Data Sheet

USAID Mission:	GDA Secretariat
Program Title:	Institutionalizing Alliance Building
Pillar:	Global Development Alliance
Strategic Objective:	020-001
Proposed FY 2004 Obligation:	$5,000,000 DA
Prior Year Unobligated:	$0
Proposed FY 2005 Obligation:	$3,000,000 DA
Year of Initial Obligation:	2001
Year of Final Obligation:	2005

Summary: This strategic objective is the Global Development Alliance 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 2004 Program:
A meeting was held recently with representatives of all bureaus, to discuss Agency-wide plans for FY 2004 public-private alliances, to identify key issues or constraints to developing alliances, and to determine upcoming requirements for GDA Secretariat support. The Secretariat will work with the Bureau for Policy and Program Coordination on the following issues:

-- Address staffing constraints by working with the Office of Human Resources to institutionalize training in formal and informal training programs Agency-wide to make working with alliances a core competency of every USAID employee. Additionally, the Secretariat will work with USAID missions to use FY 2004 GDA resources to establish non-direct-hire staff presence in regional field offices to assist in mining alliance opportunities, consulting with potential partners, and developing relationships to address development issues found to be of common concern. While not a long-term resolution, consultations with USAID staff in the field and in USAID/Washington indicate that this step would relieve immediate pressure of added mission burden and allow a continued proactive focus on alliance-building.

-- Work closely with the Office of Procurement to ensure that GDA remains a priority. The Secretariat is specifically exploring acquiring part-time program-funded expertise to manage workload, identify barriers and recommend solutions, benchmark with other U.S. government agencies and develop best practices.

-- Closely monitor all bureau strategies for alliances, focusing specifically on the Europe and Eurasia Bureau where alliances should be an integral part of every country strategy and particularly graduation plans; and the Economic Growth, Agriculture and Trade Bureau where alliances are key to assuring our innovative activities go beyond the pilot stage.

FY 2005 Program:
Decisions regarding FY 2005 and beyond are anticipated within the next six months. A performance assessment currently underway will be used to inform Agency discussions leading to decisions regarding the continued allocation of funding and staffing. Various models have been discussed, ranging from the

continuation of the Secretariat as it currently exists, to redeployment to regional or pillar bureaus to serve as in-house expertise.

Performance and Results: In FY 2003, the Secretariat made substantial progress toward mainstreaming the GDA business model throughout the Agency. Highlights include:

-- Guidance: Incorporated guidance on public-private alliances into USAID's principal program planning and implementation documents and worked closely with legal and procurement staff to identify ways to use existing processes and mechanisms in more flexible ways to facilitate alliance creation.

-- Learning tools: Developed and revised the training curriculum; substantially expanded the "Tools for Alliance Builders" in light of needs identified through early experiences; and drafted guidelines on integrating alliance building into the strategic planning process.

-- Training: Presented eight workshops in the field and six in Washington for USAID staff and partners; held shorter training events for mangers and specialized staff; and made staff available to present and discuss the GDA business model at workshops sponsored by others, such as the Development Credit workshop.

-- Technical assistance: Accelerated the momentum of alliance creation by actively soliciting new alliances and providing technical assistance to missions on request; increased the availability of short-term technical assistance staff to work with missions; and assisted field missions with specific alliance issues (i.e., assessing the country environment in terms of the availability of private sector resources, constructing alliances, managing relationships with alliance partners, conducting due diligence, and monitoring and reporting results).

-- Outreach and advocacy (best practices): Strengthened outreach through continued efforts to broaden and deepen relations with potential corporate and non-profit partners; created and managed a GDA website and issued promotional publications on the growing alliance portfolio; and prepared PowerPoint presentations on the GDA business model for various audiences;

-- Monitoring and assessments: Continued to compile and refine the database of information on alliances, and initiated a rigorous assessment of experiences to-date in order to inform decisions for the future.

The Director of the Secretariat was named a finalist for a Service to America medal in the National Security and International Affairs category based on the success of the GDA business model. In addition, GDA has made the first cut in the Kennedy School of Government, Innovations in Government award process. The Secretariat continues to expand its awards and incentives program. One of the most telling manifestations of the progress in mainstreaming the GDA model is the GDA business plan developed by the Europe and Eurasia Bureau in late FY 2003 to assist its missions in adapting to this new modality.

Training efforts for USAID staff in the field and in Washington focused on the basic precepts of public-private alliances as a business model, showcasing and building upon successful examples to demonstrate the variety of experiences encountered by offices. Through GDA-specific workshops as well as incorporation of GDA content into other training venues, over 2,700 participants attended sessions covering public-private alliance building. GDA conducted eight overseas workshops, and six in Washington. Of the total number of participants, 437 (215 in Washington and 222 in the field), attended these two to three day workshops. GDA reached 72 participants through topical information sessions by targeting Agency legal, procurement and technical specialists. The Secretariat also facilitated the inclusion of information on public-private alliance building in other Agency trainings and workshops to reach an additional 2,252 participants.