

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

**FY2012 GLOBAL DEVELOPMENT ALLIANCE (GDA) ANNUAL PROGRAM
STATEMENT (APS)**

APS No: APS-OAA-12-000003

PUBLIC-PRIVATE ALLIANCES

Issuance Date: March 6, 2012

Closing Date: January 31, 2013

CFDA #: 98.011

This program is authorized in accordance with Part I of the Foreign Assistance Act of 1961 as amended.

List of Acronyms

APS	Annual Program Statement
B/IO	USAID/Washington Bureau/Independent Office
CbA	Collaboration Agreement
CTO	Cognizant Technical Officer
GDA	Global Development Alliance
MOU	Memorandum of Understanding
NGO	Non-governmental Organization
ODA	Official Development Assistance
IDEA/GP	Office of Innovation and Development Alliances / Global Partnerships Division
PPA	Public-Private Alliance
RFA	Request for Application
PVO	Private Voluntary Organization
USAID	United States Agency for International Development
WOU	Washington Operating Unit

Key Definitions

Global Development Alliance (GDA)	GDA is a specific type of public-private partnership whereby USAID works with private sector partners to advance mutual interests while leveraging at least \$1 in resources from private sector partners for every \$1 USAID contributes.
Private Sector	Private sector refers to that part of the economy made up of private enterprises, whether they are for- or not-for profit. For purposes of the GDA program, private sector institutions and actors include private businesses, financial institutions, entrepreneurs, investors, philanthropists, foundations and other for- and not-for-profit non-governmental entities.
Resource Partner	Resource partners are defined as organizations (e.g., corporations, financial institutions, foundations, social entrepreneurs, diaspora organizations) that will contribute cash and in-kind resources to a GDA, including technical expertise, goods and services, market access, and related investments.
Implementing Partner	Any for- or not-for-profit organization that receives USG funding to deliver foreign development assistance. <i>Examples: NGOs, universities and development contractors</i>
Annual Program Statement (APS)	When USAID intends to support a variety of creative approaches towards developing methodologies to assess and implement development objective activities, the Agency may use an Annual Program Statement (APS) to generate competition for these awards.
Operating Units	Operating units are the organizational units responsible for implementing a foreign assistance program for one or more elements of the Foreign Assistance Framework. The definition includes all USG agencies implementing any funding from the relevant foreign assistance accounts. In the field, these agencies work collaboratively under the authority of the U.S. Ambassador. USAID Operating Units include USAID Missions, regional platforms and USAID/Washington Bureaus/Independent Offices (B/IOs) (henceforth referred to as USAID Missions and B/IOs) that expend program funds to achieve foreign development objectives.

USAID Mission

Missions are USAID’s field offices in developing countries. The majority of USAID development assistance is provided through our Missions.

USAID Washington Bureaus/ Independent Offices

USAID/Washington Bureaus/Independent Offices (B/IOs) are Washington DC based operating units that expend program funds to achieve foreign development objectives.

Local Organization

To be considered a “local” organization, an entity must:

- Be organized under the laws of the recipient country or a country within that region;
- Have its principal place of business in the recipient country;
- Be majority owned by individuals who are citizens or lawful permanent residents of the recipient country or be managed by a governing body, the majority of whom are citizens or lawful permanent residents of a recipient country; and
- Not be controlled by a foreign entity or by an individual or individuals who are not citizens or permanent residents of the recipient country.

For purposes of this definition recipient countries also includes countries within the same region.

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“ . . . there is a final ingredient that we have seen in every country that’s grown its way out of the poverty: the emergence of a strong and dynamic private sector. . . . The sectors we most associate with development work—healthcare, agriculture, water—are dominated by private sector activity. . . . If we are going to encourage truly sustainable, broad-based economic growth in developing countries, we have to do a far better job of working with private firms—be they domestic or foreign, established or entrepreneurial.”

- USAID Administrator Rajiv Shah
October 20, 2011

The U.S. Agency for International Development (USAID) is committed to increasing the sustainable impact of our development assistance programs through strategic alliances with the private sector. Such alliances enable the Agency to leverage private sector markets, expertise, interests, and assets in a manner that solves critical development problems and promotes effective market led development. *They also enable the private sector to leverage USAID’s expertise, assets and working relationships in a manner that advances business success and fosters the broader economic growth and poverty reduction that is vital to sustaining such success.* Through strategic and ongoing collaboration, the private sector and USAID are better able to increase the impact, reach, efficiency, and effectiveness of our respective investments in developing countries worldwide. This Global Development Alliance (GDA) Annual Program Statement (APS) is designed to catalyze, facilitate and support such collaboration.

The APS is USAID’s invitation to the private sector. The APS invites private businesses, foundations, financial institutions, entrepreneurs, investors, philanthropists, and other private-

sector organizations to identify and suggest ways we can work together to address key challenges in the developing world in ways that advance our respective interests and objectives. The APS also provides the Agency a means of supporting or funding activities that are developed in collaboration with the private sector.

In addition, the APS is USAID’s invitation to prospective implementing partners (e.g. NGOs, private sector concerns, etc.) to engage and work with resource partners (e.g. corporations, local businesses, foundations, etc.) USAID encourages prospective implementing partners, including local organizations (for-profit and not-for-profit) and international NGOs to reach out to the private sector and explore ways in which collaboration with USAID might help each partner – private sector, NGO, and USAID – to more effectively solve key problems, advance our respective interests, and achieve far greater development results and impacts.

By inviting the private sector to identify ways we can work together, and by encouraging other organizations to work with the private sector to do the same, the Agency seeks to foster a diverse array of results-focused, high impact **Global Development Alliances** - across a variety of regions, countries and technical sectors. The most successful GDAs are grounded at the intersection between core business interests (rather than a purely philanthropic focus) and one or more of USAID’s development objectives. To determine that intersection of business and USAID interests, the GDA APS invites and encourages extensive communication between USAID and prospective private sector partners.

What is a Global Development Alliance?

Within USAID, GDA has been used to refer to the concept of using public-private sector collaboration and market-based approaches to overcome critical development challenges.¹ GDA also refers to the specific program USAID pioneered in 2001 for soliciting and establishing such collaborations. The Global Development Alliances that have been created through the program are a particular type of public-private partnership whereby USAID works with the private sector to tackle important business challenges and development problems - in a replicable, sustainable and scalable manner. GDAs are co-created and partners share risks and responsibilities.

In an effort to facilitate substantial alliance investments, broaden the level of partner engagement, and help enhance the prospects of sustainable, wide scale impact, **a GDA must enable USAID to leverage resources on at least a 1:1 basis.** For example, if USAID (or the USG) invests \$1 million in an alliance, the array of resources provided by the private sector partners should have a value equal to *and preferably significantly greater than* \$1 million. Additional information regarding the leverage requirement can be found in Section IV.B.

When developed in a strategic and collaborative manner, *with a concerted focus on each partner’s core interests, objectives and desired outcomes*, GDAs enable USAID, private sector partners, and related implementing partners to achieve a greater level of desired results and impacts than would be achieved without the alliance.²

¹ More information on the GDA model can be found at <http://idea.usaid.gov/gp/about-gda-model>.

² Examples of global development alliances can be found at <http://idea.usaid.gov/alliances/gp/showcase>.

The Value Proposition of Partnering with USAID

USAID's development investments have provided businesses with a number of opportunities to achieve core business interests.³ By participating in a Global Development Alliance, businesses have been able to improve relationships with key stakeholders; mitigate the risk of market entry; increase access to new markets; sustainably address supply chain needs and gaps; develop new products and services; increase efficiencies; improve distribution systems; reduce the cost of products and services; increase access to sufficiently qualified and skilled talent; increase sales; increase customers or customer base; increase market share; increase brand awareness; increase productivity; reduce costs; and improve cash flow. For example:

- USAID-supported technical assistance to local suppliers may increase the reliability and quality of key supply chains;
- USAID-supported policy reforms may help reduce risk, limit regulatory uncertainty and promote a broader enabling environment supportive of business investment and success;
- USAID's convening power, credibility and extensive networks and working relationships with national and local governments, local, regional, and global NGOs, civil society groups, and foundations may help companies:
 - Access the technical expertise and relationships needed to develop comprehensive solutions to business challenges;
 - Gain access to additional customers and market segments;
 - Cultivate local relationships supportive of market expansion and locally tailored product development.
- USAID's infrastructure investments may create opportunities to develop new markets, expand market penetration, or address market sustainability;
- USAID's water and natural resource management programs may enable communities to develop an economic stake in the effective management of various resources that are critical to particular businesses;
- USAID's support for health and nutrition programs may reduce absenteeism among employees or supply chain producers, thereby reducing costs and increasing labor productivity; USAID's support for workforce development and education programs have helped provide businesses with the mix of human capital needed to improve productivity, reduce investment risk, and expand business operations.

This APS announces opportunities for the private sector to work with USAID to pursue such core business interests and objectives while simultaneously addressing critical development challenges.

USAID's Development Objectives and Core Priorities

USAID pursues and supports Global Development Alliances as a means to increase the sustainable impact of our development assistance programs and more effectively address critical development challenges worldwide. Therefore, **alliances developed under this APS must support one or more of USAID's core development initiatives and advance the development objectives and priorities that guide USAID's development assistance programs and**

³ See also <http://www.bsr.org/our-insights/report-view/partnering-with-usaid-a-guide-for-companies>.

investments. This includes the Agency’s USAID Forward initiative and the related Implementation and Procurement Reform (IPR). A thorough overview of the Agency’s core initiatives, objectives and priorities – at the global and individual country level - can be found at <http://idea.usaid.gov/gp/aps-resources>. **Prospective partners should carefully review those initiatives, objectives and priorities in order to determine whether and how business and USAID interests might intersect.**

How Can We Work Together to Build a GDA?

Building an effective GDA requires a mutual understanding of our respective interests and priorities. If interested in working in a particular country, we invite you to review Mission-specific programs, activities and priorities at <http://idea.usaid.gov/gp/aps-resources> and contact the USAID Mission in that country as early as possible. If interested in working with a USAID operating unit based in Washington, DC, such as a technical bureau or regional bureau, we encourage you to contact the relevant office. Points of contact for USAID Missions and Washington-based operating units can be found at the GDA APS Resources web link provided above.

If discussions with USAID Missions and/or operating units demonstrate a promising alignment between USAID’s interests and objectives and the interests and objectives of private sector partners, the prospective alliance partner(s) should submit a concept paper per the guidance provided in the remainder of this APS.

I. Purpose of APS and Overview of the Submission Process

This APS is an announcement of USAID’s desire to partner with the private sector, and provides a pathway for potential partners to submit concept papers and (when requested) full applications for GDAs. USAID intends that this APS will be used by Missions and B/IOs to provide for full and open competition for any proposed alliance that is responsive to the terms herein, and allow for the submission of alliance proposals that may include DCA partial credit guarantees. Alliance awards under this APS may take the form of grants, fixed obligation grants, cooperative agreements, leader with associate awards, or collaboration agreements.⁴ *Note: this APS does not satisfy the requirements for competition for procurement of goods and services through acquisition instruments.*

USAID Missions and B/IOs are responsible for the application review process and management of the award process (not IDEA/GP). The process has three main steps:

1. Prospective partners review Agency priorities and consult with Mission or B/IO Point of Contact (POC) regarding a proposed alliance;
2. Prospective partners submit Concept Paper to Mission or B/IO for review and approval with an email copy to gda@usaid.gov;

⁴ For definitions and descriptions of these types of agreements, please see http://www.usaid.gov/business/business_opportunities/cib/pdf/aapd04_16.pdf and ADS 303 at <http://www.usaid.gov/policy/ads/300/303.pdf>.

3. If and as requested by an agreement officer at the Mission/B/IO, prospective partners will submit a Full Application to the individuals specified by the cognizant Mission/B/IO agreement officer.

Step 1: Review Mission/B/IO Priorities and Consult with Mission/B/IO POCs

Prospective resource and implementing partners are advised to review Mission/B/IO strategies and programming priorities prior to developing alliance ideas for USAID consideration. The following link - (<http://idea.usaid.gov/gp/aps-resources>) - provides easy access to pertinent Mission and B/IO information.

After an initial review of Mission/B/IO strategies and priorities, prospective partners are encouraged to consult with the appropriate Mission/B/IO POC before the submission of the concept paper or application under this APS. Such consultations help prospective partners determine whether their alliance ideas might be aligned with the Mission/B/IO's goals and whether the Mission/B/IO would be able to provide funds or other resources toward the alliance if the application under this APS proved successful. **However, such discussions do not constitute any sort of Agency commitment to developing or supporting an alliance. Nor do they constitute any sort of commitment of funding for the proposed alliance.** For contact information by Mission, please see <http://idea.usaid.gov/gp/aps-resources>. Note: Some Missions or B/IOs may opt not to participate in this APS.

Questions related to a proposed alliance and or the Mission's/B/IO's goals and priorities should be directed to the targeted Mission or B/IO; they should NOT be directed to the Global Partnerships Division within the Office of Innovation and Development Alliances. Only questions concerning the GDA definition and application process under this APS should be submitted to IDEA/GP. Such questions can be directed to Mr. Ken Lee at kenlee@usaid.gov. A summary of frequently asked questions is included in [Annex A](#).

Step 2: Submit Concept Paper to Mission or B/IO for review and approval

If the Mission/B/IO indicates interest in hearing more about a prospective partner's alliance ideas, the Mission/B/IO will suggest the partner(s) submit a short concept paper (see Section III for specific instructions) to the Mission/B/IO. A copy of this concept paper should also be sent to IDEA/GP at gda@usaid.gov - for tracking purposes only.

Step 3: IF and as requested by the Mission/B/IO, submit a Full Application

After the Mission's/B/IO's review and evaluation of the concept paper, and if the operating unit makes a positive determination, an Agreement Officer from the Mission/B/IO will request a full application. (See Section IV).

Note: A diagram of the application process can be found in Annex B.

II. Applicant Eligibility and Related Considerations

A. Eligible Applicants

The following list of potential applicants is not inclusive and is provided for illustrative purposes only. USAID welcomes applications from many types of organizations including U.S. and non-U.S. private businesses, business and trade associations, foundations, U.S. and non-U.S. Non-Governmental Organizations (NGOs), faith-based organizations, international organizations, U.S. and non-U.S. colleges and universities, civic groups, regional organizations, etc. All applicants must be legally recognized organizational entities under applicable law. An applicant is not an individual.

In addition, for the following groups the criteria below also apply:

U.S. and Non-U.S. Non-Profit Organizations: Qualified U.S. and non-U.S. private non-profit organizations may apply for USAID funding under this APS.

U.S. and Non-U.S. For-Profit Organizations: In accordance with 22 CFR 226.81 potential for-profit applicants should note that USAID policy prohibits the payment of fee/profit to the prime recipient under assistance instruments, and as 22 CFR 226.5 states that, unless specifically excluded, all requirements applying to recipients also apply to sub recipients if they meet the definition of “recipients”; therefore, fee/profit under assistance type awards is also prohibited for sub-recipients. Forgone profit does not qualify as cost-sharing or leveraging. If a prime recipient has a (sub)-contract with a for-profit organization for the acquisition of goods or services (i.e., if a buyer-seller relationship is created), fee/profit for the (sub)-contractor is authorized. A for-profit local organization may still want to apply for grant funding under this APS even though it is foregoing profit on the alliance activities. As determined by the needs of the alliance and development objectives, grant funds may be used to build the capacity of the local organization, whether it is for-profit or non-profit.

U.S. and Non-U.S. Colleges and Universities: Qualified U.S. and non-U.S. colleges and universities may apply for funding under this APS. USG and USAID regulations generally treat colleges and universities as NGOs, rather than governmental organizations. Hence, both public and private colleges and universities are eligible. Non-U.S. colleges and universities in countries that are ineligible for assistance under the FAA or related appropriations acts are ineligible.

B. Considerations Regarding the Pursuit and Award of USAID Funding

Issuance of this GDA APS does not constitute an award or commitment on the part of the U.S. Government, nor does it commit the U.S. Government to pay for costs incurred in the preparation and submission of an application. Prospective applicants should be aware of the following considerations:

1. Issuance Period: **The 2012 GDA APS seeks Global Development Alliance concept papers and applications (if applicable) for funding through January 31, 2013, although the activities of the alliance can continue beyond this period.** Concept papers and/or proposals received during the stated period, but unable to be negotiated and awarded prior to September 30, 2013 may be considered for award within FY2014. It is expected that the programs supported by a proposed alliance will have a period of performance from 12 to 60 months.

2. **USAID reserves the right to make or not to make awards through this APS.** Partial credit guarantees under the Development Credit Authority (DCA) may or may not also be extended to qualifying financial institutions. The actual number of assistance awards, if any, under this APS is subject to the availability of funds and the interests and requirements of Missions/B/IOs as well as the viability of proposals received. There is no pre-defined minimum or maximum number of partners or partnerships USAID Missions and B/IOs will support through this APS. However, *USAID will not provide funds under this APS for products and services that would be purchased through a contract.*

3. **The GDA APS is not supported by specific funds.** The GDA APS provides a vehicle for soliciting and receiving concept papers and applications (if requested) from potential resource and/or implementing partners. Funding and other resources for any alliance must be provided by the relevant USAID Mission or B/IO and the non-USAID partners that are party to a proposal. Consultation with a Mission or B/IO prior to submission of a concept paper under this APS helps ensure there is substantive and resource support for the proposed alliance from USAID before the prospective applicants and their partners invest significant time and resources in the development of an alliance.

4. While this APS serves as a general solicitation for Global Development Alliance proposals, **Missions and B/IOs may issue addenda to solicit GDA proposals related to their specific priorities, objectives, and programs.** These addenda can be found at <http://idea.usaid.gov/gp/aps>. Missions and B/IOs may opt to not participate in this worldwide APS or seek alliance proposals by issuing their own solicitations, which can be found at www.grants.gov and www.fbo.gov.

5. There is no minimum or maximum financial contribution that may be requested by prospective applicants from USAID under this APS. For reference purposes only, past awards have ranged from \$50,000 to \$10,000,000.

6. NOTE: For U.S. organizations, 22 CFR 226, OMB Circulars and USAID Standard Provisions are applicable to any grants that may result from this APS. **Please refer to www.usaid.gov/policy/ads/300/303.pdf for governing regulations, standard provisions, and required certifications that will need to be submitted by applicants at the time of award.** For non-U.S. organizations, Mandatory Standard Provisions mentioned in USAID's Automated Directive System (ADS) 303 are applicable. For a proposal including a partial credit guarantee, see also http://www.usaid.gov/our_work/economic_growth_and_trade/development_credit/index.html.

7. In order to be eligible to receive US government funding, organizations must meet certain requirements. **While these requirements do not have to be met in order to submit a concept paper under the APS, they will need to be met if the applicant is requested to submit a full application.** The requirements are:

a) Registration Matters

- All first-time applicants for USAID funding are subject to a pre-award survey. (ADS 303.3.8)
- In accordance with 2 CFR Part 25, all organizations (unless exempt) are required to have a Data Universal Numbering System (DUNS) number and register with Central Contractor Registration (CCR). To obtain information regarding the preceding, see the respective links: <http://www.dnb.com> and <http://www.ccr.gov>. Note: the DUNS number must be submitted with the application (it is required on the SF-424).
- Please allow several weeks for processing through CCR.
- Some domestic organizations may also need to register as a U.S. Private Voluntary Organization (PVO). Applicants may determine if they meet the definition for a PVO and find registration instructions here (<http://idea.usaid.gov/ls/pvo>). Registration is not required before application submission but, if required, must be completed before funding can be disbursed.

b) Applications for Federal Assistance

- SF-424, Application for Federal Assistance
- SF-424A, Cost application Information – Non-Construction Programs
- SF-424B, Assurances – Non-Construction Programs
- SF-425, Federal Financial Form

Note: The family of SF-424 standard forms can be found at: <http://apply07.grants.gov/apply/FormLinks?family=15>.

The SF-425 can be found at: http://www.whitehouse.gov/sites/default/files/omb/assets/grants_forms/SF-425.pdf and http://www.whitehouse.gov/sites/default/files/omb/grants/standard_forms/SF-425_instructions.pdf.

8. USAID may also amend this APS from time to time, as necessary or appropriate. Any such amendments can be found at www.grants.gov.

III. Concept Paper Instructions

Concept Papers may be submitted through January 31, 2013. It is highly recommended that applicants submit concept papers as early as possible. Early submission will allow adequate time

for a Mission/B/IO to consider these concepts for possible funding.⁵ Note that concept papers, if received before January 31, 2013, may also be considered for funding in FY2014.

All Concept Papers must contain the items below, including the attachments, where requested, and should not exceed 5 pages in total (standard margins, 12pt Times New Roman font). The concept paper shall include:

Completed Summary Form:

1. Please see <http://idea.usaid.gov/gp/aps-resources> for a copy of the Summary Form.
2. The form does not count toward the 5 page limit.
3. Concept papers will not be accepted unless the Summary Form is completed.
4. Information to be included on the summary form includes:
 - a) Solicitation Number (APS No: APS-OAA-12-000003);
 - b) The Mission(s) or B/IO(s) receiving the concept paper, as well as the individual(s) at the Mission(s) or B/IO(s) to whom the paper will be sent;
 - c) Name and address of organization;
 - d) Type of organization (e.g., for-profit, non-profit, local organization, university, etc.);
 - e) Contact point (lead contact name; relevant telephone, and e-mail information). Regional or multi-country applications should provide the name and contact details of at least one local partner for each country targeted in the program;
 - f) Names of other organizations (federal and non-federal as well as any other USAID offices) to whom you are/have submitted the application and/or are funding the proposed activity;
 - g) Resources leveraged and contributed; and
 - h) Signature of authorized representative of the applicant.

Technical Information:

1. Concise title, objective and description of proposed activity;
2. Discussion of the objectives, the method of approach, the anticipated results, and how the work will help address a significant development challenge and accomplish a field Mission or B/IO's specific strategic objectives for that development challenge within a defined timeframe;
3. Roles, level of effort, responsibilities and contributions of the prospective partner organization(s);
4. Brief discussion of how the key activity will be sustainable without continued USAID funding after the GDA program ends; and
5. Type of support and amounts the applicant requests from USAID (e.g., funds, facilities, equipment, materials, personnel resources, etc.).

⁵ Concept papers for multi-country alliances are welcome so long as some of the countries are countries where USAID has a formal presence. Prospective partners should consult with USAID personnel in the presence countries to determine where to submit the concept paper. USAID is unlikely to support alliances proposed for an individual country where USAID does not have a Mission presence. Concept papers regarding alliances in individual non-presence countries should be directed to the relevant Washington bureau or regional Mission.

Supporting Information:

1. Proposed estimated cost;
2. Brief cost breakdown (e.g. salaries, travel, etc.) with proposed budget and projections);
3. Proposed amount of the applicant's financial as well as in-kind participation (clearly identify which resources are cash and which are in-kind and provide information on the nature of the in-kind contributions);
4. Proposed amount of leveraged resources from resource partners, and cost-share from prospective partners, both cash as well as in-kind;
5. Proposed duration of the GDA activity; and
6. Brief description of applicant's, as well as prospective or existing partner's (or partners'), previous work and experience.

All concept papers must be in English and submitted electronically via email. If the Mission or B/IO provides additional instructions, please be sure to follow those instructions.

IV. Concept Paper Evaluation Criteria

The following section outlines general considerations and specific criteria that will be used to review and evaluate concept papers submitted under this APS.

A. General Considerations

Quality alliances increase the impact, reach, efficiency and effectiveness of USAID's development assistance investments by mobilizing significant new resources, ideas, technologies and/or partners to address and solve critical development problems and related business challenges.⁶ Successful alliances are characterized by and designed to achieve clear, measurable, and mutually understood objectives, outcomes and results.

Alliances should offer USAID a compelling value proposition. They should offer a level of efficiency and impact, or "return on investment" that exceeds that which could be achieved by investing resources in non-alliance approaches. The Agency is particularly interested in GDAs that a) incorporate replicable and scalable approaches and b) leverage resources and working relationships in a manner that generates sustainable solutions and impacts.

The most successful GDAs are grounded at the intersection between a business's core interests (rather than a purely philanthropic focus) and one or more of USAID's development objectives. In addition, alliance activities at the country level that incorporate local businesses and entrepreneurs as partners and/or beneficiaries in design and implementation of an alliance are most likely to be successful and sustainable. Local ownership, leadership and beneficiary participation are keys to success.

⁶ See <http://idea.usaid.gov/gp/aps-resources> for additional information on Agency and Mission priorities, including IPR.

As demonstrated by USAID's Implementation and Procurement Reform, involving a wide array of local partners - private, non-profit, and public – is a key Agency priority. (Please see <http://idea.usaid.gov/gp/aps-resources> for more information.) Whenever possible, the proposed alliance should bring new development actors into partnership with USAID and or expand USAID's engagement with business, social entrepreneurs, foundations, private philanthropists and Diaspora communities. Alliances should engage local partners as core implementers and assets, while also strengthening the human and institutional capacity of local partner and beneficiary organizations. The partners should demonstrate a strong commitment to the proposed alliance, experience partnering with others, and, where applicable, a proven track record in their particular areas of expertise.

Prospective partners must be organizations with a reputation for integrity and the highest standard of conduct.⁷ They should demonstrate a respect for human rights, gender sensitivity, the inclusion of people with disabilities and other vulnerable groups, decent work conditions, environmental consciousness, and community involvement in their operational practices. Preference will be given to alliances that engage underserved populations (especially women and youth) and communities as primary beneficiaries.

B. Leverage⁸

GDA alliances are expected to bring significant new, non-public resources – whether money, ideas, technologies, experience or expertise – to address international development problems. **To qualify for USAID funding under this APS, an alliance must demonstrate that partners are able and willing to collectively contribute significant resources to the proposed program that are at least equal to the level of resources sought from USAID. 1:1 leveraging is a minimum condition for applications/proposals under this APS⁹.** For example, if USAID invests \$1 million in an alliance, the array of resources provided by the private sector partners should have a value equal to *and preferably significantly greater than* \$1 million.

⁷ USAID only enters into alliances with organizations and individuals who exhibit fiscal responsibility, character, and integrity. In order to make this determination regarding potential partners, USAID undertakes due diligence. The extent of and approach to the due diligence will vary depending on the context and the potential partners. For example, a prospective alliance with a locally-owned private company in a developing country is likely to be quite different from one with a major multinational corporation. Applicants under this APS should conduct their own due diligence on proposed partners and are welcome to provide to USAID any information regarding proposed partners deemed useful for USAID's due diligence related deliberations. USAID may request any partners proposed for an alliance under this APS to respond to any issues/concerns that arise during USAID's due diligence review. Failure to respond to or resolve serious concerns that arise during the due diligence process will be cause for non-award. For reference, USAID's guidelines for conducting due diligence can be found at: <http://idea.usaid.gov/gp/due-diligence-step-step-guide>. In addition, any USAID partial credit guarantee to be issued in connection with an alliance will require risk review and Credit Review Board approval under USAID's Development Credit Authority practices. http://www.usaid.gov/our_work/economic_growth_and_trade/development_credit/index.html.

⁸ Leverage describes the quantifiable contributions provided by resource partners to a GDA. Unlike cost sharing or matching, which is an important element of the USAID/grantee relationship, leverage is not intended to be binding or auditable. Rather, **leverage emphasizes strategic value or contribution coming from the resource partner(s)** as opposed to auditable inputs. **Applicants should be prepared to identify what enhanced results are expected from any leverage proposed and a mechanism for tracking / reporting that contribution.**

⁹ Other solicitations may have different leverage requirements. Note also that an alliance implemented through a DCA partial credit guarantee is developed differently: a typical arrangement is a 50%/50% risk-sharing guarantee of collection.

While leverage must meet or exceed the 1:1 ratio, resource identification and utilization should be driven by a focus on impact. Two different sets of resources may have the same dollar value, but may have very different implications for level of impact. USAID is seeking to maximize cost-efficient development impact; partners should identify and mobilize resources (both cash and in-kind) based on how those resources will expand the reach, efficiency, effectiveness and sustainable impact of the alliance.

In addition:

- Consistent with the basic precepts of the GDA, it is expected that all leveraging will come from private (**non-USG**) resources.¹⁰ Please see FAQs 13 and 14 for additional guidance related to resource contributions by public international organizations (PIOs), other donors and host country governments.
- Loans are not acceptable as a leverage resource.
- Forgone profit does not qualify as leverage.
- Generally, a minimum of 25% of the leverage from the resource partners should be in the form of cash.

Types of in-kind contributions (considered leverage) can play an important role in providing critical resources for implementing alliances. Examples of in-kind contributions that USAID seeks under alliances include:

- Commodities¹¹ such as drugs, foodstuffs or equipment
- Use of training or other purpose-specific facilities necessary to a program's implementation
- Value of time donated by technical consultants necessary to a project
- Value of salaries for staff dedicated to a project
- Technology, communications and capital assets
- Intellectual property rights.

Further, it must be shown that these resources, in combination with the support sought from USAID, will provide the alliance with a comparative advantage (over not using an alliance) in achieving significant and sustainable impact on the targeted development challenge. In addition, if requested by USAID, applications should articulate the unique contributions that resource partners bring to the project that will help produce significant development results better, faster, and/or more cost effectively, and with a greater chance of long-term sustainability.

(Note: In addition to leverage, USAID welcomes cost-share under this APS. However, cost-share does not count toward the meeting of the 1:1 leverage requirement noted above.)

C. Specific Concept Paper Evaluation Criteria

¹⁰ Funding from other USG agencies does not count toward leverage. On the contrary, alliances are generally expected to mobilize and leverage resources at a level that equals or exceeds the USG contribution to the alliance, not just USAID's contribution.

¹¹ Note that this APS should not be used to solicit funds for transportation of donated commodities.

USAID’s review of a concept paper will apply the specific criteria listed below.

1. Alignment with Mission/B/IO’s Strategic Objectives and Programming Priorities:

The proposed activity must align with the targeted Mission/B/IO’s strategic plan (including Country Development Cooperation Strategies) and programming priorities.

2. Development Impact: Feasibility, Sustainability and Scalability: USAID will evaluate the prospective development impact of the proposed alliance, paying particular attention to:

a) **Feasibility:** The alliance should have well-defined and achievable objectives. The enabling environment and the proposed combination of partner assets, resources and expertise should be sufficient to yield significant impact on a specific and important development challenge. Financial and technical approaches must be viable. In addition, the involvement of local partners and/or beneficiaries in the development and implementation of the alliance should be clear and sufficient enough to indicate the alliance will be successful.

b) **Sustainability:** The alliance should demonstrate the potential to yield sustainable solutions to the development challenge being addressed. The private sector resource partner should express a business/philanthropic case that demonstrates their long-term vision and commitment to the targeted markets and communities. In addition, the proposed alliance should engage and strengthen the human and institutional capacity of local partners and local beneficiary organizations (private, non-profit, public).

c) **Scalability:** USAID will consider whether and how the proposed approaches can be scaled or replicated in a manner that would offer a broader set of impacts at the national, regional or global level.

3. Leverage: The concept paper should demonstrate the commitment of the resource partners to meet the leverage requirements set forth in Section III.B.¹² The concept paper should also demonstrate how the proposed leverage will enhance results and increase the reach, efficiency, effectiveness and sustainable impact of the proposed alliance. USAID seeks to support programs that provide the best cost per development impact proposition.

The named USAID Mission/B/IO’s Point of Contact or his/her designee will review the concept paper using the criteria above and notify the applicant within 45 calendar days after receipt of the concept paper as to whether or not USAID wishes to further discuss the proposed alliance. Such discussions will enable the Mission/B/IO to determine whether there is interest in requesting a full application. The Mission/B/IO will notify the applicant of such interest – or the lack thereof – within 45 calendar days of the receipt of the concept paper.

¹² The concept paper should indicate which partner will be reporting and certifying the value of the resources leveraged under the alliance. USAID has provided a leverage tracking sheet for use if an applicant is asked to submit a full proposal and subsequently receives an award under this APS. The sheet can be found at <http://idea.usaid.gov/gp/aps-resources> and is briefly discussed in Section VII.

If the Mission/B/IO makes a positive determination regarding the concept paper, the Agreement Officer for the specific Mission/B/IO will provide the necessary additional instructions, technical requirements and specific evaluation criteria for a full application.

V. Full Application Instructions

If the Mission/B/IO favorably reviews the applicant's final concept paper, **the Agreement Officer for the Mission/B/IO will provide specific requirements and instructions for the full application. Therefore, the application instructions below are provided for illustrative purposes only.**

Length of Technical Application - The respective components of the technical application should not exceed the following page limits:

- Budget Information (Standard Form SF-424 and supporting narrative; see <http://apply07.grants.gov/apply/FormLinks?family=15>): No limit
- Cover page (including details from concept paper): 1 page
- Executive Summary: 2 pages
- Body of Application: 25 pages
- All Attachments: 15 pages

Body of the Application - The body of the application should include the following information:

1. Table of Contents listing all page numbers and attachments
2. Program Description
3. Goal and Objectives
4. Background/Problem Statement
5. Explanation of partners and their expected roles, including partner and other resources brought to bear (leverage) and the role and capacity development of local organization partners
6. Proposed Interventions/Technical Approach
7. Expected Impact
8. Duration of Activity
9. Detailed sustainability plan clearly demonstrating how activities will continue in the long term without USAID support when the GDA program ends.
10. Proposed role within the alliance for USAID (e.g., facilities, equipment, material, or personnel resources)
11. Detailed budget and financial plan with major line items, identification of funding source (i.e., by partner) for each, and a narrative description of what the resources will be used for. Cost-share resources should be distinguished from leverage resources.
12. Statement outlining gender and disability integration issues and how the applicant proposes to address the issues.
13. Relevant organizational experiences of recipient and key partner organizations.
14. Implementation Schedule
15. Key staff
16. Branding and Marking plans

Required Attachments - In addition to the narrative described above, the application should include as attachments:

- A letter of intent from each resource partner
- A draft Memorandum of Understanding, which describes roles, responsibilities and contributions of each alliance partner, including USAID. Further information on MOUs and an MOU template can be found at <http://idea.usaid.gov/gp/memorandum-understanding-mou-overview>. *Note: The Mission or B/IO will determine whether or not an MOU needs to be in place prior to a grant award being issued by USAID.*
- Curriculum vitae for key staff

The annexes may also include relevant information about proposed alliance partners. This can include documentation of intent to participate by other partners. Unless otherwise directed by an Agreement Officer, please do not provide more than 25 pages of annex material.

All applications must be in English and submitted electronically via email as instructed by the USAID Agreement Officer.

Note: An invitation to submit a full application does not constitute an award; USAID may choose to not fund applications even after they have been requested.

VI. Awarding of Alliances

Following the application review by the Mission or B/IO, applicants will be advised that USAID has the discretion to: award without discussion; award a portion of the award; or not to award at all. If USAID is interested in funding the application, the Mission or B/IO will complete its due diligence regarding the partner organizations and determine whether a Memorandum of Understanding (MOU) should be completed with any of the partners under the alliance.

Memoranda of Understanding are used to convey the objectives of the alliance, the core program activities, and the division of responsibilities and risks among the alliance partners. The allocation of responsibilities among alliance partners will reflect the interests of the partners, the best use of contributions from multiple partners, and the appropriate assignment of management and implementation responsibilities. Illustrative examples of USAID and partner roles and responsibilities can be found at <http://idea.usaid.gov/gp/aps-resources>.

In addition, the requirements for reporting on the alliance and the underlying program activities will be determined in a collaborative manner among the alliance partners and should be outlined in the Memorandum of Understanding. An annual performance monitoring plan, using established baseline data and specific, measurable targets and indicators, will also be agreed to by the alliance partners and should be documented in the MOU. Requirements for evaluations and financial and other reporting may also be set forth in Assistance Agreements executed with USAID. For additional information on MOUs, please see <http://idea.usaid.gov/gp/memorandum-understanding-mou-overview>.

Following favorable negotiations, USAID may award a grant, cooperative agreement, leader with associates, fixed obligation grant, or collaboration agreement to the institution proposing the alliance or to a third entity that was proposed to implement a jointly funded alliance. See USAID ADS 303 www.usaid.gov/policy/ads/300/303.pdf. Any proposed DCA partial credit guarantees may be submitted for approval and funding under USAID’s Development Credit Authority.¹³

VII. Frequently Asked Questions and Additional Resources

Over the course of the past decade, USAID has supported hundreds of global development alliances around the world. A number of frequently asked questions have arisen over the course of that experience. Responses to those questions are provided in Annex A. A diagram of the application process is provided in Annex B. In addition, for ease of reference, Annex C provides an inventory of key websites, applicable regulations and references noted in this APS.

As noted throughout this APS, alliances developed by prospective partners must support one or more of USAID’s core development initiatives and advance the development objectives and priorities that guide USAID’s development assistance programs and investments. This includes the Agency’s USAID Forward initiative and the related Implementation and Procurement Reform (IPR). A thorough overview of the Agency’s core initiatives, objectives and priorities – at the global and individual country level - can be found at <http://idea.usaid.gov/gp/aps-resources>. Prospective partners should carefully review those initiatives, objectives and priorities in order to determine whether and how business and USAID interests might intersect, as well as the types of collaboration and resources that will be most effective in achieving those interests.

Various partners have sought assistance in valuing and tracking the resources they propose to leverage under an alliance. USAID has prepared guidance and a worksheet / template to help with such valuation and tracking efforts. This template is for use if an applicant is asked to submit a full proposal and subsequently receives an award under this APS. The guidance and worksheet are available at <http://idea.usaid.gov/gp/aps-resources>.

[ANNEX A – FAQs](#)

[ANNEX B – DIAGRAM OF GDA APS APPLICATION PROCESS](#)

[ANNEX C – KEY WEBSITES, APPLICABLE REFERENCES AND REGULATIONS](#)

¹³ See USAID ADS 249 www.usaid.gov/policy/ads/200/249.pdf.

ANNEX A - FREQUENTLY ASKED QUESTIONS

Dates and Deadlines

1. Where do we submit our concept paper and the full application?

Applicants are required to submit short concept papers to **Missions and B/IOs** (i.e. regional bureaus, pillar bureaus, offices) and will receive instructions on whether or not to proceed with a full application. Upon invitation, full applications should be sent to the same USAID Missions or B/IOs for review and potential funding. See the APS for detailed instructions. See also <http://idea.usaid.gov/gp/aps-resources> for Mission and B/IO points of contact.

2. Is there a deadline for concept papers?

USAID will consider alliance concept papers as they arrive throughout the issuance period of the APS. However, resources are limited and we expect a significant number of submissions. The earlier a concept paper is received the greater the chance that funding might be available. The APS is issued annually and is open from date of release in 2012 until January 31, 2013.

3. When will USAID resources become available?

For Mission or B/IO funding, it is anticipated that the funds may become available in late spring, depending on the timing of appropriations by the US Congress and time needed to negotiate the assistance award.

4. Will USAID funding be available exclusively during 2012 or will it be disbursed over the timeline established for the project?

If an application is accepted, USAID will make an award to the entity implementing the alliance. The agreement officer negotiating the terms of the grant or cooperative agreement will determine, subject to funding availability, and with the grantee the appropriate timing for disbursement of funds from USAID. Most of USAID's programs are incrementally funded on a year-by-year basis until the award is fully funded. USAID expects that funded programs may last from 12 to 60 months.

5. Does the alliance have to be finalized at the time of application?

The alliance between non-USAID partners does not have to be finalized at the time of application to USAID, but the level of partner commitment will be evaluated. As discussed in the APS, each application will be evaluated on whether the alliance brings new actors to the table with proven track records in their particular area of expertise and experience working in partnership with others. In addition, the application should demonstrate the commitment of the partners and could include a draft letter of intent/MOU that describes the roles, responsibilities, and contributions of each of the alliance partners and/or a draft letter of support from prospective resource partners. USAID recognizes that alliances may change over time; indeed, discussions with USAID after a concept paper is submitted may lead to important changes.

6. Where do I submit a concept paper that is regional, involves more than one Mission or is in a non-presence country?

This depends on how many Missions would be involved and if all Missions are within a single region. In general, it is a good idea to submit individual concepts to Missions of interest, though for concepts proposing activities that are truly regional or global in scope, you may want to submit to the appropriate Regional Mission responsible for the particular country or a B/IO such as the relevant regional bureau.

With regard to concept papers for alliances involving presence and non-presence countries, prospective partners should consult with USAID personnel in the presence countries to determine where to submit the concept paper.

USAID is unlikely to support alliances proposed for an individual country where USAID does not have a Mission presence. Concept papers regarding alliances in individual non-presence countries should be directed to the relevant Washington bureau or regional Mission.

The Role of USAID

7. Will USAID only allocate resources for the alliance or will it form a part of the alliance?

The intention of these alliances is to create a working relationship between the partners. USAID intends to enter into true partnerships with other resource partners in carrying out developmental objectives. USAID's role will vary from alliance to alliance. Please see <http://idea.usaid.gov/gp/aps-resources> for an illustrative list of partner roles and responsibilities.

8. Does USAID perform the monitoring and evaluation of the project?

As discussed above, USAID's role will vary from alliance to alliance. USAID may be an active member of the alliance governing structure, and/or USAID may administer the award through the reporting done by the recipient (quarterly, semi-annually, or annually). Other partners may have roles in monitoring and evaluation as well. There may also be midterm and final evaluations. All of the above will be negotiated in the final terms of the award and may be detailed in the MOU. For more information on USAID's Evaluation Policy and approaches, please see <http://www.usaid.gov/evaluation/>.

9. Is the Memorandum of Understanding (MOU) with USAID signed by all the members of the alliance or only with the lead partner? In addition, is the award agreement with USAID signed by all the members of the alliance or only with the lead partner?

Upon favorable review of the full application, partners including USAID will determine the appropriateness of signing a non-legally binding memorandum of understanding (MOU) or other document to finalize the roles and responsibilities of each alliance partner. The resource partner(s) always sign (if there is an MOU); if the implementer is included in the MOU, the implementer may sign as well. The award agreement – which is distinct from the MOU - is signed by the entity (e.g. the implementing partner) that is entering into a legal relationship with USAID to execute responsibilities set forth in the award.

10. How is the implementing partner's role defined?

The implementing partner typically enters into an award agreement with USAID which creates a legal relationship with USAID and sets out its responsibilities in helping carry out the alliance. The implementing partner may also be included in the MOU (see FAQ #9 above) and sign the MOU if the Parties think it helps further the alliance. See also <http://idea.usaid.gov/gp/aps-resources> for an illustrative list of partner roles and responsibilities.

Funding

11. Does the Global Partnerships (GP) Division of the Office of Innovation and Development Alliances have funding for GDAs or does it come from USAID Missions or B/IOs?

Funding and implementation of partnerships comes directly from USAID Missions or B/IOs.

12. Are loans considered matching funding?

Consistent with the treatment of this issue in previous years, loans will **not** be counted as leverage under the GDA APS. However, if an application includes a loan, the existence of the loan might increase the potential impact of the alliance and or the feasibility of achieving the intended results of the alliance. As a result, the application might be more likely to win an award over an application which did not have a loan. Additionally, an alliance with a loan might be evaluated to have better scalability or potential for replication.

13. Alliances seek to leverage private resources. Can public resources be included in Alliances? Can they ever be counted as leverage?

Consistent with the basic precepts of the GDA, it is expected that all leveraging will come from private resources. However, we recognize that there are certain cases where PIOs (e.g., the World Bank or UNDP), donors, host country governments and other public resources might make a critical contribution to the alliance as leverage. See FAQ 14.

14. Can contributions from Public International Organizations (PIOs), donors, or host country governments (HCGs) be counted as leverage?

USAID recognizes that there are cases where a Public International Organization (PIO), bi/multilateral donor and/or Host Country Government (HCG) act as strategic resource partner(s) and make critical contributions to an alliance as leverage. In those cases, USAID may acknowledge those contributions as part of the overall leverage achieved by the alliance, as long as the alliance is driven by extensive private sector collaboration and the private sector resources leveraged under the alliance are substantial, significant, and critical to the reach, efficiency, effectiveness and sustainable impact of the alliance (See Section IV.B). Note that non-private sector contributions do not count toward the core 1:1 GDA leverage requirement; that requirement should be met through the mobilization of private sector resources.

15. Can funds being counted as leverage towards the Public Private Partnership (GDA) component of a project also be counted as cost-share?

Ideally, all partnerships focus on bringing leverage (not cost-share) from the private sector resource partner. In certain cases where a partner is also obligated to meet a cost-share requirement and has brought funds towards the leverage requirement, these funds may be considered towards the cost share requirement, as appropriate and in consultation with the relevant Agreement Officer.

16. Do the financial contributions from private partners have to be entirely in cash, or can they also be in the form of services, equipment, vehicles, etc.?

In-kind resources such as services, property, equipment, and supplies are valuable contributions. Alliance proposals must clearly specify what each party is contributing and indicate the estimated cash value of in-kind support. In-kind contributions should also represent new resources available to and necessary for a project. Alliances that offer quantifiable in-kind resources that a project would otherwise have to buy will be more competitive. It is the responsibility of the contributing resource partner to verify the contributions. The implementing partner may be called upon to validate and/or assist in tracking resource flows within the alliance. Leverage tracking guidance and templates are available at <http://idea.usaid.gov/gp/aps-resources>.

17. Does the cash contribution from alliance partners have to be made available at the beginning of the project or can the sums be allocated periodically if such a commitment is made among the partners?

The appropriate timing of contributions from partners should be decided among the alliance partners. It is acceptable for partners to provide their funds periodically over the life of the project. However, to qualify as a GDA under this APS, over the life of the partnership, the value of the resources (both in-kind and cash) provided by private partners must at least match the value of the resources provided by non-USG public sector partners and must equal or exceed the value of the resources provided by the USG (see GDA APS Section IV.B).

18. If you are doing a regional program whereby individual Missions contribute to a program, does an organization have to meet the 1:1 leveraging in each country or in the total aggregate of the grant?

In the aggregate of the award; therefore, an alliance might have greater than 1:1 leveraging in some countries and less in others.

19. It is difficult to launch new partnerships in a one-year time period. Could implementation of a program be extended over a second year with FY12 awarded funds?

Yes. Awards made in FY12 may be implemented in FY13 and beyond. Any award under the FY12 APS can be for multiple years, up to a total of 5 years.

Forms and Eligibility

20. How do I propose a regional program? If I have a proposal dealing with regional or cross-country ideas, where should I submit the initial concept paper?

Concept papers that describe activities that are regional in nature should be submitted to the regional points of contacts listed at <http://idea.usaid.gov/gp/aps-resources>.

21. Could you please send me the grant forms for this funding opportunity?

The only forms not specifically included in the APS are the SF424, 424a, and 424b. They can be found at: <http://apply07.grants.gov/apply/FormLinks?family=15>. All other items are to be supplied in a written manner in accordance with the instructions in the APS.

22. Could you send me any related information that will help us to understand what is required for the APS?

For general information on public-private alliances and the GDA model, please see: <http://idea.usaid.gov/organization/gp> and <http://idea.usaid.gov/gp/about-gda-model>. If any of the requirements described under this APS (see <http://idea.usaid.gov/gp/aps>) are not clear, please contact GP with specific questions (see contact information provided in the APS).

23. We are a Land-Grant Institution; are we eligible to participate?

Yes. Please refer to the Eligibility and Proposal Criteria as there are requirements that all applications must meet.

24. Can an organization submit more than one application for this APS announcement?

Yes. Please make sure that each application is consistent with the guidelines set out in the APS.

25. Which countries have Feed the Future, Global Health Initiative or Global Climate Change projects?

Please refer to the appropriate USAID website:

- <http://www.feedthefuture.gov/>
- <http://www.usaid.gov/ghi/>
- http://www.usaid.gov/our_work/environment/climate/index.html

26. The APS states that Missions and Bureaus may issue solicitations for their own particular alliance-building activities. Where can I find information on Mission and Bureau solicitations?

Some Missions will issue their own Addendum to the GDA APS which will be posted on the Mission website, grants.gov and the IDEA/GP website. For other USAID competitive grant solicitations please refer to USAID postings at <http://www.grants.gov>. Missions overseas and offices within USAID/ Washington post their competitive solicitations at that site.

27. In the proposal we are developing, one of the proposed private sector partners is a local firm. How are non-U.S. partners viewed?

USAID is committed to engaging local partners, as evidenced by the IPR initiative under USAID Forward. Non-US organizations and companies can be alliance partners and can contribute resources to an alliance. They can also be direct and sub-recipients of USAID funds. Through consultations with the relevant USAID Mission, an applicant under this APS can confirm the eligibility of proposed alliance partners. If a non-U.S. partner is being proposed as a recipient of USAID funds for a program outside of its own country, please seek guidance from the relevant USAID Mission/B/IO.

28. In the APS, are there any requirements regarding the use of volunteers to participate in our project?

No. USAID encourages the integration and utilization of highly skilled volunteers in program implementation. The Agency facilitates the use of skilled volunteers through a number of volunteer programs including: the John Ogonowski Farmer to Farmer Program; the Volunteers for Economic Growth Alliance (VEGA); the Volunteers for Prosperity Program (VfP), and the International Corporate Volunteer Program, which is an innovative, new partnership with IBM. USAID is keen to create partnerships with the private sector, foundations and NGOs that enable USAID to integrate volunteers more strategically and effectively into USAID programs. USAID hopes to engage a greater number of professional, student, and NGO volunteers in support of USAID partners globally, including NGOs, SMEs (small and medium enterprises), universities, municipalities, and government ministries.

29. Does this APS include people with disabilities or underserved communities? Should applicants address in their proposals how they will include this vulnerable population within their proposed program and activities?

Yes, USAID welcomes applications for alliances under this APS that demonstrate sustainable approaches to including people with disabilities or underserved communities in the Agency's assistance activities. This APS fully supports USAID's Disability Policy and policy directives which state that all of USAID funded programs will not discriminate against people with disabilities and will work to ensure the inclusion of people with disabilities in their program and activities. USAID is also very interested in partnerships that address development challenges facing women and girls, and youth generally. In addition, all new construction and major renovations to existing infrastructure that are funded by USAID must be made accessible for people with disabilities. For more information, refer to the USAID disability website at: http://www.usaid.gov/about_usaid/disability/ and http://www.usaid.gov/our_work/cross-cutting_programs/wid/

30. Can a corporation use this APS to enter into a partnership with USAID?

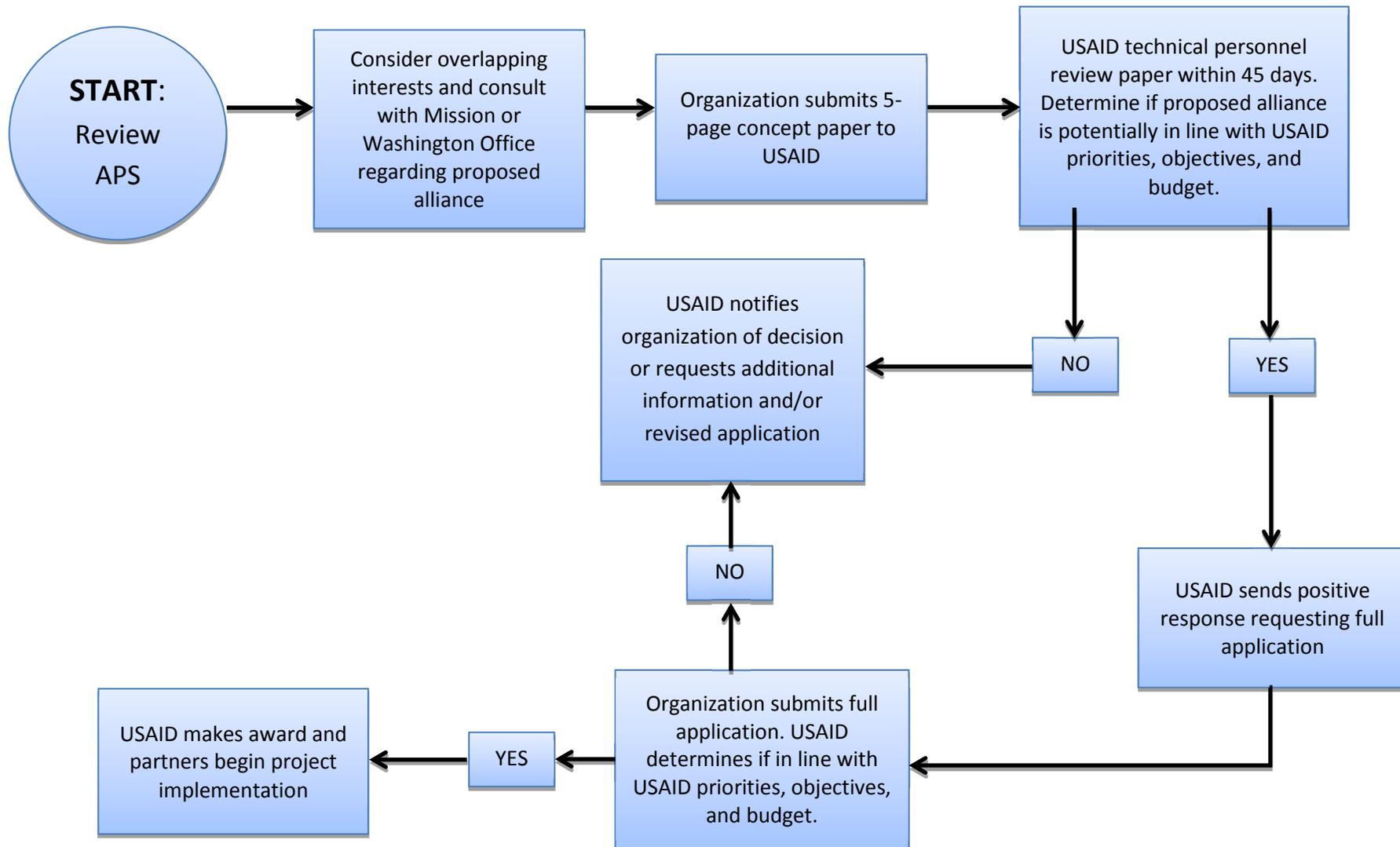
Yes. If the private sector entity is willing to provide new resources to address a specific, significant development challenge, then the entity should contact USAID to discuss if and how USAID might partner with the corporation to tackle the specified challenge. If the company already has a NGO/ implementing partner with which it wishes to work and the company is seeking funding for the implementing partner as part of the alliance concept, then

it would be best for the corporation and the preferred implementing partner to jointly submit a concept paper under this APS.

31. If we have applied for a GDA before, or received a GDA award previously, can we still apply under the current GDA APS?

Past applicants are welcome to apply. Alliance partners that were funded under previous GDA APSs and RFAs are also eligible to apply.

ANNEX B – DIAGRAM OF GDA APS APPLICATION PROCESS



ANNEX C – KEY WEBSITES, APPLICABLE REFERENCES AND REGULATIONS

- Agency Initiatives and Priorities
<http://idea.usaid.gov/gp/aps-resources>
- Mission Priorities, Programs and Points of Contact
<http://idea.usaid.gov/gp/aps-resources>
- Mission Addenda to this GDA APS
<http://idea.usaid.gov/gp/aps>
- Data Universal Numbering System (DUNS) / Central Contractor Registration (CCR)
<http://www.dnb.com> and <http://www.ccr.gov>
- Mandatory Standard Provisions for U.S., Nongovernmental Recipients
<http://www.usaid.gov/pubs/ads/300/303maa.pdf>
- Mandatory Standard Provisions for Non-U.S. Nongovernmental Recipients:
<http://www.usaid.gov/policy/ads/300/303mab.pdf>
- 22 CFR 226
http://www.access.gpo.gov/nara/cfr/waisidx_02/22cfr226_02.html
- OMB Circulars A-110 and A-122
<http://www.whitehouse.gov/omb/circulars/a110/a110.html>
<http://www.whitehouse.gov/omb/circulars/a122/a122.html>
- ADS Series 300 Acquisition and Assistance
<http://www.usaid.gov/pubs/ads/>
- SF-424 Downloads and SF-425 Downloads
<http://apply07.grants.gov/apply/FormLinks?family=15>
http://www.whitehouse.gov/sites/default/files/omb/assets/grants_forms/SF-425.pdf and
http://www.whitehouse.gov/sites/default/files/omb/grants/standard_forms/SF-425_instructions.pdf
- Governing Regulations, Standard Provisions and Required Certifications to be Submitted by Applicants at Time of Award
www.usaid.gov/policy/ads/300/303.pdf
- Guidance for Proposals Involving a Partial Credit Guarantee
http://www.usaid.gov/our_work/economic_growth_and_trade/development_credit/index.html