sustainable economic development.

Focus on Growth Results

In evaluating the impact of economic and health programs, the over-arching concern should be whether standards of living have improved and whether improvements have been manifested broadly within society. USAID will examine the impact of its programs on:

- Raising incomes and employment for the key groups that comprise the poor; and countries' improved ability to address poverty using their own resources.
- Raising employment, incomes, and productivity in the informal sector; expanding the scale of operations of micro-enterprises or moving them into the formal sector; participation of women, minorities, and indigenous peoples in this expansion. Improving the flow and availability of technical and support services to small businesses and micro-enterprises, having a measurable effect on productivity, job creation, and profitability.
- Improving agricultural incomes and disposable rural incomes.

- Improving the quality of primary education, i.e., the number of children with access to primary education, the proportion of girls in primary schools, the proportion of children of indigenous peoples in primary schools.
- Increasing the availability of capital to the poor, including an increase in the number of viable and sustainable community-based lending institutions.
- Empowering indigenous NGOs, including labor unions, PVOs, cooperatives, and consultative planning councils, so that the poorest people in society are able to participate in national economic and political life.
- Increasing agricultural productivity; stabilizing market prices for food, and ensuring greater access of individuals and communities to food, either through increased production or easier acquisition through markets.
- Improving public health among all sectors of society, evidenced by indicators such as: the rate of infant mortality; access to family planning services, including programs for prenatal care and maternal health; number of cases of communicable diseases; rate of childhood inoculation; rate of malnutrition among children; access to basic health care services by all sexes; and access to clean water.

It is unrealistic to expect that international poverty, conflict, oppression, and disorder can be eradicated. But it is not unrealistic to try to address those problems by providing nations, communities, and individuals with opportunities for development. The ultimate dividend should be nothing less than a more peaceful, more prosperous world.

The Integral Role of P.L. 480 Title III Resources

USAID uses several funding resources to promote sustainable development in ways specifically designed to address specific country development objectives. In the case of economic growth objectives, dollar funding or P.L. 480 Title II resources, or both, are used to address food security issues as part of integrated country development programs. Long-term food security cannot be achieved for large numbers of people through food hand-outs. Rather, the root causes of food insecurity need to be overcome, and this is often amenable to multi-year efforts to change food production and safety net policies, for example. In FY 1995, P.L. 480 Title III resources will be used in 13 least developed countries in policy-conditioned efforts to improve food security within the overall country development strategy, as foreseen in P.L. 480 legislation.

KEY FUNDING SOURCES

At present there are various funding sources which support USAID's development

mission. Key funding sources include:

▶ **Development Assistance (DA) and Development Fund For Africa (DFA)**

Programs funded from DA and DFA accounts constitute USAID's primary management load--over 1500 active development projects in more than 80 countries. DFA and DA funds are used to provide assistance in a wide variety of technical areas including: agriculture, rural development, nutrition, voluntary family and population planning, health, education, human resource development, energy, science, technology, private sector development, democracy and governance and counter narcotics programs. The types of projects funded with DFA funds are similar to those funded with DA funds.

▶ **Economic Support Fund (ESF)**

ESF is used to address economic, structural, and development problems in countries of particular security and political interest to the United States. To the extent possible, activities funded by ESF conform to the basic policy directions underlying Development Assistance. While ESF is the largest and most flexible program funding source, it is the most heavily earmarked. Major recipients of ESF are Israel, Egypt, Turkey, Jordan, and the countries of Central America. ESF also finances a key part of the Andean Narcotics Initiative.

▶ **Food AID (P.L. 480, Food For Peace Program)**

Funding for P.L. 480 Title II (emergency and private assistance) and Title III (food for development) grant food aid programs is appropriated through the U.S. Department of Agriculture. Regional bureau-managed Title III bilateral grant programs are developmental in nature and are an integral part of regional and country development strategies and portfolios. U.S. private voluntary organizations (PVOs) and the World Food Program are the primary sponsors for Title II emergency and non-emergency direct feeding and monetization programs. P.L. 480 is also the funding source for the Farmer-to-Farmer program and administrative support grants for food aid program PVOs.

▶ **Other Development Assistance (ODA)**

Other smaller accounts provide funds for more specifically targeted program purposes such as: **International Disaster Assistance (IDA)** and **American Schools and Hospitals Abroad (ASHA)**. There are also special accounts to cover the administrative and subsidy costs of the two USAID credit programs-- the **Housing**

Guarantee Program (HGP) and the Private Sector Investment Credit.

▶ **Special Assistance Initiatives (SAI)**

SAI funds are used for financing extraordinary economic assistance in selected developing countries, such as in Central and Eastern Europe. SAI funds are used to support such key U.S. foreign policy objectives in the post-Cold War era as: advancing democracy across Europe; building an expanded and open world economy; and erecting systems of regional security so that peace can be secured at lower cost to the U.S. and its allies.

▶ **Assistance for the Newly Independent States of the Former Soviet Union (NIS):**

Established in FY 1993, funds from this account are used to fund USAID's various assistance programs to help meet humanitarian needs and to support economic reforms and stability in the NIS.

THE USAID ORGANIZATION

USAID is comprised of various Washington, D.C.-based Bureaus and Field Missions, these are outlined on the USAID organization chart on the page which follows. All program and management authorities flow from the USAID Administrator, and the authority to authorize, negotiate, and implement assistance goes from the Administrator to the headquarters-based Regional Bureaus, and from the Bureaus to the field Missions.

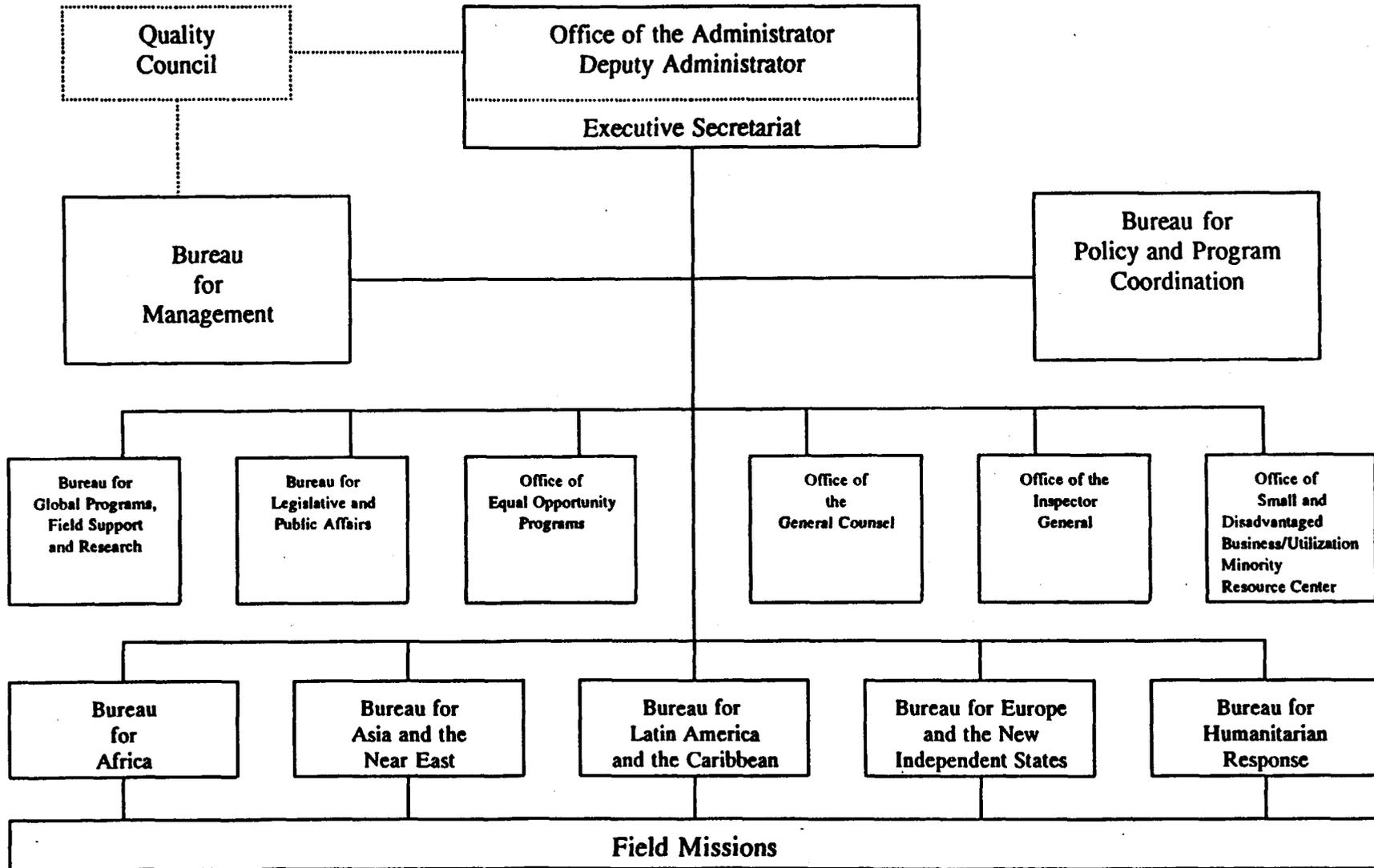
While policy and operational guidance is directed by USAID's Administrator in Washington, the headquarters-based **Regional Bureaus** and the overseas **Field Missions** have the independence to jointly identify a limited set of strategic objectives...which must be clearly defined, developmentally sound, consistent with USAID objectives, and which must reflect regional and country priorities. In this partnership of formulating objectives, the Field Missions seek approval from headquarters-based Regional Bureaus for new project ideas. Once new projects are initially agreed, further approval authority resides in the Mission.

The division of responsibility between Washington and the field is based upon the nature of the specific function to be performed and upon certain factors such as the legislative and budgeting process. Whereas USAID's field missions are the primary link with recipient countries which receive assistance, overall policy guidance for the development of USAID's programs is established by the Administrator in Washington.

KEY USAID BUREAUS

Just as the development challenge varies from one country to another, so do the programs which are conceived by the various headquarters-based Regional Bureaus and Field Missions. The Bureaus and Missions which play critical roles in both developing programs to respond to new development challenges and in performing the functions which are necessary to support the new strategic approaches of USAID are discussed below.

AGENCY FOR INTERNATIONAL DEVELOPMENT



AFRICA	ASIA NEAR EAST	EUROPE NIS	LATIN AMERICA CARIBBEAN	GLOBAL	HUMANITARIAN RESPONSE
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▶ **Africa**

USAID's strategy in sub-Saharan Africa is consistent with the four strategic sustainable development goals of the Agency and focuses therefore on initiatives which: promote economic growth; improve population and health; protect the environment; and which promote democracy. Though progress toward these aims has been made in Africa, promoting sustainable economic growth remains a difficult challenge. Without economic growth, Africa cannot sustain investments in human resources and environmental protection, nor can individuals function in private markets to meet those needs which could otherwise be effectively met through private channels. In seeking to achieve the four strategic goals of the Agency in Africa, Africa Bureau programs support the evolving consensus between the host government and the governed in order to improve the lives of Africans in a sustainable manner. Humanitarian assistance also remains a high priority.

▶ **Asia/ Near East**

Asia: Over half of the world's poor, more than 600 million people, live in Asia, yet at the same time, Asia has some of the most economically dynamic countries. USAID's mission reflects this dichotomy and aims to balance its program to meet the needs of the poor while seeking to increase trade and investment with wealthier Asian countries. Near East: The Agency's five strategic objectives for the Near East are aimed toward achieving the following objectives: expanded and more efficient private sector activity; more efficient and accountable governance; increased use of effective contraceptive methods; increased use of effective maternal and child health care services; and, more efficient use and improved quality of water resources.

▶ **Europe and the New Independent States (ENI)**

U.S. assistance to Central and Eastern Europe supports key U.S. policy objectives in the post-Cold War era: to develop competitive, market-oriented economies in which the majority of economic resources are privately owned

and managed; to help develop democratic political systems; to develop transparent and accountable governance; to empower indigenous civic and economic organizations that ensure broad-based participation in political life; and, to provide assistance toward redefining public and private sector roles in the management of humanitarian, health, and related social services fundamental to a stable transition.

► **Latin America and the Caribbean (LAC)**

USAID's programs in the LAC region are aimed at reinforcing historic progress by our closest neighbors toward democracy and open economies with special emphasis on social justice and inclusion of negotiated elements of society. Sustainable development activities seek economic growth through sound policies with higher living standards reaching the poor; democratic advances which ensure equal justice for all without discrimination by class, gender or ethnicity; demographic progress toward conditions in which families can be healthier, better educated and smaller; and environmental actions to better manage and preserve natural resources.

► **Global (GFR)**

The Bureau for Global Programs, Field Support and Research (GFR) is the repository of technical expertise for the Agency as a whole. GFR is principally a service bureau whose primary function is to provide technical advice and support to USAID's Regional Bureaus, Field Missions, Policy and Program Coordination (PPC) Bureau, and to other operational offices. The Bureau draws on a knowledge of the most recent advances in the technical fields related to development and shares that knowledge throughout the Agency.

GFR is organized around five centers of excellence that address the Agency's major strategic objectives (Center for Democracy & Governance; Center for Economic Growth; Center for the Environment; Center for Population, Health & Nutrition; Center for Human Capacity Development). Key cross-cutting objectives, such as women in development, are also emphasized. The Bureau sponsors research in areas relevant to overall USAID goals and objectives to address global problems and promote sustainable development abroad. The research agenda and research funding priorities for this Bureau and USAID as a whole are regularly reviewed by USAID's Research Council, which is chaired by the Deputy Administrator.

► **Humanitarian Response (BHR)**

USAID's goal in humanitarian assistance is to relieve suffering caused by natural or man-made disasters. BHR helps to advance the Agency's humanitarian goal by saving lives and improving the quality of life of poor people in developing countries. BHR-managed programs are carried out by five distinct operational programs: American Schools and Hospitals Abroad; Private Voluntary Cooperation; Food for Peace; Foreign Disaster Assistance; and Transition Initiatives.

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT PROCUREMENT PROCEDURES AND OPPORTUNITIES

USAID's ACQUISITION AND ASSISTANCE INSTRUMENTS

USAID utilizes a broad range of acquisition and assistance instruments ranging from cash transfers to technical service contracts awarded through "full and open" competition. USAID's involvement in these instruments also varies widely. For instance, **Host Country** contracts are not signed by USAID, and unlike USAID direct contracts, are not subject to the **Federal Acquisition Regulations (FAR)**. Similarly, **Commodity Import Programs (CIP)** and associated elements of technical assistance projects, which provide financing for goods purchased from U.S. suppliers by public and private importers in the developing world, do not involve USAID as a direct party (although they require compliance with USAID's regulations).

Contracts, Grants, Cooperative Agreements, PASAs (Participating Agency Service Agreements), and RSSAs (Resource Support Service Agreements) are among the agreements which are negotiated and signed with USAID contracting officers located in Washington and overseas.

At present, the Office of Procurement performs services as follows:

- ▶ Provides direct contracting and grant agreement support for Washington and overseas offices;
- ▶ Assists in advertising, selecting, and contracting for ocean going vessels for shipment of USAID-financed commodities, for PL 480, and Titles II and III;
- ▶ Maintains the Agency's worldwide Contract Information Management System and assists contracting officers in establishing and maintaining overhead rates.

ACQUISITION AND ASSISTANCE PROCUREMENT TECHNIQUES

It is important to note that contracting officers in Washington and overseas both sign direct contracts, grants, and other acquisition and assistance agreements. However, most of the contracts signed overseas are funded through bilateral project agreements, and as

a consequence, may be signed well after the end of the fiscal year for which the funds are appropriated. Conversely, the majority of contracts and other agreements signed in Washington are not funded through bilateral agreements and must be "obligated" (signed) in the year of the appropriation. This latter funding process produces an annual fourth quarter "busy season" for the USAID/ Washington procurement staff .

It is also important to note the distinction between assistance and acquisition, for procurement purposes.

Acquisition contracts refer to obtaining goods and services for the use or benefit of the Agency. Whereas **assistance** refers to transferring funds (or other valuables) to another party for the implementation of their programs which will contribute to the public good through the furtherance of the objectives of the Foreign Assistance Act. Acquisition under USAID direct contracts is governed by Federal Acquisition Regulations (FAR) and the USAID Acquisition Regulations (AIDAR) and Acquisition under Host Country Contracts is governed by USAID Handbook 11. Assistance is governed by USAID Handbook 13 and OMB Circular A-110. The primary **acquisition** and **assistance** procurement techniques are described in brief below.

I. ACQUISITION (PROCUREMENT) ACTIVITIES:
USAID DIRECT CONTRACTS FOR OBTAINING THE SERVICES OF AN INDIVIDUAL(S)

Obtaining the services of an individual(s) fall within two categories-- personal services and non-personal services.

- (a) Personal Services: are those which, because of the nature of the services require an employer/ employee relationship.
- (b) Non-Personal Services: are those services which are performed independently based upon a scope of work that usually requires an end product or service. These services can be obtained by contract or, more commonly, by purchase order. Purchase orders can only be issued for amounts up to \$ 25,000. There are two categories of purchase orders, as follows:
 - ▶ **If \$ 25,000 or less**: the opportunity must be posted on the Bulletin Board in USAID's Procurement Office for at least ten days. The process takes 3-4 weeks to complete.
 - ▶ **If \$ 10,000 or less**: at least three individuals must be contacted. The process takes a minimum of ten days to complete.

II. ACQUISITION (PROCUREMENT) ACTIVITIES: FOR USAID DIRECT CONTRACTS FOR SERVICES OF FIRMS, UNIVERSITIES AND NON-PROFITS

All such contracts must be solicited, negotiated and awarded through **full and open competition**, unless subject to one of the exceptions authorized in the Federal Acquisition Regulations.

It should be noted that procurement of Architectural & Engineering Services and follow special procurement procedures and the procurement of Agricultural-related services from U.S. land-grant universities may also follow special procedures. The sequence of some of the key steps involved in the normal contracting process is described below.:

- ▶ **Step 1:** 8(a), Disadvantaged Enterprises (formerly "Gray Amendment" organizations), Small Business Set-Aside applicability is determined in consultation with OSDBU/MRC;
- ▶ **Step 2:** The requirement is advertised in the Commerce Business Daily (CBD) at least 15 days prior to the issuance of the Request for Proposals (RFPs);
- ▶ **Step 3:** The RFP is issued with proposals due at the designated location not less than 30 days later;
- ▶ **Step 4:** Technical proposals are evaluated by a Technical Review Committee chaired by the Project Officer. Costs proposals are evaluated by the Contracting Officer;
- ▶ **Step 5:** Based upon the combined technical and cost evaluations, the Contracting Officer determines a competitive range which includes all those offers with reasonable expectation of winning the contract;
- ▶ **Step 6:** Negotiations are conducted with all those included in the competitive range. Negotiations include technical and cost considerations.
- ▶ **Step 7:** Best and Final Offers are requested at the conclusion of negotiations. Offerors may revise technical and cost elements of their proposals;
- ▶ **Step 8:** Award is made to the offeror providing the greatest advantage to the Government as determined by the criteria published in the RFP, cost and technical factors considered.

III. ACQUISITION: USAID DIRECT INDEFINITE QUANTITY CONTRACTS (IQCs)

The Agency has several IQCs to provide short term quick delivery services. IQCs cover many functional categories and most are awarded by USAID/ Washington but the Field Missions may also request such contract services. Some unique features of the IQC are:

- ▶ IQCs are generally awarded competitively (and advertised in the CBD);
- ▶ Tasks performed under IQCs are generally limited to a time period of four months;
- ▶ The Agency is usually committed to payment for a minimum amount of services (\$10,000) under each IQC;
- ▶ An IQC establishes a maximum amount of services to be supplied by the contractor;
- ▶ The Agency cannot specify which individuals will be provided under the order;
- ▶ Work delivery orders are normally processed within 3 weeks.

IV. ACQUISITION TYPE PROCUREMENT: HOST COUNTRY CONTRACTS

USAID finances contracts between less developed countries and contractors. These "Host Country Contracts" (HCCs) are not subject to the Federal Acquisition Regulations (FAR) or to USAID's Acquisition Regulations (AIDAR) but are subject to the requirements of USAID Handbook 11, Host Country Contracting.

USAID is not a party to a Host Country Contract. Instead, Mission officers review documents and provide or deny approval at various stages of the contracting process. USAID approval is particularly essential for the solicitation (RFP) and for the contract, prior to its award.

Before Host Country Contract procedures can be used to undertake a procurement exceeding US\$ 250,000 in value, the Mission Director must make a determination in writing that the host country contracting agency has or will obtain the capability to

undertake the procurement. Host Country Contracts must contain a limited number of clauses required by U.S. Government statute or regulation.

Host Country Contracts include payment provisions, but because USAID is not a party, the contract alone cannot commit USAID to pay the contractor. The payment obligation is established by USAID when the Mission Controller issues a Letter of Commitment.

Host country contractors are unable to file protest of awards under provisions of the FAR or other regulations. The competition procedure normally provides for competition on technical merits only. The "short listing" of the top ranked offers is based on the results of a technical evaluation. Negotiation of cost is then conducted with the top ranked firm only. If agreement cannot be reached, negotiations with that firm are discontinued and negotiations begin with the next highest ranked offeror.

PAYMENT PROCEDURES

USAID direct contracts, grants and cooperative agreements include payment terms and the commitment of USAID to make direct payments to the contractor or supplier. Host Country Contracts and Commodity Import Programs (CIP) do not include USAID as a party to the procurement, and therefore cannot establish USAID's commitment to pay the U.S. contractor or supplier. USAID's commitment to pay and the procedures for payment are established under a **Direct Letter of Commitment** or **Bank Letter of Commitment**, as described in the section of this Guide which explains Commodity Import Programs.

EXCEPTIONS TO CONTRACTING BY FULL AND OPEN COMPETITION (USAID DIRECT CONTRACTS)

While most of the aforementioned Acquisition procurement techniques require full and open competition there are certain limited exceptions to this requirement, these are explained below.

The **Competition in Contracting Act of 1984 (CICA)** requires that all procurement for goods and services be done through full and open competition, unless any of the exceptions contained in the Act apply. The Federal government-wide exceptions to full and open competition are described below. It should be noted that some of these provisions may or may not apply to circumstances relevant to the Agency for International Development.

▶ SOLE SOURCE

Only when there is one source deemed capable of filling the requirement;

- ▶ **UNUSUAL AND COMPELLING URGENCY**
The requirement is so urgent that delay in award would cause serious injury to the U.S. Government;
- ▶ **INDUSTRIAL MOBILIZATION, RESEARCH OR ENGINEERING CAPABILITY**
When certain cases wherein industrial mobilization, engineering development, or research capability is required;
- ▶ **INTERNATIONAL AGREEMENT**
To be used when the terms of an international agreement or treaty require contracting other than through full and open competition;
- ▶ **AUTHORIZED OR REQUIRED BY STATUTE**
Such as Federal Prison Industries, the 8 (a) program, blind-made products, and in the USAID context, Title XII of the Foreign Assistance Act, as amended, and the Disadvantaged Enterprises Program;
- ▶ **NATIONAL SECURITY**
Mostly Defense related activities;
- ▶ **PUBLIC INTEREST**
Requires determination by the Administrator and 30 days advance notice to Congress.

In addition to the above exceptions to full and open competition, USAID regulations provide the following "impairment" exceptions which tend to be more relevant to circumstances which may apply to its procurements:

FOREIGN ASSISTANCE ACT AND USAID EXCEPTIONS TO FULL AND OPEN COMPETITION:

- ▶ **Personal Services:** which are to be exclusively performed overseas;
- ▶ **Services less than \$ 250,000:** which are procured by a USAID Mission (overseas);
- ▶ **When a judgement is made by the Assistant Administrator (AA) or Administrator:** that procurement from any other source would impair the objectives of the Foreign Assistance Act;
- ▶ **Disaster Assistance:** to support disaster assistance efforts under certain circumstances. (Applies to the Office of Foreign Disaster Assistance, only.)

- ▶ **Disadvantaged Enterprises:** less than full and open competition may be used when the procurement is from **Development Assistance, Population Development Assistance and Development Fund for Africa** funding and when an award through the 8(a) program is not practicable.

* * *

Further exceptions to full and open competition are described below.

SET-ASIDE PROCUREMENTS (USAID DIRECT CONTRACTS)

8(a) SET-ASIDES

Section 8(a) of the **Small Business Act of 1958**, as amended permits certain U.S. small minority owned firms to obtain government contracts without full and open competition or through competition limited to 8(a) firms.

Some important points to note are:

- ▶ An 8(a) contract is one between a U.S. Government Agency and the SBA, wherein the 8(a) firm is a subcontractor to SBA;
- ▶ 8(a) Certifications are awarded by the SBA only in accordance with SBA rules and regulations;
- ▶ 8(a) firms also qualify as disadvantaged enterprises under USAID's Disadvantaged Enterprise Program, but the reverse is not necessarily true.

8(a) CONTRACTS UNDER \$ 5 MILLION

- ▶ Specific 8(a) firms are usually selected by USAID. USAID then requests approval from SBA to negotiate with the identified firm. Once negotiations are completed, USAID provides SBA with contract and documents for signature by SBA and the firm;
- ▶ As an alternative to selecting a single firm, USAID may request SBA approval to technically and informally compete the contract among a limited number of 8(a) firms selected by USAID.

8(a) CONTRACTS \$ 5 MILLION OR ABOVE

It should be noted that all 8(a) firms qualify as minority firms for meeting USAID's Disadvantaged Enterprises goals. Conversely, many Disadvantaged Enterprises qualifying organizations, such as Historically Black Colleges and Universities (HBCU's), non-minority women owned firms, and minority firms which do not meet SBA small business size standards, are not 8(a) firms.

- ▶ 8(a) contracts which equal or exceed \$ 5 million must be awarded on the basis of competition between eligible 8(a) firms.

SMALL BUSINESS SET-ASIDES CONTRACTS

In addition to the 8(a) program, the U.S. Government has a program for small business set-asides, as follows:

- ▶ Unlike the 8(a) program, a small business set-aside is an openly competitive process among all qualified small business firms.
- ▶ Unlike the 8(a) program, contracts awarded under small business set-asides are direct contracts with firms and not contracts between the contracting agency and SBA.

DISADVANTAGED ENTERPRISES (GRAY AMENDMENT) SET-ASIDE CONTRACTS

The Disadvantaged Enterprises legislation authorizes use of limited competition when awarding contracts to certain disadvantaged enterprises. This type of set-aside contract may be used only:

- ▶ When the procurement is funded with DA, PDA or DFA funds;
- ▶ When the award through the 8(a) process is not practicable;
- ▶ When competition is obtained to the maximum practicable extent.

Enterprises and organizations which qualify for this type of contract are:

- ▶ Small disadvantaged enterprises (including women-owned firms);

- ▶ Historically Black colleges and universities (HBCUs);
- ▶ Colleges and universities with an Hispanic American student enrollment of more than 40 percent;
- ▶ Private Voluntary Organizations (PVOs) controlled by economically and socially disadvantaged individuals (including women).

TITLE XII SET-ASIDES

Title XII of the FAA permits other than full and open competition when contracting with U.S. land-grant universities for agriculture-related activities.

V. SUBCONTRACTING OPPORTUNITIES FOR DISADVANTAGED ENTERPRISES/GRAY AMENDMENT ENTITIES (USAID DIRECT CONTRACTS):

- ▶ If a procurement is over \$ 500,000 (\$1 million for construction), and if the prime contractor is not a small business, then the prime contractor must submit and negotiate a Small Business and Small Disadvantaged Business subcontracting plan, which while it does not compel subcontracting, requires a reasonable amount of subcontracting to be done with U.S. small businesses and disadvantaged enterprises;
- ▶ If a procurement is over \$ 500,000 and is funded with DA, PDA or DFA Funds, and if the prime contractor is not a Disadvantaged Enterprise, not less than 10 percent of the prime contract amount must be subcontracted to Disadvantaged Enterprises. Note that for subcontracting purposes only, even large business firms which are owned and controlled by socially and disadvantaged individuals qualify as Disadvantaged Enterprises.

VI. ASSISTANCE TYPE ACTIVITIES: GRANTS AND COOPERATIVE AGREEMENTS

In addition to the foregoing procurement techniques, USAID also utilizes various assistance instruments, such as Grants and Cooperative Agreements, to accomplish foreign assistance objectives.

GRANTS

In a grant, USAID agrees to fund, in whole or in part, a program of a Private Voluntary Organization (PVO), university, or institution that will contribute to the public purpose. Responsibility for the programs rests with the grantee and USAID may not interfere.

COOPERATIVE AGREEMENTS

A Cooperative Agreement is identical to a grant with the one difference being of substantial involvement by USAID. Substantial involvement includes such matters as approval of key personnel, or one phase of the program prior to funding a second phase. It should be noted that these are areas of involvement, not control.

It should also be noted that while for-profit firms are eligible for grants and cooperative agreements, it is USAID's policy not to pay a fee or profit under such assistance instruments. In most cases, grants and cooperative agreements provide for advance payments.

► **Requirement for Competition for the Award of Grants and Cooperative Agreements:**

Competition is to be used to the maximum practicable extent for the award of grants and cooperative agreements. A grant or cooperative agreement shall be considered to have been awarded on a competitive basis if the award was made after consideration of applications from two or more potential recipients submitted a response to an invitation for applications.

► **Exceptions to the Requirement for Competition for the Award of Grants and Cooperative Agreements:**

Competition is not required for:

(a) Assistance awards based upon an unsolicited proposal when the project office certifies that the proposal:

(1) Was not solicited by USAID; and

(2) Is unique, innovative, or proprietary, and acceptance would be fair, reasonable, and represent an appropriate use of USAID funds to support or stimulate a public purpose;

(b) Assistance awards for which one recipient is considered to have exclusive or predominant capability, based upon experience, specialized facilities or technical competence, or based on an existing relationship with the cooperating country or beneficiaries;

(c) Amendments to existing assistance awards;

(d) Follow on assistance awards intended to continue or further develop an existing assistance relationship;

(e) Such other circumstances as are determined to be critical to the objectives of the foreign assistance program by the cognizant Assistant Administrator or Office Director.

VII. PASAs AND RSSAs AND OTHER INTERAGENCY AGREEMENTS

A PASA (Participating Agency Service Agreement) is an agreement with another Federal agency for specific services or support, generally overseas. Most PASA agreements are funded under a single authorized project. The assistance is tied to a specific project goal to be performed within a definite time frame.

A RSSA (Resource Support Service Agreement) is an agreement with another Federal Agency to obtain general professional support assistance on a continuing basis from another Federal agency.

PASAs and RSSAs are governed by USAID Handbook 12.

In addition to PASAs and RSSAs other forms of interagency agreements are also used to obtain services from Federal Government agencies for the conduct of inherently governmental functions, or to support another Federal agency's programs/activities of mutual interest. Interagency acquisitions are also authorized under the Economy Act and interagency allocations (transfers) of funds are authorized under the Foreign Assistance Act.

Sometimes USAID requires the particular expertise of another U.S. Government Agency. Through either a PASA or a RSSA between USAID and the other U.S. Government agency, USAID reimburses the other U.S. Government agency for the use of its personnel.

When the other U.S. Government agency does not have the in-house expertise required by USAID, it might opt to contract out the work to the U.S. business community, or to directly hire the experts required. In the process, a business opportunity might arise for U.S. small businesses and disadvantaged enterprises. To inquire about these business

opportunities, interested parties should contact the Office of Small and Disadvantaged Business Utilization of the U.S. Government Agency with which USAID has the agreement.

VIII. COMMODITY PROGRAMS:

USAID commits loans and awards grants to Host Countries to finance projects such as construction of irrigation facilities, expansion and equipping of rural health networks, malaria control programs, equipping small farmers with appropriate tools and machinery, etc. Commodities purchased as part of these undertakings are called project commodity procurement. These transactions are subject to the provisions of Handbook 11, Chapter 3, "Host Country Contracting, Procurement of Equipment and Materials."

In some countries USAID provides loan or grant assistance in the form of Commodity Import Programs (CIP) which finances the procurement of a wide variety of basic commodities needed in the economy. CIP funds are allocated by the Host Government to its various ministries or to its private sector to provide the foreign exchange needed to purchase needed commodities. USAID approves the eligibility of both the Host Country importer and the commodity to be imported. CIP procurements are subject to the provisions of USAID Regulation 1, "Rules and Procedures Applicable to Commodity Transactions." To participate in a Host Country's CIP, a supplier submits a bid or quotation in response to a competitive public tender, or, through normal commercial channels, solicits orders from the Host Country's private sector. The private sector of a Host Country purchases directly from the U.S. private sector, usually through negotiated procurement procedures.

Under both types of programs, USAID itself does virtually no buying. However, on

those few occasions when USAID itself does contract for commodities, the transaction is subject to the Federal Acquisition Regulations (FAR) and the USAID Acquisition Regulations (USAIDAR), which is USAID Handbook 14. and enters into a contract with the supplier, the transaction is subject to the FAR and USAID Supplement (Handbook 14).

The PIB contains the same information as does the CBD, except that the CBD generally precedes the PIB publication date by up to one week.

Eligibility Rules

While the following sections summarize certain rules and limitations which apply to USAID's Commodity Program, the ultimate authorities for these programs are USAID Handbook 11, Chapter 3, "Host Country Contracting, Procurement of Equipment and Materials," and USAID Regulation 1, "Rules and Procedures Applicable to Commodity Transactions." These sources should be consulted for guidance. They are available on CD-ROM for an annual subscription fee of \$130 which provides quarterly updates, from:

USAID
M/AS/ISS
Washington, D.C. 20523-0097
Phone (202) 736-4746
Fax (202) 736-4809

USAID-financed commodity transactions are subject to certain eligibility rules governing

Commerce Business Daily

The CBD is a daily publication of the U.S. Department of Commerce; subscription information is available from the Superintendent of Documents, Government Printing Office, Washington, D.C. 20402. An information kit, with sample copy of the Commerce Business Daily can be obtained upon request from the U.S. Department of Commerce, Room 1515, Washington, D.C. 20230. Information about obtaining an electronic edition will appear on the first page.

Procurement Information *Bulletin (PIB)*

Subscription information for the PIB, which is targeted to small and minority firms, can be obtained from USAID/ Commodity Management Division/Office of Procurement. (See Mailing List form in Appendix of this *Guide*)

source/origin, componentry, and cargo carriers.

Source Origin and Eligibility of Commodities

When USAID provides funds to a cooperating country, the USAID loan/grant limits the countries from which commodities may be shipped. USAID loan/grant agreements require that financed commodities be produced in and shipped from eligible countries source/origin countries. Source/origin is determined/authorized by a designated USAID Geographic Code.

Geographic Codes

Code 000 - U.S. Only

Code 941 - Selected Free World

Code 935 - Special Free World

Certain commodities are ineligible for USAID financing. In general, ineligible commodities include: luxury goods; surplus or used items; items for military, police or surveillance use; weather modification equipment; and, commodities used for inducing abortions.

Cargo Carrier's Eligibility

All agreements provide that funds may be used to finance transportation costs for shipping the USAID-financed commodities on U.S. flag vessels or aircraft and, in some instances, on certain designated foreign flag vessels or aircraft.

USAID requires each Host Country to assure that at least 50% of the gross tonnage, and at least 50 percent of the gross freight revenue (dry cargo liners), of all USAID-financed commodities transported to the cooperating country on ocean vessels be shipped on privately-owned U.S. flag commercial vessels, if available.

Host Country importers advise prospective suppliers of the type of shipping that is required for a particular transaction when they solicit offers, and the authorized eligible shipping is included in the successful supplier's Letter of Credit. Commodities shipped on ineligible vessels are ineligible for USAID financing.

Commodity Price Limitations

Subject to the general limitation that the

commodity price cannot exceed the prevailing export market price, USAID will generally finance the following to the extent they are included in the purchase agreement:

1. **Delivery Services**, including transportation and related services such as forwarders' fees, export packing, freight to the port of export, or special markings required by USAID.
2. **Incidental Services** such as dollar costs for installation or erection of equipment, or training personnel to operate and maintain it.
3. **Sales Commissions** to sales agents of the supplier are generally allowed.
4. **Marine Insurance** including war risk, if placed with an insurance company which is authorized to do business in an eligible country.
5. **Inspection Services** required by a buyer.

It is also important to be familiar with charges that are not eligible for USAID financing, such as importer agent commissions to a third party. USAID Regulation 1 and Handbook 11, Chapter 3 provides details on price limitations and eligibility.

Procedures for Payment

Suppliers submit the same basic documents for payment through USAID financing as they would through normal commercial Letter of Credit financing. Depending on the terms of the sale, documentation may include supplier's invoice, dock receipt, visaed consular invoice, inspection certificate, and bill of lading. The supplier will be informed in the Letter of Credit of the documents required for each transaction. In addition to the normal commercial documents, others required may include:

- Form USAID 282 - "Invoice-and-

Contract Abstract, Supplier's Certificate and Agreement with the Agency for International Development." This document contains a general description of the USAID-financed commodities, incidental and delivery services, and summarizes their price and payment information. By signing the certificate, the supplier (whether of the commodity, transportation services or marine insurance) certifies to the correctness of the information supplied and to compliance with any USAID requirement applicable to the transaction. *This form is required for CIP transactions.*

- Form USAID 1450-4 - "Supplier's Certificate and Agreement with the Agency for International Development for Project Commodities, Invoice and Contract Abstract." The description and purposes of this document are the same as Form USAID 282, described above. *However, this form is required for project commodity procurement.*
- Form USAID 11 - "Application for Approval of Commodity Eligibility." The supplier should complete and submit this form for approval by USAID immediately upon receipt of a Letter of Credit or a firm order under a USAID-financed program which requires this form. USAID can accept no responsibility for shipments made prior to return of the USAID approved Form 11 to the supplier. *This form is required for CIP transactions.*

Payment is usually made through Letter of Credit advised or confirmed by U.S. commercial banks corresponding with host country banks under a Bank L/Comm. In some large value or bulk commodity transactions, payment may be effected by a USAID Direct Letter of Commitment made out in favor of the supplier. Direct Letters of Commitment can be issued by USAID/Washington or by USAID Missions. Both Letters of Credit and Direct Letters of

Commitment will require the supplier to provide evidence of compliance with all stipulated conditions to effect payment.

Since Letters of Credit and Letters of Commitment are paid from USAID funds, U.S. suppliers are relieved of the responsibility to investigate the credit worthiness of the foreign buyers.

To assure that USAID funds are properly and economically used, USAID employs a post audit procedure to examine the transactions it finances. Transactions are audited to see that terms and conditions of the contract and USAID regulations have been met. In some cases, suppliers may be called upon to provide additional or supporting information. Therefore, USAID requires that suppliers retain complete records of each transaction for at least three years.

Forms are available from:

M/OP/COM/M
U.S. Agency for International
Development
Washington, D.C. 20523-1438

Tel: (703) 875-1035

IX. UNSOLICITED PROPOSALS

(a) USAID encourages the submission of unsolicited proposals which contribute new ideas consistent with and contributing to the accomplishment of the Agency's objectives. However, the requirements for contractor resources are normally quite program specific, and must be responsive to host country needs. Further, USAID's projects are usually designed in collaboration with the host country. These factors can limit both the need for, and USAID's ability to use, unsolicited proposals. Therefore, prospective offerors are encouraged to contact USAID to determine the Agency's technical and geographical requirements as related to the offeror's interests before preparing and submitting a formal unsolicited proposal.

(b) USAID's basic policies and procedures regarding unsolicited proposals for contracts are established in FAR 15.5 and AIDAR 715.5.

(c) For detailed information on unsolicited proposals for contracts, see subsection AIDAR 715.504;

(d) USAID's policies regarding unsolicited proposals for grants and cooperative agreements are set forth in Chapter 2 of Handbook 13;

(e) Guidelines concerning USAID's policies for unsolicited proposals for contracts (other than research) is available from the Evaluation Division of the Office of Procurement (M/OP/E), Room 1600, SA-14, Washington, D.C. 20523-1455. The M/OP/E office serves as a clearinghouse for unsolicited proposals submitted by its constituency and takes the responsibility for forwarding such proposals to the relevant USAID Regional Bureau or Field Mission.

(f) The M/OP/E office can provide the following information which is relevant to the submission of unsolicited proposals to its constituency :

- (1) Contact points within USAID
- (2) Definitions
- (3) Characteristics of a suitable proposal
- (4) Determination of contractor responsibility
- (5) Organizational conflict of interest
- (6) Cost sharing opportunities
- (7) Procedures for submission and evaluation of proposals

X. HOW TO FIND USAID PROCUREMENT INFORMATION VIA INTERNET

If you have a computer and a modem you can access the worldwide network known as the Internet and retrieve information on select USAID procurement solicitations on-line, including Commerce Business Daily (CBD) announcements, official notices, and current Requests for Proposals (RFPs). There is also information on USAID's ongoing procurement reform, USAID's annual publication of procurement awards -Contracts and Grants and Cooperative Agreements with Universities, Firms and Non-Profit Institutions (the Yellow Book), and the USAID Procurement Information Access System (PIAS). Access to the Internet will also provide information about USAID's various business information resources such as the Office of Small and Disadvantaged Business Utilization/MRC and the Center for Trade and Investment Services.

The Internet also provides access to a wealth of information beyond that which is provided by USAID. You will be able to communicate via E-mail with an estimated 20 million people worldwide, you will have access to thousands of data bases, bulletin boards, electronic discussion forums, etc.

This guide will give brief introduction to the Internet and the various types of connections and give information on how to find USAID procurement information on the Internet.

What is the Internet?

The Internet is essentially a network of computer networks. Your organization may already have a local network that allows you and your co-workers to share files or applications and communicate via E-mail. The Internet is not controlled by a company, an association, or a government organization, although organizations of these types (or more precisely their networks) all help to make up Internet. No one organization really controls the entire system.

How do I get connected to the Internet?

Because there is no central controlling organization on the Internet, there is no one place to go if you want to access the Internet. You have to find a service provider who will give you access to their network on the Internet. A service provider is essentially a company, academic institution, or voluntary organization who has a network on the Internet. These organizations will give you access to their network usually for consideration--whether it be a fee, being a student at their institution, or joining their voluntary organization.

There are numerous "grades" of connection that your service provider can offer and a corresponding range of costs. If you only want to send and receive E-mails you can get a very basic connection. If you anticipate doing a lot of information gathering you will

want a more advanced connection. The following is a list of available connection choices; specific connection decisions will depend on your location and the type of service required.

Leased Line Connections (for large organizations)

If you work for a large or growing organization with an established Local Area Network you may want to consider a direct connection to the Internet. This entails working with a service provider to lease a data line which will be attached to your LAN. Each machine on your system will be "directly" connected to the Internet and able to access and use all network tools available. This is the most expensive option but it will provide the most responsive and complete service.

SLIP OR PPP Connections (for advanced single users or small organizations)

There are Internet connections that work like "direct" connections when the user dials into the service over ordinary phone lines. These are referred to as SLIP or PPP connections and allow the user full connectivity (i.e. access to all network tools) but at a slower rate. This type of connectivity is very good for smaller organizations or even individuals who need powerful network connections.

Dial-up Connections (for small organizations or new users)

The least expensive form of Internet connection is through a time sharing dial up connection to a local service provider. Because of its low cost this is an excellent "getting your feet wet" option, and if you like what you see, you can move to a more advanced connection. When using this type of connection you are dialing into a large computer that is directly connected to the Internet. This is a relatively inexpensive means of connection and you will need only a modem and a communications software package but it has some drawbacks. You will be dialing into someone else's machine, be limited by their software and service choices and constrained by their allocation of disk space. You will not be able to run some of the more advanced applications like Mosaic. However, basic services like FTP, Telnet, Gopher and E-mail should be available.

Dialing into a service incurs telephone charges. To ease potential long distance charges you can: 1) Find a service provider who is within your local calling area; 2) find a regional or national service provider with an 800 number - remember that someone has to pay the phone bill and it is likely to be included in the cost of the service; or, 3) find a regional or national service provider with a Point of Presence (POP) network, which is essentially a series of phone numbers in different localities (usually in major cities) all providing access to the same network.

Where is USAID procurement information on the Internet?

USAID procurement information is posted in two primary locations:

1. Gopher (gopher.info.usaid.gov or gaia.info.usaid.gov)

USAID has begun to populate its own Internet Gopher menu with information on development issues, procurement opportunities, Agency strategies, speeches, congressional testimony, and other information regarding the Agency and its operations. This information is available electronically to our partners in the development community, vendors, universities, other agencies, and the general public.

The following is the main menu of the USAID Gopher:

USAID Gopher Root Menu

1. Welcome!
2. Agency Wide Overview
3. Why Foreign Aid? A Focus on Results
4. Supporting Broad-Based Economic Growth
5. Stabilizing Population Growth/Promoting Health
6. Protecting the Environment
7. Promoting Democracy
8. Humanitarian Assistance and Post-Crisis Transition
9. Regional/Country Focus
10. USAID Procurement and Business Opportunities
11. Documents and Publications
12. Getting Around Gopher Space
13. Search for Keywords on this Gopher <?>

For current USAID procurement information select number 10 from the menu. USAID Procurement and Business Opportunities.

2. File Transfer Protocol (FTP)

All USAID solicitation information being posted to the Internet is available via Anonymous FTP. The address for this service is: [ftp.info.usaid.gov](ftp://ftp.info.usaid.gov).

Information on a given solicitation is found in the sub-directory/pub/OP/RFP/# where # is the Solicitation number of the given RFP. (e.g. /pub/RFP/RFPN9402 is where you will find information on Solicitation No. N9402, or/pub/OP/RFA/RFA where # is the Solicitation number of a given RFA (Request for Application).

The FTP site is used primarily for information on current Solicitations. General procurement information is available from the USAID Gopher.

Please note that all procurement information posted on the Internet is also available through traditional means, (i.e. surface mail).

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT KEY RESOURCES AND NEW TOOLS

In meeting the challenges of development and in order to engage broad-based participation among diverse segments of the U.S. business community, USAID employs a variety of resources and tools to accomplish these goals. Among the key resources and tools being utilized by USAID are:

- ▶ **OSDBU/MRC:** The Office of Small and Disadvantaged Business Utilization/Minority Resource Center--the Agency's advocate for U.S. small businesses and disadvantaged enterprises;
- ▶ **The CTIS Information Clearinghouse:** The Center for Trade & Investment Services--is an Agency focal point for information collection and dissemination on Agency programs and activities;
- ▶ **Internet:** Electronic resource for accessing USAID information;
- ▶ **Electronic Commerce:** A system which integrates Electronic Data Interchange, E-Mail, Bulletin Boards, Electronic Funds Transfer, and Internal Automated Systems.
- ▶ **USAID Handbooks on CD-ROM:** A CD-ROM compact disc containing the complete USAID document and database.

THE OSDBU/MRC A RESOURCE FOR ENSURING THE PARTICIPATION OF U.S. SMALL BUSINESSES AND DISADVANTAGE ENTERPRISES

USAID's Office of Small and Disadvantaged Business Utilization/Minority Resource Center (OSDBU/MRC), established in 1979, coordinates USAID's Small Business and Disadvantaged Enterprises Programs, in accordance with governing legislation (Public Laws 95-507 and 100-656, and the annual USAID fiscal authorization for Disadvantaged Enterprise Program. OSDBU/MRC is the initial point of contact at USAID for U.S. businesses, U.S. disadvantaged enterprises (socially and economically disadvantaged firms, including women-owned firms; Historically Black Colleges and Universities with more than 40% enrollment of Hispanic American students; and, Private Voluntary Organizations (PVOs).

The primary concern of OSDBU/MRC, as required by law, is to assist these U.S. entities to fully participate in USAID-financed development assistance activities. OSDBU/MRC

provides both general and specific program information and in-depth counselling on USAID business opportunities including marketing and operational strategies for penetrating the USAID market. OSDBU/MRC is the principal advocate for U.S. small businesses and disadvantaged enterprises, and assures that they receive equal opportunity and appropriate consideration in USAID-financed procurements of goods and services.

OSDBU/MRC undertakes the following initiatives to serve its constituency:

▶ **OSDBU/MRC Manages the USAID Consultant Registry Information System Registry (ACRIS):**

The USAID Consultant Registry Information System (ACRIS) is an automated database, maintained by OSDBU/MRC, to assist U.S. small businesses and disadvantaged enterprises (including women-owned firms) market their capabilities to the Agency. ACRIS contains profiles of U.S. businesses, organizations, institutions, and other constituent entities. OSDBU/MRC utilizes the ACRIS data base to develop source lists for USAID/Washington and Field Missions personnel. While registration in ACRIS is voluntary, it is highly recommended for those that have the capabilities to provide technical assistant services which are in demand by the Agency. Those desiring to register in the ACRIS should forward a copy of their corporate capability statement to OSDBU/MRC for its determination that it is a potential source to fill USAID technical assistance requirements.

▶ **OSDBU/MRC Provides Contract Information through Procurement Information Access System (PIAS):**

One of OSDBU/MRC's key resources for providing procurement information to its constituency is the USAID Procurement Information Access System (PIAS). PIAS is the Agency's "early alert" information or forecast of proposed current fiscal year procurements funded by USAID. Each PIAS record provides project specific information; i.e., project numbers, program sector(s), type of award contemplated, procurement opportunities, and the name and phone number of the relevant contact person. The system is designed as a marketing tool to assist U.S. firms and organizations better plan their approach in marketing their capabilities to the Agency. The PIAS can be accessed through the U.S. Department of Commerce's Economic Bulletin Board, by paid subscription. The information provided through this system may be made available through USAID's Internet system in the near future.

▶ **OSDBU/MRC Provides Business Services and Information:**

- Serves as an information clearinghouse, particularly for U.S. small businesses and disadvantaged enterprises, organizations and institutions interested in participating in USAID's financed development assistance activities;
- Counsels U.S. small businesses, disadvantaged enterprises, organizations, and institutions on how to do business with USAID;
- Sponsors annual outreach conferences in selected cities throughout the United States for U.S. small businesses and disadvantaged enterprises (including women-owned businesses);
- Participates in national, regional and local conferences, workshops, and seminars sponsored by businesses, professional and trade associations, Chambers of Commerce, and other private and public organizations to identify and establish development partners;
- Publishes informational materials and provides relevant and current information on USAID worldwide sustainable development assistance activities.
- Provides USAID Missions information on corporate qualifications of U.S. small businesses and disadvantaged enterprises;
- Cooperates with the U.S. Small Business Administration (SBA), the U.S. Department of Commerce's Minority Business Development Agency (MBDA) and other federal agencies to promote and enhance the participation of U.S. small businesses and disadvantaged enterprises in USAID-financed development assistance activities.

▶ **Subcontracting Monitoring System:**

OSDBU/MRC manages a subcontracting monitoring system which tracks the subcontract awards to its constituency from various funds drawn upon by the Agency. To ensure that USAID meets its statutory mandate to provide subcontracting opportunities for small and small disadvantaged businesses applicable contracts are screened and monitored to ensure compliance.

ANSWERS TO THE QUESTIONS MOST FREQUENTLY ASKED BY THE OSDBU/MRC CONSTITUENCY:

1. QUESTION: How can USAID's OSDBU/MRC help my firm?

ANSWER: The first stop within USAID for U.S. small businesses and disadvantaged enterprises seeking USAID contracts is the Office of Small and Disadvantaged Business Utilization (OSDBU/MRC). USAID's OSDBU/MRC has the responsibility to assure that Federal goals for using small, U.S. small businesses and disadvantaged enterprises are met in the Agency. OSDBU/MRC personnel counsel and assist firms in their efforts to market goods or services to an agency. They also review agency contracts to make sure that U.S. small businesses and disadvantaged enterprises are used whenever possible.

2. QUESTION: What general advice does OSDBU/MRC give to help its constituency develop business with USAID?

- ANSWER:**
1. Stay in contact with the Office of Small and Disadvantaged Business Utilization/MRC within each agency that may have a need for your products and services.
 2. Get on the bidders list or the equivalent at each agency. Request that a packet of general information concerning the bidding process be sent to you.
 3. 8(a) Program participants are encouraged to request marketing-assistance information from their Business Opportunity Specialist (BOS) in their local SBA district office.
 4. Check the Commerce Business Daily (CBD) for procurement opportunities. The CBD is published by the U.S. Department of Commerce and is for sale through the Superintendent of Documents of the U.S. Government Printing Office.
 5. Contact procurement officers in the private sector (especially prime contractors) and in local, state and federal government offices. Make an appointment to meet with them to let them know about your products and services.

3. QUESTION: What is the 8(a) Program?

ANSWER: The 8(a) Business Development Program provides Federal

Government contracts and other assistance to U.S. small businesses owned by socially and economically disadvantaged individuals. Under the 8(a) Program authority, SBA enters into contracts with other Federal agencies to supply goods and services, and subcontracts the actual performance of the work to 8(a) Program participants.

To participate in the 8(a) Program, a small business must be at least 51 percent unconditionally owned, controlled and managed by either:

- * An individual(s) who is a socially and economically disadvantaged citizen of the United States; or
- * An economically disadvantaged Indian tribe, including an Alaskan Native Corporation or an economically disadvantaged native Hawaiian organization.

Socially disadvantaged individuals are those who have been subjected to racial or ethnic prejudice or cultural bias because of their identity as members of a group without regard to their individual qualities. In the absence of evidence to the contrary, the following individuals are presumed to be socially disadvantaged: Black Americans, Hispanic Americans, Asian Pacific Americans, Asian Indian Americans, Subcontinent Asian Americans and Native Americans. Individuals who are not members of the above named groups may establish their social disadvantage on the basis of clear and convincing evidence.

Economically disadvantaged individuals are socially disadvantaged individuals whose ability to compete in the free enterprise system has been impaired due to diminished capital and credit opportunities.

Program applicants must also demonstrate that they have the potential to succeed in the 8(a) Program, including demonstrated managerial or technical expertise and adequate financial resources.

The program term for 8(a) participants is nine years, beginning on the date of 8(a) Program certification. This term is divided into two stages: a four-year developmental stage, and a five-year transitional stage. A variety of program benefits are available during both stages.

Certification for participation in the 8(a) Program is not a guarantee of contract awards. SBA can only pledge its best efforts to support the business development of participant firms.

4. **QUESTION:** If my firm is a "Disadvantaged Enterprise" or Gray Amendment" Entity is it also automatically an 8(a) firm as well?

ANSWER: NO! While all 8(a) firms also qualify as "Disadvantaged Enterprises" or "Gray Amendment" firms, the reverse is not necessarily true. In order to qualify as an 8(a) firm, the firm must be certified through the SBA.

5. QUESTION: Define a small business in accordance with SBA standards?

ANSWER: A business concern generally is considered small if it is independently owned and operated, is not dominant in its field of operation and can further qualify under the criteria set forth in the SBA Small Business Size Standards Regulation set forth in Title 13, Part 121 of the Code of Federal Regulations. In making a detailed definition, SBA may use these criteria, among others: number of employees, annual receipts, affiliates or other applicable factors. In submitting a bid or proposal on a Government procurement, a concern which meets the criteria in the Regulation may represent or self-certify that it is a small business for the particular procurement involved. Under Federal Acquisition Regulations (FAR) the specific size criterion for a procurement must be stated in the solicitation. For information on specific industry classifications (manufacturing, construction, services, transportation, refined petroleum products, and research, development and testing) and refinements of the general definition of a "Small Business", contact the nearest SBA office.

6. QUESTION: Commerce Business Daily - What is it, how is it used, and how do I get it?

ANSWER: The Commerce Business Daily (CBD) is a publication that is printed and issued each Government business day. It is a daily list of U.S. Government Invitations for Bids (IFBs), Requests for Proposals (RFPs), contract awards, subcontracting leads, sales of surplus property and foreign business opportunities. Federal Acquisition Regulation (FAR) 5.201 requires all Federal agencies to synopsise in the CBD any proposed contract actions expected to exceed \$25,000 (\$10,000 for non-competitive requirements). Contract awards in excess of \$25,000 are also synopsized in a separate section of the CBD.

Since the FAR requires the publication of a CBD synopsis 15 days prior to issuing a solicitation, U.S. small and disadvantaged enterprises can review the CBD for prime contract and subcontracting opportunities. The CBD synopsis includes the name and address of a contact in the agency processing the invitation or request. Only Monday's issuance contains a published list of the numbered notes referenced in each synopsis.

7. QUESTION: Explain subcontracting procedures and opportunities in the Federal acquisition process?

ANSWER: One of the greatest opportunities that small and small disadvantaged

businesses have for participating in Government procurement, other than contracting directly with an agency, is through subcontracting with firms that have prime contracts with Federal agencies. Opportunities in the subcontracting field are often overlooked by small businesses and small disadvantaged business firms.

Federal contracts which exceed \$1,000,000 in the case of a contract for the construction of any public facility, or \$500,000 in the case of all other contracts, and which offer subcontracting possibilities, require that prime contractors which are not small businesses submit a subcontracting plan which becomes part of the contract. The plan includes percentage goals for the utilization of both U.S. small businesses and disadvantaged enterprises. Large business contractors are required to designate a Small Business Liaison Officer who administers the subcontracting programs. These programs are designed to assist U.S. small businesses and disadvantaged enterprises by affording them the opportunity to participate as subcontractors in Government work.

The Commerce Business Daily is useful in identifying firms which offer subcontracting opportunities in that they have received a recent Federal contract for a specific product or service. In addition, SBA publishes a "Subcontracting Directory" of prime contractors which includes their address, a description of goods and services to be contracted, and the name and telephone number of an initial contact point within the prime contractor's firm. The SBA subcontracting directory is available from all SBA regional offices.

8. **QUESTION:** How can OSDBU/MRC help my firm to identify prime contractors who may be interested in subcontracting?

ANSWER: The OSDBU/MRC staff stand ready to provide one-on-one counselling to it's constituency of U.S. small businesses and disadvantaged enterprises to assist them in formulating their strategies to identify subcontracting opportunities with prime contractors. Toward this aim, OSDBU/MRC maintains a comprehensive database of awards which have gone to U.S. small businesses and disadvantaged enterprises in each fiscal year and an associated list of those awards which required subcontracting to U.S. small businesses and disadvantaged enterprises.

9. **QUESTION:** What is an IFB, an RFP and an RFQ?

ANSWER: There are two ways Federal purchasing agents throughout the country buy what the Government needs. They are:

- (1) Sealed Bid - Invitation for Bids; and
- (2) Buying by Negotiation - Request for Proposals or Request for Quotations.

Invitation for Bids - IFB. When advertising for bids, a purchasing agency sends an

Invitation for Bids (IFB) to firms that have been placed on its bidders list and anyone who requests one. IFBs may be listed in the Commerce Business Daily and posted at Federal installations as well. The IFB includes instructions and specifications for preparing bids. Typically, they will include:

- A description of specifications for the product or service to be bought. Unless the company's product can match the exact requirements of the specifications, the bid will be considered non-responsive.
- Delivery schedule and packaging/shipping requirements. These requirements must be met exactly as stated. Sometimes there are special conditions attached on a supplementary sheet. Study all conditions carefully and make sure you can meet all of the requirements.
- Payment schedule and terms. This is extremely important. All costs to the bidder should be computed very carefully.
- Standard contract provisions and clauses, such as those relating to default, changes, and disputes. These are binding to the contractor and should be understood clearly.
- Deadline for submitting bids. The deadline is strictly adhered to. The Government may disqualify any bids received after the deadline.
- Date and time of bid opening. Bids are opened in public at the agency purchasing office for sealed bidding, but not in negotiated procurement.
- Contract Award. When the bids are opened, the bidder quoting the lowest price wins the contract if the bid is responsive and if the bidder is qualified as a responsible offeror.

When sealed bids are not suitable or possible, the Government may procure what it needs through negotiation. Such instances are prescribed by law and applicable regulations. Examples are:

- (1) When adequate specifications of a product or service are not possible to draft;
- (2) When the product or service is experimental, developmental, or of a research nature;
- (3) Small value procurements which are made through the negotiation process. Purchases under \$25,000 are "set-aside" for small businesses if more than

one small firm having adequate capabilities is able to bid on the requirement with reasonable price quotations.

REQUEST FOR PROPOSALS - RFP. In procuring by negotiation, a purchasing agency sends a Request for Proposal (RFP) to anyone who requests one. RFPs are then listed in the Commerce Business Daily and posted at Federal installations as well. Like an IFB, the RFP describes the products or services desired, the delivery time and other terms of the contract. As with the IFB solicitation process, there is a strict deadline for submitting a response to the RFP.

Proposals submitted must respond to the requirements of the RFP and normally require the offeror's price, descriptions of the offeror's product or service, resources to be used in performing the work, applicable capabilities of the offeror's firms and the contract terms acceptable to the offeror. After reviewing all of the proposals received, the contracting agency's purchasing officers conduct negotiations with those offerors whose offer falls within a competitive range. The process of negotiations allows the agency to analyze, question, explore and bargain with respect to costs, performance, delivery time and methods of payment.

CONTRACT AWARD. The contract award is decided through evaluations and negotiations after proposals have been received and reviewed. The award is made on the basis of the most fair and reasonable offer. It is not required that the recipient of the award have the lowest price. Evaluation factors, if other than price, must be listed in the solicitation.

REQUEST FOR QUOTATIONS - RFQ. The Request for Quotations, Standard Form 18 (SF-18), is designed for use in obtaining price, delivery, and related information from suppliers. This form is available for use by all agencies, and is normally used to submit written quotations for small purchases, but it may also be used for large purchases. A quotation is not an offer; consequently, it cannot be accepted by the Government to form a binding contract. Therefore, issuance by the Government of an order for supplies or services in response to a supplier's quotation does not establish a contract. The order is an offer by the Government to the supplier to buy certain supplies or services upon specified terms and conditions. A contract comes into being when the supplier accepts the offer by performance of the work.

10. QUESTION: How do I find out about small purchase opportunities and procedures?

ANSWER: Small Purchase Procedures are spelled out in the Federal Acquisition Regulations (FAR), Section 13. Generally speaking, small purchases are a simplified method that the Government uses to acquire supplies, equipment and services up to a value of \$25,000. Purchases are made after seeking informal oral or written quotations

generally from one to three vendors, depending on the dollar value of the required supplies or services. Small Purchases estimated to be less than \$25,000 are not advertised in the Commerce Business Daily. If offerors are interested in seeking business, they must make the buyer aware of their business and its products. This can be accomplished by personal visits to the procurement office or by mailing a company brochure or products list to the procurement office addressed to the attention of "Small Purchase Section" or to an individual buyer if his/her name is known. In addition, USAID's OSDBU/MRC staff stands ready to provide one-on-one counselling to interested Disadvantaged Enterprises to assist them in developing strategies for systematically identifying small purchase opportunities.

11. QUESTION: What outreach programs does the USAID OSDBU/MRC utilize to inform it's constituency throughout the United States?

ANSWER: Since 1985, in response to legislative mandates, OSDBU/MRC has sponsored Outreach Conferences in major U.S. cities, to reach small businesses, disadvantaged enterprises including women-owned firms, and minority institutions including Private Voluntary Organizations (PVOs). The Outreach Conferences feature a series of workshops conducted by representatives from USAID, other state and local government agencies, together with major contractors from the private sector. Workshops cover issues such as the Agency's technical emphasis, contracting procedures, and the operating environment overseas. Information about future Outreach Conferences can be obtained by calling OSDBU/MRC.

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THE CTIS INFORMATION CLEARINGHOUSE FOR USAID'S PRIVATE SECTOR SUPPORT ACTIVITIES

The USAID Center for Trade & Investment Services is a Washington-based information center providing a central point of contact at USAID for the U.S. business community and a vital link with USAID and the developing countries it serves. USAID plays an important role in the developing world, and is a valuable source of commercially-relevant information about developing country economies.

The Center is set up as an information clearinghouse with regional analysts specializing in the USAID-assisted countries in Asia, Africa, Latin America and the Caribbean, Near East, Eastern Europe and the New Independent States. Clients ranging from U.S. companies, PVOs, other U.S. government agencies, international organizations and foreign governments can access CTIS by a toll-free 1-800 number (within the continental United States), phone, fax, mail, or on-line through Internet. Each request is handled on a one-on-one basis to ensure that assistance is appropriate and timely.

On behalf of its clients, CTIS has undertaken many initiatives to offer greater access to information, assistance and opportunities:

- ▶ ***Established networks:*** CTIS has established close working relationships with development and business associations, whose established networks "multiply" the reach of its information. Among these are the National Association of State Development Agencies, the Small Business Foundation, World Trade Centers, and Chambers of Commerce. CTIS also coordinates closely with other U.S. Government agencies, especially the Commerce Department, Trade and Development Agency, the Overseas Private Investment Corporation, the Export-Import Bank, the Small Business Administration and the Environmental Protection Agency.

- ▶ ***Information systems and publications:*** CTIS develops and disseminates sector-specific guides to USAID programs and information. CTIS also distributes USAID publications such as the *Guide for Doing Business* and provides information on how to access the Procurement Information Bulletin and USAID project documents through the Development Information Services Clearinghouse (DISC) and the Development Information System (DIS). In addition, CTIS utilizes other information systems, such as the Department of Commerce's National Trade Data Bank and Economic Bulletin Board, databases of the International Monetary Fund, the World Bank, the United Nations and the Organization for Economic Cooperation Development databases, and commercial databases.

- ▶ ***Business Opportunities:*** CTIS utilizes advanced computer and communications technologies that offer innovative vehicles for disseminating opportunities. CTIS has developed an automated fax broadcast system to disseminate timely and relevant information about USAID opportunities. CTIS derives targeted groups from its client database of over 8,000 companies and broadcasts information via fax modem. CTIS utilizes Internet to receive requests and to provide responses, and to access research databases.

CTIS also manages the *Environmental Technology Network for Asia (ENTNA)*, a service of the U.S.-Asia Environmental Partnership (US-AEP). ENTNA electronically matches business leads, submitted by in-country representatives, to appropriate U.S. environmental companies registered within its database, and faxes announcements within 48 hours of receipt of the leads.

Contact Information:

Center for Trade and Investment Services
USAID, G/EG/CTIS
SA-2, Room 100
Washington, D.C. 20523-0229
Tel: 1-800-872-4348 (outside of Washington, D.C.)
Tel: (202) 663-2660 (local)
Fax: (202) 663-2670
INTERNET: CTIS@USAID.GOV (electronic mail only)

* * *

**INTERNET--USING
ELECTRONIC RESOURCES FOR
ACCESSING USAID INFORMATION**

USAID has embraced the telecommunications and information age through initiatives that provide to the public electronic access to information about USAID --- its purpose, programs, and progress that support our National foreign policy and humanitarian aid objectives.

As the White House progresses toward the implementation of a national information infrastructure, USAID is positioning itself to become a premier participant in the age of information sharing and collaboration with its partners, suppliers, and beneficiaries.

The Internet is a collection of approximately two million interconnected worldwide networks and computers. USAID encourages external organizations to subscribe to Internet service providers. The cost to connect can vary geographically as well as by vendor. Our experiences have shown that companies should start with a single user account, which can cost as little as \$19.50 per month (excluding the cost of a modem and communications software which should have a combined cost of no more than \$300 to \$600).

Connectivity to the Internet not only provides the ability to electronically communicate with the majority of the "networked-world", it also provides access to information that would require extensive amounts of research time. From universities to research institutions, commercial enterprises to government agencies -- the amount of information available, most of which is free of charge, is enormous.

As USAID expands its "Internet" capabilities, the focus is beginning to shift from testing and implementation to adoption of electronic communication and access as a standard operating procedure and policy. This will enhance competitiveness and an improved

method for keeping the public informed about USAID's activities.

USAID first began to publish information about its programs via Internet in 1994. Request for Proposals (RFP) became accessible through the Internet and the E-mail system could be utilized for raising questions and providing answers to specifics about RFPs and procurement announcements. Initiatives are currently underway to be an active participant in the Government's electronic commerce facilities.

Other publications and information about USAID are available today through your Internet service provider's access to Internet at the following address: "gopher@info.usaid.gov". Information will be continuously updated to provide the public with new methods for doing business with USAID. Even the brochure that you are reading is available "on-line".

We encourage all potential providers of goods and services to USAID to become participants in the information adventure that will bring us into the next century. Through our mutual cooperation in recognizing the business value of using electronic resources (whether e-mail or on-line libraries), we will make USAID programs more cost effective, enhance your ability to economically participate in supporting USAID, and together, participate in the global age of connectivity.

ELECTRONIC COMMERCE

Electronic Commerce (EC) permits business functions to be carried out in electronic form, rather than relying on paper. It integrates EDI (Electronic Data Interchange), E-Mail, Bulletin Boards, electronic Funds Transfer, and internal automated systems.

Vice President Gore has challenged each Federal Government agency to "make government work better and cost less" by streamlining procurement through electronic commerce (EC). To meet this challenge, USAID is implementing an EC acquisition strategy that parallels the government-wide effort. Using EC to reform the acquisition process has significant benefits for the government and industry--lower prices, reduced costs, and improved business practices. The major theme for the government-wide EC effort is to provide a "single face to industry", which will entail:

- ▶ One interface for a supplier to register to do business;
- ▶ A standard minimum set of electronic acquisition transactions;
- ▶ A standard set of guidelines defining data to be used in electronic transaction exchanges;

- ▶ A standard agreement for use with all trading partners;
- ▶ A single method of providing RFQs (Requests for quotations) to trading partners and allowing access to all Federal Government RFQs through one entry point using VANs (Value-Added Networks);
- ▶ A standard VAN agreement and certification testing. Instead of sending and receiving procurement documentation directly, USAID will use a VAN to communicate business transactions to its trading partners.

Questions or requests for additional information regarding USAID's future plans for EC should be directed to Wanda Moore (703- 875-1732) or to Paul Eavy (703-875-1353).

USAID's HANDBOOK SERIES ON CD-ROM

USAID's Center for Development Information and Evaluation (CDIE) is distributing CD-DIS, a CD-ROM (compact) disc containing the complete USAID Document and Project Database, the full text of the USAID Handbook Series, and USAID reports and publications, including the Agency's Congressional Presentation and over 100 project evaluations. The databases identify over 8,000 projects initiated since 1974 and 70,000 associated project and technical reports. The disc also includes the Agency's entire handbook series in Word Perfect format and the electronic telephone directory.

All that is required is an IBM-compatible PC with a minimum of 640k RAM, and a CD-ROM reader with Microsoft extensions to DOS version 2.0 or later.

CD-DIS will be updated and issued four times per year. Every release of the disc will include the entire updated USAID Handbook and CDIE's Project and Document databases. The additional space on each disc will be used to disseminate other A.I.D. supported development information resources of wide interest, including databases, catalogs, and the full text of selected USAID documents. Most of the other USAID documents cited on the disc may be ordered from CDIE in either paper or microfiche format. Single subscriptions to CD-DIS are available at the rate of US \$55 per disc.

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USAID MISSION DIRECTORY

(As of January 1994)

Africa, East & Southern

USAID/Regional Economic Development
Services (REDSO/ESA)
P.O. Box 232
APO, AE 09831-8900
Tel: (254) (2) 33-11-60
Fax: (254) (2) 33-73-04

Africa, West & Central

USAID/Regional Economic Development
(REDSO/WCA)
Department of State
Washington, D.C. 20521-2010
Tel: (236) 61-02-00
Fax: (236) 61-44-94

Albania

AID Representative
AmEmb Tirana
PSC 59, Box 100 (A)
Unit 25402, APO AE 09624
Tel: 355-42-42-551
Fax: 355-42-32-222

Austria

AM EMBASSY/Vienna
RIG/A/AID
APO, AE 09108-0001
Tel: (43) (1) 31-339
Fax: (43) (1) 31-0682

Bangladesh

USAID/Dhaka
Department of State
Washington, D.C. 20521-6120
Tel: (880) (2) 884700
Fax: (880) (2) 883744

Barbados

Regional Development Office
Box 302
American Embassy/Barbados
FPO AA 34055
Tel: (809) 436-4910
Fax: (809) 429-4438

Belize

AID Representative
P.O. Box 817
Belize City, Belize C.A.
Tel: 011-501-2-31066
Fax: 011-501-2-30215

Benin

AID/REP Lome
Department of State
Washington, D.C. 20520-2300
Tel: 229-30-06-50
Fax: 591-2-359875

Bolivia

USAID/La Paz
Unit 3914
APO, AA 34032-3220
Tel: 591-2-350251
Fax: 591-2-359875

Botswana (1995)

USAID/Gaborone
Department of State
Washington, D.C. 20521-2170
Tel: 267-353-982
Fax: 267-356-947

Brazil

AM EMBASSY/Brasilia
Unit 350
APO, AA 34030-7500
Tel: 55-61-225-8607
Fax: 55-61-225-9136

Bulgaria

AID Representative
AmEmbassy Sofia/USAID
UNIT 1335
APO AE 09213-1335
Tel: 359-2-543-021
Fax: 359-2-543-111

Burkina Faso (1995)

USAID/Ouagadougou
Department of State
Washington, D.C. 20521-2440
Tel: 226-30-67-23
Fax: 226-31-23-68

Burundi

AID REP/Bujumbura
Department of State
Washington, D.C. 20521-2100
Tel: 257-223-454
Fax: 257-222-926

Cameroon

USAID/Yaounde
Department of State
Washington, D.C. 20521-2520
Tel: 237-234-014
Fax: 237-230-753

Cape Verde (1996)

AID REP/Praia
Department of State
Washington, D.C. 20521-2460
Tel: 238-61-56-16
Fax: 238-61-13-55

Central America (ROCAP)

USAID Regional Office
USAID/Guatemala City
Unit 3323
APO, AA 34024

Chad (1995)

AID REP/N'Djamena
Department of State
Washington, D.C. 20521-2410
Tel: 235-51-62-18
Fax: 235-51-33-72

Chile

AID REP/Santiago
Unit 4128
APO AA 34033-3460
Tel: 56-2-638-1014
Fax: 56-2-638-0931

Colombia

American Embassy
Bogota Unit #3030
APO AA 34038-3460
Tel: 57-1-320-1300
Fax: 57-1-288-5687

Costa Rica

USAID/Costa Rica
Unit #2503
APO AA 34024
Tel: 9-011-506-2-204545
Fax: 9-011-506-2-203434

Czech Republic

AID Representative
AmEmb Prague
Trziste 15-11801 Praha
APO AE 09213
Tel: 42-2-2451-0758
Fax: 42-2-2451-0340/41

Dominican Republic

USAID/Santo Domingo
Unit 5541
APO, AA 34041-3470
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Fax: 809-221-0444

Ecuador

USAID/Quito
Unit 5330
APO AA 34039-3420
Tel: 593-2-562890
Fax: 593-2-561228

Egypt

USAID/Cairo
Unit 64902
APO, AE 09839-4902
Tel: 20-2-357-3345

El Salvador

USAID/El Salvador
Unit #3110
APO AA 34023
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Fax: 9-011-503-980885

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Fyr Macedonia

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USAID Skopje
c/o Amer Embassy/Sofia
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APO AE 09213-5740
Tel: 389-91-117-211
Fax: 389-91-118-105

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Department of State
Washington, D.C. 20521-2020
Tel: 233-21-228440
Fax: 233-21-669598

Guatemala

USAID/Guatemala
Unit #3323
APO AA 34024
Tel: 9-011-502-2-320202
Fax: 9-011-502-2-311151

Haiti

USAID/Haiti
Department of State
Wash. DC, 20521-3400
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FAX: 9-011-509-239-603

Honduras

USAID/Honduras
Unit #2927
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Karoly korut 11, 1075
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36-1-269-7862

Jordan

USAID/Amman
Unit 70206
APO, AE 09892-0206
Tel: 962-6-820-101
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Kazakhstan
USAID/Almaty
Dept. of State
Washington, D.C. 20521-7030
Tel: 7-3272-63-36-69
Fax: 7-3272-63-38-83

Kenya
USAID/Nairobi
APO, AE 09831-4102
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Fax: 254-2-340838

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USAID/Maseru
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APO AE 09723
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USAID/Antananarivo
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Washington, D.C. 20521-2040
Tel: 261-2-212-57
Fax: 261-234-539

Malawi
USAID/Lilongwe
Department of State
Washington, D.C. 20521-2280
Tel: 265-783-166
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USAID/Bamako
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Washington, D.C. 20521-2430
Tel: 223-22-54-70
Fax: 223-22-80-59

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A.I.D. REPRESENTATIVE
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USAID/Rabat
Unit 22, Box 74
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Mozambique
USAID/Maputo
Department of State
Washington, D.C. 20521-2330
Tel: 258-1-49-27-97
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Namibia
USAID/Windhoek
U.S.A.I.D.
Washington, D.C. 20523-2540
Tel: 264-61-221-601
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Nepal

USAID/Kathmandu
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Washington, D.C. 20521-6190
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Washington, D.C. 20521-2420
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Fax: 277-73-31-67

Nigeria

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Washington, D.C. 20521-8300
Tel: 234-1-261-050
Fax: 234-1 612-815

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Washington, D.C. 20521-6220
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Pakistan

USAID/Islamabad
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USAID/Panama City
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A.I.D. REPRESENTATIVE
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APO AA 34036-3020
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Peru

USAID/Lima
Unit 3760
APO AA 34031-3230
Tel: 51-14-333200
Fax: 51-14-337034

The Philippines

USAID/Manila
Unit 8115
APO, AP 96440
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USAID/Pretoria
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Washington, D.C. 20521-4280
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USAID/Moscow
c/o American Embassy
PSC 77
APO AE 09721
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Senegal

USAID/Dakar
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Washington, D.C. 20521-2130
Tel: 221-23-42-96
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Singapore

AM EMBASSY/Singapore
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Tanzania

USAID/Dar es Salaam
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Washington, D.C. 20521-2140
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Togo (1994)

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Washington, D.C. 20520-2300
Tel: 228-21-77-17
Fax: 228-21-79-52

Tunisia

USAID/Tunis
Department of State
Washington, D.C. 20521-6360
Tel: 216-1-782-566
Fax: 216-1-789-719

Turkey

USAID/Ankara
APO, AE 09823
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Fax: 90-4-467-0056

Uganda

USAID/Kampala
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Washington, D.C. 20521-2190
Tel: 256-41-259792/3/5

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USAID/Kiev-5850
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Washington, D.C. 20521-5850
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Washington, D.C. 20521-2180
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MISSION CLOSINGS

The list of closings with final phase-out dates are as follows:

<u>REGION/COUNTRY</u>	<u>FY PHASE-OUT DATE</u>
<u>AFRICA</u>	
Burkino Faso	1995
Botswana	1995
Cameroon	1995
Cape Verde	1996
Chad	1995
Cote d'Ivoire	1994
Lesotho	1995
Togo	1994
Zaire	1994
<u>ASIA</u>	
Afghanistan	1994
Pakistan	1995
Papua New Guinea	1995
South Pacific Regional	1994
Thailand	1995
<u>LATIN AMERICA/CARIBBEAN</u>	
Argentina/ Uruguay	1995
Belize	1996
Chile	1996
Costa Rica	1996
Caribbean Regional	1996
<u>NEAR EAST</u>	
Oman	1996
Tunisia	1995

**DIRECTORS OF SMALL AND DISADVANTAGED
BUSINESS UTILIZATION OFFICES**

Department of Agriculture
14th & Independence Avenue, SW
Room 1323, South Building
Washington, DC 20250
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FAX: (202) 720-3001

Department of the Air Force
The Pentagon, Room 5E271
Washington, DC 20330-1000
Telephone: (703) 697-1950
FAX: (703) 697-9266

Department of the Army
106 Army Pentagon
(Room 2A712)
Washington, DC 20310-0106
Telephone: (703) 697-7753
FAX: (703) 697-3898

Department of Commerce
14th & Constitution Avenue, NW
Room 6411
Washington, DC 20230
Telephone: (202) 482-1472
FAX: (202) 482-0501

Department of Defense
The Pentagon, Room 2A338
Washington, DC 20301-3061
Telephone: (703) 614-1151
FAX: (202) 693-7014

Department of Education
600 Independence Avenue, SW
Room 3120, ROB 3
Washington, DC 20202-0521
FAX: (202) 401-6477

Department of Energy
1000 Independence Avenue, SW
Room 5B10
Washington, DC 20585
Telephone: (202) 586-8383
FAX: (202) 586-3075

**Department of Health and
Human Services**
200 Independence Avenue, SW
Room 517-D
Washington, DC 20201
Telephone: (202) 690-7300
FAX: (202) 690-8772

**Department of Housing and
Urban Development**
451 7th Street, SW, Room 3130
Washington, DC 20410
Telephone: (202) 708-1428
FAX: (202) 708-7642

Department of the Interior
18th & C Street, NW, Room 2727
Washington, DC 20240
Telephone: (202) 208-3493
FAX: (202) 208-5048

Department of Justice
Artel-Rios Bldg.
12th & Pennsylvania Avenue, NW
Room 3235
Washington, DC 20530
Telephone: (202) 616-0521
FAX: (202) 616-1717

OSDBU DIRECTORS (Cont)

Department of Labor
200 Constitution Avenue, NW
Room C 2318
Washington, DC 20210
Telephone: (202) 219-9148
FAX: (202) 219-9167

Department of Veterans
Affairs
801 Vermont Avenue, NW
Washington, DC 20420
Telephone: (202) 535-8124
FAX: (202) 535-8156

Department of Navy
2211 Jefferson Davis Hwy.
Arlington, VA 22244-5102
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FAX: (703) 602-2477

Department of State
Room 633 (SA-6)
Washington, DC 20522
Telephone: (703) 875-6824
FAX: (703) 875-6825

Department of Transportation
400 7th Street, SW, Room 9414
Washington, DC 20590
Telephone: (202) 366-1930
FAX: (202) 366-7228

Department of the Treasury
1500 Pennsylvania Ave., NW
Room 6100 Annex
Washington, DC 20220
Telephone: (202) 622-0530
FAX: (202) 622-2273

Environmental Protection
Agency
401 M. Street, SW Code 1230C
Washington, DC 20460
Telephone: (703) 305-7777
FAX: (703) 305-6462

Action
1100 Vermont Avenue, NW
Suite 2101
Washington, DC 20525
Telephone: (202) 606-5150
FAX: (202) 606-5126

Agency for International
Development
Washington, DC 20523-1414
Telephone: (703) 875-1551
FAX: (703) 875-1862

Defense Logistics Agency
Cameron Station
Building 6, Room 6-170
Alexandria, VA 22304-6130
Telephone: (703) 274-6471
FAX: (703) 274-0565

General Services Administration
18th & F Street, NW Room 6029
Washington, DC 20405
Telephone: (202) 501-1021
FAX: (202) 208-5938

Interstate Commerce Commission
12th & Constitution Avenue, NW
Room 3148
Washington, DC 20423
Telephone: (202) 927-7597
FAX: (202) 927-5158

Executive Office of the
President
725 17th Street, NW, Room 5001
Washington, DC 20503
Telephone: (202) 395-7669
FAX: (202) 395-3982

Export-Import Bank of the U.S.
811 Vermont Ave., NW Room 1017
Washington, DC 20571
Telephone: (202) 565-3335
FAX: (202) 565-3319

Federal Trade Commission
6th & Pennsylvania Avenue, NW
Room H-700
Washington, DC 20850
Telephone: (202) 326-2258
FAX: (202) 326-2050

Nuclear Regulatory Commission
Mail Stop T 2 F-18
Washington, DC 20555
Telephone (301)415-7380
FAX: (301) 415-5097

**Office of Personnel
Management**
1900 E. Street, NW, Room 5542
Washington, DC 20415
Telephone: (202) 606-2180
FAX: (202) 606-1464

**National Aeronautics and
Space Administration**
Headquarters Code K, Room 9K 70
300 E Street, SW
Washington, DC 20546
Telephone: (202) 358-2088
FAX: (202) 358-3261

National Science Foundation
4201 Wilson Blvd.
Arlington, VA 22230
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FAX: (703) 306-0337

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915 L'Enfant Plaza, SW
Washington, DC 20560
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FAX: (202) 287-3492

U.S. Postal Service
475 L'Enfant Plaza West, SW
Room 3821
Washington, DC 20260-6578
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FAX: (202) 268-6573

R.R. Retirement Board
1310 G Street, NW, Suite 500
Washington, DC 20555
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FAX: (202) 272-7728

U.S. Information Agency
400 6th Street, SW
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Tennessee Valley Authority
1101 Market Street
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**Office of Federal Procurement
Policy**
725 17th Street, NW, Room 9013
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**Minority Business Development
Agency**
Department of Commerce
Room 5055
14th & Constitution, NW
Washington, DC 20230
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FAX: (202) 482-5681

**Procurement Technical
Assistance Center Program**
George Mason University
7960 Donegan Drive
Sudley North, Building B
Manassas, VA 22110
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FAX: (703) 330-5891

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409 3rd Street, SW
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