

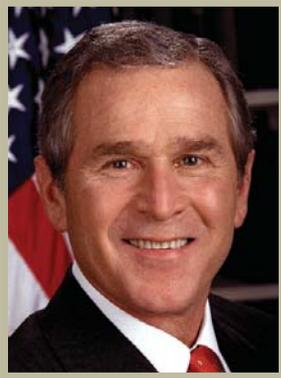
Government
Business
Civil Society

The Global Development Alliance

Expanding the Impact of Foreign Assistance through Public-Private Alliances



U.S. Agency for International Development
2003



We agree on the need for partnerships across borders and among both the public and private sectors. We must call upon the compassion, energy and generosity of people everywhere. This means that not only governments can help, but also private corporations, foundations, faith-based groups and nongovernmental organizations as well.

*President George W. Bush
May 11, 2001*



*Secretary of State
Colin L. Powell*

We live in a century of promise. Our responsibility now is to turn it into a century of hopes fulfilled. We know that sustainable development is a marathon, not a sprint. It can only come from a global effort by many parties working together over a long period of time to create effective institutions and policies and to forge successful partnerships.

In May 2001, we launched the Global Development Alliance (GDA), promoting public-private alliances as a new business model for USAID. Alliances among government, civil society and the private sector multiply the impact of official U.S. development assistance abroad.

The alliance stories contained in this document are a small but representative sample, demonstrating the range and depth of the GDA's efforts through its first full year. They show the actions taken and impact achieved in crucial sectors—agriculture, education, health, trade, humanitarian relief, and environmental protection—in less-developed regions around the world. We will continue to build public-private alliances where it is effective to do so.

I hope that potential partners will read this report with great interest. It should be seen as a celebration of those individuals and groups that have already come together, forming alliances to further international development, as well as an invitation to others to join in future partnerships.



*USAID Administrator
Andrew S. Natsios*

I am pleased to provide you with this latest report on USAID's Global Development Alliance. Secretary Powell launched the GDA in May 2001 as a "fundamental reorientation in how USAID sees itself, in the context of international development assistance, in how it relates to its traditional partners and in how it seeks out and develops alliances with new partners." Here is an overview of what has been achieved in embracing this new business model. We have done much in a short time. In fiscal year 2002, USAID funded 84 public-private alliances with \$223 million leveraging over \$1 billion in outside contributions.

To increase the use of public-private alliances, we have focused on the need to develop staff, address procurement and legal issues, and work with new and existing partners in new ways. We created the GDA Secretariat to promote public-private alliances, draw in corporations and other partners and assist Agency staff to develop and implement alliances. As a result, all of USAID's missions in developing countries are incorporating public-private alliances into their work.

About Public-Private Alliances

THE NEED FOR CHANGE

In the 1970s, 70 percent of resource flows from the United States to the developing world were from official development assistance and 30 percent were private. Today, 80 percent of resource flows from the United States to the developing world are private and 20 percent are public, underscoring the need to diversify development approaches away from an overreliance on traditional grantmaking. An important new USAID initiative addresses this changing environment where government is still an important player but is joined by many others such as nongovernmental organizations, foundations and private businesses. By forming the Global Development Alliance (GDA), USAID aims to multiply the impact of its own efforts—and those of other agencies and governments involved in international development—by mobilizing the ideas, efforts and resources of all these important groups.

SUPPORTING INNOVATION IN DEVELOPMENT

Certain elements are common to every alliance: the belief that a partnership will be more effective than a standalone approach; a joint definition of the problem and a shared solution; the commitment of resources by all partners; and shared risks and rewards. The spread of public-private alliances suggests a changed role for USAID, from managing government resources to managing relationships as well. This shift reflects a new model for international development, as donor organizations, private companies and others increasingly work to accomplish more in concert than they could separately.

USAID funded 84 new or expanded public-private alliances with \$223 million leveraging

over \$1 billion in outside contributions in Fiscal Year 2002. Excluding health alliances, USAID funded 68 public-private alliances with \$111 million leveraging \$380 million in outside contributions. In addition, in the health sector USAID has led in alliance creation with \$112 million invested in 16 new or expanded alliances, leveraging \$641 million from partners. USAID also manages U.S. contributions to the Global Fund for AIDS, Tuberculosis and Malaria. In 2002, the U.S. Government invested \$150 million in the fund, and other partners invested \$940 million.

Today, 80 percent of resource flows from the United States to the developing world are private and 20 percent are public, underscoring the need to diversify development approaches away from an overreliance on traditional grantmaking.

EXTENDING THE IMPACT OF GOVERNMENT, BUSINESS AND CIVIL SOCIETY

More effective use of U.S. foreign aid creates stability and increases opportunities for citizens in developing countries. When foreign aid can be delivered in amounts that lead to sustained, long-term improvements, even areas that have experienced unrest or insurgency become more peaceful and economically secure. The GDA model is designed to encourage economic growth, develop businesses and workforces, address health and environmental problems and expand access to education and technology.

Sustainable Forest Products Global Alliance Expands Markets

RESULTS

- Brazil: Building a new forest management training center in the Amazon as demand for trained foresters outstrips availability
- Mexico: Assisting communities to improve their resource management, forest product quality and access to markets
- Peru: Testing alternative tree species to substitute for high-value woods
- Congo Basin: Improving practices to counteract deforestation and biodiversity loss; conducting training workshops for responsible forestry managers

OUR PARTNERS INCLUDE

Forest Trends
Home Depot
Metafore
World Wildlife Fund

CHALLENGE

Forests and ecosystems around the world are being destroyed at unprecedented rates due to unsustainable forestry practices, destructive and illegal logging and conversion to other land uses. At least one-half of all logging activities in regions such as the Amazon Basin, Central Africa and the Russian Federation are estimated to be illegal. The World Bank projects the loss of revenue to governments at \$5 billion annually, with a further \$10 billion lost to the economies of less-developed countries.

INITIATIVE

Through the nearly \$8 million *Sustainable Forest Products Global Alliance*, partners are working to increase both the demand and the supply of legally-sourced, certified timber by connecting producers of responsible forest products in the developing world to retailers across the United States. To encourage sustainable forestry practices and conservation and reduce illegal trade, the alliance is educating forestry managers about innovative logging approaches and increasing their access to forestry markets.

“To satisfy our corporate commitment to forest conservation, the Home Depot depends on a reliable supply of wood products from responsibly managed forests. That’s why supporting the *Sustainable Forest Products Global Alliance* makes so much sense for us.”

—Ron Jarvis
Vice President of Merchandising
The Home Depot



NetMark Alliance Reduces Malaria

CHALLENGE

In sub-Saharan Africa, more than 2 million people die each year as a result of malaria, the majority of whom are pregnant women and children under age 5. Insecticide-treated mosquito nets (ITNs) are the most effective method for the prevention of malaria, decreasing severe malaria by 45 percent, reducing premature births by 42 percent and cutting all causes of child mortality 17–63 percent. To protect the most at-risk populations, the World Health Organization estimates an annual need for more than 300 million ITNs.

INITIATIVE

The *NetMark Alliance* is an eight-year, \$66 million initiative to form viable markets for insecticide-treated mosquito nets in sub-Saharan Africa. To increase the supply of these mosquito nets, the alliance has worked closely with the commercial sector to eliminate barriers to mosquito net distribution. To create demand for the mosquito nets, the alliance is making them available for those who can pay and providing discount vouchers for those who cannot.



Sheila Somashekhar, AED

RESULTS

- The alliance has supported the elimination of taxes and tariffs on insecticide-treated mosquito nets, developed consumer-marketing campaigns, and expanded the production capacity and distribution of the nets
- Sales of mosquito nets are expected to reach \$66 million over the next five years; these 20 million nets will prevent 250,000–500,000 deaths from malaria annually

OUR PARTNERS INCLUDE

Academy for Educational Development
A-Z Textiles
BASF
Bayer AG
Siamdutch Mosquito Netting Co., Ltd.
Vestergaard Frandsen A/S

“The cost and logistical challenge of delivering these life-saving products across a continent is simply beyond the means of governments, NGOs [nongovernmental organizations], donors and businesses alone.”

—Dr. Gerhard Hesse
Coordinator
Global Vector & Locust Control Portfolio
Bayer Environmental Science

The South Africa Housing Security Alliance Guarantees 50,000 Housing Loans for the HIV/AIDS-Affected

RESULTS

- An estimated 50,000 households will be insured for persons with HIV/AIDS
- The insurance encourages the continued participation of major banks and alternative lenders in the lower-income housing finance market

OUR PARTNERS INCLUDE

Home Loan Guarantee Company
(South Africa)
Other local South African banks

CHALLENGE

Families and individuals affected by HIV/AIDS in South Africa suffer increasing hardship when they can no longer work to earn an income. Compounding the problem is the prospect of losing their homes by defaulting on their mortgage payments. South African banks are reluctant to lend money to lower-income households because of the risks associated with AIDS.

INITIATIVE

The *South Africa Housing Security Alliance* is providing HIV/AIDS-stricken South Africans access to affordable housing. The alliance, which is currently being launched, will insure a loan portfolio of up to \$100 million to cover the costs of borrowers who may default on their housing loan payments as a result of illness. By sharing the financial risk with local lenders, partners enable housing lenders to increase their loan disbursements to borrowers. The program also allows borrowers to participate in HIV/AIDS treatment and education programs at no cost.

“We’re helping millions of South Africans affected by AIDS to access loans, gain insurance and keep their homes.”

—Charlene Lea
CEO
Home Loan Guarantee Company



Home Loan Guarantee Company

Foods Resource Bank Alliance Unites with Africa's Poorest to Increase Food Self-Sufficiency

CHALLENGE

Many rural Africans live in conditions of poverty and hunger. Africa's agricultural and rural sectors are engines of economic growth and are essential to reducing poverty and addressing other social issues such as health and education. Household food security programs are central to family welfare.

INITIATIVE

The *Foods Resource Bank (FRB) Alliance* is fostering food security in some of the poorest communities in Africa by helping the hungry feed themselves. Rather than ship food overseas, the alliance grows crops—corn, soybeans or wheat—in the United States through community growing projects. The alliance then sells the harvest domestically and uses 100 percent of the proceeds to fund food security and poverty reduction programs in sub-Saharan Africa, including Kenya, Malawi and The Gambia. FRB's model encourages community philanthropy, shaping new relationships between U.S. and African communities to create solidarity and sustainable food security for the poorest of the poor.

RESULTS

- In only its fourth season, FRB has more than 100 community growing projects in the United States. An estimated 4,000 cultivated acres will yield over \$800,000 in crop revenue, 100 percent of which will go to smallholder food security programs in sub-Saharan Africa
- Communities that receive assistance from FRB are expected to be food self-reliant within five years

OUR PARTNERS INCLUDE

Catholic Relief Services
Church World Service
Foods Resource Bank
Kellogg Foundation
Local communities and churches in the Midwest
U.S. agribusinesses, dealers and merchants



“Our ultimate satisfaction was raising \$32,000 to support a food security program in The Gambia, but the relationship of community, spirit, cooperation and brotherhood between our two churches—in working toward our common goal of sharing our bounty with a community in need—was a benefit that has richly blessed us all.”

—Reverend Rich Kirchherr
Congregational United Church of Christ
Western Springs, IL

Enterprise Development Alliance Jumpstarts Agriculture, Postwar Economy in Angola

RESULTS

- Initial activities, which will benefit up to 150,000 families, will support small and medium-sized agricultural businesses through the formation of more than 150 farming cooperatives
- Following the signing of a Memorandum of Understanding in November 2002 and agreement on the initial joint project in December 2002, ChevronTexaco made a cash contribution of \$4 million, the first payment toward a \$20 million matching fund

OUR PARTNERS INCLUDE

ChevronTexaco

CHALLENGE

After achieving independence from Portugal, Angola was devastated by 27 years of civil war. The country now faces the immense challenge of rebuilding its economy to consolidate the peace and provide food and jobs for its people. Prior to its civil war, Angola was a net food exporter; this changed when much of its agricultural infrastructure was destroyed in the fighting. With hundreds of thousands of ex-combatants and internally displaced persons seeking to return to their farms, an especially urgent task is rebuilding the agricultural sector. To ensure sustained recovery and meet the demands of a peacetime economy, Angola's workforce and business sector also need to be revitalized.

INITIATIVE

The *Enterprise Development Alliance* is an effort to accelerate Angola's economic recovery by building up the country's business sector and equipping its workforce with necessary business skills. The alliance sponsors a series of projects to strengthen small and medium-sized businesses, including helping refugees and former soldiers to return to agriculture, developing an enterprise development bank and supporting the development of an agricultural training center.

"Our partnership efforts build on ideas embraced at the World Summit on Sustainable Development in Johannesburg. The *Enterprise Development Alliance* takes advantage of USAID's and ChevronTexaco's collective strengths to make an important contribution to the economic recovery of Angola."

—David O'Reilly
Chairman
ChevronTexaco



West Africa Water Initiative Provides Clean Water in Ghana, Mali and Niger

CHALLENGE

Nearly 1.2 billion people lack access to clean drinking water, and 2.4 billion lack adequate sanitation. In 2000 alone, 1.3 million children under age 5 died from diarrheal diseases caused by unsafe water and sanitation in developing countries. Easily prevented water-related diseases, including guinea worm, river blindness and trachoma, the world's leading cause of preventable blindness, are widespread in the developing world. In the poor rural communities of Ghana, Niger and Mali, contaminated water resources can threaten health and livelihood. Safe water consumption and healthy ecosystems require sustainable sources of clean water.

INITIATIVE

The Conrad N. Hilton Foundation invited USAID and several other international organizations to form the *West Africa Water Initiative (WAWI)*, a \$41 million effort to provide water supply, sanitation and hygiene services and support integrated water resource management. The partners are working with governments and communities to increase access to safe water and sanitation among poor and vulnerable populations through wells, alternative water resources and basic latrines. WAWI is also working to reduce waterborne diseases and ensure ecologically and financially sustainable management of water quantity and quality by training the local population. The partners will continue WAWI's activities through at least 2008 and replicate its work in other countries.

RESULTS

- WAWI is constructing a minimum of 825 wells, 100 alternative water sources for income-generation and 9,000 latrines, serving more than 450,000 people
- WAWI trains the local population to manage and conserve its water resources and instructs thousands of adults and children in safe hygiene and sanitation practices
- Dozens of community associations, women's groups and households will increase their capacity to make productive use of water for food-growing and income generation

OUR PARTNERS INCLUDE

Conrad N. Hilton Foundation
Desert Research Institute
Lions Clubs International Foundation
UNICEF
WaterAid
World Chlorine Council

AFRICA

ENVIRONMENT



“Where there is no clean water and sanitation, millions of children die each year, and millions of people become blind unnecessarily and suffer debilitating diseases. Our board chose water and sanitation as a priority, as we felt it was where we could have maximum impact on the most lives...”

—Steven M. Hilton
President
Conrad N. Hilton Foundation

Sharon Murray, USAID

Scholarships for Success Alliance Increases Moroccan Girls' Access to Education

RESULTS

- The number of girls enrolled in the scholarship program jumped from 112 to more than 400, and girls' housing was expanded from 7 to 15 homes

CHALLENGE

Only 7 percent of girls in rural Morocco have access to a middle school education. The national illiteracy rate for women is 64 percent but is as high as 88 percent in rural areas. Cultural bias in extremely poor, remote areas reserves scarce funding for boys' schooling. Middle schools are often located in urban settings, far from villages, with little housing for girls. Parents depend on city friends or family to house their daughters, but this option is often unavailable. The rural-urban divide with respect to educational opportunity continues throughout a girl's lifetime.

INITIATIVE

The *Scholarships for Success Alliance* is expanding girls' access to education by giving them scholarships to attend middle school and by providing them with safe housing and full medical coverage. In connection with the alliance, Morocco's Ministry of National Education and Youth committed to funding the scholarship graduates through high school. The annual Caftan fashion show raises awareness and support for girls' education and helps to raise local contributions for scholarships.

OUR PARTNERS INCLUDE

Rural Girls' Educational Support Committee
Coca-Cola
Motorola
Cercle Diplomatique
Afriquia Oil Company
Femmes du Maroc magazine
The Hassan II Foundation
Caftan fashion show producers
Government of Morocco

"We are so proud that our daughters are able to go to middle school. The home is safe, and they can concentrate on their studies away from the inescapable chores at home. And the girls are so happy."

—Mothers of two students enrolled in the scholarship program



Monique Bidaoui, USAID

Sesame Street Alliance Brings Educational Television to the Middle East

CHALLENGE

Egypt's low literacy and high primary school dropout rates limit social and economic development and affect the wellbeing of millions. In the poorest communities, learners obtain an average of three years of education. Building basic school readiness and literacy and numeracy skills is essential. So is changing attitudes about the value of girls' education—which some traditions suggest is not a priority. Scholarships, special community schools and distance learning programs can help eradicate social, geographic and economic barriers to education. Because preschool education is scarce—only 12–14 percent of Egyptian children have access—television, viewed by 96 percent of children, can make a big difference.

INITIATIVE

USAID has contributed over \$8 million since 1997 to produce *Alam Simsim*, a local Sesame Street television series for Egypt. The *Sesame Street Alliance* works in collaboration with Egyptian experts to produce *Alam Simsim*. The television series promotes girls' education, builds literacy and numeracy skills, promotes desired health and hygiene practices and encourages mutual respect and understanding. The Middle East Broadcasting Corporation will soon broadcast *Alam Simsim* to 22 Arabic-speaking nations, benefiting tens of millions of learners. Other USAID-sponsored *Sesame Street* programs are broadcast in South Africa and Russia.

RESULTS

- Over 6 million Egyptian children watch *Alam Simsim* weekly; many of their mothers also tune in, learning about child development, health, hygiene and other critical issues
- Leveraging the series' content and popularity, some partners, including Unilever, are creating and distributing instructional and learning materials on health, hygiene and vaccination practices to 34,000 parents and childcare providers

OUR PARTNERS INCLUDE

Egyptian Education Ministry
Sesame Workshop
Al Karma Edutainment
Americana
Unilever
Local educators
Local nongovernmental organizations



“Intelligent children’s programming can instill certain ideas and values that are indispensable in today’s world.”

—Egyptian First Lady Suzanne Mubarak

Alliance for Mindanao Off-Grid Renewable Energy Lights Up Muslim Mindanao, Philippines

RESULTS

- Sustainable, renewable solar energy and micro-hydro systems will be established in at least 160 remote rural communities, serving 5,000 homes
- The alliance is installing solar-powered compact fluorescent lights in the targeted areas that cost 70 percent less per month to operate than kerosene lamps
- For every 30 households electrified under the AMORE program, at least 10 tons of carbon dioxide waste are mitigated

OUR PARTNERS INCLUDE

Autonomous Region of Muslim Mindanao
Mirant Philippines Corporation
Philippine Department of Energy

CHALLENGE

The southern portion of the Philippines archipelago has experienced civil unrest and violence for three decades. Economic neglect and exploitation fueled a guerrilla movement in this predominantly Muslim area. In 1996, a peace agreement between the national government and the insurgents created the Autonomous Region of Muslim Mindanao, promising to bring social and economic development to the region. For such development to occur, however, electric lighting needs to become cheaper and more widely available. The southern Philippines are a great distance from the national energy grid, which handicaps income-generating activities and leads the local population to rely on carbon dioxide-emitting kerosene lamps.

INITIATIVE

The *Alliance for Mindanao Off-Grid Renewable Energy (AMORE)* provides solar-powered compact fluorescent lights and street lamps in the Autonomous Region of Muslim Mindanao in the southern Philippines. Community development groups maintain these renewable energy systems. AMORE's efforts are helping to increase outdoor safety and significantly increase business and educational productivity by allowing work and study to extend into evening hours. Realizing the income-generating activities possible with the energy systems, communities are actively pursuing small business projects, such as mat-making.

"The AMORE partners truly are working together to make this a new 'age of enlightenment' for the remotest communities. And it is high time. With the advanced technologies of today, no one should be left in the dark."

—Francis J. Ricciardone
U.S. Ambassador to the Philippines



USAID/Philippines

The Balkan Trust for Democracy Builds Democracy in Southeastern Europe

CHALLENGE

While the accomplishments of southeastern European countries thus far in establishing democracies are significant, much work remains. Transparent, accountable and effective governments, as well as respect for human rights and broad citizen participation in the decisionmaking process, are essential foundations for mature democracies. They also contribute to regional stability and foster integration into Euro-Atlantic institutions such as the European Union and NATO.

INITIATIVE

The *Balkan Trust for Democracy* is a \$27 million grantmaking initiative designed to support good governance and increase civic participation in southeastern Europe. Over the next 10 years, the trust will award grants to civic groups, local nongovernmental organizations, local and national governments, educational institutions and media. Investing in local groups and civil society will strengthen democratic institutions and political processes. Grants will also support the regionwide political and social development necessary for long-term stability.

RESULTS

- The alliance is bolstering good governance at both local and national levels and is promoting further consolidation of democracy in southeastern Europe
- In June 2003, the Balkan Trust established its headquarters in Belgrade to administer grants in Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Macedonia, Romania, Serbia and Montenegro (including Kosovo)

OUR PARTNERS INCLUDE

The German Marshall Fund
Charles Stewart Mott Foundation



“*The Balkan Trust for Democracy* represents a long-term commitment by The German Marshall Fund and our partners to help these countries to meet their goals of democratic consolidation and membership in NATO and the European Union.”

—Craig Kennedy
President

The German Marshall Fund of the United States

Armenia Earthquake Zone Alliance Helps Armenian Families Build New Homes

RESULTS

- 4,000 housing vouchers have been issued, with 2,650 voucher holders acquiring clear title to new homes
- Home improvement grants have allowed 650 rural families to acquire housing
- 2,210 temporary shelters have been removed, freeing up land for other uses
- The *Armenia Earthquake Zone Alliance* is expected to provide homes to more than 10,000 families by mid-2004
- For every dollar provided through USAID, alliance partners contribute cash or resources worth \$2.75

OUR PARTNERS INCLUDE

All Armenia Fund
Huntsman Foundation
Jinashian Memorial Foundation
Lincy Foundation
Norwegian Refugee Council
United Nations Development Program (UNDP)
United Nations High Commissioner for Refugees (UNHCR)

“This program has given thousands of families a new and safe cradle as well as a new life.”

—Mr. Kamo Khachaturian
Director
Housing Department, Armenian Ministry of Urban Development

CHALLENGE

The massive earthquake Armenia experienced in December 1988 took over 25,000 lives, left 500,000 families homeless and badly damaged the country's infrastructure. The collapse of the USSR left the newly independent Armenia with no funds to properly address this catastrophe. After losing their homes, thousands of families were housed in *domics*, temporary metal shelters lacking running water or sewage lines that are baking hot in summer and freezing cold in winter.

INITIATIVE

As part of a comprehensive reconstruction plan for the earthquake-affected region of Armenia, the *Armenia Earthquake Zone Alliance* is stimulating the development of a housing market and is removing temporary shelters. Partners issue housing vouchers and home improvement grants to eligible families who are still living in *domics* 15 years after the quake, allowing families to acquire preexisting homes at market prices and eventually to gain title to their property. The home improvement grant program finances the completion of unfinished houses in rural areas. After the dwelling is completed by the contractor, it is transferred to the home owner, who hands over his or her temporary shelter and acquires title to the new home. Sites left behind by relocated families become available to the community for future construction projects.



Remittances for Economic Growth Alliance Reduces the Cost for Cash Sent Home

CHALLENGE

Mexican migrants and Mexican-Americans sent an estimated \$9.8 billion to Mexico last year—an amount far greater than total U.S. foreign aid to that country, twice the value of Mexico’s agricultural exports and about half the value of its oil revenue. For the developing world as a whole, remittances from the United States now constitute 25 percent of all capital flows, including foreign aid and private investment.

Remittances have an economic and social impact beyond their traditional role as a supplement to family income: they are a critical source of foreign exchange with the potential to play a pivotal role in promoting economic development. But it has not been easy to send money to the cities and villages where that cash is fueling development and keeping many families afloat. Steep cash transfer fees drain funds from families that depend on financial support from relatives in the United States. If these fees can be reduced, family income rises.

INITIATIVE

The *Remittances for Economic Growth Alliance* promotes savings and investment by offering low-cost money transfer services and providing financial services—savings, credit and mortgages—to families that have not previously had access. Partners are training local credit union staff in Mexico and are providing updated technologies for money transfers.

RESULTS

- Just a few years ago, the average cost to send a typical \$300 remittance to Mexico from the United States was \$41 (14 percent); today, the same remittance costs \$15 (5 percent). This reduction is due in part to greater competition and technological efficiencies provided by the alliance
- Low fees provide Mexican families with greater income from relatives in the United States; lower fees and simpler procedures also encourage migrants to open bank accounts, allowing them to save and invest more of their earnings

OUR PARTNERS INCLUDE

Caja Popular Mexicana Bank
World Council of Credit Unions



Denise Knudsvig, WOCCU

“Remittances are one of the most important transactions between our countries.”

—Rosario Marin
Treasurer of the United States

Entra 21 Alliance Prepares Latin American Youth for Jobs

RESULTS

- 12,000 students will be trained with competitive information technology skills in 26 Latin American countries. To date, 4,500 youth are already being trained in Argentina, Bolivia, Brazil, Colombia, the Dominican Republic, Ecuador, Honduras, El Salvador, Mexico, Nicaragua, Panama and Peru
- The *Entra 21 Alliance* is strengthening partnerships among 40 nongovernmental organizations and the local private sector to train disadvantaged youth more effectively for long-term employment

OUR PARTNERS INCLUDE

Inter-American Development Bank
International Youth Foundation
Lucent Technologies
Merrill Lynch
Microsoft

CHALLENGE

More than half the population of Latin America and the Caribbean is under age 24, and youth unemployment rates are rising in most countries in the region. Educational systems are failing to equip young people with the knowledge and skills to succeed in a contemporary global marketplace. At the same time, businesses have an urgent need for skilled technical workers to contribute to the region's growing information-based economy.

INITIATIVE

The \$25 million *Entra 21 Alliance* aims to fuel Latin America's information technology economy by bridging the gap between jobs and young people. To train disadvantaged youth for opportunities for formal employment, the alliance is establishing multisectoral task forces to provide internships for trainees. The companies, nongovernmental organizations, and business associations participating in the task forces will also design job-training curricula to mentor disadvantaged youth.

"These days I find work as a gardener. I'm not able to find much more, because I'm not qualified. I don't have technical training, and I don't hold a degree. I like computers, and I like that this program is open to people like me, with little resources to go elsewhere."

—*Jesús García*
18-year-old *Entra 21 Alliance* trainee,
father of two



Karen Diakun, IYF

Partners

USAID would like to thank its 2002 alliance partners, a sample of whom are shown below.

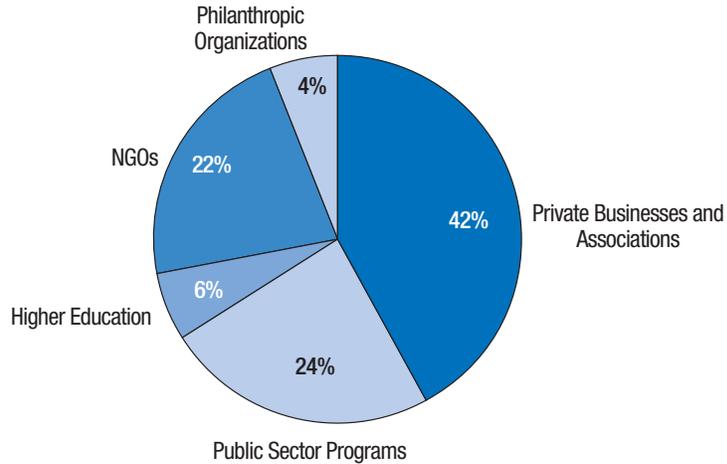
PRIVATE BUSINESSES AND ASSOCIATIONS

AES Nile Power
 Afriquia Oil Company
 Al Karma Edutainment
 Amazonia Certified Timber Producers Association
 American Cocoa Research Institute
 Aveda
 A to Z Textile Mills Limited
 Banco do Brasil
 BASF
 Bayer AG
 British Petroleum
 Cadbury International
 Caja Popular Mexicana
 Cape Natural Teas
 Cargill
 Caterpillar International
 ChevronTexaco
 Chocolate Manufacturing Association, U.S.
 Cisco Systems
 Coca-Cola
 De Beers Group
 East African Fine Coffees Association
 Femmes du Maroc magazine
 General Mills
 GlaxoSmithKline
 Hershey Foods
 Hewlett-Packard
 The Home Depot
 IBM
 IKEA
 Indonesian Wood Panel Association
 Information Technology Association of America
 Intel
 Johnson & Johnson
 Liz Claiborne
 Lucent Technologies
 M&M/Mars
 McKinsey & Company
 Merrill Lynch
 Microsoft Corporation
 Millers Association of Zambia
 Mirant Philippines Corporation
 Motorola
 Neumann Kaffee Group/Ibero
 Pfizer
 Procter & Gamble
 QIT Madagascar Minerals (QMM)
 Royal Ahold, Inc.
 Schaffer and Associates International
 Sesame Workshop
 Siamdutch Mosquito Netting Co., Ltd
 Sun Microsystems
 Unilever
 Vestergaard Frandsen A/S
 World Chlorine Council
 World Council of Credit Unions
 Young and Rubicam

PUBLIC SECTOR PARTNERS

The Arab League

Alliance Partner Composition



Asian Development Bank
 Autonomous Region of Muslim Mindanao
 Canadian International Development Agency
 Egyptian Ministry of Education
 German Marshall Fund
 International Finance Corporation
 Jakarta City Government, Indonesia (DKI Jakarta)
 Japan International Cooperation Agency
 Moroccan Ministries of Health and National Education and Youth
 Multilateral Investment Fund of the Inter-American Development Bank
 Nepal National Tea and Coffee Development Board
 OPIC
 Philippine Department of Energy
 UNICEF
 United Kingdom Department for International Development
 U.S. Department of Agriculture
 U.S. National Institutes of Health
 U.S. Peace Corps
 World Bank
 World Health Organization

HIGHER EDUCATION

Alcorn State University
 Asian University for Women
 Cornell International Institute for Food, Agriculture and Development
 Desert Research Institute
 Michigan State University
 Purdue University
 Rutgers University
 University of Ghana
 Wharton Business School, University of Pennsylvania

NONGOVERNMENTAL ORGANIZATIONS

ACDI/VOCA
 Africare

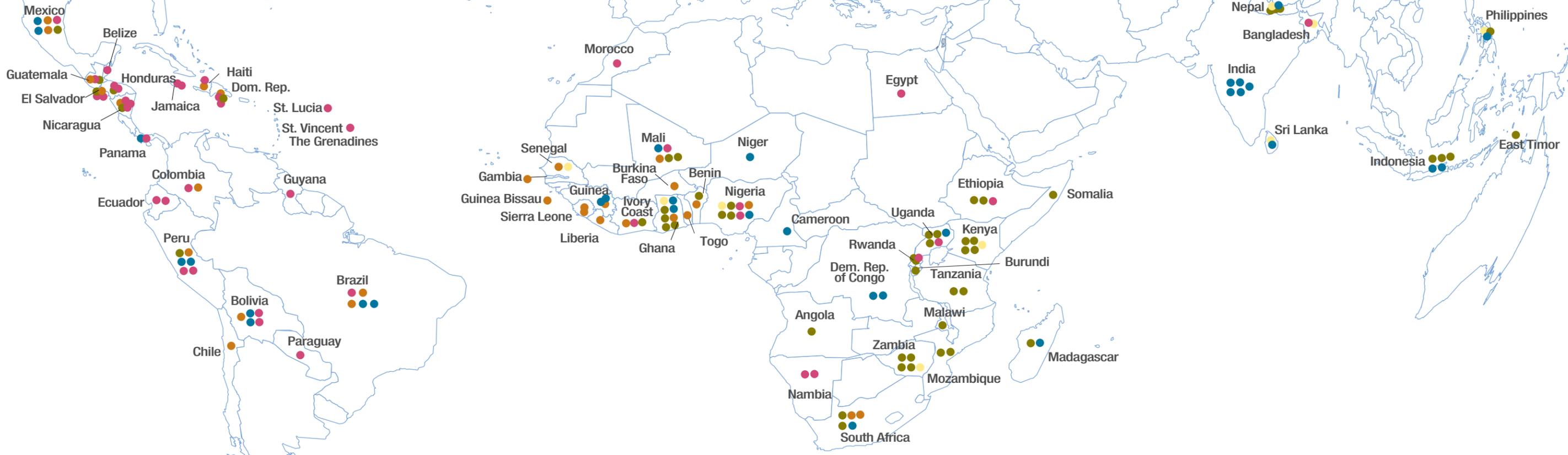
Alliance to Save Energy
 Amazonian Center for Sustainable Forest Enterprise (CADEFOR)
 CARE International
 Cooperative League of the USA
 Coffee Quality Institute
 Conservation International
 Enterprise for Development International
 EnterpriseWorks Worldwide
 Foods Resource Bank
 Forest Trends
 International Foundation for Education and Self-Help
 International Institute for Tropical Agriculture
 International Intellectual Property Institute
 International Youth Foundation
 Metafore
 Pan American Development Foundation
 Rainforest Alliance
 SchoolNet
 Small Enterprise Assistance Funds
 WaterAid
 Wildlife Conservation Society
 Winrock International
 World Vision International
 World Wildlife Fund

PHILANTHROPIC ORGANIZATIONS

Bill & Melinda Gates Foundation
 Conrad N. Hilton Foundation
 Lions Clubs International Foundation
 Charles Stewart Mott Foundation
 The David and Lucile Packard Foundation
 The Ford Foundation
 The Hassan II Foundation
 Hewlett Foundation
 The Kellogg Foundation
 The Rockefeller Foundation
 The Toyota Foundation

ALLIANCE PARTNERS

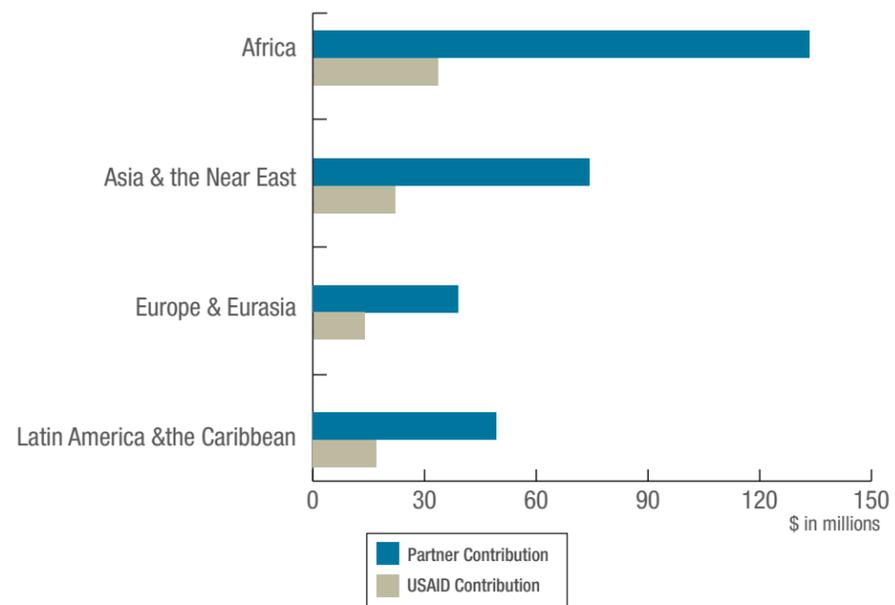
Public-Private Alliances in 2002



Where Alliances Are Located

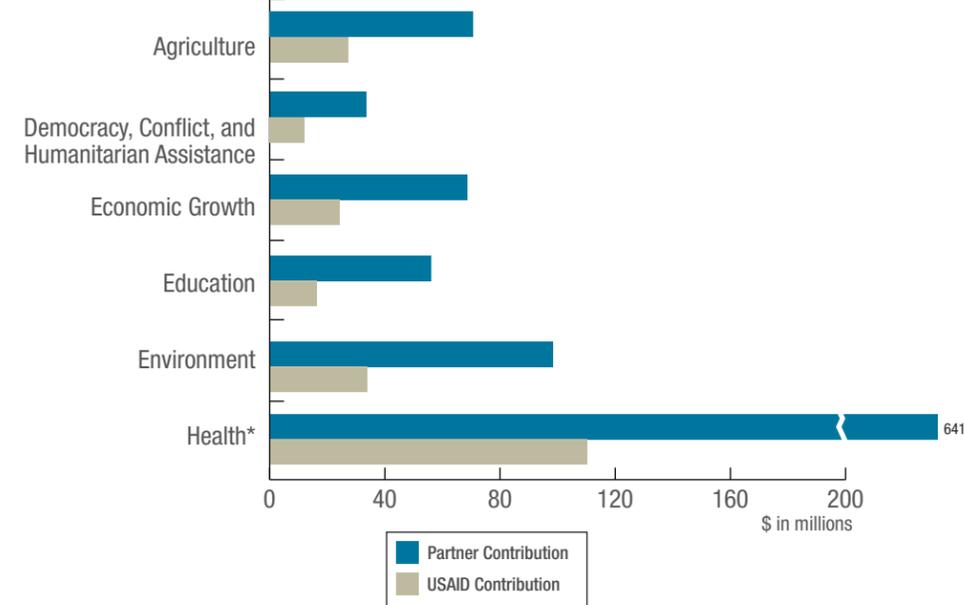
- Agriculture
- Democracy, Conflict and Humanitarian Assistance
- Economic Growth
- Education
- Environment
- Information Technology

Alliance Funding by Region, 2002*



* Excluding global health, which is worldwide.

Alliance Funding by Sector, 2002



* USAID funding in the health sector excludes the \$150 million contribution for the Global Fund for AIDS, Tuberculosis and Malaria.



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