

**ORNL's mission** is to conduct basic and applied research that provides innovative solutions to complex problems.

### General Capabilities

Oak Ridge National Laboratory (ORNL) is the Department of Energy's largest science and energy laboratory with over 4,000 staff members and an FY 2008 budget exceeding \$1 billion. Managed since April 2000 by a partnership of the University of Tennessee and Battelle, ORNL was established in 1943 as a part of the secret Manhattan Project. Located in Oak Ridge, Tennessee, ORNL is the most diverse R&D institution in the DOE family. Work includes the basic energy sciences, the life and environmental sciences, energy and environmental technologies, and energy and environmental analysis, assessment, and institution-building.

**ORNL Partnerships with USAID** date back to the early 1980s, when the Agency decided to undertake major energy initiatives worldwide while relying on the R&D infrastructure already available through other federal agencies, especially DOE. As environmental programs became a major USAID emphasis, the decision was often made to rely on the strengths in other agencies including DOE, EPA, and USDA.

In 1981, ORNL was asked by USAID to assist with energy program planning, including scoping the major RFP for the energy efficiency assistance competition. A formal PASA relationship between USAID and DOE for ORNL's technical assistance began in April 1982 with energy planning assistance to USAID/Liberia and one or more PASAs have been in place between USAID and ORNL nearly every year since.



Over the past twenty-five years, ORNL has led or supported more than 50 USAID projects in 40 developing countries in Africa, Asia, Eastern Europe/New Independent States, Latin America, the Caribbean, and the Near East. Over this period, ORNL has been the only DOE laboratory closely involved with USAID's internal program planning, development and evaluation, including assistance with the requirements of "reengineering government" and managing for results. ORNL is familiar with how USAID works -- its policies and procedures, its vocabulary, and its traditions.

ORNL has addressed all major energy technologies relevant to sustainable development as well as most energy policy options and environmental issues in support of USAID programs worldwide. Support for developing country programs has involved more than 100 ORNL staff members from 8 Divisions of the Laboratory, as well as scores of consultants and subcontractors (when requested and authorized by USAID).

## **ORNL Roles**

In its relationships with USAID, ORNL is a gap-filler. It does not compete with the private sector for program implementation contracts and it does not generally manage subcontractors unless specifically requested by USAID. Instead, ORNL serves (a) to extend technical capacity of Agency staff in roles that would represent a conflict of interest for private contractors, such as program design, monitoring, and evaluation; (b) as a source of short-term technical assistance in areas where the Laboratory is especially well-qualified; and (c) as a source of short-term and long-term technical and managerial support where appropriate.

An ORNL PASA is not suited for extensive subcontracting, capital equipment purchases, and expense reimbursements for training courses and meetings. ORNL generally relies upon its existing, highly qualified, in-house capabilities to provide assistance. ORNL's past work with USAID has focused in the areas listed below.

### **Subject Matter Capabilities**

- Clean energy development
- Environmental policymaking and institution-building
- Biodiversity conservation and natural resource management
- Assessing regional and sector-specific vulnerabilities and responses associated with global climate change

### **Regional Experience**

- Africa
- Asia
- Eastern Europe and New Independent States
- Latin America and the Caribbean
- Near East

### **Cross-Cutting Capabilities**

- Program design and development
- Program monitoring and evaluation
- Institution-building
- Information systems
- Technology transfer

A report on ORNL's relationships with USAID is available upon request. It summarizes past experiences and provides the rationale for Lab assistance with a more detailed description of Laboratory capabilities and staffing.

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