

TOOLS FOR INNOVATION PROGRAMMING

Step 2: Secure Partners & Funding



LIFECYCLE STEPS



TOOLKITS

About the USAID U.S. Global Development Lab

USAID's legacy of developing and implementing innovative breakthroughs—from the seeds of the green revolution, to microfinance and oral rehydration therapy—has saved lives, created economic opportunity, and advanced human development. For the first time in history, we have the scientific and technological tools to put an end to extreme poverty and its most devastating consequences within the next two decades.

Building on the belief that science, technology, innovation and partnership can accelerate development impact faster, cheaper, and more sustainably, USAID established the U.S. Global Development Lab (The Lab) in April 2014. The Lab is designed to experiment and test new ideas, models, interventions, and approaches and to accelerate the ones that work across the Agency and in Missions around the world.

The Lab's mission is twofold:

- To produce breakthrough development innovations by sourcing, testing, and scaling proven solutions to reach hundreds of millions of people.
- To accelerate the transformation of the development enterprise by opening development to people everywhere with good ideas, promoting new and deepening existing partnerships, bringing data and evidence to bear, and harnessing scientific and technological advances.

To learn more about The Lab, visit: www.usaid.gov/GlobalDevLab

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This collection of tools was informed by in-depth interviews and discussions with the champions and the managers of the following USAID programs: *Securing Water for Food: A Grand Challenge for Development*; *All Children Reading: A Grand Challenge for Development*; *Saving Lives at Birth: A Grand Challenge for Development*; *Powering Agriculture: A Grand Challenge for Development*; *Higher Education Solutions Network (HESN)*; and *Development Innovation Ventures (DIV)*.

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Step 2: Secure Partners & Funding



KEY LEARNINGS

Target the right partners and develop a strategy up front. Engaging partners is a long-term effort that must deliver value for all partners. Experienced relationship managers can help guide this process, identify opportunity areas, and facilitate conversations.

Focus on partnership management as a distinct issue and effort. Deepen partner relationships by engaging them in a diverse and strategic set of activities. Think creatively about resources (e.g., networks, skills, technology, etc.).

Focus on different types of partnership arrangements. There are many strategically valuable partners who would be willing to commit lower levels of funding or non-financial assets to improve the reach, profile, and scaling of innovations.

Partnerships are a core pillar of the U.S. Global Development Lab (the Lab) and its' open innovation programs integrate partnerships into program design and implementation to identify and validate critical problem, combine assets and experience, leverage capital and investments, and tap into creative networks to deliver higher levels of impact at a more rapid pace.

This document focuses on how to create a partnership strategy that spans the entire program lifecycle and offers guidance on key activities in securing partners and funding:

- **Developing a Partnership Strategy**, focusing on the types of partnerships and various roles partners can play throughout program implementation.
- **Integrating Partnerships across the program Lifecycle**, offering role-based models of partnerships that can be applied by all innovation programs.
- **Identifying and Mapping Partners**, elaborating the steps to identify, map, and prioritize partnership opportunities.
- **Engaging High Priority Partners**, offering steps for developing pitches, identifying points of entry for engaging prospective partners, and clarifying desired outcomes before engaging partners.
- **Formalizing the Partnership**, outlining the process for selecting the partners and drafting and signing the Memorandum of Understanding and offering key lessons on managing relationships through clear roles and responsibilities and engagement tactics

Developing the Partnership Strategy

A partnership strategy should support the entire lifespan of the open innovation program; it forms part of the program's foundation, beginning during problem definition, informing program design, and affecting implementation, management and evaluation. Developing a partnership strategy requires additional planning effort but engaging partners will benefit your program by:

- Validating the problem statement and creating opportunities to obtain joint buy-in for program activities.
- Increasing reach to target networks and potential solvers and amplifying communications efforts to attract a greater number of high-quality applications.
- Raising awareness about innovations and help winners to better understand their markets and customers, refine their innovations, and attract additional investment.
- Identifying opportunities for supporting innovations to develop market-based approaches and reach scale.

WHERE TO BEGIN

So where do you begin? Start with the following steps:

- **Map potential partners**, paying close attention to actors with existing relationships and past experience working with USAID.
- **Prioritize your partners** based on the value they offer the program and awardees / innovations.
- **Develop a value proposition** about what the potential partner will get from working with USAID on the program.
- **Utilize existing relationship** and work with USAID colleagues who manage the relationship to conduct outreach.
- **Engage potential partners in program design** through co-creation or ideation workshops or through one-on-one conversations to unearth and discuss shared interests.

Once the early steps are completed, you will move on the following steps, though the order may vary. These steps are elaborated in greater detail throughout this document.

- **Secure partners** and formalize agreements and protocols. Once partners are signed on it is reasonable to ask them to identify additional partners through their network.
- **Engage partners in program design activities**, from validating the problem statement, to drafting the Call for Innovations, to refining evaluation criteria, and identifying and securing judges.
- **Engage partners in communications outreach and campaigns** to help get the word out about a competition, to identify potential solvers, or, once the winners have been selected, by promoting winners and sharing stories about the program's innovations.
- **Manage partnerships for results and regularly communicate** with partners about the work plan and impact of program activities.

TYPES OF PARTNERS FOR INNOVATION PROGRAMMING

Before you get started, it's important to ask key clarifying questions to ensure you get the most out of a partnership strategy. These include "How can partnerships help design of my program?" and "Who else cares about this program and why?" Taking the time to respond to these overarching questions will help you develop a partnership strategy that supports your program's objectives. Partners can contribute a multitude of assets including expertise, networks, research, money, brand value, supply or distribution channels, and research and development (R&D) investment.

Table 1: *Types of Partners for Innovation Programming* presents **a framework for types of partners, the value they bring to the program, and the value for the partner.** This framework can be used as a tool to help identify and categorize potential partners and will help to evaluate how partnerships can best serve the goals of an innovation program.

TABLE 1: TYPES OF PARTNERS FOR INNOVATION PROGRAMMING

POSSIBLE ROLES FOR PARTNERS	VALUE TO THE PROGRAM	VALUE FOR THE PARTNER
<p>Problem Definition: <i>Can play critical roles in identifying and framing the Challenge Statement.</i></p>	<ul style="list-style-type: none"> • If already invested in solving the problem, can bring valuable evidence and data and help build buy-in for the program with other key actors. • May have access to networks that can be targeted for financial and non-financial support and commitments around program activities. 	<ul style="list-style-type: none"> • Can leverage USAID's (and others') efforts and resources around a business challenge or institutional mission / mandate. • Exercise or deepen a long-term relationship with USAID. • Can influence the final problem definition.
<p>Program Design: <i>Can be engaged in design and execution of the Calls and potentially play a role in creating demand for or utilization of the innovations.</i></p>	<ul style="list-style-type: none"> • Can provide technical input on design of program activities. • Can enhance the design or implementation of acceleration activities. • Can establish meaningful judging criteria for applicants. 	<ul style="list-style-type: none"> • Can shape activities to ensure innovations sourced address a high priority need or satisfy an institutional mission.
<p>Communications and Marketing: <i>Can contribute funding, expertise, networks, and brand value to promote the program.</i></p>	<ul style="list-style-type: none"> • Can provide content and engage key actors to drive marketing and prompt action at critical junctures. • Can provide access to a network of solvers, social media, and press to attract high quality applicants and expand the reach of the Call. 	<ul style="list-style-type: none"> • Co-branded marketing with USAID. • Increase brand awareness in new communities, with existing stakeholders, and new beneficiaries and consumers.

POSSIBLE ROLES FOR PARTNERS	VALUE TO THE PROGRAM	VALUE FOR THE PARTNER
<p>Scaling/Acceleration: <i>Can bring networks that help scale the innovations sourced (e.g., convene investor meetings, deal-making workshops, etc.). This role usually comes into play post-award juncture.</i></p>	<ul style="list-style-type: none"> • Can contribute research and human or financial resources to refine the solution or mentor innovators. • Can bring investment/investors to commercially scale the solution or promote uptake in markets. • Can identify or create connections to acceleration service providers or partners. 	<ul style="list-style-type: none"> • Gain access to cutting-edge innovations that have been vetted, received financial infusion, and supported with acceleration activities. • Access a pipeline of investable innovations. • Achieve significant impact that is confirmed with data. • Improved relationships with local communities, entrepreneurs, suppliers, etc.
<p>Innovation systems partners: <i>individuals or organizations who are also trying to solve the problem (i.e. NGOs, multinational organizations, governments, foundations, corporations, etc.) and can complement program activities. Similar to scaling and acceleration partners.</i></p>	<ul style="list-style-type: none"> • Can contribute research and human or financial resources to improve the enabling environment for innovation broadly, or for uptake of a specific innovation. • Can address specific barriers to scale. 	<ul style="list-style-type: none"> • Can leverage USAID (and others') efforts and resources around innovation broadly (or for a specific innovation) in cases where accelerating the pace of uptake or adoption or innovations is the priority for the program. • Access to USAID's technical specialists on the ground. • Partake in ongoing, sustained, and local dialogue about innovation. • Improved relationships with local communities, entrepreneurs, suppliers, etc.

Types of Partners for Grand Challenges for Development

The Grand Challenges for Development model applies two additional categories of partnerships: Founding Partners and Collaboration Partners. These categories can encompass any of the types of partners or roles elaborated in *Table 1: Types of Partners for Innovation Programming*. The GCD model employs this hierarchy in large part because the programs are so large, spanning the entire globe and lasting several years. If you plan to follow the GCD model for your innovation program, it is important to understand what these categories of partnerships entails and requires.

Founding Partners

The Founding Partner model is based on more traditional development partnership approach that has been used extensively by USAID to engage actors that include donors, foundations, non-profits, and the private sector, to achieve a higher level shared program outcome. **In the GCD model, Founding Partners refer to those actors who contribute financial resources** (typically between \$2 and \$5 million but sometimes less) to the operational budget, often through cost share, parallel funding, or transfer of funds using USAID's Gift Authority. In addition to direct financial support for the program, these partners can and should contribute valuable **non-financial assets**, such as:

- Input and decision making on the overall program priorities and design
- Technical evaluation committee members to help choose winning applicants
- Communications and marketing support

Founding Partners join for a variety of reasons. A donor might be interested in co-funding a portfolio of innovations or getting increased profile in the technology and innovation space. A private sector partner might be interested in product sourcing or acquisition from the program's portfolio of innovations. A nonprofit might be interested in taking a new approach for contributing financially to support a cause that is fundamental to its mission. For most GCD programs, Founding Partners joined the program early and were involved in problem definition and program design. In other cases, these partnerships were not formalized until the Challenge Statement has been drafted or until just before the program is officially announced.



TIP

In the case of the All Children Reading (ACR) GCD, USAID issued a global call for partners seeking potential Founding partners to bring funding to help the Agency address early grade reading. Only a few partners (in this case, World Vision and the Australian Department of Foreign Affairs and Trade) expressed interest to participating as a Founding Partner. The Powering Agriculture GCD also issued an announcement seeking Founding Partners.



CRITICAL
CONSIDERATION

Some Founding Partners will want to be actively engaged in program design and implementation decisions in order to learn about open innovation programming through their involvement. Other partners may simply wish to write a check or take a more passive role, engaging with for semi-annual or annual partner meetings to be updated on progress and take part in key decisions.

Collaboration Partners

Collaboration Partners is a broad category designation that refers to partners who work on discrete activities (rather than at a strategic level for the entire life of a program across Calls). Collaboration Partners can fill any of the roles described in *Table 1: Types of Partners for Innovation Programming*. These partners can be highly valuable to a program in the following ways:

- Improve reach of communications and marketing
- Serve as a judges in the application review process
- Serve as a mentor/coach to an innovator
- Provide acceleration support to the program or to specific innovations
- Sponsor a discrete program activity
- Support local systems-level innovation with expertise, contacts, and networks



Integrating Partnerships across the Program Lifecycle

Next, it is important to understand how partnerships should align with critical program design and implementation junctures. *Figure 1: Partnerships Across the Program Lifecycle* presents the key point for integrating the types of partnerships presented in *Table 1: Types of Partners for Innovation Programming*.

FIGURE 1: PARTNERSHIPS ACROSS THE PROGRAM LIFECYCLE



Advisory boards can be constituted in a variety of forms throughout a program as a mode of participatory engagement. Though advisory boards require management effort, they nonetheless offer the best chance for obtaining sustained and strategic engagement over the life of a program. There are several types of structures to consider:



TIP

- **Executive boards** for decision-making on implementation.
- **Technical/scientific boards** for bringing the latest research, data and evidence to help inform decision making and validate analysis.
- **Investment boards** for financial advisory assistance or assessment on accelerating innovations.
- **Acceleration mentors and councils** for bringing together experts and leaders from the private sector, investor community, government, universities, NGOs, foundations, etc. to work directly with innovators, on an individual or collective basis, through one-on-one engagements or facilitated group engagements or events (e.g., posing critical questions, providing feedback and commentary, offering advice, or facilitating connections).

PARTNERSHIP ARRANGEMENTS

The following discussion will focus on the types of organizations USAID can partner with, what value they can bring to program activities, and what their role in the program can be. These suggestions are based on the partnership arrangements used by the Lab's innovation programs to date and are not meant to be an exhaustive list.

Research and University Partnerships

USAID could partner with a research organization or university in order to access data and expertise that can shape program design (e.g., Barrier Analysis, State of Innovation analysis, drafting the Concept Note, setting selection criteria) and create opportunities for innovations to obtain support on business plan development, technology validation, product and program R&D, testing, monitoring and evaluation. USAID can link with business schools, research

resources, practitioners, technology transfer offices, and commercialization partners. This could also provide an excellent opportunity to tap into USAID's Higher Education Solutions Network (HESN). Additionally, host-government research institutions that are often challenged to get locally adapted solutions out of their organization and into the community can help operationalize these partnerships at the local level.

Roles

- Serve as a judge/evaluator on panel of experts
- Serve as a mentor to an innovator
- Serve as a member of a Technical / Scientific Advisory Board comprised of public and private sector experts and specialists
- Co-host events for innovators that bring together the private sector, investors, and researchers (similar to acceleration mentors and councils)

Local Government and NGO Partnerships

USAID could partner with local government and NGOs who are already sponsoring or running a program that can provide technical assistance or support in local markets. These agencies and organizations could complement program awards or support for winners by helping them get better local market insights to refine their innovation, understand behavior change that may be required for an innovation to experience uptake by local populations, and advise on local staffing recruitment when the innovation is ready to go to market or the organization is ready to bring on new talent.

Roles

- Lead role in design of a grant or prize competition
- Serve as a judge/reviewer on panel of experts
- Serve as a mentor or advisor to an innovator on local setting and constraints to growth
- Co-host in-country events that bring together the key private sector and public sector with program innovators

Co-investment Partnerships

USAID could partner with a small initial set of investors to mobilize funds to support the most promising innovations. Funds that have a "perpetual life" are uniquely positioned to lead the industry in specific investment because they don't look at investments in stocks, but rather at "categories" for funding. Depending on the stage of innovation and commercialization potential, USAID may want to set aside additional funds to offset investor risk through a guarantee mechanism such as a Development Credit Authority (DCA).

Roles

- Help develop criteria for selecting the most promising innovations
- Serve as a member of an Investment Advisory Board
- Serve as a judge/evaluator on a panel of experts
- Participate in events for innovations that bring together private sector, investors, and R&D (similar to acceleration mentors and councils)
- Serve as a mentor/coach to an innovator
- Direct investment in an awardee

Distribution and Commercialization Partnerships

The program team could develop partnerships that reduce the risk of poor uptake in untested markets, such as advance market/purchase commitments. This has great potential because of the number of existing innovations in the



market and USAID's ability to be specific about the characteristics of innovations sought and how partnerships can help address distribution as a critical component of scale.

Roles

- Lead role in design of a grant or prize competition
- Serve as a judge/reviewer on panel of experts
- Serve as an acceleration mentor or advisor to work directly with innovators, on an individual or collective basis, to provide advice or facilitate connections that will help with scaling effort

Marketplace Promotion Partnerships

USAID partners with investment promotion agencies and/or private sector partners to host investment marketplaces that highlight winning innovators and their work. The purpose of the marketplace would be to raise awareness about new innovations in a particular sector and encourage product refinement and testing, licensing, distribution, direct investment, networking, and partnership opportunities to benefit innovations.

Roles

- Co-host in-country events for innovations that bring together private sector, investors, foundations, and R&D
- Serve as a member of a country-focused Investment Advisory Board comprised of public and private sector stakeholders and experts

Risk Mitigation Partnerships

This has the potential to work well if USAID works with risk mitigation providers, such as the Multilateral Investment Guarantee Association (MIGA), the World Bank's Partial Risk Guarantee facility, or the IFC's partial credit guarantee, or with wholesale providers of insurance and other insurance-based forms of risk transfer to make guarantees available. Alternately, USAID could provide a grant to the company to pay for the guarantee, thus offsetting the upfront investment needed or lowering fund management cost and/or risk. This would substantially reduce the commercial risk for private investors/companies looking to branch out into new markets by offering investment insurance.

Roles

- Serve as a member of a sector-focused Investment Advisory Board comprised of public and private sector experts and specialists
- Participate in events for innovations that bring together private sector, investors, and R&D (similar to acceleration mentors and councils)



CRITICAL CONSIDERATION

There is a tendency to keep each innovation program in a silo even when multiple programs work with the same partners. Because management and communication is done on a program-by-program basis, the result is an underutilization of partners' assets and capabilities and this constrains design (problem definition, and selection and evaluation processes) and implementation (outreach, support systems/networks, selection, etc.). Whenever possible, communicate and coordinate with colleagues and other program teams who are working with the same partners. If you share a partner with another program team, then you may find it useful to have semi-annual calls or meetings with your USAID colleagues to discuss program activities and the working relationship.

Identifying and Mapping Partners

Once you've determined what types of partnerships will support the envisioned program activities, it is time start drafting the partnership strategy. This begins with identifying and mapping the best potential partners – the ones that can bring the most valuable assets, have a sufficient level of resources available, have strong incentives for joining with USAID, and are therefore most likely to say yes to such a partnership. **Partner identification and mapping analysis will produce a list of potential partners** (which can be quite long).

A pitch to the prospective partners should include:



TIP

- Reasons why USAID picked this problem and why it is relevant
- What USAID's value-add is to solving the problem (as defined in the Challenge Statement), what the Partner's value-add is to solving the problem, and what the anticipated benefits are for both organizations
- How USAID and the Partner can work together on the program (this may be across the program lifespan or at one or a few discrete junctures)



RESOURCES &
REFERENCES

There are different ways to go about identifying and securing partners. Securing Water for Food (SWFF) GCD conducted a Partner Mapping and developed an early draft of a partnership strategy, available in the Resources section, and created pitch presentations for their meetings with prospective partners.



ACTIVITY



GUIDE TO PARTNERSHIP MAPPING

Step 1: Desk Review and Sourcing. Develop a framework for potential partnership opportunities based on the partner's ongoing and planned projects and potential for new activities.

- Identify potential partner's strategic objectives, policy and sector focus, operational plans, budget, and other medium and long term programming and investment documents.
- Factor in their current partnership strategy and review examples of their ongoing and planned partnerships.

Step 2: Develop Tailored Pitches. Create tailored pitches to describe to prospective partners. Use the Concept Note if in the early stages of designing the program. If program design is well underway, use the Challenge Statement or existing marketing collateral such as program website, one-pagers, and social media analytics. Pitches may happen in an early exploration meeting or during carefully heavily planned and executed round tables or ideation workshops that are conducive to relationship building, not just information exchange.

Step 3: Prioritization of Potential Partners. Develop a prioritized list of potential partnership opportunities. This may be a matrix of potential partners. This should include an outline of each organization's perceived value to the program and benefits the organization may gain from being a partner in the program. Finally, the prioritized partner matrix should include the name of the USAID team member who engaged the partner; the date of the interaction, and any agreed upon next steps.

Step 4: Outreach to Validate Opportunities. Conduct outreach to potential partners that you have mapped and prioritized to determine level of interest and to identify shared objectives. Be knowledgeable of the partners' initiatives and try to use their language wherever possible. By the end of this step you should have a validated list of potential partners for follow up. Eliminate organizations that seem unlikely to partner so time is not wasted on outreach.

- Reach out to list of partners in order of highest priority. Organize and convene face-to-face meetings if possible. Avoid group outreach wherever possible as this dilutes effort and makes nuanced pitches difficult.
- Start by discussing the high level goals. If there is interest, describe the initiative in more concrete detail by referencing operational plans, key focus areas, and past successes and failures in similar activities and partnerships. Present the potential value to the partner in concrete terms. Ascertain their level of interest.

Step 5: Due Diligence. There are essential areas for investigation: corporate image, social responsibility, environmental accountability, financial soundness, and policy compatibility (which include a clean legal record with no pending legal actions that may cause issues for USAID). Due diligence reduces the chance that the business practices of a partner will reflect poorly on USAID and its implementing partners and on the U.S. Government.

- Due diligence should document research and analysis conducted for the benefit of the Agency official who will be making the decision to enter into a partnership.
- Begin due diligence as soon as the relationship moves past the "getting to know you" stage and toward partnership negotiation. The Global Partnerships Team within the U.S. Global Development Lab has guidance on the due diligence process available at http://www.usaid.gov/sites/default/files/documents/1880/Section_5_Due_Diligence_Step_by_Step_updated.pdf

Engaging High Priority Partners

At this point, you will be able to draft partnership strategy using the prioritized partner matrix once potential partners have validated their interest during the team's early outreach. The partnership strategy should detail the organizations USAID wishes to secure as formal partners in the program design and activities. The program team should use the document to begin the process of engaging high priority partners and keep track of and document engagement efforts and decisions. The following discussion will focus on the process, not the skills required or techniques, for partner engagement.

IDENTIFYING POINTS OF ENTRY

Identifying what part of the organization to start with and getting connected to the right people is one of the most challenging aspects of engaging a potential partner. There is no magic solution to this challenge, but there are ways to be more effective and efficient. Utilizing the Agency's resources and existing networks is an effective and efficient way to find the best point of entry into an organization.

Cornerstone Partners

Work through The Lab's Center for Transformational Partnerships (CTP) team to access and learn about the Lab's diverse network of Cornerstone Partners. The designated Agency relationship lead knows the partners' interests and is best placed to make the introduction. It is critical that USAID communicates and coordinates with the operating units of the company that are already engaged. The benefit of starting with the Lab's Cornerstone Partners is that the relationship has already been developed with agreed upon areas of collaboration and interest that may include or have the potential to expand to the agenda of science, technology, innovation and partnership (STIP).



TIP

When you reach out to USAID colleagues, brief them on the program's partnership strategy and ask if a referral can be made. If no pre-existing connection or relationship exists, research the company and use external networks to make a connection.

The Center for Transformational Partnerships (CTP) within the Lab is assigned to manage relationships with Cornerstone Partners, the organizations that have committed to work with the Lab to share knowledge, solve problems, and scale solutions. The CTP team will know the right individuals to contact, what the partner is likely to be interested in, and can give a full picture of USAID's relationship with the partner to date.

Local Partners

Utilize Mission networks and relationships to access local partners. It is critical to follow a Mission's lead when reaching out to a potential local partner. Start by working with the Lab's Regional Support Teams (RST) who supports the 20 STIP Lead Missions. You can also tap existing Global Development Alliance (GDA) partners since these relationships have established a scope for areas of collaboration and often have formalized partnership terms, such as a memorandum of understanding (MOU), already in place. The lead person managing a GDA relationship may sit in Washington, D.C. or a Mission program office.



Formalizing Partnerships

SECURE PARTNERS

Once the right partners have been identified, the due diligence is completed, the partners are willing to commit resources to the program, and the USAID team has signed off on the partners, it is time to for the partner kick-off meeting. If a single kick-off meeting is not appropriate or feasible, holding a series of conversations (virtual or in-person) with the partner can be effective. Though the structure and duration of your partner meeting will vary, the goals should be:

- Validate support for the program’s goals and the Challenge Statement, refining as needed based on inputs from partners.
- Reach consensus on funding targets and the implementation strategy.
- Set expectations for and take decisions on Partner Governance
- Set expectations for and take decisions on partner communication protocols.



TIP

Due diligence documents analysis for the benefit of the Agency official who will be making the decision to enter into a partnership. You should begin due diligence as soon as the relationship moves past the “getting to know you” stage and toward partnership negotiation.

The partner kick-off meeting requires significant planning effort so be sure to designate someone from the program team to lead this process and make time and resources available. At a minimum, a Meeting Agenda, Facilitator Guide, and Invitation Letter should be created and used for planning and logistics. A facilitator may be engaged to conduct the meeting so that all partners are on equal footing. There are also a number of program design documents and communications assets that teams can use in discussions with partners:

- **Concept Note**, if the program is still being designed. This can be used to explain the focus areas and program goal.
- **Barrier Analysis and State of Innovation Analysis**, if this research has been conducted or validated (though it is unlikely at this stage), present USAID’s research and data USAID and the program focus areas.
- **Challenge Statement**, if the program design is far enough along present the draft / final approved document.
- **Communications strategy or Media Packet**, if this is being developed as part of early program design.
- **Program strategy or documents related to specific calls**, if the program is already operational and the partners are joining at a later stage or only participating in part of the program.
- **Examples of partnership governance** management documentation from other similar programs.



RESOURCES &
REFERENCES

In September 2012, the USAID The Powering Agriculture: An Energy Grand Challenge for Development (PAEGC) team travelled to Stockholm to meet with Sida and the other Partners. The Partner's Meeting Agenda is provided in the Resources section.

In April 2013 the SWFF team conducted a partners meeting with Sida to discuss and make decisions about program activities. The partner meeting notes and agenda are provided in the Resources section.

These examples can be adapted by other program teams when preparing for their own partner meetings.

DOCUMENT TERMS OF THE PARTNERSHIP

The final step of formalizing the relationship is to document the terms of agreement and have all partners sign the document. The key steps in this process are:

- Conduct and document due diligence
- Negotiate roles and resources
- Establish governance structures and relationship management
 - Identify relationship managers and/or of contact leads within each organization
 - Establish regular opportunities for engagement (monthly partner calls and semiannual face-to-face meetings)
 - Agree on metrics and reporting needs
 - Discuss roles for high priority joint activities like hosting the launch event, drafting the innovation call, judging the applicants and develop high level work plan
- Draft and sign the MOU (elaborated in the next section)



RESOURCES &
REFERENCES

The Partner Governance Structure that PAEGC developed is captured in a PowerPoint presentation, available in the Resources section.



TIP

Is there ever a point where you should not engage new partners? Try to establish the parameters for adding new partners early on. Determine if your partners have any restrictions (i.e. prohibited to work with alcohol or tobacco companies) regarding the types of organizations you plan to engage. Ensuring that partners are on board with the partnership strategy will avoid unproductive engagement and outreach.



ACTIVITY



The ACR GCD has four key program elements: grant competitions, prize competitions, research, and partnerships. In preparation for the next round of the grant competition, the ACR team has laid out expectations for their partners' role in supporting these four elements. The structure and content can serve as a guide or template for others to articulate partner expectations across different program activities and competitions.

Grant Competition

- Provide input and sign off on RFA;
- Recruit technical reviewers;
- Assist as a reviewer, as necessary, for Concept Note and Full Application review;
- Provide technical expertise, as appropriate, based on grantee needs;
- During field visits each partner is expected to visit grantee projects and provide written feedback to all Partners (i.e. take photos, tweet content, write a blog post, and identify media coverage opportunities); and
- Disseminate meta-data analysis to internal agency key stakeholder as appropriate.

Prize Competition

- Lead prize design and development;
- Recruit technical reviewers;
- Review draft designs and applications;
- Assist in dissemination of prize product/application;
- Approve new prize design competitions; and
- Review piloting/dissemination plan for USAID supplemental funding (USAID is responsible for reporting on use of funds to partners).

Research

- Review and Approve the SOW for the External Evaluation firm;
- Contribute to the facilitation of acceleration activities, such as Start-Up Workshops;
- Visit grantees while in the field and report back on progress to Partners;
- Contribute resources and lead investigative studies, meta analyses and other evaluation activities;
- Scale up innovations with great potential (including winners from previous Calls for Innovation); and
- Provide technical assistance in area of expertise upon request from Grants Officer.

Continued

ACTIVITY



Partnerships

- Solicit and follow up on new partnerships within respective networks. Use promotional materials created by team and/or communication lead to solicit partnerships;
- Participate in advisory board meetings;
- Establish linkages between technical teams and operating units within respective organizations
- Participate in the decision making process for determining partner's participation in key program activities; and
- Actively disseminate program information to potential partner to deepen their understanding of innovations sourced and sought.

Communications

- Proactively pitch news/ stories to internal communication channels and established external networks to announce/share program activities, events and winning innovations;
- Proactively seek and share with Partners any press-worthy anecdotes, human interest stories, events related to the program that could reach target audience;
- Proactively disseminate program publications to internal communication channels and established internal/external networks;
- Reference programs as a joint-initiative supported by their organizations and any other partners (according to the terms of the MOU and/or established communications protocols);
- Attain all necessary approval/ sign-offs within their organization for communication materials and transmit to all partners for use or adaptation;
- Create original content for the social media of their organization and/or retweet using designated handles;
- Create and share access to an online storage of photos (i.e. events, monitoring trips, project visits, etc.) for use by the Partners in communication pieces. Photos will be credited as requested/ noted by Partners;
- Brief and resource organizations' spokespersons for public speaking and press;
- Partners to assist with and participate in events as appropriate and necessary;
- Partners to share responsibility of representing the program at conferences;
- Disseminate current program information on website; and
- Author or source on blog article per quarter for the website, eNewsletter, etc.



DRAFT & SIGN A MEMORANDUM OF UNDERSTANDING

It is important to engage your partner’s management teams (and other key internal stakeholders or functional teams) to negotiate the Memorandum of Understanding (MOU). You will need to engage USAID’s General Counsel (GC) in drafting and negotiating the MOU. The earlier engagement begins the better, as the process can take time and effort is required to ensure that GC understands the scope and goals of the program. It is not unusual for this process to take around nine months. The earlier you identify and begin to engage USAID GC and the partners’ formal chain of approvals, the better of you are for moving the MOU through quickly and with less back-and-forth iterations.

What is a MOU?

The MOU is a signed non-obligating and legally non-binding document that describes the intentions of the partners to work together. An MOU can detail program coordination, financial obligations, branding and joint recognition, and other operational protocols. Often an MOU is used when the partner is providing parallel funding to USAID’s funding. USAID’s General Council or the Regional Legal Advisor should be involved from the early planning stages in developing an MOU. An MOU does not obligate or commit USAID funds.

MOUs vary in length and detail. In some cases, a more detailed MOU can help provide a better roadmap for the partnership going forward. In other cases, that kind of detail may not be known at the time the parties seek to formalize their relationship.

The MOU should outline the following basic information:

- Purpose of the partnership
- Partner roles and responsibilities
- Implementation issues such as partnership governance structure, funding, and reporting and evaluation requirements
- Information relating to effective date, duration, amendments and termination

There are a number of benefits to using a MOU:

- Ensures that all parties are in agreement on the partner roles and activities, thereby decreasing misunderstandings and future conflicts
- Outlines how decisions about the partnership will be made during implementation
- Formalizes the relationship between USAID and a partner
- Helps ensure partners will honor their commitments (without being legally binding)
- Helps keep the partnership on track and focused on the originally envisioned goals and activities



TIP

In some cases, the legal departments of the partner organizations may use the term MOU to refer to a legally binding document. It is imperative that all parties understand and agree that the document is non-binding. If it is helpful, the term “MOU” can be changed to a term used by the organization to refer to a non-legally binding document (e.g., “letter of intent” or “partnership agreement”).

When to Draft the MOU?

An MOU should be drafted as soon as the partner has indicated they would like to join the partnership and the design of the program is under discussion. It is critical to note, however, that it is best practice to begin due diligence on the partner before the MOU is signed to ensure that the USAID signatory is aware of any risks to USAID. Once due diligence has been finalized, the MOU should be completed and signed before any joint activity or resources have been allocated to the partnership.

Who Drafts the MOU?

Typically the technical officer drafts the MOU and shepherds it through the appropriate approvals at the Mission or the Washington Operating Unit. The approval process will vary but at a minimum, the Regional Legal Advisor or General Counsel's office must approve an MOU, and the Mission Director or appropriate Assistant Administrator in USAID/ Washington must sign the final MOU.

An additional factor to consider is that the legal departments at each partner organization will have to review and approve the MOU. Therefore, it is better to limit the MOU to the essentials of the relationship so that it does not get bogged down in too many details (e.g., Work plans, communications protocol). It is best to consult with the Regional Legal Advisor or the General Counsel's office to determine the right MOU approach for the partnership.

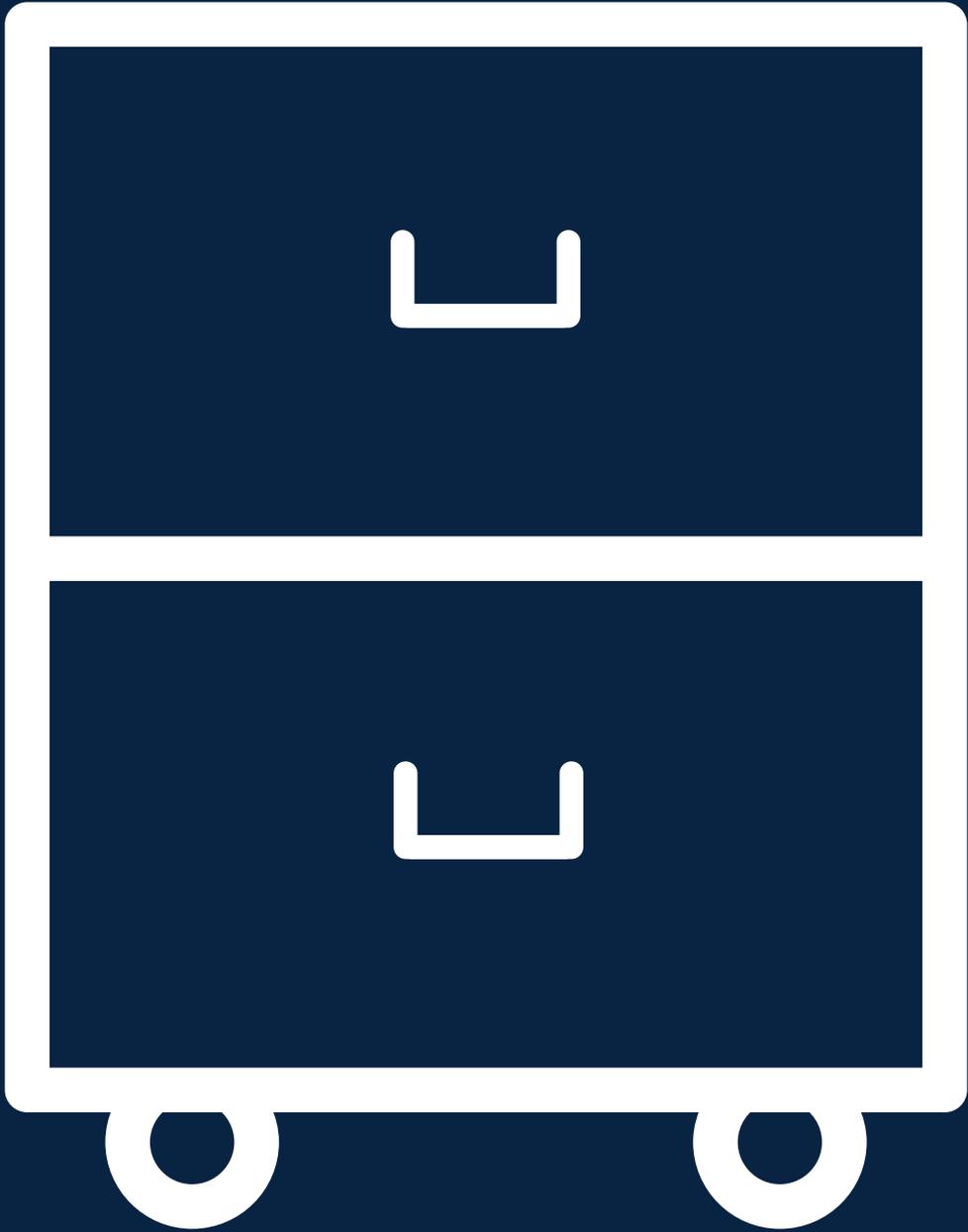


RESOURCES &
REFERENCES

MOU resources, including the Securing Water for Food (SWFF) partner MOU, are included in the References sections.

Transfer Funds into Pooled Vehicle

The program team will need to produce a Letter for Fund Transfer that establishes how the partners will fund the program and how the money will be managed. This should be done with support from OAA and LPA. Once drafted, the Letter for Fund Transfer needs to go to the partner(s) for review and input from their legal counsel and leadership teams.





Resources & References

Resources

- Securing Water for Food (SWFF) Partnership Mapping
- Securing Water for Food Grand Challenge for Development Draft Partnership Strategy
- Powering Agriculture Partners Meeting Agenda
- USAID / Sida SWFF Grand Challenge Partner Meeting Record
- Powering Agriculture Partner Governance Structure

References

- U.S. Global Development Lab's Cornerstone Partnerships <http://www.usaid.gov/GlobalDevLab/cornerstone>
- USAID's Global Development Alliance guidance on Memorandum of Understanding and how to use them: <http://www.usaid.gov/sites/default/files/documents/1880/Section%206%20MOU%20Overview.public.updated022013.pdf>
- USAID's Global Development Alliance guidance on Memorandum of Understanding Template <http://www.usaid.gov/documents/1880/gda-mou-templateinsert>

Securing Water for Food (SWFF) Partnership Mapping

Partner Identification and Engagement Plan

Securing Water for Food: A Grand Challenge for Development

This document describes the steps the Securing Water for Food (SWFF) GCD undertook to:

- Find a private sector Founding partner for the Water Grand Challenge.
- Better understand what role(s) private sector partners might have on the GCD.

At the time of these efforts, Sida was already confirmed as a Founding Partner. Supporting documentation for these steps include Company Profiles (sent separately) and a draft pitch deck (forthcoming).

In a retrospective analysis of this process, the SWFF team offers the following Tips to other USAID teams embarking upon these partnership efforts for a GCD.

1. We limited ourselves to Founding Partners only, whereby the partner would have to write us a large check (>\$5 million). Teams should consider tiered partnership approaches (almost like a “sponsorship” model).
 2. We gave ourselves only three months to secure a private sector Founding Partner. Realistically, it would have taken at least a year to secure a private sector partner as a Founding Partner.
 3. We could only provide hypothetical examples of types of SWFF awardees. The companies we talked to wanted to know concretely what we were doing (which in our case, translated into the innovations that we were funding). Yet we needed Founding Partners to get this off the ground, so we went around in circles.
 4. We focused on companies where we believed SWFF innovations could have impact on their core business. While this is an excellent strategy for a long-term partnership (and ultimately the most sustainable type of partnership), the companies kept steering us toward their CSR departments. The value that we were pitching wasn't necessarily the value that they were seeing.
 5. We limited ourselves to private sector only. We ignored foundations, NGOs, governments, and academia. Teams should remain open to different types of organizations.
- I. **Desk Review.** Over the last few months, we have reviewed three dozen companies that might be potential **Founding Partners** (>\$5 million) for the Water Grand Challenge. Those companies included (in alphabetical order):
- a. ADM
 - b. Alcoa
 - c. BASF
 - d. Bayer
 - e. BP

- f. Bunge
- g. Cargill
- h. Chevron
- i. Coke
- j. Continental
- k. Dow Chemical
- l. Dupont
- m. Ferrovia
- n. FOZ (Brazil)
- o. GE
- p. Goldman Sachs
- q. HSBC
- r. Ikea
- s. Intel
- t. Masdar/Abu Dhabi
- u. Norwegian Sovereign Wealth Fund (NBIM)
- v. Olam
- w. P&G
- x. Pepsi
- y. Proctor and Gamble
- z. Qatar Foundation
- aa. Rio Tinto
- bb. Royal Dutch Shell
- cc. Suez/Suez Environment (North America: United Water)
- dd. Swiss Re
- ee. Syngenta
- ff. Unilever
- gg. Veolia Water
- hh. Vitens
- ii. Walmart
- jj. Xylem

2. Narrow Down the List. Based on desk research, we narrowed the list down to the 20 most promising prospective partners and developed full profiles of the company.

- a. ADM
- b. Bunge
- c. Cargill
- d. Chevron



- e. Goldman
- f. HSBC
- g. Ikea
- h. Intel
- i. Masdar
- j. Norwegian Sovereign Wealth Fund
- k. Olam
- l. P&G
- m. Qatar
- n. Swiss Re
- o. Syngenta
- p. Unilever
- q. Walmart

3. Articulate Company Value Proposition. The list of 20 prospective partners can be divided into five categories: Foundations; Service Providers; Oil and Gas Exploration Companies; Agribusiness; and Retailers. For each of the five categories, we talked with trusted industry advisors (some of whom worked at these companies) to better understand the broad value proposition and what potential avenues for engagement might exist. The value propositions generally fell into the following categories (the company profiles go into greater detail):

- r. Investment - Risk Mitigation and Long term growth
- s. Community Stability/ Economic Development
- t. Operations/Increase revenues, profitability
- u. Supply Chain
- v. Economic Development
- w. Relationships with Local Governments
- x. Relationships with US/USAID/SIDA
- y. Investment Deal Flow
- z. National Security
- aa. Domestic Job Creation

4. Articulate USAID/SIDA Value Proposition. At the same time we needed to understand the private sector value proposition, we needed to articulate our own. We focused primarily on reach, relationships, and resources. We also started to spend time on how we might engage a private sector Founding, funding partner in the Grand Challenge, as shown in the following table:

WHAT USAID & SIDA OFFER TO PARTNERS

<p>TECHNICAL</p>	<ul style="list-style-type: none"> • Help design programs that will unearth, adapt, and scale cutting-edge water technologies for emerging and developing markets • Serve as a judge/evaluator on panel of experts • Get access to other water specialists from public and private sectors serving as judges/evaluators • Serve as a mentor to an innovator • Serve as a member of an elite advisory board comprised of public and private sector water technology specialists
<p>BUSINESS</p>	<ul style="list-style-type: none"> • Pipeline development and validation of water technologies • Deeper understanding of customers in emerging/developing markets • Interact with entrepreneurs from around the world • Access to USAID, SIDA and partner funded research on water and other market intelligence on water technologies
<p>PUBLIC RELATIONS / MEDIA</p>	<ul style="list-style-type: none"> • Visibility as a leader in tackling issues of water scarcity • Global media campaign • Major media outlets • Social media campaign • U.S., Sweden + developing countries • Coverage at World Water Week • White House press releases • High profile events • Bringing entrepreneurs from around the world together with private
<p>RELATIONSHIPS</p>	<ul style="list-style-type: none"> • U.S. Agency for International Development • U.S. Department of State • Swedish International Development Cooperation Agency • Ability to leverage USAID and US Embassy relationships with national and local governments, the private sector, and civil society organizations around the world • Ability to leverage USAID and SIDA relationships with leading universities involved in evaluation and piloting of water technologies
<p>PRESTIGE</p>	<ul style="list-style-type: none"> • Invite-only event at World Water Week with industry experts [and entrepreneurs] • D.C.-based event with industry experts, and high-ranking U.S. government officials • Regular convening of Advisory Board and/or judge/evaluation panels
<p>REACH</p>	<ul style="list-style-type: none"> • USAID: Long-term country presence in 100 countries around the world (U.S. Department of State has embassies in 159 countries) • Access to USAID and SIDA water specialists in dozens of developing countries • Testing of water technologies in emerging/developing markets

5. Talk with Water Tech Start-ups. In San Francisco, we set up meetings with seven water technology start-ups to give us examples of the potential of advanced tech water solutions. This exercise helped us hone our pitch to the private sector, giving actual examples of companies that could apply to the GCD and fill a private sector need. These meetings helped us further develop the USAID/SIDA value proposition. We talked with:

- The Water Initiative – multistage treatment approach that uses filtration, adsorption, and ultra-filtration technologies.
- Hydropoint – weather controller smart irrigation which provides comprehensive, accurate view of water use in enterprises to map water resilience.
- Pax Water – biomimetic water tank mixer that reduces chlorine use in water storage by more than 50%.
- Marrone Bio – bio-based pest management and plant health products that replace harsh chemicals such as chlorine.
- Takadu – infrastructure monitoring solution proven to optimize the detection of water loss and network inefficiencies up to 9 days earlier than any other known method.
- Miox – on-site chemical generation system that safely and cost-effectively generates disinfection products for oil and gas drilling and produced water treatment and distribution.
- Ecosphere – proven next-generation solution for hydrofracturing waste water treatment; combines an advanced oxidation process using ozone and ultrasonic transducers to oxidize heavy metals, soluble and insoluble organics.

6. Develop Pitch Deck. Based on the above, we developed a pitch deck tailored for each company. Each has the following common elements:

- Water Scarcity Overview
- Why Water Technology
- Why Grand Challenges for Development
- Why USAID/SIDA
- Why Private Sector Engagement
- Specific Company Value Proposition
- Benefits of Joining the Challenge

7. Hold Meetings with High-Potential Partners. Held meetings between May and June with the following companies:

- a. Cargill (working through USAID contact to request/secure initial conversation)
- b. Coke (initial meeting held; with follow-up email)
- c. Chevron (informal meeting held with colleague week; tried to set up formal meeting; strong existing USAID relationship)
- d. GE (working through USAID contact to request/secure initial conversation)

- e. HSBC (looking for contact)
- f. Ikea (working through Sida to request/secure initial conversation)
- g. Olam (working through Sida to request/secure initial conversation; also working through USAID contact. Prefer personal contact through Sida)
- h. Qatar Foundation (requesting initial conversation through email introduction)
- i. Swiss Re (working through USAID contact to request/secure initial conversation)
- j. Syngenta (meeting scheduled during USAID SWFF team member trip to London)
- k. Walmart (working through implementing partner to setup a formal meeting)

8. Explore and Develop Additional Partnership Options. As we invest in private sector partners, we've become increasingly aware that 1) we may have started the effort too late to bring on a Founding, funding private sector partner by September 2013; and 2) there might be multiple ways of engaging the private sector in the GCD that we have not yet considered. While we are mindful that lots of partnerships will mean lots of relationship management, we have considered different types of partnerships* that could benefit the GCD:

- Innovation Judging Partnerships
- Technology Development and Commercialization Partnerships
- Co-investment Partnerships
- Risk Insurance Entity Partnerships
- Local Marketplace Investment Partnerships
- University Partnerships
- Government Promotion Agency Partnerships

Securing Water for Food Grand Challenge for Development Draft Partnership Strategy

Draft Partnership Strategy for 2014/2015

Securing Water for Food: A Grand Challenge for Development

This document was developed by the USAID Securing Water for Food (SWFF) team in May 2014. At this juncture of the GCD, the first open call for solutions had been launched and the finalists selected. The Desal Prize had launched and was accepting applications. This draft strategy is based on the SWFF team's lessons learned during the initial program design and partnership engagement effort.

ENGAGEMENT

1. Whole of program collaboration partners

There are some private sector companies that have the potential to add tremendous value across the entire SWFF portfolio. These are companies and financial institutions with expertise that would target services needed by all/most innovators and might fall into categories like distribution, investment, or design. A "whole of program collaboration partner" might use their broad expertise to sponsor workshops/mentoring to all SWFF awardees in a group capacity.

This type of overall program engagement will be an intensive effort to develop and maintain a productive and fruitful relationship that continues throughout the program cycle. When selecting a whole of program collaboration partner, it is necessary to identify what value the partner will add to the program along with a strategy for maintaining collaboration and engagement. A dedicated point of contact should be dedicated for each whole of program collaboration partner.

We have defined three types of value-add these partners could offer:

- Value add to SWFF: Providing valuable services to SWFF awardees to accelerate SWFF innovations; raising the profile of SWFF with the private sector/program branding; leveraging private sector resources; access to additional target water/agriculture communities.
- Value add to USAID: Engaging existing partners on content-specific collaboration; raising the profile of USAID programs with the private sector technical community/program branding; leveraging private sector resources.
- Value add for firms: Building relationships with governments from US, Sweden, and Netherlands; opportunity to work directly with entrepreneurs that may help partner solve core business challenges in developing country context(s); deeper understanding of customers in emerging/developing markets; prestige of being associated with \$32 million trilateral, global program; investment opportunities and deal flow.

At this time, it is necessary to limit whole of program collaboration partners to one or two and explore other potential partners with future changes in USAID's resources and staffing.

2. Interaction with Individual Innovators

This type of engagement will be managed through a Technical Assistance Facility with coordination from the SWFF team. There are several potential components:

- Coordination with SWFF team: The SWFF team will have some role in coordinating with the TA Facility Manager that needs to be defined.

- Coordination with USAID relationship managers (for ones that exist): Some potential collaboration partners have existing relationships with USAID. A subset of these are managed through Agency relationship managers. A strategy for coordinating SWFF interactions with USAID relationship management will need to be developed.
- Sourcing of new relationships: The SWFF TA Facility provider will be responsible for sourcing new relationships as necessary and building mentoring networks around individual innovator needs. The Facility will draw from the water and agricultural industries, as well as other corporations, financial institutions, universities, and nonprofits.

Potential Collaboration Partners

- ADM
- Bayer
- Bunge
- Dow Chemical
- DuPont
- IKEA
- Veolia Water
- Syngenta
- Olam
- Cargill
- Coke
- Unilever (needs to be reengaged)
- Xylem
- Chevron
- GE (Link through Jarah)
- Goldman Sachs
- HSBC
- Intel
- Norwegian Sovereign Wealth Fund (NBIM)
- Pepsi
- Suez/Suez Environment (North America: United Water)
- Swiss Re
- Vitens

Potential collaboration partners also identified in semifinalist innovator applications:

- Syngenta
- Syngenta Foundation
- Unilever



- Unilever South Africa
- DuPont Pioneer
- Bunge (has a semi-finalist proposal)
- Dow Chemical (has a semi-finalist proposal)

LEVERAGING GLOBAL WATER EVENTS FOR SWFF PARTNER OUTREACH

1. Networking side event at World Water Week for potential collaboration partners

The networking side event at World Water Week will be an informal setting where potential collaboration partners (representatives from companies, financial institutions, etc.) can meet with SWFF innovators. The goal of the event is to allow SWFF awardees to interact with each other and a range of potential partners that they would not normally get to see on a day-to-day basis. This will not be a structured roundtable discussion—we simply want to take advantage of having multiple private sector actors in the same place as our SWFF awardees.

The size of the event will depend on the venue (to be finalized in the next two weeks). It will be invitation only, and we will aim to have a total of 60 people: 8 from Founding Partners; 25 SWFF awardees; and 25 representatives from potential collaboration partners. This event has not yet been scheduled but would ideally take place Tuesday or Wednesday evening. Citat/Bonde will assist in securing and setting up the venue, and coordination of food/beverage.

For invitees, we should target actors from private and financial sectors, and possibly NGOs who may serve as distribution partners. We want partners to leave the event with excitement and enthusiasm for working with SWFF either at a meta-level (across the whole program) or with specific awardees.

During previous engagement, we mentioned to the firms that we would be in touch in early June to share a list of finalists. This will give them an opportunity to look for potential areas of interest.

All firms on the above list of potential collaboration partners will receive an invitation to the SWFF informal networking side event at World Water Week.

2. Timeline

June 2-6

- Contact firms to share a list of finalists
- Extend invitation for World Water Week to potential collaboration partners

June 9-13

- Target whole of program collaboration partner and develop strategy for approach; consult the Founding Partners

June 16-20

- Develop engagement matrix: potential collaboration partners vs types of engagement identified in the Water Grand Challenge Private Sector Engagement Overview

June 23-27

- Develop model for interaction with individual innovators in coordination with the SWFF team and USAID relationship managers

June 30-July 4

- Follow up with potential attendees of WWW side event to confirm participation
- If any target whole of program collaboration partners have been identified and they are attending WWW, a separate meeting between the potential partner and the Founding Partners should be arranged

August 4-8

- Share list of finalists with potential collaboration partners in advance of WWW

August 30-September 5

- USAID SWFF side event at WWW: connect with potential collaboration partners at the informal networking event
- Side meetings with any potential whole of program collaboration partners

September 15-19

- Follow up with attendees of the WWW event to check in on their conversations with innovators and get a sense of their interests
- Contact those that did not attend to see if they are still interested in engaging with SWFF innovators
- Coordinate engagement process with TA Facility provider

Powering Agriculture’s Partner Meeting Agenda

TIME	SESSION	CONTENT	DESIRED OUTCOMES
DAY I			
8:30AM-9:00AM: COFFEE			
15 mins	Welcome from Hosts <ul style="list-style-type: none"> • SIDA • USAID 		
15 mins	Getting Started <ul style="list-style-type: none"> • Overview of the 2 days’ agenda • Ground Rules for discussion • Objectives 	Ground Rules Meeting Objectives: <ol style="list-style-type: none"> 1. Increase understanding of GCD structure 2. Develop consensus on program elements. 3. Establish protocols for partnership management. 4. Network and build relationships among partners. 	Participants will get an overview of the workshop and become familiar with meeting objectives, ground rules and expectations.
10 mins	Ice Breaker: Introductions		Names to faces. Move the relationship from bilateral to multilateral; begin to have a shared understanding of each other’s contribution, strengths commitment to the Grand Challenge.
70 mins	Context—Grand Challenge Model <ul style="list-style-type: none"> • Overview of the Grand Challenge model and update on new developments • How does Powering Grand Challenge fit within the Grand Challenge Model? • Engagement Strategy Context—Powering Agriculture Program <ul style="list-style-type: none"> • Broad overview of PAEGC, current status, tentative timeline of milestones • Powering Ag Grand Challenge program components. 	Brief presentation followed by group discussion	Partners gain deeper understanding of grand challenge vision and model

TIME	SESSION	CONTENT	DESIRED OUTCOMES
50 mins	<p>Section 1: What Do the Partners Bring to the Table?</p> <ul style="list-style-type: none"> Partners each provide brief (10 minute) presentation on their organization's relevant programs, strategic interests, direct and indirect resources and constraints/ concerns for Powering Agriculture 	Each partner shares information on their relevant programs, strategic interests, direct and indirect resources and constraints/ concerns for Powering Agriculture	Partners explain what motivates their partnership and clarify available resources.
12:00PM – 1:00PM: LUNCH			
80 mins	Component 1: Technology and Business Model Innovation	<ul style="list-style-type: none"> Success criteria for Component 1 articulated Presentation on structure of Component 1, proposed procurement approach, technical evaluation process, performance indicators 	<p>Partners contribute constructive comments for Component 1, and draft RFA is refined accordingly.</p> <p>Program implementation discussed and developed into draft Workplan – including major elements 1. Timeline 2. Marketing and outreach 2. Application intake 3. Selection process 4. Awards 5. Post-Award Support</p> <p>Deliverable: Final RFA approved for release after partners meeting.</p>
15 mins	Catalyzing Financing through risk mitigation tools – Overview, examples and Best Practices	<ul style="list-style-type: none"> Presentation 	<ul style="list-style-type: none"> Better understanding by participants about best practices and lessons learned in mobilizing capital through risk mitigation tools.
80 mins	<p>Grand Challenge Component 2 Options</p> <ul style="list-style-type: none"> Component 2 Concept Note (Kristen O'Planick, USAID) Renewable Energy Fund of Funds – GEEREF (Pablo Leunda – EC) 	<ul style="list-style-type: none"> Review component 2 objectives and concept note Partner feedback on brainstorming on component 2 approach 	<p>Partners contribute input on possible approaches to Component 2.</p> <p>Sub-Committee is formed for further development of Component 2 activities</p> <p>Understanding best practices in risk mitigation tools for catalysing private sector investment.</p>
30 mins	Component 3: Catalyzing Financing and Global Action: Agvance and other options	<ul style="list-style-type: none"> Review component 3 objectives and proposal Partner feedback 	<p>Partners provide feedback on Agvance</p> <p>Lead partner for discussions with Agvance nominated</p>



TIME	SESSION	CONTENT	DESIRED OUTCOMES
20 mins	<ul style="list-style-type: none"> • Launch • Online Community • Knowledge Management • Outreach Events/RFA promotion 		
DAY 2			
8:30-9:00: WELCOME BACK & AGENDA			
45 mins	Monitoring and Evaluation	<ul style="list-style-type: none"> • Presentation outlining the proposed Results Framework, performance indicators, and planned impact/performance evaluations • Discussion on what M+E resources partners can contribute 	Partners identify what are to be determined key elements of success for the PAEGC
45 mins	Governance of Partnership <ul style="list-style-type: none"> • Outline the governance and operational procedures of Partnership • Clarify “ideal” new partners and process for engaging them • What is the level of detail and frequency needed on reporting for the various Partners 	Concept note on governance structure.	Approval of governance structure. Clarify reporting requirements for each partner.
40 mins	Unfinished business and closing Revisit topics that require additional discussion		

USAID / SIDA SWFF Grand Challenge Partner Meeting Record Summary

USAID and SIDA participated in a two-day meeting to discuss collaboration on the upcoming Water Grand Challenge for Development. Objectives of the meeting included:

- Determine whether there were enough areas of interest so that there is an agreement (at least in principle) that USAID and SIDA will work together on the Water Grand Challenge for Development
- Roughly define the “space” (thematic) for the Grand Challenge
- Agreement on a broader partnership strategy (beyond SIDA and USAID) for the Grand Challenge
- Consensus on timelines and next steps

By the end of the two days, SIDA and USAID agreed that the upcoming Water Grand Challenge for Development represents an excellent opportunity for a third successful collaboration under the Grand Challenges initiative. Both agencies share a strong commitment to water as a driver of sustainable development, are strategically aligned in key technical themes, bring robust and complementary assets (financial and non-financial) to the table, and have existing networks and institutional partnerships that will cement the Water Grand Challenge as an innovative, cutting-edge development program. Over the course of the two days, USAID and SIDA agreed on the basic framework of the partnership and developed a timeline of key milestones and action items to move the partnership – and the program – forward.

Agenda and participant list is presented in Annex A.

KEY ACTION ITEMS

We expect a September 2013 launch of the Water Grand Challenge. A more complete timeline can be found on page X; key action items include:

- Draft and finalize MOU
- Draft and finalize USAID/SIDA partnership expectations
- Determine date for gift letter and associated event (if necessary)
- Develop Water Grand Challenge Project Description and M&E Results Framework
- Finalize title of the Grand Challenge (working title: Innovate H2O)
- Explore reciprocal secondment arrangements
- Conduct additional partner outreach (donors, foundations, private sector)
- Design grant “call”

We will hold check-in calls every two weeks starting on April 29.

Notes from Individual Sessions

MONDAY, APRIL 8

Innovation within USAID

Although science and technology represents only one type of innovation, it is increasingly becoming a priority target for innovations under the Grand Challenges program. USAID is currently exploring a number of different models to understand the role that innovation can play in development. Because of increased connectivity and globalization over the last five years, USAID is changing its way of doing development e.g., USAID is using prizes, seeking to become a different type of convener; launching collaboration with a whole new set of actors that has never been involved before in development. In addition to Grand Challenges, USAID is participating in other innovation-seeking programs, such as LAUNCH (in cooperation with NASA, Nike, and the State Department); USAID invited SIDA to participate in an upcoming LAUNCH event in late April.

USAID's ST Office is not primarily seeking funding, but is focused on seeking new approaches and innovations. USAID Administrator Shah wants to find the innovations that will change the trajectory of development and that will significantly impact critical development problems. We need to know where these innovations are and what we can do to spur their uptake. We are focusing on the private sector; data, markets and investment.

USAID's new Water Strategy

USAID's new Water Strategy that will be released on 21 April. The new Strategy is goal-oriented: Saving Lives. To do this, the Strategy focuses on two objectives: strengthening food programs and strengthening health programs. Key metrics to gauge success will include:

- Decrease in childhood deaths
- Decrease in stunting
- Decrease in malnutrition rates
- Increase in access to water

\$2.4 billion was spent on water in the last 4 years in the Agency; \$ 1.8 billion has been spent on sanitation and hygiene (law says this is a priority). In the past, the Agency's focus was on improving water services (90%) and sanitation services (10%). \$438 million was spent on WASH with an impact of reaching 90% of stakeholders over last 4 years (USAID is skeptical of this number).

USAID's new Water Strategy sub-objectives include sanitation (with marketing and behavior change as focal points), rainfed agriculture, irrigated agriculture, and gender: USAID will be looking closely at what is sustainable water, as well as its link to food (irrigated agriculture with an 80% bias toward rainfed). Nutrition programs are not working because of diarrhea caused by water undermines having helped poor people get access to good food and even medicines. John's Hopkins research connects unclean water to stunting and this research is getting USAID's attention right now.

The Water team will be hiring staff with a focus on more engineers and on people with M&E skills; USAID will place a greater emphasis on post-implementation M&E to assess sustainability and gauge long-term results.

The Water team is looking to focus water funding with 70% of funds going where they are most needed, and 30% of funds going where there is greatest opportunity (including governance). USAID is looking at tiering countries: which countries have plans to use the funds to make the biggest difference? Yemen and Bangladesh given as examples.

Innovation within SIDA

SIDA shares the same approach as USAID to innovation but is 7 years behind USAID. It is focused on promoting partnerships/GDAs and Innovations Against Poverty and it provides grants to companies for pre-studies on innovation. Companies have to match SIDA funding. It is also exploring new ways of working with loans, guarantees, and Grand Challenges. SIDA wants to learn from USAID. SIDA is looking at development assistance as a tool that leverages more. Budgets are shrinking and interest is rising. SIDA is looking at a different development environment and thinking of its future role and what niche they will operate in. SIDA would like to participate in the April 22-24 LAUNCH Summit if possible.

SIDA's primary concern about innovation and the Grand Challenge model is how USAID makes this an initiative that goes beyond Headquarters, since the field missions are where the work of development is happening.

SIDA's Water Strategy

SIDA has made a long term commitment to addressing long term water problems. They are trying to limit the scope to stress poverty within the issue of water. Post 2015 Agenda is a big focus. Overall, the Swedish Policy Framework has a major focus on environment and climate issues/Urban environment. SIDA's sees its comparative advantage in water as: institutional strengthening, supporting regulatory frameworks, policy; improving efficiencies. SIDA operates on the following three levels:

- Global (UNDP,World Bank)
- Regional (River Basins, conflict prevention,Africa focus)
- Bilateral (very few programs, Kenya, Burkina Faso (ending) , Mali, Bolivia (ending), Bangladesh)
- Bilateral programs focus on systems strengthening with a long term engagement time frame of 10-15 years.

Overall, water is focused on a cross sector, nexus-based approach, with poverty, human rights, and reducing inequalities as key features. SIDA takes a progressive approach to WASH (progressive achievement of results, step by step, incremental and building on each successive step).

SIDA has not prioritized working with private sector or with innovations, and they are seeking to change this. SIDA has launched innovative financing (i.e. guarantees) at a small scale and are very open to new ways of working together with partners especially USAID.

SIDA Water Challenge Fund

For the last year, SIDA had been planning on launching a challenge fund for innovation. During this process, the agency targeted several potential partners, including IFC. SIDA also began to develop a call for a Fund Manager for a Water Challenge. When SIDA heard about USAID's plans for a Water Grand Challenge, they put that effort on hold to see how they might collaborate on water Grand Challenge with USAID.

SIDA's primary interest area is the nexus between water, food, and energy. They want to understand where there are already Challenge Funds and what is missing. The Bonn Conference showed a high level of interest and potential leverage from the private sector on water issues and SIDA wants to follow-up on that. In preparing for their own Challenge Fund, SIDA noted that IUCN and IWA are teaming up to find examples of what is needed on water, agriculture, health.



The primary questions that SIDA wants to answer: 1) How do we produce more food with less? 2) How can we best take a nexus approach to water? 3) How can we best get at systems efficiency? 4) How can we ensure that the Water Grand Challenge supports regional and bilateral programming and engages the field?

Strategic Alignment of USAID and SIDA Objectives

SIDA and USAID participated in an alignment exercise to: 1) Articulate shared principles; 2) Describe key assets; and 3) Communicate programmatic (thematic) areas of importance.

I. Shared Principles

- Reduce poverty
- Save lives
- Environmentally sustainable solutions
- Promotion of equity and equality of water access
- Do more with less
- Ensure gender equality
- Intersection (nexus): water and agriculture
- Engage the private sector
- Think long-term (Post 2015 Agenda)
- Source innovations from developing countries
- Take a systems approach
- Connect to the field
- Minimize unsustainable sourcing of water

2. Key Assets

- \$\$ (SIDA will match USAID's contribution)
- Data and analysis
- Solver; private sector; incubator; and investor mapping
- Convening power
- Institutional relationships

Stockholm Environmental Institute

Water Efficiency Alliance

International Water Association

Public relations/improved outreach

- M&E/Grand Challenge metrics
- Innovative financing/risk mitigation models; guarantee instruments; development of Advance Market Commitments

3. Programmatic/Thematic Areas of Interest

PROGRAM AREA / TECHNICAL THEME*	SALINITY	INNOVATIVE WATER CAPTURE/STORAGE	WATER RE-USE AND EFFICIENCY
Areas of Emphasis	Low cost; low energy; small community adoption; saltwater intrusion	Low cost; low energy; supportive across agricultural value chain	Supportive of food security value/supply chain
Reason for USAID Focus**	Highest potential across the board for demonstrated need; potential private sector engagement; aligned with USAID Water Strategy; scalable and sustainable solutions; mission support; and filling a gap.	Aligned with USAID Water Strategy; fills a gap; high potential for scalable and sustainable solutions; demonstrated need; ability to engage private sector.	Highest potential for filling a gap and engaging the private sector; also high potential for scalable and sustainable solutions; aligned with USAID Water Strategy; data and evidence show a demonstrated need.
Reason for SIDA Focus	Supportive of SIDA investments/activities in conducting pre-assessments of water desal plants; would be interested in how technologies could be supported by a policy enabling environment focusing on how small communities use marine/ brackish water resources; would be interested in aligning with institutional/ government support.	Highly relevant for SIDA, especially in storage, harvesting, and green water. Supports SIDA's ongoing work in South Africa and Kenya. Highly relevant for international community; highly relevant for increasing resilience and minimizing risks. Would be interested in exploring how to integrate solutions for urban/rural programming; links to resilience; different farm scales; minimize unsustainable (groundwater); greenwater/ rainwater capture; demand management; how to support small and medium farmers; and precision use for agriculture.	Highly relevant for SIDA and supports ongoing work in reuse of wastewater, dual pipe systems, demand management (water and energy demand management). Currently working in southern Africa supporting demand management using innovative financing options (guarantees). Highly relevant from poverty perspective. Interested in focus on scaling up existing technologies on the market. Interested in a "portfolio" approach (unknown technologies + those that can scale); good opportunity to integrate innovative financing mechanisms.
Rank (based on partner alignment)	3	2	1

* Due to lack of alignment, Water Transport was removed as a Program Area/Technical Theme

** Over the past several months, USAID invested in background research and analysis to zero in on promising program areas, as well as conducting a desk study of analysis from the Blum Center (Berkeley), the Gates Foundation, the Water Resources Group, the Arlington Institute, the UNC Water Institute, OECD, the World Bank, UNDP, the World Health Organization, UNICEF, the International Food Policy Research Institute, and other researchers.



The program areas represent broad technical themes. Additional data and analysis may be required to assess the specific barriers that we seek to overcome in each program area and in each area of emphasis. Due to the number of water technologies currently in existence, we may also want to conduct a state of innovation analysis to improve the focus of our “calls” (see below).

Program Design Options

We briefly reviewed programmatic design options, based on an understanding of the objective we would want to achieve in each programmatic/thematic area:



We discussed the ability to have a “portfolio” approach in each thematic area, whereby we might first hold a seed grant competition, followed by transition grants. Both SIDA and USAID were open to using prizes to achieve program objectives, especially in thematic areas like salinity.

Naming the Grand Challenge

USAID and SIDA participated in an interactive exercise to name the Grand Challenge. We developed and agreed on working title: **Innovate H2O** or **Innovate Water**. As a next step, USAID will engage its Public Relations subcontractor SJR to test the name, and also to ensure that “H2O” will be understood in developing countries.

Defining Success

We looked at defining success in two ways: 1) at a Grand Challenge level (i.e. what does a successful Grand Challenge look like?); and 2) at a partnership level (i.e. what does a successful SIDA/USAID partnership look like?)

A Successful Grand Challenge:

- Engages sustainable organizations and businesses (public and private)
- Makes big, transformative gains in water efficiencies
- Gets more out of a scarce resource
- Leverages resources (financial and non-financial)
- Has strong monitoring and evaluation tailored for water
- Accelerates the pace of implementation in programmatic/thematic areas
- Unearths a range of solutions (unknown + those that are known with high potential to scale)

A Successful Grand Challenge:

- Is highly participatory in program design
- Is highly participatory in M&E
- Leverages assets of both agencies, including institutional relationships and networks
- Promotes the Water Grand Challenge so that it is seen as leading and cutting-edge
- Engages a range of actors
- Is complementary

Operationalizing the USAID/SIDA Partnership

With agreement to move forward as partners on the Water Grand Challenge, SIDA and USAID agreed to the following deliverables and timeline related to formalizing the partnership:

DELIVERABLE/ACTION ITEM	WHO?	WHEN?
Draft MOU	USAID	By week of 4/15
Draft SIDA/USAID Expectations and Shared Principles	USAID	By week of 4/15
Draft Project Description	USAID	By week of 4/22
Draft Gift Letter	SIDA	June/July
Explore reciprocal secondments	SIDA and USAID	Update by 4/29 check-in meeting
Schedule bi-weekly check-ins	USAID	First check-in: 4/29 at 15:30 Stockholm time
Determine other check-ins (ie annual in person?)	USAID	As part of expectations/shared principles; by week of 4/15

In addition to these items, each Agency has internal documents and procedures to file and follow, which will commence immediately.



The first check-in call – scheduled for 4/29 at 15:30 Stockholm time – is expected to be two hours and will cover the following:

- General updates
- Progress on MOU
- Additional partner outreach
- M&E
- Determining Overall Water Grand Challenge Partnering Strategy

Both USAID and SIDA hope to engage additional partners; at the start, we require additional partners who will bring financial leverage to the table. As mentioned previously, SIDA will match USAID's financial contribution; both parties discussed a contribution of up to \$15 million. USAID and SIDA would like to launch the Water Grand Challenge with at least \$40 million in total contributions, which will require one or more partners who bring \$5 - \$10 million to the table.

Potential Founding, funding partners could include:

- Donors
- Private sector
- Foundations
- Sovereign Wealth Funds

Both SIDA and USAID have developed potential partner lists; by the week of April 15, both parties will share those lists. We will also share our contact plans for outreach. Moving forward, partner outreach will be a core feature of our bi-weekly check-ins.

Both SIDA and USAID will agree on all additional Founding, funding partners to the Water Grand Challenge. Both parties will conduct individual due diligence, and both parties understand that additional partners will need to be linked to strategies and policies of both Agencies.

In addition to Founding, funding partners, we may wish to engage additional partners for financial and non-financial leverage. We discussed a “tiered” partnership approach, whereby we might engage partners at different levels, depending on contributions/commitments. USAID will develop a draft “tiered partnership approach” strategy and share with SIDA by the week of April 29.

Operationalizing the Water Grand Challenge

With an expected September launch, our timeline is aggressive. Both USAID and SIDA would like to launch the Grand Challenge with a program/call. The below timeline presents key milestones only.

APRIL	Draft MOU and other SIDA/USAID partnership documents
	Draft Project Description
	Draft M&E
	Conduct private sector and investor mapping
	Develop plan for design of first “call”
	Conduct additional analysis needed for design of first “call”
	Conduct additional partner outreach
MAY	Conduct additional partner outreach (continued)
	Finalize Grand Challenge name
	Finalize Project Description
	Finalize M&E
	Develop marketing/outreach strategy (including geographic)
	Design first “call”
	Engage platform provider (Chaordix) for first call; develop specs
JUNE	Design first “call” (continued)
	Finalize MOU and hold event (if necessary)
	Explore holding a mash-up (outside of the U.S.)
JULY	Finalize additional partners
	Develop Gift Letter (SIDA to USAID)
	Finalize marketing/outreach strategy (including geographic)
	Conduct outreach
	Develop and finalize university engagement plan
	Develop preliminary content for website
AUGUST	Outreach continued
	Planning for Launch
	Finalizing “call”
	Develop plan/agenda for future “calls”
SEPTEMBER	Launch event: World Water Week
	Hold partner/stakeholder event at World Water Week
	Launch Website
	Launch first “call”
	Announce plan/agenda for future “calls”



AGENDA

TIME	SESSION	CONTENT	DESIRED OUTCOMES
DAY I			
9:30AM – 11:00AM: INTRODUCTIONS & BACKGROUND			
20 mins	Getting Started <ul style="list-style-type: none"> • Introductions • Overview of the 2 days' agenda • Ground Rules for discussion 	Ground Rules Meeting Objectives: <ol style="list-style-type: none"> 1. Increase understanding of GCD structure 2. Develop consensus on program name, elements, timeline, implementation 3. Gather inputs on MOU and governance structure 4. Establish protocols for partnership management 5. Additional objectives raised from SIDA or USAID 	Participants will get an overview of the workshop and become familiar with meeting objectives, ground rules and expectations.
40 mins	Context – Water Strategy <ul style="list-style-type: none"> • Key elements and how they've shaped thinking about the Water GCD • Discussion Context – Grand Challenge Model - USAID <ul style="list-style-type: none"> • Overview of the Grand Challenge model and update on new developments • How does Water Grand Challenge fit within the Grand Challenge Model? Bringing the Pieces Together: Water GCD <ul style="list-style-type: none"> • Broad overview of Water GCD, current status, tentative timeline of milestones • Potential Water GCD program components. 	Brief presentation by USAID followed by group discussion <ol style="list-style-type: none"> 1. GCD Concept Update (what we have done thus far and future focus on data and evidence, sci and tech, scale/sustainability branding, outreach) 2. Water GCD 3. What USAID has done thus far on water GCD (background research, solver mapping, investing in investor mapping, investing in developing private sector pitches) 4. iNext Steps. Investing in state of innovation analysis to supplement list of 50 water tech, in-depth barrier analysis to inform program design) 	USAID shares Grand Challenge for Development vision and model. USAID describes work on the Water Grand Challenge to date and clarifies available resources.
30 mins	Context – Water Challenge – SIDA <ul style="list-style-type: none"> • Overview of the water challenge 	<ul style="list-style-type: none"> • SIDA shares information on the planned water challenge, strategic interests, direct and indirect resources and constraints/concerns for Water GCD 	SIDA explains what motivates their partnership and clarifies available resources.

TIME	SESSION	CONTENT	DESIRED OUTCOMES
11:00AM-12:00PM: ANALYSIS OF VALUE PROP & INTERESTS 12:00PM-12:30PM: SERVE LUNCH/BREAK 12:30PM-2:30PM: DISCUSSION OF JOINT GCD			
60 mins	<ul style="list-style-type: none"> Value Proposition and Strategic Alignment 	<ul style="list-style-type: none"> What is the program objective? What is the technical focus of the GCD? What is each agency's value proposition? What resources and assets can you bring to the table? What is the long-term win for both agencies? What does success look like? What are inherent risks that you have to manage? 	Each partner better understands the individual value proposition and how interests align.
45MINS SERVE LUNCH/SHORT BREAK			
75 mins	<ul style="list-style-type: none"> Program Components and Design 	<ul style="list-style-type: none"> Defining program Components (i.e. technical themes) Discussion of programmatic design options (i.e. competitions [grants, prizes] that target specific actors in the innovation lifecycle [i.e. solvers, investors, accelerators, implementers, others]) 	Partners contribute constructive comments to create a joint GCD program, Program options and components discussed.
30 mins	<ul style="list-style-type: none"> GCD Name 	<ul style="list-style-type: none"> GCD Name 	Consensus on name of GCD
DAY 2			
9:30AM-9:45AM: DEBRIEF AND OVERVIEW OF DAY 2 9:45AM – 12:30PM: DISCUSSION OF JOINT GCD CONTINUED 1230PM-1:30PM – CLOSING AND WORKING LUNCH			
15 mins	Welcome Back and Agenda <ul style="list-style-type: none"> Debrief of Day 1 Overview of the day 	<ul style="list-style-type: none"> Review of progress made to date Agenda for Day 2 	Review of progress to date. Lay out clear objectives for Day 2.
60 mins	<ul style="list-style-type: none"> Operationalizing the GCD Program 	<ul style="list-style-type: none"> Program Prioritization Program timeline/ sequence Program workplan and next steps for program design Launch event 	Programmatic direction and preliminary plan for program implementation. Location and timing of launch event and deliverables leading up to launch event.



TIME	SESSION	CONTENT	DESIRED OUTCOMES
45 mins	<ul style="list-style-type: none"> Operationalizing the Partnership 	<ul style="list-style-type: none"> Roles of SIDA and USAID Staffing and resources Schedule for regular check-ins 	<p>Define roles of SIDA and USAID Understanding joint staffing and resources</p> <p>Define communication guidelines</p>
60 mins	<ul style="list-style-type: none"> Additional Partner Engagement 	<ul style="list-style-type: none"> USAID is looking for additional public and private sector partners such as (i.e. Chevron, Unilever, Coke, Suez, Qatar Foundation/Investment Authority). Does SIDA have any recommendations or would SIDA like to have an active role in engaging additional partners. 	<p>Consensus on partnership engagement strategy and roles of USAID and SIDA on partnership engagement.</p> <p>Clarify “ideal” new partners and process for engaging them for both USAID and SIDA</p>
60 mins	<ul style="list-style-type: none"> Working Lunch Revisit any topics that require additional discussion, review outcomes of the meeting and clarify next steps Closing 	<ul style="list-style-type: none"> Feedback from partners Conclusions and next steps 	<p>Consensus on items discussed in meeting.</p> <p>Clear outline of next steps.</p>

Powering Agriculture's Governance Structure Presentation



Steering Committee

- Comprised of Funding Partners (USAID, Sweden, Duke Energy, AfDB)
 - Contribute to the pooled funding
 - Or allocated bilateral funding to support PAEGC proposals
- Non-Funding Partners (USDA, OPIC, Government of Brazil)
 - no allocated funding but intend to contribute through in-kind contributions or ad-hoc technical assistance/ financing.



Steering Committee

Will be responsible for:

- Ensuring that PAEGC Pooled Funds are being used in line with PAEGC goals and objectives;
- Effective coordination amongst the Partners;
- Solicitation of new contributions and donors;
- Strategic planning;
- Review of implementation progress; and
- Oversight of PAEGC monitoring and evaluation;



Steering Committee

- Decisions must be consistent with USAID policies and procedures.
- Steering Committee must approve:
 - Ensuring that PAEGC Pooled Funds are being used in line with PAEGC goals and objectives;
 - Effective coordination amongst the Partners;
 - Solicitation of new contributions and donors;
 - Strategic planning;
 - Review of implementation progress; and
 - Oversight of PAEGC monitoring and evaluation.



Steering Committee

- One or two seats for each Funding Partner
- USAID to serve as Chair
- Will operate by consensus. If consensus can't be reached, voting will be weighted according to the relative funding contributions.



Steering Committee

- Will meet bi-annually or as required
- May hire a third party contractor to organize, moderate, prepare proceedings, etc.
- May fast-track decision-making and approvals through electronic communication
- Need to determine each Partner's reporting requirements



New Partners

- Should consider:
 - potential funding contribution (is there a level that new partners must meet?)
 - any unique mechanisms, knowledge or skill sets to contribute to PAEGC or one of its components?
 - potential limitations? (e.g. geographic, procurement rules, etc.)
 - encourage new private sector partners?
 - How do we make best use of existing non-funding Partners?

PAEGC in discussions with potential new partners (e.g. Germany, EU)

