



**USAID**  
FROM THE AMERICAN PEOPLE

# GLOBAL DEVELOPMENT ALLIANCES (GDA) USER'S GUIDE

**Please Note: This is the first pre-release version of the GDA User's Guide. ODP/PSA welcomes any comments or suggestions on how we can make this Guide more useful for Missions and Operating Units ([gda@usaid.gov](mailto:gda@usaid.gov)). The User's Guide is also available on the GDA website, which is continuously updated: [inside.usaid.gov/GDA/](http://inside.usaid.gov/GDA/).**

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# MESSAGE FROM THE ACTING COORDINATOR

Since its inception in 2001, the Office of Global Development Alliances (GDA) has promoted the public-private alliance business model within the USAID, bringing exciting new partners and resources to expand the developmental impact of USAID's activities. This model is now widely used across the Agency.

GDA was originally established as an independent office within USAID. During a recent reorganization, the Office of Global Development Alliances was renamed the Private Sector Alliances Division (PSA) under the new Office of Development Partners (ODP). While the office name has changed, the PSA staff continues to provide alliance-building support to Missions and Washington Operating Units using the well-established GDA model and brand.

Since 2001, USAID has created tools and resources to assist Missions and Washington Operating Units in developing successful public-private alliances. *Tools for Alliance Builders* has been widely used by Missions and Washington Operating Units as a primary guide on how to build and manage successful alliances. While *Tools* provides good alliance-building guidance, there has been increasing demand from Missions and Washington Operating Units to understand the full range of GDA mechanisms and resources available to them. In response to this need, ODP/PSA has developed this *User's Guide* as a primary GDA reference document. The *User's Guide* can be found on the GDA website at: <http://inside.usaid.gov/GDA/>.

We hope that you find this *User's Guide* helpful and look forward to supporting you in building more and better alliances.

Sincerely,

Jim Thompson  
Office of Development Partners, Private Sector Alliances





# 1. CONTACTS

## WASHINGTON-BASED ODP/PSA

Name	Title	Phone	Email
<b>Jim Thompson</b>	Acting Director	202-712-4272	jthompson@usaid.gov
<b>Barbara Addy</b>	Senior Advisor	202-712-5691	baddy@usaid.gov
<b>Thomas Debass</b> (EGAT/PR/MD)	Senior Advisor for Remittances and Diaspora	202-712-5967	tdebass@usaid.gov
<b>Ben Kauffeld</b>	Senior Advisor, Humanitarian Assistance	202-712-4574	bkauffeld@usaid.gov
<b>Jerry O'Brien</b>	Senior Advisor	202-712-4455	jo'brien@usaid.gov
<b>Avery Ouelette</b>	Program Management Analyst	202-712-1702	aouellette@usaid.gov

## REGIONAL ALLIANCE BUILDERS

Name	Title	Phone	Email
<b>Dave Besch</b>	Regional Alliance Builder	20-2-522-6845 (Cairo)	dbesch@usaid.gov
<b>Michael Silberman</b>	Regional Alliance Builder	662-263-7448 (Bangkok)	msilberman@usaid.gov
<b>Nancy Wildfeir-Field</b>	Regional Alliance Builder	38-044-5374600 x 4615 (Ukraine)	nwildfeir-field@usaid.gov

## CONTRACT SUPPORT STAFF (DAI)

Name	Title	Phone	Email
<b>Kristi Ragan</b>	Strategic Advisor/COP	301-771-7849	kristi_ragan@dai.com
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<b>Katie Carroll</b>	Alliance Specialist	202-712-1376	kcarroll@usaid.gov
<b>Lorin Kavanaugh-Ulku</b>	Communications Specialist	301-771-7908	lorin_kavanaugh@dai.com
<b>Jenn List</b>	Program Coordinator	202-712-4504	jlist@usaid.gov
<b>Anay Shah</b>	Alliance Specialist	301-771-7870	anay_shah@dai.com

## OTHER U.S. GOVERNMENT PARTNERSHIP CONTACTS

Other U.S. Government Agencies have developed public-private partnership initiatives as well. USAID maintains contacts with each of these groups and coordinates public-private partnership activities.

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### STATE DEPARTMENT

Name	Title	Phone	Email
Chris Scalzo	Director, Global Partnership Center	202-647-8538	scalzocr@state.gov

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### OFFICE OF THE GLOBAL AIDS COORDINATOR (OGAC)

Name	Title	Phone	Email
British Robinson	Director, Public-Private Partnerships	202-663-2577	robinsonBA1@state.gov

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### MILLENNIUM CHALLENGE CORPORATION (MCC)

Name	Title	Phone	Email
Jason Bauer	Director, Private Sector Initiatives	202-521-3600	bauerj@mcc.gov

## 2. MECHANISMS

### GDA ANNUAL PROGRAM STATEMENT (APS)

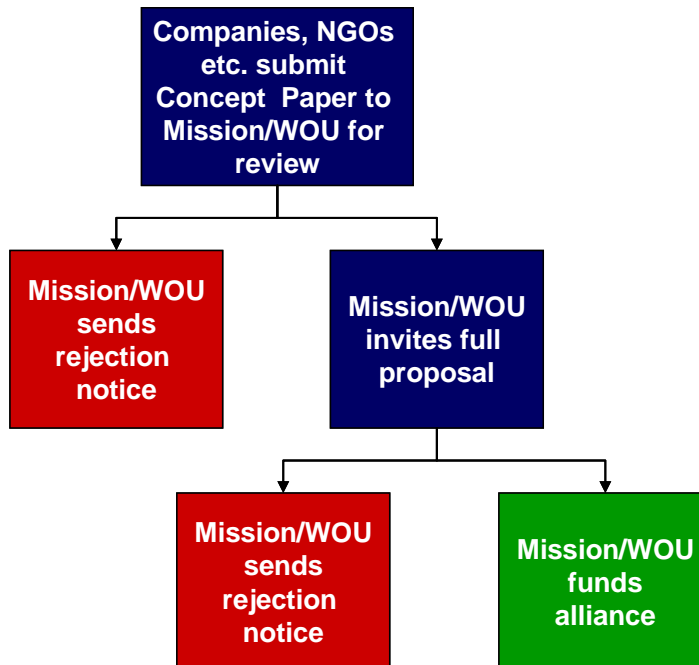
The GDA Annual Program Statement (APS) provides a flexible mechanism for soliciting a wide range of GDA concepts. The APS allows traditional and new resource partners to submit GDA ideas on any sector to any USAID Mission or Washington Operating Unit.

#### The APS is for

- Missions and Washington Operating Units (WOUs) seeking to build alliances
- Attracting new resource partners
- Partners who can submit concept papers before investing in a full proposal
- New and innovative GDA programs

You can find the current APS and for more information on the process on the USAID external and internal GDA websites.

#### THE APS PROCESS



## GDA SUPPORT SERVICES INDEFINITE QUANTITY CONTRACT

IQCs	Award Number	Expiration
DAI	REE-I-00-06-00040-00	April 2011
O'Brien and Associates*	REE-I-00-07-00026	April 2011
Synergy Strategies Group*	REE-I-00-07-00027	April 2011

\*Small business

### PURPOSE

The GDA Indefinite Quantity Contract (IQC) is a mechanism that Missions and Washington Operating Units can use to access short-term alliance-building support. This support can range from mapping of potential private sector partners to developing an alliance Memorandum of Understanding (MOU). The IQC is broad and flexible to respond to Missions and Washington Operating Units' unique needs. Experts with broad technical knowledge as well as private-sector and foundation experience are available. Missions and Washington Operating Units can issue and fund their own task orders through the GDA IQC. The IQC ceiling is \$9,500,000.

### POSSIBLE WORK AREAS

The IQC holders each bring unique skills and experience to building and implementing GDAs. Missions can buy into the IQC to receive a number of GDA-related services including:

- Mission GDA strategy development;
- Private sector mapping and outreach to potential international and domestic partners;
- Research on prospective partners, identification of trends that will attract key allies, and links with strategic plan;
- Communications outreach to varied audiences (internal and external, by sector, geography);
- Training and technical assistance for Mission staff and implementing partners;
- Short- or long-term consultants for special projects or as alliance builders; and
- Private sector outreach assistance to Missions during humanitarian crises.

To access the IQC, Missions should draft their SOW and submit for approval to the CTO, Jerry O'Brien, before issuing a task order.

### PRIME CONTRACTORS

#### DAI

For 36 years, DAI has provided social and economic development solutions to business, government, and civil society in developing and transitioning countries. DAI has designed and implemented public-private partnerships on behalf of USAID including tsunami rehabilitation with ConocoPhillips and ExxonMobil in Indonesia and improved working conditions in Central American factories with

such companies as Gap, Inc., Limited Brands, and Timberland. DAI is currently providing strategic support to USAID's GDA office in Washington under the GDA IQC. DAI's expertise includes:

- Agriculture and Natural Resources
- Avian Influenza
- Business and Financial Services
- Crisis Mitigation and Recovery
- Democracy and Governance
- Economics and Trade
- HIV/AIDS Mitigation

For more information about how DAI can help your Mission or Operating Group build alliances, contact:

Chief of Party: Kristi Ragan  
Phone: 301-771-7849  
email: kristi\_ragan@dai.com

Company: DAI  
Address: 7600 Wisconsin Avenue, Suite 200, Bethesda, MD 20814  
website: www.dai.com

#### ***DAI Subcontractors and Collaborating Partners***

- **Origo** San Francisco, CA ([www.origoinc.com](http://www.origoinc.com))
- **BSR** San Francisco, CA ([www.bsr.org](http://www.bsr.org))
- **The Mortara Center for International Studies**, Georgetown University, Washington, DC (<http://mortara.georgetown.edu>)
- **Dillon Allman and Partners, LLC**, Bethesda, MD
- **The Media Network**, Silver Spring, MD ([www.themedianetwork.com](http://www.themedianetwork.com))

#### ***Synergy Strategies Group (Small Business)***

Synergy Strategies (SSG) works with corporations, governments and foundations around the world to design and implement innovative community development projects. SSG has designed and managed public-private alliances in Europe, Asia and Africa for a variety of clients, including USAID, ExxonMobil, Qualcomm, Barrick Gold and others. SSG has four core competencies:

- Program design;
- Assessment/evaluation;
- Training; and
- Project management.

Within its core competencies SSG focuses on three key functional areas: community development, ICT4D, and corporate social responsibility.

For more information about how Synergy Strategies Group can help your Mission or Operating Group build alliances, contact:

Chief of Party: Stephen Schmida  
Phone: (802) 578-1534  
email: [steve@synergystrategiesgroup.com](mailto:steve@synergystrategiesgroup.com)

Company: Synergy Strategies Group  
Address: 82 Church Street, Suite 300, Burlington, Vermont 05401  
website: [www.synergystrategiesgroup.com](http://www.synergystrategiesgroup.com)

#### ***Synergy Strategies Group Subcontractors***

- **Arabella Philanthropy Advisors**, Washington, DC ([www.arabellaadvisors.com](http://www.arabellaadvisors.com))
- **Associates in Rural Development (ARD)**, Burlington, VT ([www.ardinc.com](http://www.ardinc.com))
- **Business Community Synergies**, Takoma Park, MD (<http://bcsynergies.com>)
- **Insights in Action Annapolis**, MD (<http://insightsinaction.com>)
- **Net Impact**, San Francisco, CA ([www.netimpact.org](http://www.netimpact.org))
- **Wise Solutions LLC**, Arlington, VA

#### ***O'Brien and Associates International (Small Business)***

O'Brien and Associates International (OAI) is a global consulting firm that works with both businesses and aid organizations in developing countries. OAI specializes in identifying the intersection between business and development interests and developing strategies and programs that make businesses more competitive and development organizations more effective. OAI builds alliances between public and private sector organizations in ways that leverage each partner's competencies, assets and resources. OAI maintains professional relationships with a wide variety of corporations, bilateral aid agencies, relief and development organizations, and developing country ministries that can serve as strategic partners for clients. OAI conducts research and helps clients select the most appropriate partners to implement programs in ways that ensure measurable results.

For more information about how O'Brien and Associates can help your Mission or Operating Group build alliances, contact:

Chief of Party: Dan O'Brien  
Phone: 404-663-8465  
email: [obrien@obrienandassociates.org](mailto:obrien@obrienandassociates.org)

Company: O'Brien and Associates International, Inc  
Address: 2210 Wildcat Cliffs Way, Suite 600, Lawrenceville, GA 30043  
website: [www.obrienandassociates.org](http://www.obrienandassociates.org)

#### ***O'Brien and Associates International Subcontractors***

- **Emerging Markets Group**, Arlington, VA ([www.emergingmarketsgroup.com](http://www.emergingmarketsgroup.com))
- **Johnson School Center for Sustainable Global Enterprise**, Ithaca, NY  
([www.johnson.cornell.edu/sge](http://www.johnson.cornell.edu/sge))
- **WolfeReiter**, Washington, DC ([www.wolfereiter.com](http://www.wolfereiter.com))

- **TANGO (Technical Assistance to Non-Governmental Organizations)**, Tuscon, AZ  
([www.tangointernational.com](http://www.tangointernational.com))
- **Stuart Hart**, Consultant

# THE COLLABORATION AGREEMENT

The Collaboration Agreement is an obligating instrument that was developed by USAID to address a unique GDA challenge; fostering relationships with new resource partners. For example, in 2006, USAID wanted to enter into an alliance with Starbucks to support the implementation of the company's C.A.F.E. standards, which supports coffee farmers and their communities. Starbucks already had an established program with local NGOs. To support this new relationship, USAID was to provide funding to and jointly plan activities with Starbucks. The challenge came in how USAID would obligate the funds to Starbucks.

None of the traditional obligating mechanisms: contract, grant and cooperative agreement met the needs of this alliance. The purpose of the award was to develop a relationship with a non-traditional partner, not to acquire services for direct benefit or use of the United States Government. USAID would obligate funds to Starbucks who would then assume a fiduciary responsibility. The Collaboration Agreement was designed for just this type of situation; allowing USAID to develop a new relationship and obligate money to non-traditional partners.

Use the following guidelines to determine whether to use Collaboration Agreement.

- A non-traditional partner (e.g. company, foundation that is contributing significant cash or in-kind resources to a GDA) will be receiving USAID funds directly.
- The proposed alliance meets the GDA Precepts.
- There is a compelling reason for the funds to be jointly programmed.
- There is a written determination that other funding/implementing mechanisms have been considered and rejected as infeasible or inappropriate.

Advantages to using the Collaboration Agreement include:

- Allows USAID to collaborate with non-traditional business or foundation partners.
- Expands USAID's impact by leveraging foreign assistance dollar at 1: 1 or greater.
- Allows for joint, strategic planning.
- Provides a mechanism to obligate funds quickly while activity planning is in progress.
- Provides more flexible way to fund activities; can be completed without full and open competition.

While there are many benefits to using the Collaboration Agreement, Missions and Washington Operating Units should also be aware of some of the disadvantages, including:

- Cooperation, collaboration and coordination could be more time consuming.
- Due to Agency financial management regulations and federal appropriations law, the agreement requires creativity in establishing a "progress payment structure."
- More negotiation potentially required because of fewer required standard provisions.

Use the following chart to determine what type of obligating instrument is best for your Global Development Alliance.

For more guidance on the Agency's policy for implementation see **AAPD-04-16**.



	<b>COLLABORATION AGREEMENT</b>	<b>GRANT/ COOPERATIVE AGREEMENT</b>	<b>CONTRACT</b>
<b>Type of Relationship</b>	<b>Strategic partnership</b>	<b>Funder/Recipient</b>	<b>Procurement-oriented</b>
<b>When to Use</b>	<b>With non-traditional partners, when joint planning and risk/reward sharing is important</b>	<b>When supporting another organization's programs furthers USAID's objectives</b>	<b>When goods/services can be purchased &amp; the activity to be performed is clearly defined</b>
<b>Degree of Control</b>	<b>Medium</b> Control shared between USAID & partner; joint strategic planning	<b>Low - Medium</b> USAID is donor; USAID may be substantially involved in Collaboration Agreements	<b>High</b> Goods/services to be furnished are specified by USAID
<b>Oversight Responsibility</b>	<b>Joint management committee with USAID &amp; partner representation</b>	<b>USAID</b>	<b>USAID</b>

## GLOBAL FRAMEWORKS

In order to help Missions and Washington Operating Units build alliances, USAID has developed a number of global frameworks with resource partners. Missions and Washington Operating Units can leverage these broad frameworks to build specific alliances with the partner in their country or region. Global frameworks help build alliances in **less time** and with **lower transaction costs**. By leveraging a global framework, USAID Missions and Operating Units benefit from:

- A tested relationship that has implemented activities in other countries.
- Direct introduction to resource partner contacts who know USAID.
- Support in the form of due diligence, initial introductory meetings and MOUs and/or funding mechanism.
- Quick project start-up and resource mobilization.
- Lessons learned from other alliances under the relationship.

Each global framework has a USAID CTO or relationship manager who serves as the point of contact for Missions and Washington Operating Units who are interested in “buying into” the framework.

The global frameworks are formalized through a diverse set of agreements and funding mechanisms. Some relationships may have a collaboration agreement, cooperative agreement, or leader with associates while others only have a broad MOU. The frameworks’ CTOs or relationship managers can provide more information on the mechanisms and steps that Missions and Washington Operating Units can take to buy-in to the relationships.

### GLOBAL FRAMEWORKS

Resource Partner	Scope	Contact
<b>Cisco*</b>	Secondary school ICT skills training, microfinance for ICT, SME development and health	Noreene Janus (EGAT/I&E/ICT)
<b>Microsoft*</b>	Governance, economic growth, health, education and humanitarian assistance	Barbara Addy (ODP/PSA)
<b>Intel</b>	PC and Internet access and ICT education	Noreene Janus (EGAT/I&E/ ICT)
<b>Sustainable Tourism (Leader with Associates)</b>	Sustainable tourism assistance	Roberta Hilbruner (EGAT/ENV/ENR)
<b>Evensen Dodge</b>	Sub-national infrastructure financing	Mike Keshishian (EGAT/PR)

\*Pending final execution

## **GDA GLOBAL FRAMEWORK PROCESS GUIDE: CISCO SYSTEMS, INC.**

### **Scope of Relationship**

USAID has agreed to work with Cisco Systems, Inc. in developing and emerging markets in the areas of education, economic growth, gender, entrepreneurial and SME development, and ICT skills capacity among underserved populations, especially women, youth, the disabled, and people from rural areas. USAID is formalizing this relationship through a Collaboration Agreement.

### **Why USAID Wants to Work with Cisco Systems, Inc.**

As a world leader in software, Cisco Systems, Inc. can offer developing countries skills and resources that USAID is unable to.

- Cisco brings valuable resources to USAID and previous alliances in the Networking Academies have already been highly successful.
- Under this global partnership, Cisco offers unique ICT expertise and technology to USAID programs to help USAID achieve its development goals.
- USAID can leverage Cisco's historical \$200M investment and on-going support of the Networking Academy program.

### **Why Cisco Systems, Inc. Wants to Work with USAID**

In addition to assisting underserved populations in developing and emerging countries, Cisco's collaboration with USAID will address some of the company's key business challenges in these new markets, and provide the following benefits:

- Investing in the capacity building of local communities will improve slow economic growth that is linked to poor health and education conditions.
- Providing ICT training through Networking Academies addresses lack of basic ICT and computer literacy skills. This training provides job readiness for the knowledge economy and enhanced future demand for Cisco services and products.
- Introducing new technology appropriate to Base-of-the-Pyramid communities will translate into demand for Cisco and other IT related products.

Missions and Washington Operating Units must be able to explain how the GDA will collaborate with Cisco to address these business challenges in addition to achieving USAID's objectives.

### **Partnership Examples**

USAID has traditionally worked with Cisco through its Networking Academies around the world. USAID provides funding, scholarships for women and technical assistance to new Cisco Networking Academies in developing countries. This alliance has provided the following results:

- 250 Academies in 47 least developed and developing countries
- 31 percent of graduates are women
- Over the life of this initiative, more than 49,400 students have been enrolled in this program in least developed countries.

- On average, 62 percent of graduates have found job opportunities

The Networking Academies are one of USAID most successful alliances. This global relationship will expand this success beyond Networking Academies to new areas such as health and primary education.

### Potential GDAs

The Cisco/USAID Collaboration Agreement is broad in scope, and therefore Missions and Operating Units have the flexibility to integrate Cisco into many existing USAID programs. Below is a list of USAID activities mapped to the potential roles of Cisco. These GDA concepts have been reviewed with Cisco and align with their priority needs. Missions and Washington Operating Units can identify their activities, review Cisco’s role and start developing a GDA concept.

(Note: The collaboration agreement is a global agreement between USAID and Cisco to work together, but Cisco’s specific role will be determined by the local Cisco office. Therefore, the following list is not comprehensive. Missions and Washington Operating Units can discuss collaboration in any sector (i.e. health, economic growth) with the company’s local representatives.)

<b>INVESTING IN PEOPLE</b>		
<b>USAID Area</b>	<b>USAID’s Role</b>	<b>Cisco’s Role</b>
<b>Education</b>	<ul style="list-style-type: none"> <li>• Improve education and job opportunities for girls and women</li> <li>• Primary, Secondary, and University teacher training and curriculum</li> <li>• Increase the number of teachers with improved pedagogical techniques and skills</li> <li>• Essential job-skills training to new high school and college graduates</li> <li>• Develop networks that promote student collaboration both within their country and with students abroad</li> </ul>	<ul style="list-style-type: none"> <li>• Extend ICT access to women through the Networking Academies</li> <li>• Curriculum design and administration</li> <li>• Workforce development training</li> <li>• Curriculum for IT policy and regulatory officials</li> <li>• Assistance with creating digital libraries</li> <li>• Develop and sustain public access telecenters for disadvantaged populations</li> </ul>

### How to Create Programs under the Collaboration Agreement

Missions can take advantage of this collaboration agreement to create GDAs with Cisco locally.

To locate a Cisco Academy, please visit:

<http://locators.netacad.net/cnams/locators/AcademyClassLocator.jsp>

Missions can also create programs to target select vulnerable audiences for entrepreneurial development through conjoined training and financing approaches. The Collaboration Agreement encourages the creation of new initiatives. For more information on creating a GDA with Cisco, please contact the CTO.

### USAID Global Alliance Contact

Noreene Janus, CTO

(202) 712- 5394, [njanus@usaid.gov](mailto:njanus@usaid.gov)

## GDA GLOBAL FRAMEWORK PROCESS GUIDE: MICROSOFT CORPORATION

### Scope of Relationship

USAID has agreed to work with Microsoft Corporation and in developing countries in the areas of governance, economic growth, health, education and humanitarian assistance. The Office of U.S. Global AIDS Coordination (OGAC) and its President's Emergency Plan for AIDS Relief (PEPFAR) program as well as The Millennium Challenge Corporations (MCC) have also joined this MOU as signatories.

### Why USAID Wants to Work with Microsoft

As a world leader in software, Microsoft can offer developing countries skills and valuable resources that USAID is unable to deliver on its own. In addition, Microsoft offers a unique opportunity to work with USAID to enable sustained social and economic opportunity through affordable, relevant and accessible technology. Microsoft has a large portfolio of citizenship offerings, services, technologies, and tools to promote ICT for development and to help advance the knowledge economy through capacity building and training. Under this global relationship, Microsoft is willing to consider leveraging access to these programs, tools and other expertise to help USAID achieve its development goals.

### Why Microsoft Wants to Work with USAID

In addition to assisting underserved populations in developing and emerging countries, Microsoft's collaboration with USAID will address some of the company's key development objectives to reach the next 5 billion people at the middle and the bottom of the pyramid, for example:

- Transforming education through access to training for teachers and students through programs like Microsoft's Partners in Learning.
- Fostering local innovation through innovation center capacity-building activities.
- Enabling jobs and opportunities through IT skills training for employment, shared access and partnerships.
- Enabling government institutions and services to become more efficient and transparent.

### Potential GDAs

The USAID/Microsoft MOU scope is broad and therefore Missions and Operating Units have the flexibility to integrate Microsoft into many existing USAID programs. Below is a list of USAID activities with corresponding examples of potential contributions by Microsoft. These GDA focus areas have been reviewed with Microsoft and align with their priority needs. Missions and Operating Units can identify their activities, review Microsoft's role and start developing a GDA concept.

#### GOVERNING JUSTLY AND DEMOCRATICALLY

Element	USAID's Activity	Microsoft's Value (Example)
<b>Good Governance</b>		
<ul style="list-style-type: none"><li>• e-Government</li></ul>	<ul style="list-style-type: none"><li>• Design and implement programs for on-line government services</li></ul>	<ul style="list-style-type: none"><li>• Access to technical support and hardware / software design and training expertise</li></ul>

<ul style="list-style-type: none"> <li>Financial Management &amp; Procurement Reform</li> </ul>	<ul style="list-style-type: none"> <li>e-procurement platforms</li> <li>Integrated Financial Management Systems (IFMS)</li> </ul>	<ul style="list-style-type: none"> <li>Access to software and/or training for government institutions</li> <li>Provide funding</li> </ul>
<b>Civil Society</b>	<ul style="list-style-type: none"> <li>Educate civil society</li> <li>Increase civic participation and democratic culture</li> <li>Build Public-Private Coalitions to fight corruption</li> </ul>	<ul style="list-style-type: none"> <li>Participate in coalitions</li> <li>Resources for programs</li> </ul>

## INVESTING IN PEOPLE

USAID Area	USAID's Role	Microsoft's Value (Example)
<b>Public Health Threats</b>	<ul style="list-style-type: none"> <li>Disseminate public health information</li> <li>Expand access to diagnostic and prognostic information in the treatment of patients</li> <li>Improve and strengthen the primary health care delivery system</li> <li>Guidelines, training materials, access to medical information</li> </ul>	<ul style="list-style-type: none"> <li>Resources, access to the latest medical information, and in-kind donations of ARV drugs</li> <li>Access to consultation and training to medical clinicians</li> <li>Provide technology assistance to conduct information-gathering activities</li> <li>Access to software, hardware, and training for surveillance of epidemiological information and advanced warning systems</li> <li>Provide funding</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>Improve education and job opportunities for girls and women</li> <li>Primary, Secondary, and University teacher training and curriculum</li> <li>Increase the number of teachers with improved pedagogical techniques and skills</li> <li>Essential job-skills training to new high school and college graduates</li> <li>Develop networks that promote student collaboration both within their country and with students abroad</li> </ul>	<ul style="list-style-type: none"> <li>Curriculum</li> <li>Develop and administer education management information systems</li> <li>Access to community affairs programs to support underprivileged students or girls to attend school</li> <li>Access to Microsoft's community technology learning centers</li> <li>Provide and train on computers in classrooms for online access to the latest textbooks and teaching materials</li> <li>Computer-mediated networks that facilitate tele-collaboration with other teachers</li> <li>Provide funding</li> </ul>

## ECONOMIC GROWTH

USAID Area	USAID's Role	Microsoft's Value (Example)
<b>Trade and Investment</b>	<ul style="list-style-type: none"> <li>Provide information service applications on market pricing, export requirements, and public commodity auctions</li> </ul>	<ul style="list-style-type: none"> <li>Provide access to the systems and technology that serves as real time linkages to international markets</li> </ul>
<b>Financial Sector</b>	<ul style="list-style-type: none"> <li>Support Microfinance institutions</li> </ul>	<ul style="list-style-type: none"> <li>Provide access to technology that</li> </ul>

USAID Area	USAID's Role	Microsoft's Value (Example)
	<ul style="list-style-type: none"> <li>• Provide support for private sector insurers to service new areas</li> <li>• Increase access to finance for SMEs</li> </ul>	<p>allows for easier MFI management</p> <ul style="list-style-type: none"> <li>• Provide technical assistance to develop systems to provide safe and reliable methods of money transfer</li> </ul>
<b>ICT Infrastructure</b>	<ul style="list-style-type: none"> <li>• Strengthen the capacity of local governments to effectively use ICT services</li> <li>• Strengthen independent regulators</li> <li>• Promote universal access policies</li> <li>• Access to ICT in remote areas</li> </ul>	<ul style="list-style-type: none"> <li>• Provide access to in-kind donations of new technology and training and assistance on the products as needed</li> </ul>
<b>Private Sector Competitiveness</b>	<ul style="list-style-type: none"> <li>• Provide training and technical assistance for SMEs</li> <li>• Provide Access to finance</li> <li>• Analysis and improvement of business environment</li> <li>• Develop business, trade unions, and professional associations</li> </ul>	<ul style="list-style-type: none"> <li>• Develop value chains and train / educate local suppliers</li> <li>• Lead the development of business or professional association</li> </ul>

## HUMANITARIAN ASSISTANCE

Element	USAID's Activity	Microsoft's Value (Example)
<b>Disaster Planning/ Preparedness and Mitigation</b>	Strengthen host country response and information management systems (i.e., improving disaster response plans, guidelines and policies, information tools, etc.)	<ul style="list-style-type: none"> <li>• Provide access to and collaboration around technical support services (information management, GIS capabilities) to host government preparedness bodies and implementers</li> <li>• Provide system design and software to facilitate information dissemination and resource integrations of disaster responders</li> </ul>

### How to Create Programs under the Microsoft Global MOU

Missions and Washington Operating Units interested in leveraging this MOU to build a specific GDA with Microsoft, should follow these steps:

- Under a Global MOU, Missions and Operating Units can create a sub-MOU that outlines how the partners will work together on a specific alliance in a country or region.
- The scope of these sub-MOUs must be developed with Microsoft. The GDA Relationship Manager for Microsoft will be able to help facilitate these conversations. While not required, the Relationship Manager's input and feedback based on their experience and knowledge of Microsoft can be helpful to a Mission or Washington Operating Unit in developing the alliance scope.
- Once the sub-MOU is complete, Missions and Washington Operating Units must decide how to mobilize the cash resources (if any) through either issuing a new solicitation or using existing acquisition or assistance instruments (See *Tools for Alliance Builders* for more information on including alliance language in RfPs/RfAs). (Note: As USAID's resource partner, Microsoft is not

responding to a solicitation. Rather, it is implementers who would be submitting proposals to carry out the project on USAID and Microsoft's behalf.)

The GDA Relationship Manager is available to provide examples of previous partnership documents and other support as needed.

**USAID Global Alliance Contact**

Barbara Addy, Microsoft Relationship Manager  
(202) 712-5691, [baddy@usaid.gov](mailto:baddy@usaid.gov)



## GDA GLOBAL FRAMEWORK PROCESS GUIDE: INTEL CORPORATION

### Scope of Relationship

Intel Corporation and USAID are working together to broaden access and usage of information and communications technology (ICT) in developing communities around the world. The partnership seeks to accelerate social and economic development in emerging markets by extending the benefits of ICT to underserved communities. ICT has the capacity to link producers and service providers to local and international markets, improve the quality and delivery of healthcare and education, and improve governance at the national and sub-national levels. Through this alliance, USAID Missions can leverage resources through Intel's World Ahead Program, which focuses on four general areas:

- **Accessibility**—increasing access to fully capable PCs tailored to regional needs
- **Connectivity**—expanding wireless broadband Internet access worldwide
- **Education**—preparing teachers and students for success in the global economy
- **Content**—accelerating development of localized content to enhance lives and expand opportunities

More details are available at <http://www.intel.com/intel/worldahead/>.

### Partnership examples

USAID Missions have already engaged Intel on a variety of projects. Examples include:

- **Vietnam:** Alliance partners have installed WiMAX technology in Lào Cai and Tra Van, cities in rural northern Vietnam, offering its citizens access to cost-efficient broadband internet and Voice over IP telephone service, improving the business environment, education opportunities, and availability of medical services.
- **Guatemala:** Intel has contributed 100 Classmate PCs—a low-cost laptop designed for children—to be used in USAID's One to One program to bring technology into public schools in Guatemala, enhancing access to diverse resources and advancing skills development.
- **Indonesia:** A three-year \$1.5M alliance has been created between USAID/Indonesia and Intel to train teachers on classroom use of computer technology to improve basic education in Indonesia.

### Potential GDAs

The USAID/Intel MOU scope is broad and therefore Missions and Operating Units have the flexibility to integrate Intel into many existing USAID programs. Below is a list of USAID activities with corresponding examples of potential contributions by Intel. These GDA focus areas have been reviewed by Intel and align with their priority needs. Missions and Operating Units can identify their activities, review Intel's role and start developing a GDA concept.

## INVESTING IN PEOPLE

USAID Area	USAID's Role	Intel's Contribution
<b>Public Health Threats</b>	<ul style="list-style-type: none"> <li>• Help countries forecast, prepare for, detect, and respond to epidemics</li> <li>• Support passive and active surveillance for outbreaks</li> <li>• Prevention/awareness efforts that leverage ICTs</li> </ul>	<ul style="list-style-type: none"> <li>• Support matchmaking of healthcare information management systems</li> <li>• Harness Intel's private sector network to support proof of concept equipment for community education centers that support prevention and awareness efforts</li> </ul>
<b>Education and Workforce Development</b>	<ul style="list-style-type: none"> <li>• Enable curriculum, policy, management information systems and infrastructure</li> <li>• Student and teacher access to ICT (e.g. low-cost student PC devices, PC labs, community education technology centers)</li> <li>• Infrastructure (e.g. broadband connectivity for schools)</li> </ul>	<ul style="list-style-type: none"> <li>• Work with Intel's private sector network to deliver digital curriculum, content management systems and school information management systems</li> <li>• Align Intel ICT for Education (donation) PCs to support joint initiatives and augment impact</li> <li>• Teacher training in the effective use of technology</li> <li>• Leadership forums for education administrators and policy makers</li> <li>• Online collaboration supporting teacher communities of practice</li> <li>• Student curriculum and staff training for community technology centers</li> <li>• Computer clubhouses for reaching underserved communities</li> </ul>

## ECONOMIC GROWTH

USAID Area	USAID's Role	Intel's Contribution
<b>ICT Infrastructure</b>	<ul style="list-style-type: none"> <li>• Local government capacity, building on universal access policies and sustainable ICT deployments</li> <li>• Infrastructure rollouts or proof of concepts in remote areas (e.g. Las Mile Initiative), in support of applications such as SME or education</li> </ul>	<ul style="list-style-type: none"> <li>• Harness Intel's private sector network to support proof of concept equipment</li> <li>• Provide new technology training (e.g. VOIP) and best practices on sustainable business models (e.g. e-commerce)</li> <li>• Establish connectivity foundation to sustain more effective use of technology</li> </ul>
<b>Private Sector Competitiveness</b>	<ul style="list-style-type: none"> <li>• Training and technical assistance for telecommunications companies and policy makers on access to finance, regulations, and association-building</li> </ul>	<ul style="list-style-type: none"> <li>• Develop low-cost, full-featured PCs tailored to regional needs</li> <li>• Work with ecosystem (TEM, SP, etc.) to extend WiMAX and Voice over IP networks</li> <li>• Provide technical assistance</li> </ul>

### Next Steps

Missions and Operating Units interested in leveraging this MOU to build a specific GDA with Intel, should follow these steps:

- Under a Global MOU, Missions and Operating Units can create a sub-MOU that outlines how the partners will work together on a specific alliance in a country or region.
- The scope of these sub-MOUs must be developed with Intel. The GDA Relationship Manager for Intel will be able to facilitate these conversations. While not required, the Relationship Manager's input and feedback based on their experience and knowledge of Intel can be helpful to a Mission or Washington Operating Unit in developing the alliance scope.
- Once the sub-MOU is complete, Missions and Washington Operating Units must decide how to mobilize the cash resources (if any) through either issuing a new solicitation or using existing acquisition or assistance instruments (See Tools for Alliance Builders for more information on including alliance language in RfPs/RfAs). (Note: As USAID's resource partner, Microsoft is not responding to a solicitation. Rather, it is implementers who would be submitting proposals to carry out the project on USAID and Microsoft's behalf.)

The GDA Relationship Manager is available to provide examples of previous partnership documents and other support as needed.

#### **USAID Global Alliance Contact**

Noreene Janus, Intel Relationship Manager  
(202) 712-5394, [njanus@usaid.gov](mailto:njanus@usaid.gov)

## GDA LEADER WITH ASSOCIATES (LWA): THE GLOBAL SUSTAINABLE TOURISM ALLIANCE (GSTA)

### Scope

The Global Sustainable Tourism Alliance works to:

- Advance state-of-the-art practices in sustainable tourism and allied fields.
- Assist USAID Missions and other operating units to design and implement innovative, integrated, and market-based tourism approaches that will foster sustainable futures for individuals, local communities, and societies in USAID-presence countries.

### Services

The GSTA can provide a number of services to USAID Missions and operating units:

- **Technical Expertise:** GSTA partners are innovators and leaders, providing assistance in all aspects of sustainable tourism development including policy, tourism product development, business administration and competitiveness, workforce capacity, market access, protected area visitor services, and destination planning and marketing.
- **Partnership Development:** GSTA partners will facilitate relationships with private sector entities from all stages of the sustainable tourism value chain.
- **Challenge Program:** A cost share grant program offered to Missions. Missions submit 3-page concept papers for consideration of GSTA funding.
- **Tourism Awareness and Education:** GSTA will educate and strengthen the capacity of USAID program managers, potential private sector investors, and practitioners in sustainable tourism best practices, tools, standards, opportunities, and innovations.
- **Monitoring and Evaluation:** GSTA will establish a data collection and performance monitoring schedule.
- **Associate Awards:** Associate Awards provide a wide range of short- intermittent, and long-term tourism development services to Missions/operating units.

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### ALLIANCE PARTNERS

<ul style="list-style-type: none"> <li>▪ AED</li> <li>▪ George Washington Univ.</li> <li>▪ Solimar International</li> <li>▪ The Nature Conservancy</li> <li>▪ Conservation International</li> </ul>	<ul style="list-style-type: none"> <li>▪ CDC/Tourism Development Corps</li> <li>▪ Counterpart International</li> <li>▪ EplerWood International</li> <li>▪ Nathan Associates</li> <li>▪ National Geographic Society</li> </ul>	<ul style="list-style-type: none"> <li>▪ Rainforest Alliance</li> <li>▪ RARE</li> <li>▪ University of Hawaii School of Travel Industry Management</li> <li>▪ UNESCO World Heritage Centre</li> <li>▪ USDA Forest Service-Heritage Design</li> </ul>
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### How to Buy-in to the Alliance

Missions and Washington operating Units can take advantage of this Leader with Associates (LWA) by working with their Agreement Officer to develop a Program Description (PD). PDs and general questions related to the GSTA should be directed to the GSTA CTO.

### USAID Global Alliance Contact

Roberta Hilbruner, CTO  
(202) 712-5688, rhilbruner@usaid.gov

## GDA LEADER WITH ASSOCIATES (LWA): EVENSEN DODGE INTERNATIONAL

### Scope

A Sub-National Infrastructure Finance (SIF) GDA has been established with Evensen Dodge International (EDI) to assist sub-national entities, such as states, cities, and utilities, to mobilize domestic credit for infrastructure projects. EDI can help to lower the cost of financing; assist central governments in modifying and reforming the legislative and regulatory framework as it pertains to sub-national borrowing; support improvements in the financial reporting standards for sub-national entities as a prerequisite to improving their creditworthiness and increasing investor confidence; structure Special Purpose Vehicles to create greater access to market-based finance; and, broker an initial market-based transaction.

As a Leader with Associates (LWA) award, the SIF cooperative agreement can be accessed by Missions without any further competition. EDI will match Mission funds on a 1-to-1 basis up to the first \$5 million issued in new awards. In addition, as part of the leader component, it will provide the following services at no cost to the Mission:

- Free in-country consultation to identify program and policy options to strengthen sub-national infrastructure financing
- Free desktop studies to determine the potential viability of infrastructure financing in a given country
- Free in-country training on best practices in sub-national infrastructure finance for USAID mission staff and others

### Project Examples

USAID Missions can work with EDI to create projects similar to the following:

- **Democracy and Governance:** *The Municipal Development through Infrastructure Financing* project successfully triggered the Mexican municipal bond market. Evensen Dodge worked with USAID/Mexico and the Government of Mexico to improve financial and institutional performance by including sub-sovereign securities in pension funds investment criteria and developing credit enhancement instruments for municipalities.
- **Democracy and Governance:** *The Models for Capital Mobilization in Morocco* project strives to establish a sound municipal financing market by working with USAID/Morocco and Moroccan municipalities to mobilize capital through the appropriate legal framework.

### How to Buy-in to the Alliance

For information on how to access this GDA, please contact:

#### USAID Global Alliance Contact

Mike Keshishian, CTO  
(202) 712-4725, mkeshishian@usaid.gov  
or Jessica Tulodo  
(202) 712-5624



### 3. INTEGRATING GDAS INTO OPERATIONAL PLANS

The FACTS system does not provide specific fields for GDAs and it is therefore challenging for Missions and Washington Operating Units to budget and plan for anticipated alliances. It is difficult to plan for GDAs because the funding and focus of an alliance depends greatly on the to-be-identified resource partner. This planning constraint often discourages Missions from setting aside funds for alliances or from implementing alliances altogether. In response, we have gathered some best practices for addressing this challenge, including:

- Designate a GDA Operational Plan (OP) Point of Contact
- Start early in OP planning with Mission Teams
- Submit OP Template for all partnerships - even those that are still a concept
- Include “TBD” for new partnerships to set aside funds
- Educate within Mission Teams

#### SAMPLE OPERATING PLAN REPORT FOR TBD GDA (SELECT FIELDS)

The following is an excerpt from USAID/Nigeria’s Operating Plan Report. This example shows how Missions and Washington Operating Units can plan for future GDAs in FACTS even if the partners and technical focus of the GDA is not known. The narrative section outlines the Mission’s strategy for how they will develop this GDA as well as identifies some potential partners.

##### SECTION 5: IMPLEMENTING MECHANISM

<b>Prime Partner Name:</b>	<i>A prime partner is an entity which receives funding directly from, and has a direct contractual relationship (contract, cooperative agreement, grant, etc.) with, the USG Agency.</i>
	TBD (target is multinationals and large Nigerian corporations)
<b>Implementing Mechanism Name:</b>	<i>The Implementing Mechanism Name is the name given to the award. This could also be considered the “project” name. This cell should include the contract/agreement number and the name.</i>
	Suppliers to Multinationals (Local Industry Upgrading) / SME-Corporate Linkages
<b>Implementing Mechanism Location:</b>	<i>The selection here should answer the question of “where is the procurement for this specific funding action taking place?”</i>
<b>Implementing Mechanism</b>	<i>The selection here should answer the question of “where is the procurement for this specific funding action taking place?”</i>

<b>Location:</b>	1. Central/Functional	X
	2. Central/Regional	
	3. Field/Regional	
	4. Field/Bilateral	X
<b>Implementing Mechanism Type:</b>	<i>The Implementing Mechanism Type (or instrument) is a contract, grant, bilateral agreement, or other mechanism that obligates or sub-obligates funds.</i>	
	1. Direct Contract	
	2. Direct Grant/Cooperative Agreement	X
	3. Cash-Transfers	
	4. Other USG direct	
	5. Host government managed	
<b>USG Agency:</b>	<i>the USG Agency that manages the implementing mechanism.</i>	
	USAID	
<b>Program Element:</b>	4.6.2 Private Sector Productivity	
<b>Implementing Mechanism Narrative:</b>  (limit 1,200 characters)	<i>Give enough detail for reviewers to understand what the implementing mechanism entails, and what will be accomplished through this implementing mechanism in the Program Element. The specific items that should be mentioned in each narrative include: A clear statement of the expected result; How this activity will help you reach the short-term and long-term goals outlined in the Program Element Overview, section V.C.2.i above and address opportunities and challenges; How you will reach the specific planned targets; Flag new activities as distinct from on-going activities; Populations that will be targeted (see sub-section iii, below); Key issues that will be addressed (see sub-section iv, below); Sub-Elements; and Component areas (see sub-section v, below).</i>	
	<p>This public-private partnership will focus on the role that larger national and international corporations can play in supporting and nurturing small and medium sized enterprises in Nigeria (SMEs) by providing assistance to upgrade and integrate SMEs into the production and supply chains of larger enterprises. SMEs in Nigeria face a number of constraints such as poor management skills, weak marketing skills, inadequate technical know-how, limited access to markets, and limited access to finance, to name a few. Larger firms and a network of public and private sector business development services providers can help in addressing many of these constraints by helping to develop the required capabilities in local companies to allow them to connect to the value chains of larger enterprises. Thus, this partnership will upgrade the productivity and expand the pool of local suppliers that can meet the quantity and quality specifications of more sophisticated and secure domestic and international markets.</p> <p>This partnership will be multi-stakeholder and bring together a number of organizations that can provide assistance to small firms in order to address their capacity and productivity constraints. Multinationals in Nigeria include Coca Cola, Cadbury, Nestle, and Unilever as well as a number of large Nigerian conglomerates. These firms use only a low percentage of materials, parts, inputs,</p>	



and components made by local SMEs. Clusters of SMEs will be targeted in specific sectors and supply chains that have high potential for growth and job creation. Illustrative industries include the food processing and beverage industries; textiles and apparel; agriculture/agribusiness; electronics; automobiles; and others as identified. One or more corporate partners with production facilities in Nigeria and that is committed to shifting to the use of more local sourcing from SMEs, will be identified.

The objectives of the partnership program are to:

- Stimulate growth in targeted small and medium enterprises and sectors
- Create value addition in country through the processing of raw materials into component parts
- Increase employment generation
- Develop local skills and use of technology
- Increase utilization of Nigerian human and material resources in the supply chains of multinationals
- Improve SMEs productivity by identifying and addressing upgrading needs to address quality, quantity, and cost requirements of larger firms.
- Provide an integrated program of training, technology support, organization change, and technical assistance in the areas of production, quality control, and marketing.

#### Section 6: Sub-Partners

<b>Prime Partner Name:</b>	TBD (target is multinationals and large Nigerian corporations)	<b>Implementing Mechanism Name:</b>	Local Industry Upgrading/Suppliers to Multinationals
<b>Program Element:</b>	4.6.2 Private Sector Productivity		
<b>Sub-Partner Name:</b>	<b>\$ Amount:</b>	<b>Sub-Elements:</b>	
1. TBD (alliance is multi-stakeholder and will involve large private sector companies, government agencies, private sector training and business development service providers, and other organizations involved in assisting small businesses).	\$1 million	?	



## 4. COMMUNICATIONS GUIDANCE

ODP/PSA has long had an ambitious communications and outreach program getting the message out about new and innovative models for alliance building. Communications materials range from the one-page Alliance Showcases which illustrate some of our most cutting-edge alliances to the monthly newsletter which serves to highlight our achievements and educate stakeholders. Although we work hard to draw attention to the wonderful alliances Missions and Washington Operating Units are crafting, we need your help.

We advise that each Mission devise its own Communications Strategy around public-private alliances in order to raise awareness and knowledge of how the business model is working for them as well as to keep U.S. Government colleagues and stakeholders informed about what is going on in the field. When developing a strategy, it is necessary to define the message, target an audience, and select your tools of communication. The main objectives for communicating about GDAs are to:

- Increase awareness and knowledge of USAID alliance-building activities among USAID colleagues, among current and potential beneficiaries, government, private sector, and civil society counterparts, as well as the general public.
- Increase USAID and US Government understanding and buy-in of the GDA business model.
- Increase understanding and promote buy-in of the GDA business model with external audiences including potential partners and host governments.
- Enhance understanding of USAID alliance-building activities with the general public and heighten the prominence of such activities.

These four objectives shape the main message about GDA which is found in the resource flows pie chart (see below) as well as the general talking points and other materials outlined below. When conducting communication and outreach programs, it is important to think about how to tailor the message to the audience. Your audience can include:

- USAID Mission colleagues
- USAID/Washington colleagues
- U.S. Embassy colleagues
- Media
- Current and potential beneficiaries
- Host governments
- Local private-sector and foundation partners
- Multi-national private-sector partners
- Civil society groups (NGOs, businesses, faith-based organizations, etc.)
- Donors

# 1. MESSAGING TOOLS AND GUIDANCE

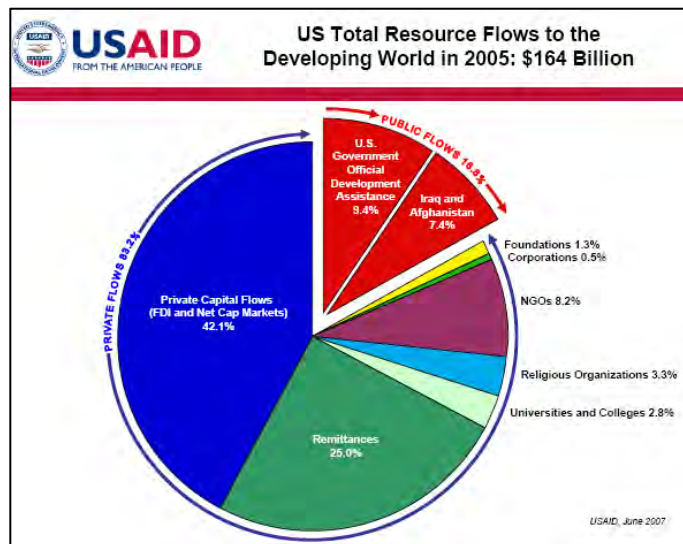
## COMMUNICATING THE GDA VALUE PROPOSITION

ODP/PSA is the USAID Office that directs and manages the GDA model. For official internal communications, all messages should reference ODP/PSA.

In communicating with external audiences, we promote the brand identity of the GDA model. Over time, the GDA model has built significant brand equity and recognition within the development community with public and private sector partners, stakeholders, and beneficiaries. Consequently, it is important to recognize and communicate this identity.

## THE GDA RESOURCE FLOWS PIE CHART

The GDA Resource Flows Pie Chart measures total U.S. resource flows to the developing world. The Pie Chart provides the basic rationale behind USAID's GDA initiative by underscoring how the majority of U.S. resource flows come from the private sector. The Pie Chart and the accompanying analysis should be used to explain why alliances between the public and private sectors are mutually beneficial and important. These are tools that should be used to help motivate alliance builders and engage potential partners. There are three pie chart images, a guide to the sources, and a fact sheet available on the GDA intranet website at: [http://www.usaid.gov/our\\_work/global\\_partnerships/gda/resource\\_flows.html](http://www.usaid.gov/our_work/global_partnerships/gda/resource_flows.html)



## GUIDELINES FOR REFERRING TO ALLIANCE PARTNERS IN PUBLIC COMMUNICATION MATERIALS

When talking about alliances, it is important to be sensitive about how we talk about our partners. For all public communications, alliance partners should be given the opportunity to clear materials prior to their publication or dissemination. This is important for not only maintaining positive relations with the company, it also allows the partner to anticipate any questions or comments that may come their way in regards to the alliance.

It is also important to be aware that most organizations have strict policies or procedures in place around usage of a logo. Just as the USAID symbol is part of its branding identity and there are many rules and regulations about placement, size, and color, companies such as Starbucks or Coca-Cola

have their own rules and regulations. Any time a partner's logo is attached to a document, it is important to verify that the partner has agreed to allow USAID to use or display their logo.

## **USAID BRANDING GUIDELINES**

USAID's logo must be used in accordance with USAID's Bureau for Legislative and Public Affairs (LPA) branding guidelines, which can be found at:

[http://www.usaid.gov/branding/USAID\\_Graphic\\_Standards\\_Manual.pdf](http://www.usaid.gov/branding/USAID_Graphic_Standards_Manual.pdf)

## **2. INDEX OF GDA MARKETING MATERIALS**

ODP/PSA has a library of marketing materials which helps to tell the story about public-private partnerships, the benefits of working together, and highlights key partnerships. The materials should be used to tell both internal and external audiences about the GDA and keep the GDA brand name in the fore.

### **ALLIANCE SHOWCASES**

Key alliances are featured on the public website in the Alliance Showcase Section ([http://www.usaid.gov/our\\_work/global\\_partnerships/gda/gda\\_showcase.html](http://www.usaid.gov/our_work/global_partnerships/gda/gda_showcase.html)). This section contains profiles of new, important, and innovative alliances. Profiles highlight the development challenges, the solution approach, and results. They feature an illustrative photograph and list partners by name and display partner logos. A sample alliance profile is shown in the appendix as well as a template for creating a new alliance profile.

If you would like to feature your successful GDA in a one-page Alliance Showcase, which will be displayed on the GDA website and distributed at internal and external events, please contact Lorin Kavanaugh-Ulku ([lkavanaugh-ulku@usaid.gov](mailto:lkavanaugh-ulku@usaid.gov)).

### **EXTERNAL NEWSLETTERS**

GDA's monthly external electronic newsletter is called *The Development Frontier*. The purpose of the newsletter is to keep external audiences updated on current and upcoming GDA events and activities. The audience for the external newsletter includes GDA resource and implementing partners, government agencies and other key stakeholders. To add a contact to the external newsletter mailing list, go to: [www.usaid.gov/cgi-bin/listserv.cgi?listname=USAID\\_GDA\\_NEWSLETTER](http://www.usaid.gov/cgi-bin/listserv.cgi?listname=USAID_GDA_NEWSLETTER)

### **INTERNAL NEWSLETTERS**

*Update to the Field*, is the internal newsletter which aims to keep Missions and Washington Operating Units, Regional Alliance Builders, and other internal partners updated on developments within ODP/PSA. The content for the internal newsletter is based on the external newsletter in addition to USAID/GDA/Mission news, training announcements, job opportunities, and internal documents (APS, etc). To sign up for the internal GDA newsletter, email [gda@usaid.gov](mailto:gda@usaid.gov).

# 5. INDEX OF GDA TOOLS, RESOURCES AND TEMPLATES AVAILABLE ON THE GDA WEBSITE

GDA has developed a large number of tools and templates to support Missions in alliance-building. They can be found at: <http://inside.usaid.gov/GDA/>:

- 1. Tools for Alliance Builders:** Comprehensive resource for any alliance-builder. Includes:
  - a. How to identify and engage potential partners
  - b. Completing due diligence on potential partners
  - c. Developing MOUs and alliance relationships
  - d. Procurement and funding mechanisms
  - e. Governance structures
  - f. Monitoring and Evaluation
  - g. Case studies
  - h. RfP language
  - i. Gifts and Donations guidance
  - j. MOU and due diligence examples
  
- 2. MOU Library:** Examples of the best MOUs covering multiple sectors and types of alliances.
  - a. Ghana Newmont Mining
  - b. Nigeria Shell Democracy
  - c. Angola Exxon Health
  - d. Guinea Rio Tinto Environment
  - e. Andes Region World Cocoa Foundation Agriculture
  - f. Rwanda FACED Economic Development
  
- 3. Due diligence guidance:** How to complete due diligence on potential resource partners and resources available for company research.
  - a. Accessing the subscription-only Innovest reports on company sustainability activities and risks.
  - b. How to request due diligence research assistance from USAID Library. Library staff can search other subscription-only news and business resources and provide Missions with information necessary for completing due diligence.
  
- 4. Marketing materials:** brochures, PowerPoint presentations, articles, research summaries, etc.