

Data Sheet

USAID Mission:	GDA Secretariat
Program Title:	Institutionalizing Alliance Building
Pillar:	Global Development Alliance
Strategic Objective:	020-001
Status:	Continuing
Planned FY 2005 Obligation:	\$3,000,000 DA
Prior Year Unobligated:	\$0
Proposed FY 2006 Obligation:	\$3,000,000 DA
Year of Initial Obligation:	2002
Estimated Year of Final Obligation:	2007

Summary: This strategic objective is the GDA Secretariat's vehicle to mainstream the use of public-private alliances across the regions and sectors where USAID invests its development resources. This approach will increase USAID's effectiveness and impact through: leveraging additional non-federal resources; improving coordination of multiple, distinct strategies and programs; accessing technologies and assets to further USAID's goals; applying leading-edge management practices; and tapping a broader network of development and country expertise. Using the limited funding within this objective, the Secretariat positions resources to issue guidance, develop learning tools, conduct training, outreach and advocacy, perform monitoring and assessment tasks, and respond to field mission technical assistance needs.

Inputs, Outputs, Activities:

FY 2005 Program: The GDA Secretariat has much work to do to accomplish the goal of mainstreaming public-private alliances as a primary business model for USAID. As the Agency continues to hire a large number of new employees, there is an even greater need to increase and improve the mainstreaming efforts. The following activities will be implemented to achieve this goal:

- Work closely with legal and procurement staff in the Agency to create new processes and mechanisms, as well as use existing processes and mechanisms in more flexible ways to facilitate alliance creation;
- Address staffing constraints by institutionalizing formal and informal training programs Agency-wide to make working with alliances a core competency of every USAID employee, as well as creating public-private alliance incentives for employees;
- Incorporate guidance on public-private alliances into USAID's principal program planning and implementation documents;
- Strengthen outreach by broadening and deepening relations with potential corporate and non-profit partners; and,
- Accelerate the momentum of alliance creation by actively soliciting new alliances and providing technical assistance to missions on request.

FY 2006 Program: The GDA Secretariat will continue its efforts to accomplish the goal of mainstreaming public-private alliance building as a primary business model for USAID. Critical mainstreaming activities of the GDA Secretariat will be implemented such as:

- Support legal and procurement staff in the Agency to mainstream new processes and mechanisms to facilitate alliance creation;
- Address staffing constraints by institutionalizing formal and informal training programs Agency-wide to make working with alliances a core competency of every USAID employee, as well as creating public-private alliance incentives for employees;
- Incorporate guidance on public-private alliances into USAID's principal program planning and implementation documents;
- Strengthen outreach by broadening and deepening relations with potential corporate and non-profit partners; and,
- Accelerate the momentum of alliance creation by actively soliciting new alliances and

providing technical assistance to missions on request.

Performance and Results: In FY 2004, the Secretariat made substantial progress toward mainstreaming the GDA business model throughout the Agency. The Secretariat's efforts have been devoted to providing technical assistance to USAID staff in the field and in Washington on the precepts of public-private alliances as a business model, as well as developing a second generation GDA workshop to address the needs of more advanced USAID alliance managers and developers. In FY 2004, GDA conducted workshops in USAID/Washington and in the field with 297 participants. GDA reached additional participants through topical information sessions by targeting Agency legal, procurement and technical specialists. GDA also integrated public-private alliance building course content throughout other Agency trainings and workshops, reaching an additional 2,114 participants. The Secretariat has also devoted resources to assist field missions with specific alliance issues and assessing the availability of private sector resources, constructing alliances, managing relationships with alliance partners, conducting due diligence, and monitoring and reporting results. In total, since FY 2002 the GDA Secretariat has reached 799 participants in GDA workshops and 3,992 participants through other Agency trainings and workshops.

In addition, the public-private alliance business model is beginning to be embedded into USAID's principal program planning and implementation documents. Legal and procurement staff have continued to resolve procedural issues. One of the most important mainstreaming successes of FY 2004 includes the creation of a new obligating instrument for the Agency. The new obligating instrument will enhance the Agency's ability to develop alliances with non-traditional partners by providing an alternative to traditional grants and contracts. The instrument will be operational in the second quarter of 2005. The Secretariat also continued to revise and expand its "Tools for Alliance Builders" reference guide.

In FY 2004, USAID initiated a rigorous mid-term assessment of the Agency experiences to-date in order to inform decisions for the future. The following were the key recommendations:

- The GDA concept has been broadly accepted in the Agency and its purpose is well known. There is acceptance of the value of partnering, including with the for-profit private sector, and there are successful examples of GDA alliances in all regions where USAID operates.
- Procurement and competition remain challenging issues. Negotiating alliances with the private sector and other non-traditional partners is a dynamic process that requires flexibility.
- The Agency is taking steps to better incorporate GDA into its business operations.

The GDA has addressed these recommendations in its FY 2004 activities and will continue to do so in FY 2005 and FY 2006. Building off the GDA Secretariat's efforts in FY 2003, the Secretariat addressed staffing constraints by working with the Office of Human Resources to include public-private alliance building skills as part of the new Foreign Service Skills matrix, which made working with alliances a core competency of every USAID Foreign Service employee. The Secretariat also continued to expand its awards and incentives program. For the first time, the Agency recognized an alliance builder as well as a high performing alliance through two Agency-level awards.

The GDA Secretariat also strengthened outreach through continued efforts to broaden and deepen relations with potential corporate and non-profit partners; managed a GDA website and issued promotional publications on the growing alliance portfolio; and prepared presentations on the GDA business model for various private, public and non-traditional USAID audiences.