



Global Development Alliance Conceptual Framework

I. Mission Statement

The Global Development Alliance (GDA) is USAID's business model for the 21ST Century - our commitment to change the way we implement our assistance mandate. The GDA will serve as a catalyst to mobilize the ideas, efforts, and resources of the public sector, corporate America and non-governmental organizations¹ in support of shared objectives.

Footnote: 1. Non-governmental organizations include private voluntary organizations, universities, cooperative development organizations, foundations and policy research institutions.

II. Background

In the post-Cold War era, international development remains central to the fulfillment of US strategic interests. Countries and regions where human potential is fulfilled are less prone to violent conflict and instability. Growing economies managed by democratic political systems provide open markets for U.S. goods and services. Globalization removes barriers to the exchange of information, technology, finance, goods and services and if properly managed, can lead to productivity increases and economic prosperity.

The post-Cold War era is also marked by intensified regional and intra-state conflicts, and a marked increase in global health challenges, including HIV/AIDS, tuberculosis and malaria, among others. Both of these phenomena threaten to reverse development gains in many parts of the world.

A. Globalization & Development

1. Developing or transition countries often do not have the resources, knowledge, institutional capacity or commitment to engage in and benefit from the global economy. Globalization does not benefit all equally.
2. Globalization can also exacerbate the gaps between rich and poor, thereby undermining economies and political institutions.
3. The global challenges to development - unbridled population growth, disease, illiteracy, stagnant economies, degraded environments, and undemocratic regimes - are transnational in nature and pose greater threats than ever before.
4. Globalization poses complex challenges and opportunities that call for new institutional structures and processes that span traditional public-private and national-international boundaries.

B. The New Reality

1. The new reality of development assistance is the multiplicity of actors now involved in US international development activities: the federal government; the private for-profit sector; and the non-governmental, or so-called third, sector (private voluntary organizations, universities, cooperative development organizations, foundations and policy research institutions). Official development assistance by the U.S. Government is an important, but not the only, or the greatest, component of international development assistance.

2. Corporate philanthropic giving, including that for international programs, is at an all-time high. Private voluntary organizations (PVOs) have grown in number, reach and capability. (In 1970 there were 18 PVOs receiving USAID funding; in 2000 there were 195). US government official development assistance as a percentage of GNP has dropped from .21 percent to .10 percent over the last 12 years. By this measure, the US government is now last of all OECD countries, although we continue to be, in the aggregate, the second-largest donor.
3. In developing and transition countries, corporate philanthropy and activism among community, voluntary and non-governmental groups is growing.
4. There is considerable untapped potential for U.S. private industry, faith-based and community organizations, universities, and other groups both in the U.S. and overseas to support the development process in a focused and synergistic manner.
5. Numerous federal agencies, state governments, and even municipalities are involved in development assistance activities overseas. These activities are generally narrow in scope but increasingly involve substantial resources. Public-sector efforts can be better coordinated in order to achieve maximum support of US strategic aims.
6. The capabilities and resources of the public, private, and NGO sectors can also be better harmonized to create a "bigger pie" for international development assistance and to allocate resources strategically.
7. As the lead public-sector agency in development assistance, USAID has the critical role, based on its long experience and continuing presence overseas, of analyzing priorities, supporting host governments in policy reform, implementing development assistance activities, and leveraging private resources to meet US foreign policy goals.

III. Goals & Objectives

The Global Development Alliance (GDA)-USAID's new way of doing business - is based on the recognition of significant changes in the environment of economic development assistance. No longer are governments, international organizations and multilateral development banks the only assistance donors; nor is Official Development Assistance the only source of funding for international economic development. Rather, over the past 20 years, there has been a growing number of new actors on the scene: foundations, corporations and even individuals are now providing development assistance financing, while PVOs and NGOs bring other assets to bear on development challenges. As a result, the U.S. Government is not the only, or perhaps even the largest, source of U.S. funding and human resources being applied to the development challenge.

USAID, however, has a unique international development mandate within the U.S. Government, a critical role within the foreign affairs community headed by the Secretary of State, and unparalleled long-term experience with, and access to, host-country governments. USAID's extensive field presence and technical expertise provide its comparative advantage to catalyze, integrate, coordinate, and facilitate public-private alliances among U.S. development assistance actors. USAID's development objectives will remain unchanged: 1) stimulating economic growth, trade, and agricultural development to reduce poverty and hunger, 2) reducing global health threats, 3) promoting democracy, conflict prevention and humanitarian assistance.

The GDA will be a reorientation in how USAID sees itself in the context of international development assistance, in how we relate to our traditional partners, and in how we seek out and develop alliances with new partners. To stimulate movement toward the new business model, USAID will use dedicated resources and expertise to forge alliances with the range of public and private actors in the development assistance arena. USAID will continue to deploy resources where private funding is not available and for activities where the governmental role is clear and pre-eminent.

A. Coordinate for Impact.

USAID proposes to form a Global Development Alliance (GDA) to coordinate and increase the impact of the efforts, resources and interests of the public sector, corporate America, and non-governmental organizations in support of international development assistance and, through it, of US foreign policy goals.

B. Redefine USAID's Role.

Under GDA, USAID's role as the principal funder and implementers of development assistance will evolve to include also being a leader, facilitator and integrator for such activities. USAID would focus its resources for development assistance, to a greater extent than at present, on development sectors and activities where private funding is not available or where, for strategic reasons, direct U.S. government involvement is required. At the same time, USAID would strengthen its ability to mobilize parallel financing from a variety of private institutional partners.

C. Improve the Quality and Extent of Partnerships with Non-Governmental Organizations.

The strength of non-governmental organizations is their ability to deliver services and technical assistance to some of the most disadvantaged populations in many of the countries that USAID operates. In addition, they are especially well positioned to act as mentors and builders of their host-country counterpart organizations. Under the GDA, USAID will simplify and streamline procurement practices and provide greater flexibility in implementation of programs. Core support and organizational strengthening grants will be provided to PVOs and NGOs not well established in the overseas development field, linking these organizations with experienced USAID NGO partners. Incentive mechanisms will be developed to encourage innovation and increase non-governmental financing.

D. Leverage Private Financing of Development Assistance.

Over the past decade, it has become clear that U.S. corporations investing or doing business overseas must be good corporate citizens. As a result, many firms find themselves devoting considerable resources to education, health, family planning, environment and other similar programs that are not part of their core business expertise. At the same time, USAID and/or its NGO partners are implementing these types of programs. Therefore, it makes sense to facilitate linkages between the corporate social responsibility programs of U.S. corporations and the social services programs being carried out by USAID and/or its NGO partners. USAID could also assist these partners in strategic social responsibility investments. Special efforts would be made to leverage corporate resources for development by addressing their varied motivations of corporate good citizenship; localized community development to enhance commercial investments; and, social investments or process improvements to comply with local requirements and needs. In addition, USAID will seek to work with the growing number of U.S. foundations and universities with significant resources and interests in addressing overseas development issues.

E. Enhance Policy Reform through Advocacy.

Under the GDA, USAID would actively engage the expertise and resources of U.S. corporations in technology transfer, trade and investment, and policy and regulatory reform. In that way, we have the opportunity and the ability to link the interests of corporations with those of the host country in a manner that will be beneficial to both. Developing country governments often hesitate to carry through with policy reform because the benefits are not immediately evident; on the other hand, corporations are often reluctant to make investments because the policy environment is not favorable, or sufficiently stable, to justify such investments. In this situation, USAID can play a highly constructive role in bringing the all stakeholders together to provide the policy environment conducive to long term economic growth and development.

IV. Operational Plan

A. Structure and Function.

A small unit in USAID/Washington, the Global Development Alliance Secretariat, would be responsible for providing guidance and assistance to the missions and bureaus in seeking, negotiating and designing GDA activities. The GDA Secretariat would report to the office of the USAID Administrator.

While the GDA Secretariat would manage the resource allocation process for the GDA Incentive Fund, its principal function would be outreach, technical assistance, advocacy, and assessment. The GDA Secretariat itself would not directly manage GDA programs - each activity will be managed by the Agency operating unit most closely identified with the development and objectives of the particular activity.

The Secretariat would serve as a "technical office," coordinating outreach to partners, providing technical assistance on strategic alliance proposals at all levels of USAID, and developing and maintaining intranet and extranet websites.

USAID will seek to augment the GDA Secretariat with people detailed from foundations and industry on a short term rotating basis. This would bring in a constant infusion of advice and experience; would enhance relationships between USAID, foundations and the corporate sector; and, would help in identifying, defining and negotiating specific alliances or GDA activities.

Ultimately, how quickly and well USAID implements the Global Development Alliance will determine whether it makes a lasting and meaningful impact on USAID and its expanded community of strategic allies. In this regard, the work of the GDA Secretariat will be significant, and its role extends far beyond evaluating, advising missions and bureaus on, and helping develop alliance proposals.

The GDA Secretariat must also perform three critical functions: (1) outreach to prospective and current strategic partners; (2) in-house outreach and education, and (3) helping identify the need for Agency policies and standards to avoid ill-conceived alliances and partnerships, and to assure fairness and transparency in forming alliances.

B. External Consultation.

The USAID Administrator would establish an executive-level consultative group that would meet periodically to discuss activity of the Agency in its Global Development Alliance approach, and to provide input on corporate, philanthropic, academic, and private voluntary organization developments and priorities. In addition, this group would support USAID's outreach to domestic constituencies and help deepen non-governmental understanding and commitment to international development assistance.

Composition of such an executive-level consultative group would, preferably, include persons not currently working for an entity with a potential direct interest in the implementation, and impact, of the GDA. Members, for example, might include a university president emeritus, a retired senior NGO executive, and/or a retired industry expert. In addition to reviewing, and advising the Administrator and his senior staff on, GDA implementation, this group could be involved in broader sector or country-based strategic priority-setting exercises, ensuring an adequate strategic focus to the GDA activities.

C. Management and Streamlining.

The GDA needs to be an instrument for innovation and management flexibility with

the intent of ultimately improving strategic and operational management across the entire Agency. Thus, in implementing GDA, it will be vital for USAID to use to the fullest extent the flexibility and variety of funding and management tools at its disposal.

Missions and bureaus will be encouraged to actively seek new ways of delivering development assistance through alliances. At the same time, it is incumbent upon USAID to streamline the way it does business - its contracts and grants - with its partners. Therefore, in implementing GDA, the Agency will promote use of simplified methods for acquisition and assistance awards. Several changes have been identified that will be put in place within 30 days of the formal announcement of the GDA. In addition GC, M/OP, and PPC will continue to explore more far-reaching ways to simplify requirements for acquisition and assistance in order to meet the needs of activities under the GDA.

This effort to simplify and make more transparent, however, would not preclude the GDA Secretariat from requesting ad hoc or exceptional authorities, when merited, to expedite the GDA and to pioneer improved modes of doing business at USAID.

D. Programming Areas and Alliance Activity.

Global Development Alliance activities will build on the experience USAID has had in public-private alliances. Alliances will be concentrated on the three pillars of: economic growth, trade and agriculture; global health; and, democracy, conflict and humanitarian assistance. Alliances will result from active collaboration with partners on common interests, priorities and programming modalities. The GDA Incentive Fund will support a set of large strategic alliances that will have high visibility and widespread impact. A portion of the GDA funding will be reserved specifically for smaller alliances, and for seed resources for alliance formation. Field missions, regional bureaus and central bureaus will be heavily involved in proposal generation, vetting, resource allocation, alliance building and implementation.

The GDA is designed to operate at both the "macro" and the "micro" levels. Strategic alliances can be worldwide and involve dozens of strategic partners. They can also be highly focused and involve only a single country, activity or pair of parties to the alliance. Given USAID's decentralized structure, the GDA Secretariat will be expected to entertain in-house and outside proposals addressing all three levels of Agency operation: country field missions, regional bureaus, and technical centers in Washington.

USAID already has some relevant experience in developing several strategic partnerships in critical program areas. Under the GDA, some of these early successes and best practices will be showcased and new alliances formed. Several alliance examples follow, with additional examples in Annex A.

The Global Alliance for Vaccines and Immunization. The Global Alliance for Vaccines and Immunization (GAVI), is a partnership between the Gates Foundation, which provided a \$750 million financial commitment, USAID, international institutions including the World Bank, UNICEF and the World Health Organization, the pharmaceutical industry, and governments from North and South. GAVI is designed to address three problems: 1) every year 30 million children are still not receiving vaccinations, 2) only children in developing countries are receiving new life-saving vaccines, and 3) the current market forces don't encourage the development of vaccines against diseases most prevalent in poorer countries, such as malaria and diarrhea. The GAVI partners have initially focused their efforts on three major areas: moving resources to developing countries to increase immunization; augmenting the generous Gates Foundation commitment; and working with the vaccine industry to modernize the way vaccines are purchased for children in the world's poorest countries.

Chocolate/Coffee Production and Distribution Alliances. USAID has developed, since 1997, a genuinely global strategic alliance with the Chocolate Manufacturers' Association and several key member companies, notably Mars Corporation. A similar global strategic alliance has also developed over the last two years with the Specialty Coffee Association of America (SCAA) and thousands of participating members that spans the gamut from the giant Starbucks to numerous "mom & pop" retailers, roasters and producers. Both industry groups share donors' strategic concern for small-scale tropical farmers and forest conservation. They need a sustainable, environmentally sound, and profitable, community of suppliers of the higher quality commodity on which their industry depends. In turn, USAID has benefited from in-kind contributions of technical assistance, research findings, and preferential purchasing terms to USAID-assisted farmer groups. The chocolate manufacturers, for instance, are contributing over \$1 million per year in-kind and in cacao purchasing premia to these collaborative efforts; and similar leveraging of technical assistance and resources is also coming for instance from Seattle's Best Coffee to coffee producers in Peru. USAID activities in at least ten African countries (under the regional African Tree Crop Initiative) and a similar number in Latin America and Asia, are involved in these alliances. More recently, the high-tech information industry has also taken an interest, as a basis for "bridging the digital divide" through e-commerce and remote sensing and geographic information systems (GIS) technologies to assure product source and quality, especially in coffee.

United States Energy Association (USEA) Partnership Program. The Energy Partnership Program promotes efficient, sustainable, and environmentally sound supply and use of energy through the peer-to-peer transfer of market-based approaches and "best practices" for energy system operation and regulations. It is grounded on the voluntary, pro-bono participation of U.S. energy companies and organizations. Under the Energy Partnership Program, USEA has established over 80 utility and regulatory partnerships in 32 USAID-assisted countries. Over 8,000 utility and regulatory executives have participated pro-bono in USEA partnership activities (1/3 from U.S. and 2/3 from overseas). Since inception, 50 U.S. electric and gas utilities and 21 U.S. regulatory commissions have volunteered the time of their senior executives to the program. U.S. partners include Georgia Power, Texas Utilities, Enron, Sacramento Municipal Utility District, Pennsylvania Power & Light, PSE&G of New Jersey, Kentucky Utilities, and regulatory commissions from Massachusetts, Ohio, Idaho, Kansas, Oklahoma, Illinois, and Minnesota. In developing countries, these partnerships have resulted in:

- ▶ Accelerated restructuring and commercialization of previously state-owned utilities
- ▶ Improved regulations for tariff-setting, utility performance standards, efficiency programs and consumer involvement
- ▶ Increased efficiency and environmental performance of power generation, transmission, distribution; and energy end-use
- ▶ Greater regional cooperation on energy issues.

Vitamin A Initiative. As part of the VITA Initiative, with significant funding by USAID and the Bill and Melinda Gates Foundation, we are designing a global food fortification initiative in collaboration with other donors, foundations, and partners from private food industries and public sector organizations. This initiative will act to reduce multiple micronutrient deficiencies in developing countries through increased access to vitamin-fortified foods. The initiative will use market segmentation strategies to target a variety of fortified foods and nutrition interventions to individuals of different income levels.

V. Resource Implications

In its initial two-to-three years, it is advisable that the Administrator set a minimum goal for funding of GDA activities. In FY 2002, we have requested congressional appropriation to program no less than \$160 million for GDA activities. Given the demonstrated interests and outside pressures to which USAID's budget is subjected, it would be appropriate to

describe the "GDA Incentive Fund" in terms of a minimum amount we would seek to use for GDA activities and preferably in the sectors for which the funds are appropriated (i.e., global health funds would be used for GDA activities in the global health sphere).

Resources in the GDA Fund, would serve two purposes: 1) to fund cutting-edge strategic alliance proposals; and 2) to support outreach, technical assistance, advocacy and assessment activities. USAID field missions and bureaus would be assisted in developing strategic alliances regardless of funding modality and would be encouraged to submit proposals for alliances to the GDA Secretariat for partial or full financing (of the USAID portion) from the GDA Fund. Non-USAID alliance partners would also be encouraged to propose alliances directly to the GDA Secretariat.

It is important to remember that the Global Development Alliance is a new business model, not a project. As such, this new approach will pervade USAID operations regardless of funding account or sector of operation. In order to focus and incentivize new behaviors, \$160 million of the FY 2002 Development Assistance/Child Survival and Disease/International Disaster Assistance accounts have been requested for financing Global Development Alliance activities. These resources will be programmed against jointly developed proposals from USAID operating units and partners in the three pillars of economic growth, trade and agriculture (\$110 million/DA), global health (\$25 million/CSD), and, democracy, conflict and humanitarian assistance (\$25 million/IDA). While we would also seek to apply the GDA model to the ESF, FSA and SEED accounts, this would require coordination with the Department of State and adherence to the requirements of each of the respective funding sources.

In 2003, up to \$160 million of DA/CSD/IDA funding again will be requested for the GDA Incentive Fund. It is assumed that GDA will be increasingly mainstreamed by the third year. However, a comprehensive analysis of the GDA investments of FY 2002 and 2003 will be undertaken, along with a review of Agency resource allocation to GDA-consistent activities under all accounts, to determine whether to program GDA-reserved funding beyond FY 2003.

VI. Implementation

In establishing the Global Development Alliance, there is the need for both internal and external engagement. Internal engagement will be a process of change management, education, sharing of best practices, training in new skills areas, and provision of incentives. External engagement will involve sharing this new business model with a variety of existing and prospective partners and refining it, as appropriate, in light of their inputs and interests.

A. Within USAID

Development of the GDA concept, while drawing on wide-ranging experience within the Agency, has been limited to a relatively small group of senior USAID staff. There is, therefore, a need for a concerted effort to deepen the understanding among all Agency staff of the purposes, goals and anticipated implementation of GDA. As soon as the Administrator approves the GDA plan, Agency senior staff involved in developing the GDA will make a series of presentations on it to Agency staff and solicit their feedback. Outside advisors with subject matter expertise in public-private alliances will participate in briefings and educational sessions throughout the Agency. Presentations will first be made to senior staff and agency management followed, for example, by an in-depth round of discussions at bureau-level staff meetings and brown-bag seminars. As the principles for successful alliances and the criteria for GDA proposals are fully established, a half-day training module will be developed for dissemination inside and outside the Agency. The training module will be videotaped and sent to all field missions.

B. Outside USAID

Building understanding of the GDA outside USAID, and awareness of the opportunities that it presents for new public-private partnerships, is a longer-term process. Informal consultations have begun on a small scale with non-governmental representatives. Within the first 2-3 months of its announcement, GDA consultations will become more systematic and more formal feedback will be requested from Agency partners.

Once there is Administration and congressional concurrence with GDA objectives and proposed funding levels, USAID will organize a formal launch of the initiative. This launch will feature speakers who have first-hand experience in building successful public-private partnerships, and will include invitees from the State Department, OMB, the Congress, and our existing and some of our expected partners.

The initial launch will be followed by an in-depth workshop, designed to highlight successful partnerships and alliances, build support for the objectives, and clarify the issues involved in deepening and broadening such alliances. The workshop will also provide a mechanism for USAID to hear from partners and potential partners regarding their thoughts on GDA, how it should operate, and pitfalls to avoid.

USAID also will initiate a series of presentations both inside and outside the beltway designed to spread the word about GDA and build awareness of the types of alliances and partnership that could qualify for funding.

VII. Key Issues

There are significant human resources, procurement, and legal/policy implications to "doing business differently" in USAID. In order for the Global Development Alliance to be effective, far-reaching reforms and streamlining procedures are necessary. These will benefit not only the new alliances undertaken, but the operation and impact of the Agency more broadly.

A. Human Resources

In the human resources area, to effect a change in how we do business, there must be broad-based understanding and buy-in by the entire workforce. While this is expected as an outcome of the internal engagements described above, making GDA the Agency's business mode will require additional efforts, training and incentives. USAID has a small direct-hire workforce, with limited budget options for growth, and a skill mix resulting from past directions. The Human Resources staff will develop an inventory of skills needed and available, develop recruitment, training and staffing plans to address mismatches. In staffing the GDA Secretariat to lead the change process for the Agency, use of program-funded staffing options will be emphasized. Details from and to foundations, universities, non-profits and corporations will be pursued. Rotations through the Secretariat for New Entry Professionals, Presidential Management Interns and in-service USAID officers will create a broad base of experience and expertise to extend the business model throughout the Agency. Transfer authority from program to OE funding should be sought. Time-limited authority from Congress for personal service's contractors in the GDA Secretariat is also critical while recruitment and training activities develop a new cadre of "alliance workers" for the Agency.

B. Procurement

In procurement, a comprehensive examination of procurement reform is underway. Specific actions related to facilitating GDA operations are as follows.

1. M/OP and GC will explore ways to simplify grant requirements for GDA when USAID funds are commingled with other entities. This would include determining whether some requirements might be eliminated (e.g.,

- restrictions on funding used equipment, rules on source and nationality) and considering changes to OMB cost principles such as making the cost of fund raising eligible.
2. PPC and GC will explore updating of the Agency's endowment guidance and simplification of the approval process.
 3. For assistance agreements under the GDA, M/OP will delegate the authority for cost analysis to the cognizant technical officers (CTOs) on a pilot basis. M/OP will develop a checklist for CTOs to perform the cost analysis and review the completed checklist before final award. This should both speed up the process and provide more time for M/OP staff for other functions. If this works well, the process can be used for all grants and cooperative agreements.
 4. The HIV/AIDS & Infectious Disease Initiative provides for the possibility of increasing grant making authority of Mission Directors to \$2 million for use in circumstances when services of an Agreement Officer are not readily available, subject to legal and procurement office local staff review. This potential for increased authority can be applied to GDA activities as well.

C. Legal and Policy

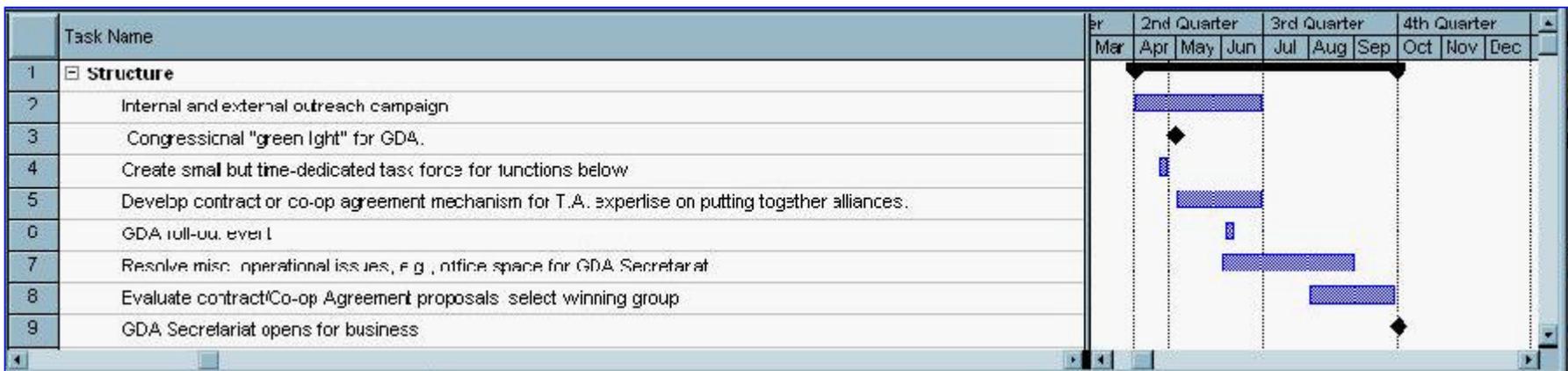
In the legal and policy arena, GC and PPC will work to clarify the following legal and policy issues affecting GDA. Early and on-going attention to these issues is expected to facilitate GDA implementation considerably.

1. In coming weeks, GC will provide guidance relating to the staffing and structure of the GDA secretariat, including procedures to establish an advisory committee, non-USDH hiring mechanisms, and conflict of interest rules for GDA staff.
2. GC will provide guidance on fund-raising, accountability requirements for direct contributions, and programmatic conflicts of interest that can arise from our efforts to engage partners collaboratively.
3. PPC and GC will work with others to review and update, as appropriate, existing policies relating to business partnerships, overseas trade and investment activities (PD-20), endowments (PD-21), and assistance to faith-based organizations.
4. GC and M/OP will define options for joint funding mechanisms and other new forms of agreement to reflect alliance or business partnership relationships.
5. PPC will provide guidance, through its website, on implementation of the Government Performance Review Act in the context of GDA; it will also brief the GDA secretariat staff on Agency policy on activities in non-presence countries.
6. PPC and GC will brief the secretariat on special laws and policies affecting GDA focus areas, such as economic growth, agriculture, health and conflict resolution.

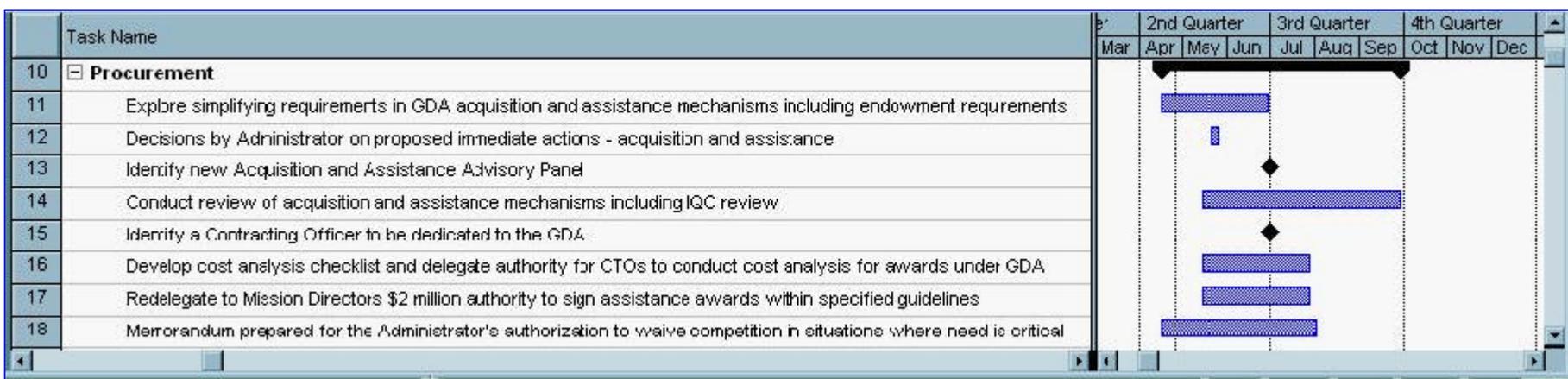
VIII. Task Timeline Matrix

Starting from the assumption that the GDA Secretariat should be operational at the beginning of the next fiscal year (October 1, 2001), the following tasks are more or less in sequential order. The timeline matrix, while not current, does give an overview of priority actions and their temporal relationships.

Task Name: Structure



Task Name: Procurement



Task Name: Legal and Policy

Task Name	2nd Quarter				3rd Quarter		
	Mar	Apr	May	Jun	Jul	Aug	Sep
19 <input type="checkbox"/> Legal and Policy							
20 <input type="checkbox"/> Secretariat: Staffing and Structure							
21 CC provide summary of mechanisms to hire non-J&DH staff for Secretariat							
22 CC provide general guidance on advisory committees							
23 LC provide general guidance on conflict of interest rules relevant to outside advisors							
24 CC provide detailed guidance to Secretariat on hiring mechanisms, advisory committees and conflict of interest rules for staff							
25 <input checked="" type="checkbox"/> GPPA Considerations							
26 Specific questions re impact of GPPA on GFA addressed through Results Org website - involves review by PPC, CC, LG and others, as appropriate							
27 <input checked="" type="checkbox"/> Working in Partnership with Business							
28 CC will convene small working group including PPC and BHF, to review existing legal guidance, Agency policies and other sources of information							
29 Agency policies and other sources of information relevant to business partnerships							
30 <input type="checkbox"/> Solicitations/Fund-Raising							
31 CC will provide general guidance on solicitation and fundraising							
32 CC and MFM will provide guidance on the accountability requirements for direct receipt of contributions							
33 LC will provide detailed guidance, as needed, on solicitation and fund-raising in the context of specific alliance ideas							
34 <input checked="" type="checkbox"/> PD 20							
35 PPC, LPA and GC will review existing policy and recommend appropriate next steps							
36 Exceptions or policy changes that affect specific alliance proposals will be considered							
37 <input checked="" type="checkbox"/> Program conflicts of interest							
38 CC general guidance on potential conflicts of interest arising from efforts to engage partners collaboratively, especially US/ND program funding decisions							
39 CC will provide early briefing to Secretariat on program conflicts of interest: guidance and issues							
40 <input type="checkbox"/> New Mechanisms							
41 MFCP and GC recommendations on possible forms of agreement for alliance or business partnership relationships, including joint funding mechanisms							
42 <input checked="" type="checkbox"/> Endowments							
43 PPC and GC will review PD 21 for possible updating in light of GLA							
44 <input checked="" type="checkbox"/> Non-Presence Policy							
45 PPC will brief Secretariat on current policy							
46 <input checked="" type="checkbox"/> Faith Based Organizations							
47 Need to coordinate issuance of guidance with the White House							
48 <input checked="" type="checkbox"/> GDA focus areas							
49 PPC and GC will brief Secretariat on laws and USAID policies that affect each GDA focus area (economic growth, agriculture, health and conflict resolution)							

