GLOBAL DEVELOPMENT ALLIANCE'S
THE DEVELOPMENT FRONTIER
March/April 2008

Message from the Director

**Alliance Opportunity Identification:
Three C's for Better Development**

In the world of development assistance, public-private partnerships are a catalyst for change. By expanding our use of USAID's Global Development Alliance (GDA) model for partnership, we can provide better, more sustainable solutions to some of our most difficult development challenges. From agriculture to finance to internet technology, USAID is working with corporations both global and local to increase the effectiveness of assistance by leveraging more than $9 billion for development in public and private resources. To meet the expanding needs of the developing world, those of us within USAID and the broader development community need to evaluate how we can do our jobs better by working more strategically with corporations and other private sector organizations to encourage more effective problem-solving for long-term, sustainable development impact.

To realize this goal, GDA has designed an approach for alliance opportunity identification. This innovative new approach relies on the latest in geographic information systems technology to plot USAID partnership activities worldwide and future alliance opportunities at the click of a mouse. With the aid of 3-D graphics overlaid on a geographic map, the tool can quickly transform geographic and demographic data collected by USAID missions into an easy to understand diagram that demonstrates how land is being used, major economic activities, and housing patterns of a region or sub-region. Information that once took weeks to collect and plot is now available faster, providing users with a more accurate picture of partnership opportunities.

The value of this approach to partnership-building can only be described as immense. As a former CEO of an information technology company, I have always insisted that before we endorse any new process, product, or system, it must pass the "3C's Test": It must be **clear**, **complete**, and **concise**. Does the process clarify information? Is it concise enough to help the user perform better at her job? Is it accurate and reliable?

In my book, all three of these criteria are met when we evaluate the usefulness of this new process. By aggregating multiple data sources, alliance opportunity identification adds **clarity** to an alliance strategy. This approach not only helps to illustrate the current situation on the ground, but it also highlights emerging trends and predicts future developments. As a process that demonstrates **completeness**, the Alliance Opportunity Identification Tool helps missions set priorities and targets for partnerships by evaluating, analyzing, and predicting the viability of possible partnerships. Lastly, the approach is **concise**; all existing data about populations, resources, and infrastructures becomes available in real time.

Innovation is at the heart of GDA. Alliance opportunity identification is rapidly transforming our potential for partnerships because of its superior visuals for presentations, in-depth data for strategic planning, and heightened capability for accurate future projections. More than being clear, concise and complete, the Alliance Opportunity Identification Tool can help all of us realize the full potential of the opportunities we have at hand. Stay tuned as we introduce this approach to the field.

**Water Partnership with Coke
Named USAID Alliance of the Year**

On March 26th, USAID honored The Coca-Cola Company with the 2007 Alliance of the Year award for its innovative public-private partnership called the Water and Development Alliance (WADA) at a reception at the Metropolitan Club in Washington, DC.

USAID Administrator Henrietta H. Fore offered the award to Coke's Chairman and CEO Neville Isdell and commended him "for the outstanding leadership The Coca-Cola Company has demonstrated to its strategic partnership with USAID to address the world's critical water issues." The partnership is exemplary, Fore added, because "Working together we can truly become more than the sum of our parts."

WADA addresses one of the world's most urgent development challenges: the lack of clean water. Since 2005, USAID and Coke, with support from the Global Environment and Technology Foundation (GETF), have invested over $14 million into sustainable

Source: The Coca-Cola Company (TCCC), Pete Weissman. Neville Isdell, Chairman and Chief Executive Officer of TCCC, and USAID Administrator Henrietta H. Fore pose with the 2007 Alliance of the Year Award.

water and watershed resource management systems worldwide through WADA. As a result, over 250,000 people in Africa, Asia, Latin America, and the Middle East now have access to cleaner water and sanitation.

Each year, the Global Development Alliance office recognizes outstanding public-private partnerships with the prestigious Alliance of the Year award. Candidates are nominated through a highly competitive process. More than 600 alliances were considered for the award.

**USAID Launches Alliance
for Guatemalan Farmers**

USAID, Wal-Mart, Mercy Corps, and the Guatemalan nonprofit Fundación ÁGIL celebrated the launch of the Inclusive Market Alliances for Rural Enterprise (IMARE) on March 5. The three-year, $2.2 million alliance will help Guatemalan small-scale farmers improve product quality and link them directly to retailers.

Source: USAID/Guatemala

"Through this alliance, we will be able to buy more quality products directly from small, family-run farms," said Ignacio Perez, CEO of Wal-Mart Controamérica. "Farmers' standards of living will increase, and our customers will benefit from access to a wider variety of better products at competitive prices."

Farmers will learn about crop diversification and good agricultural practices to help them move from traditional corn and beans production to demand-driven production of crops such as tomatoes, peppers, potatoes, and onions to supply major retailers such as Wal-Mart in Central America. Farmers in the IMARE program will learn about produce processing and post-harvest techniques as well as business management skills including critical pricing information. In addition, they will receive help to buy tools, equipment, and other agricultural resources.

"This alliance was expressly designed so that small-scale farmers can enter the program at levels appropriate to them and receive the assistance they need at the right time," said Wayne

Nilsestuen, USAID Mission Director for Guatemala. "This increases the likelihood that all actors—producers, buyers, distributors, and consumers—are winners."

Haitian Port City to Revitalize Thanks to Alliance

Each year 500,000 tourists visit idyllic Labadee, Haiti, located on the northern coast of the poverty-stricken island. Visitors, guests of the Royal Caribbean Cruise Line (RCCL), spend just one day enjoying the white sandy beaches, but the economic impact they have on the region is significant in this impoverished country. Over the past ten years, the population of this village has increased five fold from fewer than 1,000 to more than 5,000. With Royal Caribbean's plans to substantially increase cruise ship traffic to this area in the near future, this figure is expected to grow at an even faster pace.

To accommodate the rapidly expanding population, USAID and the Solano Foundation, which is the nonprofit arm of RCCL, will invest $1.46 million to revitalize the community, create a clean and productive environment, develop trade and investment activities, and create new tourist attractions. Over the course of three years, the alliance will provide water supply management, solid waste management, and tourism opportunity training which is expected to create roughly 1,800 new jobs.

The agreement is backed by a much larger investment and agreement between Royal Caribbean and the Haitian Government to build an 800-foot long, $27 million pier that will allow passengers easier access to Labadee beach.

Russian Government Delegation Studies GDA Business Model

Source: USAID, RusAID delegation with USAID representatives

A delegation of Russian government officials traveled to USAID headquarters in Washington, DC, last month to learn more about the U.S. foreign assistance program. The delegation, charged with helping the Russian government set up its own aid agency, studied the organization, management, programming, and budgeting structures as well as the roles of Congress and other U.S. Government agencies in foreign assistance.

In addition to meeting with Secretary of State Condoleezza Rice and USAID Administrator Henrietta H. Fore, the delegation met with Global Development Alliance (GDA) staff. The delegation received an overview of the GDA business Model and learned about the benefits of collaborating across the public and private sectors.

The GDA presentation "was the most important one seen by the delegation," said Europe & Eurasia Assistant Administrator Doug Menarchik. "It showed where USAID will be going in the future."

USAID Uganda Kicks Off Opening of Eco-Tourism Chimp Facility

USAID Uganda helped kick off the grand opening of the Uganda Kaniyo Pabidi Chimp Trekking Facility last month in coordination with The Walt Disney Company, the Jane Goodall Institute and Let's Go Travel. Located in the pristine wilderness of Budongo Forest, the new eco-tourism project includes a new visitor reception center, improved hiking trails, improvements to the Busingiro Environmental Education Center, and a new chimpanzee viewing area.

Source: USAID/Uganda.

USAID and its partners expect the eco-tourism facility to generate nearly $400,000 annually from trekking and tourist fees, directly benefiting the surrounding area through increased employment, greater educational opportunities, and larger markets for the sale of locally produced goods. Revenue from the project will also fund other efforts to further protect the chimpanzees and their local habitat.

Speaking at the event, Uganda's State Minister for Environment, Jessica Eriyo praised the facility's eco-tourism model and suggested that, "The government is fully committed toward conserving natural forests and their bio-diversity to improve prospects for tourism services."

USAID Uganda has previously launched projects to protect biodiversity in the environmentally threatened Albertine Rift and northern Uganda.

Opportunity Alert: Global Sustainable Tourism Alliance

Global tourism is an $8 trillion industry. Over the past 20 years, developing countries have harnessed the rapid expansion of global tourism to promote economic growth. Through good planning, the tourism industry can powerfully transform communities, reducing poverty, protecting biodiversity, and improving gender equality, healthcare, education, and local governance.

Source: Global Sustainable Tourism Alliance, Courtesy of Solimar International.

Under the five-year Global Sustainable Tourism Alliance (GSTA), USAID partners with the Academy for Educational Development, the George Washington University, Solimar International, the Nature Conservancy, and 11 other organizations to catalyze a sustainable tourism industry.

Using this Global Framework agreement, USAID Missions around the world are able to work with private sector partners to identify tourist destinations and assess their needs. By creating tourism activities that make optimal use of environmental resources, protect biodiversity, provide fairly distributed socioeconomic benefits, and encourage investment in local communities, the GSTA helps to develop an integrated approach to sustainable tourism.

To learn more about the alliance and how you can join the GSTA, please visit the GSTA website: http://www.gstalliance.org.

Recently at GDA

On **March 10-11**, GDA hosted three screenings of *Traffic: An MTV EXIT Special* at USAID, Johns Hopkins University School for Advanced International Studies, and Georgetown University's Mortara Center for International Studies. MTV Europe Foundation Executive Director **Tom Ehr** was on hand to discuss human trafficking and its partnership with USAID.

On **March 11-19**, GDA delivered technical assistance, training, and mapped alliance opportunities with Regional Alliance Builder **Michael Silberman** in Jakarta, Indonesia.

USAID Administrator **Henrietta H. Fore** presented The Coca-Cola Company's Chairman and CEO **E. Neville Isdell** with the 2007 Alliance of the Year award for its innovative public-private partnership called the Water and Development Alliance (WADA) on **March 26**.

USAID, Wal-Mart, Mars, and the MTV Europe Foundation discussed what it takes to make public-private partnerships work at the 14th Annual International Development Conference at Harvard University on **April 5**.

Senior executives of Wal-Mart, Chevron, Microsoft, and Western Union participated on a panel at the Latin American & Caribbean Mission Directors' Conference on **April 7** in Miami, Florida.

On **April 16-18**, GDA delivered training and technical assistance for USAID staff and implementers in Washington, DC.

Upcoming Events

Mine Life GDA, DAI, and the Society for International Development will host **Jessica Cross** from MineLife to talk about extractive companies partnering for development.	Washington, DC	4/24
Higher Education Summit for Global Development **IBM**, **CISCO Systems**, **Microsoft Corp**., and **Intel** will discuss public-private partnerships for social and economic development at the 2008 Higher Education Summit for Global Development, convened by Secretary of State Condoleezza Rice and Secretary of Education Margaret Spellings.	Washington, DC	4/29-4/30
Strategic Interagency Alliance-Building Meetings GDA's **Anay Shah** will travel with USAID's **Patricia Flanagan** and **PEPFAR** to help create an alliance strategy and build cross-sector, interagency partnerships.	Maputo, Mozambique	4/28-5/9
Strategic Alliance-Building Training GDA's **Jerry O'Brien**, **Kristi Ragan,** and **Katie Carroll** will deliver alliance-building training and technical assistance as well as map alliance opportunities in Egypt and Jordan.	Cairo, Egypt and Amman, Jordan	5/11-5/23