



Design for Adaptation:

USAID/Central Asia's Power the Future Activity

OVERVIEW

USAID/Central Asia's Power the Future activity is a four-year (2017-2021), \$24 million single-award indefinite delivery, indefinite quantity (IDIQ) contract designed to facilitate adaptive management through task orders driven by context and opportunity.¹ Power the Future's goal is to accelerate the regional transition to high-performing, low-emission and climate-resilient economies. This will be achieved through two objectives:

1. Support Kazakhstan to meet nationally determined contributions (NDC) and clean energy goals; and
2. Increase regional deployment of clean energy.

The Mission issued the first task order against the IDIQ at the time of the IDIQ contract award and used the task order proposals for IDIQ evaluation.

HOW DID THE SOLICITATION BUILD IN OPPORTUNITIES TO BE ADAPTIVE?

USAID/Central Asia is using a single-award IDIQ contract. This type of mechanism allows the Mission to enable shorter, more iterative planning cycles while avoiding the time and expense of competing and awarding a series of successive, stand-alone contracts. The Mission relied on Procurement Executive's Bulletin (PEB) No. 2014-01, adaptable and flexible contracting types, as well as an example from the regional development mission for Asia (RDMA) in deciding on this approach.

Given the regional nature of the Power the Future activity and the uncertainty related to funding and timing, the contracting officer (CO) determined the single-award IDIQ to be the appropriate mechanism. As it states in PEB 2014-01, COs may determine to use a single-award, project-based IDIQ where "the overall project landscape is shifting in complex ways, cause and effect relationships are unclear or are non-linear, and/or there is the potential for external influences that could have a significant, but unknown effect on development results." The CO considered a number of operational factors in relation to this guidance with the Mission's integrated activity team (IAT), including:

¹ Power the Future's contract number is AID-176-I-17-00001.

- The activity must support a regional development objective — enhanced regional cooperation on shared energy and water resources — which spanned five countries.
- The challenge in scenario planning with predicting coordination and cooperation over a 4-year period.
- Although the Mission’s project appraisal document (PAD) included a funding target for this activity, funding timing and investment opportunities were uncertain.
- The Mission did not have regional assistance agreements to absorb funds if they arrived unexpectedly.
- The Mission anticipated a need for adaptability given possible developments in foreign policy priorities.

In addition to the IDIQ structure of the contract, the solicitation included the first task order as a Section J attachment and required offerors to address this order in their technical proposal. This provided the technical evaluation committee a substantive, tangible task order proposal to evaluate. It also streamlined the process by awarding the IDIQ and first task order simultaneously. The CO plans to award subsequent task orders based on pass/fail evaluation criteria which will similarly streamline the evaluation process.

HOW IS USAID/CENTRAL ASIA’S ACTIVITY BEING MANAGED ADAPTIVELY?

The contractor established the main office in Astana, instead of Almaty, to be close to the Kazakh government for effective communication. Because the first task order was awarded simultaneously with the IDIQ, the activity mobilized quickly and effectively. The Mission is monitoring activity implementation and changes in the enabling environment to inform future task orders as well as both regional and bilateral FY2018 funding opportunities that may become available for this activity.

In preparing for the second task order, the IAT is examining ways to streamline their design and evaluation. Although the IDIQ is included in the Mission’s PAD, Mission leadership requires additional approvals to ensure task orders align with foreign policy objectives. The IAT is preparing a statement of objectives and designing a faster approval process in preparation for the second task order. Additionally, the team is considering key personnel requirements for quick start-up, such as leveraging learning from the first task order’s implementation.