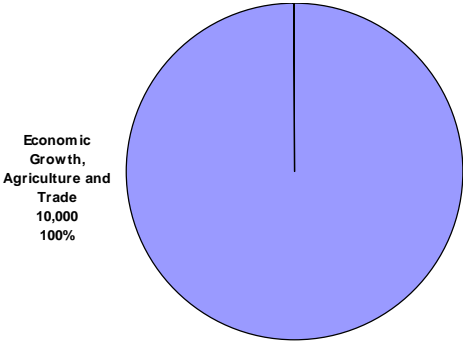
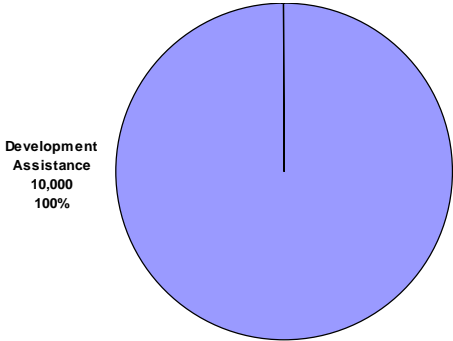


# GDA Secretariat

**FY 2006 Assistance by Sector**



**FY 2006 Assistance by Account**



**Objectives and Budget**

Objective	SO Number	FY 2004	FY 2005	FY 2006
Institutionalizing Alliance Building	020-001	4,960	3,000	3,000
Public-Private Alliance Building	020-002	10,000	7,000	7,000
<b>Total (in thousands of dollars)</b>		<b>14,960</b>	<b>10,000</b>	<b>10,000</b>

**Acting Director:** Dan Runde

## Data Sheet

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

## Data Sheet

<b>USAID Mission:</b>	GDA Secretariat
<b>Program Title:</b>	Public-Private Alliance Building
<b>Pillar:</b>	Global Development Alliance
<b>Strategic Objective:</b>	020-002
<b>Status:</b>	Continuing
<b>Planned FY 2005 Obligation:</b>	\$7,000,000 DA
<b>Prior Year Unobligated:</b>	\$0
<b>Proposed FY 2006 Obligation:</b>	\$7,000,000 DA
<b>Year of Initial Obligation:</b>	2002
<b>Estimated Year of Final Obligation:</b>	2007

**Summary:** As a tool to initiate practical experience in alliance building, the Global Development Alliance Secretariat uses this Incentive Fund to demonstrate the Agency's commitment to identifying new partners and developing new ways of working with traditional partners. The Secretariat also uses the Fund to fill gaps in critical sectors not otherwise engaged in public-private alliance activity, and to bridge related but distinct alliances across countries and regions where a broader alliance is expected to yield significant added benefit. Field missions, regional bureaus and central bureaus are heavily involved in proposal generation, vetting, resource allocation, alliance building and implementation for GDA Secretariat funded alliances.

### Inputs, Outputs, Activities:

**FY 2005 Program:** The GDA Secretariat will continue to allocate resources to support key Presidential initiatives and apply funding toward alliances that have a significant impact on staff learning by creating, testing, and demonstrating new approaches.

**FY 2006 Program:** The GDA Secretariat will continue to allocate resources to support key Presidential initiatives and apply funding toward alliances that have a significant impact on staff learning by creating, testing, and demonstrating new approaches.

**Performance and Results:** In FY 2004, the GDA Secretariat funded 60 public-private alliances through the GDA Incentive Fund. USAID operating units worldwide also continued to mainstream public-private alliance building as a principal business model for the Agency through funding additional alliances. In the course of this mainstreaming process, USAID achieved impressive results in new or strengthened alliances with businesses, trade groups, foundations, universities, multilateral donors, faith-based organizations, indigenous groups, immigrant communities, and government agencies. The resources united were as diverse as the alliances themselves, including technology and intellectual property rights, market creation, policy influence, in-country networks, and expertise in development programs that ranged from international trade to biodiversity protection.

USAID's GDA Secretariat has taken the lead in promoting alliance building through organizational and business process change since FY 2002. The primary goal of the GDA Secretariat is to increase the capacity of Agency staff and enhance the Agency business operations to develop and manage public-private alliances. This commitment has fostered increased cooperation between USAID and non-traditional partners, and has allowed USAID and its partners to achieve greater programmatic impact than any one organization could achieve on their own.

For a public-private alliance to be reported under the GDA initiative, USAID resources must be matched by at least one-to-one by all other partner resources combined, excluding other federal resources. Partner resources can include contributions of cash, in-kind, intellectual property, and human resources. In FY 2002 to 2003, a USAID investment of over \$500 million across 200 alliances leveraged over \$2 billion in partner resources from over 700 alliance partners. Through public-private alliances, USAID leverages resources and development impact in every technical sector in which USAID works. Alliances in the health sector enjoy both the highest aggregate funding and leverage - a USAID investment of \$260

million for 34 health alliances leveraged over \$1 billion in total partner funding, a ratio of almost 1:4. This is largely reflective of multilateral and foundation donors investing in global health initiatives such as the Global Alliance for Vaccines and Immunization (GAVI) and Global Alliance for Improved Nutrition (GAIN).

USAID funded 156 alliances with \$230 million in the economic growth, agriculture, education, and information technology sectors, leveraging \$640 million in partner contributions - a ratio of almost 1:3. The democracy and governance and humanitarian assistance sectors showed a similar leverage (1:2.7) while funding and the number of alliances were much lower - seven alliances invested \$44 million in USAID funds and leveraged \$119 million in partner contributions.

Despite relatively low levels of U.S. foreign direct investment in Africa, the Africa region initiated the most alliances compared to other regions - 80 alliances in FY 2002 and FY 2003 - and also had the highest leverage (1:3.5). Latin America and the Caribbean was second among the regions with 42 alliances, while Asia and the Near East had 25 alliances and Europe and Eurasia had 21 alliances.

Alliances funded with the GDA Incentive Fund include:

-- Public-private alliance to Combat Trafficking of Wildlife and Forest Products in Southeast Asia Region. The Secretariat has contributed \$400,000 for a partnership aimed at promoting wildlife conservation in Thailand, Cambodia and Vietnam. The alliance seeks to reduce trade in illegal and unsustainably harvested natural resource products by raising public awareness in media campaigns and building the capacity of government agencies to protect parks and arrest traffickers in natural goods. Alliance partners WildAid, J. Walter Thompson (JWT) Advertising Agency, and others have contributed over \$1 million to the alliance.

-- Television Education for the Advancement of Muslim Mindanao Alliance (TEAM) (Philippines). The TEAM Mindanao alliance between USAID and partners including the Knowledge Channel Foundation, the Philippine Department of Education, Central CATV and ABS-CBN Broadcasting Corporation seeks to provide educational opportunities to over 40,000 children in the Autonomous Region of Muslim Mindanao in the Philippines. The alliance's goal is to provide access to quality education by equipping 70 public schools in the region so that students may view the Knowledge Channel, a free curriculum-based educational channel. The alliance also aims to improve the teaching capacity of teachers and raise student's math, science and English competencies and life skills. The GDA Secretariat contributed \$300,000 in GDA Incentive Funds and leveraged \$300,000 from alliance partners.

-- The African Market Garden Alliance in the Sahel. This public-private alliance between USAID, Peace Corps, International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), Netafim Irrigation Company, Africare, Helen Keller International, and local non-governmental organizations will install over 300 low-cost irrigation and horticulture production systems to allow for year-round production of vegetables and fruit in the Sahel region. The alliance will promote women-managed gardens and is expected to increase the income for 2,000 people in Burkina Faso and Ghana. USAID is supporting this alliance with \$500,000 in GDA Incentive Funds and \$750,000 from the USAID/West Africa Regional Program, with an additional \$2,000,000 coming from alliance partners.

-- Horta Brasil Alliance. The Horta Brasil (Garden Brazil) Alliance will combat hunger and promote good nutrition for children and families in north and northeastern Brazil. The program will increase the availability of produce through school gardens; provide nutrition education for children, school staff, and local mothers; treat children for parasitic infections and micronutrient deficiencies; and increase access to clean water through the instruction of low-tech water purification techniques. This alliance is carried out in support of the Government of Brazil's Fome Zero (Zero Hunger) initiative and will be implemented by INMED Partnerships for Children, an international non-profit organization. USAID will provide \$500,000 in GDA Incentive Funds and will leverage an additional \$3,000,000 from the private sector partners.

**U.S. Financing**  
(in thousands of dollars)

**Summary of All Strategic Objectives**

	Obligations	Expenditures	Unliquidated
Through September 30, 2003	0 CSH	0 CSH	0 CSH
	41,969 DA	3,189 DA	38,780 DA
	0 ESF	0 ESF	0 ESF
	0 IDA	0 IDA	0 IDA
	0 TI	0 TI	0 TI
Fiscal Year 2004	0 CSH	0 CSH	
	24,353 DA	2,008 DA	
	0 ESF	0 ESF	
	0 IDA	0 IDA	
Through September 30, 2004	0 CSH	0 CSH	0 CSH
	66,322 DA	5,197 DA	61,125 DA
	0 ESF	0 ESF	0 ESF
	0 IDA	0 IDA	0 IDA
	0 TI	0 TI	0 TI
Prior Year Unobligated Funds	0 CSH		
	0 DA		
	0 ESF		
	0 IDA		
	0 TI		
Planned Fiscal Year 2005 NOA	0 CSH		
	10,000 DA		
	0 ESF		
	0 IDA		
Total Planned Fiscal Year 2005	0 CSH		
	10,000 DA		
	0 ESF		
	0 IDA		
	0 TI		
Proposed Fiscal Year 2006 NOA	0 CSH	Future Obligations	Est. Total Cost
	10,000 DA	0 CSH	0 CSH
	0 ESF	5,000 DA	91,322 DA
	0 IDA	0 ESF	0 ESF
	0 TI	0 IDA	0 IDA
	0 TI	0 TI	0 TI