



USAID
FROM THE AMERICAN PEOPLE



New Partnerships Initiative

Acquisition and Assistance Strategy



ACQUISITION AND ASSISTANCE STRATEGY

United States Agency for International Development (USAID)

December 2018

We could help our partners by prioritizing programs that show **measurable impact**, **incentivize reform**, **diversify our partner base**, **foster local capacity-building**, and **mobilize their own domestic resources**.

— USAID Administrator Mark Green

A&A Strategy's Guiding Principles of Partnering

- Diversifying the Partner Base
- Changing How We Partner
- Connecting Design, Procurement, and Implementation
- Focusing on Value
- Enabling and Equipping the Workforce



PHOTO: Kebede Lulife, Food for the Hungry

Why Diversify?

- Since USAID's creation in 1961, the amount of funding and the number of organizations that provide foreign assistance has grown exponentially.
- Yet, in fiscal years 2017-2019, approximately 80 percent of USAID funding went to just 75 organizations.
- In addition, the number of new partners has decreased consistently since 2011.
- To ensure that USAID is taking full advantage of the full marketplace of ideas to advance self reliance, the A&A Strategy calls for diversifying our partner base.

Diversifying the USAID partner base to reflect today's expanded development landscape is an important driver of the Journey to Self-Reliance because choice and competition are key to innovation and resource mobilization in development work; just as in the private sector economy.

Why Diversify?

- As a “results driven” organization, the most important **result** USAID can contribute to is building lasting and long-term capacity in countries that will contribute to their own country’s development.
- By diversifying our partner base, we will strengthen our work to help countries achieve self reliance by providing access to local perspectives and resources of highly effective development partners, and a diverse range of capable, results-based organizations.
- Broadening our focus to local and locally-established organizations means that USAID programming leaves a legacy of development capacity behind that will aid countries in their journey to self-reliance long after USAID programming ends.

New Partnerships Initiative

THE GOAL OF THE NEW PARTNERSHIPS INITIATIVE IS TO INCREASE USAID'S DEVELOPMENT IMPACT BY ELEVATING LOCAL LEADERSHIP, FOSTERING CREATIVITY AND INNOVATION, AND MOBILIZING RESOURCES ACROSS THE AGENCY'S PROGRAMS.

Announced on May 1, 2019, with the release of the first Annual Program Statement (APS).

“ WE'VE ESTABLISHED **THE NEW PARTNERSHIPS INITIATIVE, A FLEXIBLE, ADAPTIVE SOLICITATION THAT WILL HELP DIVERSIFY THE PARTNER BASE BY MAKING IT EASIER FOR US TO WORK WITH NEW, OFTEN OVERLOOKED PARTNERS — PARTICULARLY IN CRISIS AREAS.”**

— USAID ADMINISTRATOR MARK GREEN

Goal of NPI

Elevating Local Leadership. The Agency will:

- Work through local actors and systems;
- Engage traditional partners in strengthening local capacity; and
- Identify partnerships with new and underutilized locally established partners (LEP) with deep roots in-country.

Fostering Creativity and Innovation. The Agency will partner with new, underutilized, and non-traditional non-profit and private sector organizations to take advantage of the full marketplace of ideas for strengthening self-reliance.

Mobilizing Resources. USAID will work with organizations that are able to leverage their own private and other non-USG funding to achieve and scale development outcomes.

NPI Partnering Approaches

1. Direct awards to new and underutilized organizations that enable local engagement such as **local entities, locally established partners, as well as new U.S. and locally-based small businesses.**
2. **Sub-awards** to new and underutilized local organizations designed to support more facilitative partnerships for effective local engagement.
3. Direct awards to partners to **leverage significant private/non-U.S. government funding to promote effective local engagement.**

NPI Sub-award Approaches

Facilitative Partnering

When an established partner's role is to make sub-contracts/sub-awards and provide capacity building support to new and underutilized partners.

The prime awardee would serve mainly in a mentoring role, providing capacity building, compliance support, and technical oversight.

Awards would explicitly state that 50 to 75 percent of total funding would go to the new and underutilized partners to implement through sub-awards.

Transition Awards

Only local partners are targeted for sub-awards, with an explicit goal of transitioning management of awards to local partners.

How Co-creation works under NPI

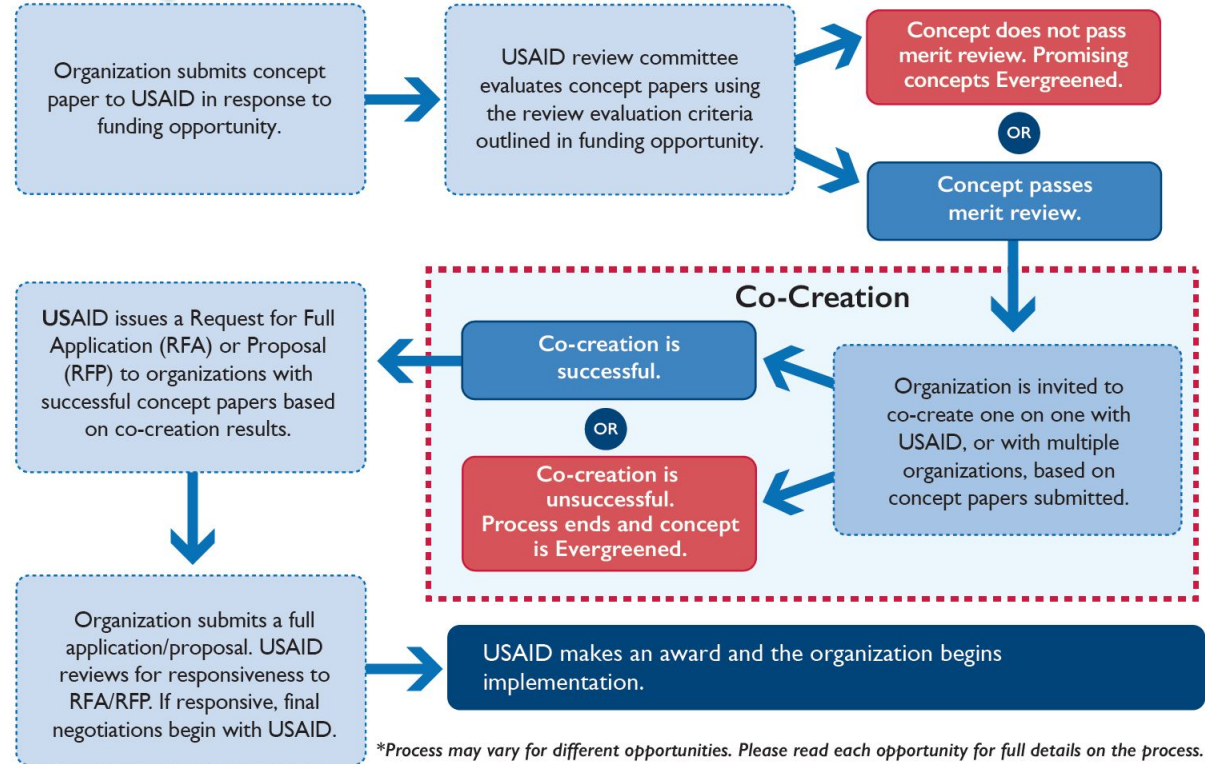
Funding opportunities are posted on either Grants.gov or Beta.Sam.gov. Missions and Washington-based Operating Units develop their own requirements for partnership opportunities, which may include addenda, problem statements, or rounds.

Some NPI funding opportunities **employ a two-step process.** Step one starts with a **brief concept note that is used to reduce barriers to entry and streamline the review process.** If an organization is successful in step one, step two is designed to provide for co-creation between USAID and the selected organization.

USAID uses a variety of acquisition and assistance instruments to provide flexibility, while accounting for local context and optimal, customized modes of partnership.

New Partnerships Initiative Process*

New Partnerships Initiative Funding Opportunities



NPI Co-creation Process

*Process may vary for different opportunities. Please read each opportunity for full details on the process.

Progress on NPI Funding Opportunities To Date

Two Annual Program Statements (APS) Issued with 7 Addenda/Rounds Released:

- **Global Health APS**
 - Community Health Networks Round
 - Expanding Health Partnerships Round
 - Zambia Round (*NEW Opportunity - Concept Papers accepted until December 3, 2019*)
- **Conflict Prevention and Recovery Program APS**
 - Iraq Addendum
 - Bangladesh Addendum
 - Indonesia Addendum
 - Global Partnerships Advance Conflict Transformation (GPACT) Addendum

Small Business Applied Research (SBAR) Program formalized and now incorporated into NPI.

12 Awards have been made as of October 2019:

- 6 Fixed Amount Awards in Iraq
- 2 Awards for Global Health
- 4 new SBAR awards in Cambodia

Global Health NPI

Goal: To increase the quality, access, and sustainability of health care in target countries.

Two centrally-managed awards to date, additional awards to follow:

- **Palladium Group:** Five-year, \$43.9 million Cooperative Agreement to provide sub-awards to local and new/underutilized Locally Established Partners (LEP), and technical assistance to strengthen their organizational and technical capacity.
- **World Relief:** Five year, \$23.9 million Cooperative Agreement to strengthen maternal and child health services across four countries.

One USAID/Zambia Round: Focused on accelerating HIV epidemic control through the delivery of HIV prevention, care, and support services for vulnerable children and adolescents. *Submission of concept papers due December 03, 2019.*

Conflict Prevention and Recovery Program

Goal: To catalyze new programmatic approaches for tackling complex development problems in conflict settings that require deep knowledge of the local context and sustained access to communities.

Six USAID/Iraq awards: A total of \$4 million in funding to local organizations, including: Philadelphia Organization for Relief and Development, Catholic University of Erbil, Top Mountain, Shlama Foundation, Beth Nahrain, Jiyen Foundation for Human Rights.

Awards from GPACT, USAID/Indonesia and USAID/Bangladesh expected December 2019.

Small Business Applied Research Program

Goal: To expand USAID's access to emerging technology, products, services, and scientific applications developed by U.S. small businesses via streamlined one-to-one co-creation.

Four Awards from USAID/Cambodia:

- **Nickol Global Solutions LLC:** Will provide new technologies for Cambodian citizens to track the quality and efficiency of selected "one window" public services (licensing, registration, etc.) in Battambang Province.
- **Development Institute LLC (I4DI):** Will introduce tools and technologies to support Cambodians to monitor and report on waste management services and practices in Battambang and Banteay Meanchey Provinces.
- **Triangle Environmental Health Initiative LLC:** Will introduce new systems to support Cambodians to monitor and report on waste management services and practices in Siem Reap and Kampong Thom Provinces.
- **Cloudburst Consulting Group, Inc.:** Will strengthen local organizations' ability to mitigate risk, increase financial security, and move toward organizational self-reliance.

SBAR Program Areas and Solution Types



Agriculture and Food Security: Improved yields and resilience, cold storage, and other solutions to fighting hunger and strengthening food security.



Water and Sanitation: Expanding access to clean water and water conservation to promote hygiene and fight preventable diseases.



Natural Resources Management: Increase local resource management and benefits. May include clean energy, off-grid energy alternatives, and energy efficiency.



Digital Development: Efforts that (a) foster an inclusive, open and secure development ecosystem at country level and (b) support the responsible use of digital tools and technologies in USAID programs as delineated in the forthcoming USAID Digital Strategy.



Global Health: Services standardization, sector networks strengthening, training and accreditation.



Global Stability through improved governance including transparency and citizen engagement; inclusive economic growth; and local ownership through capacity strengthening.

NPI Incubator

- **Accelerate the momentum of the initiative**, expanding USAID's capacity for partnerships and helping partner organizations work with USAID
- Assist USAID bureaus and missions to **identify and engage new and local partners**, provide training and capacity-building assistance, and develop tools, resources, and models to support the Agency's partnership goals
- **Develop the capacity of target partners** to:
 - Compete for and manage USAID awards,
 - Identify their own capacity to compete for USAID awards,
 - Improve USAID tools and resources for target partners, and
 - Deliver training to enhance partners' relationship with USAID.

Next Steps for NPI

- Continuing to review concept notes and co-create with organizations from the first wave of NPI funding opportunities
- Missions will develop two-year plans for engaging with new partners and applying the A&A Strategy to new partnership approaches, including new funding opportunities -- NPI Plans will be completed in FY 2020
- Dedicated staff working full time on NPI
- New resources coming online through the NPI Incubator

Upcoming NPI Funding Opportunities

Now on the USAID Business Forecast:

- \$10 million to support new partnerships in gender equality and women's empowerment, addressing constraints and opportunities identified through the Women's Global Development and Prosperity (W-GDP) Initiative
- \$10 million to promote new partnerships to achieve basic education and higher education outcomes

NPI

Definitions



PHOTO: Tanya Martineau, Food for the Hungry

Key Definitions for NPI

New Partner: An organization that has not received any funding from USAID as a prime or sub-partner over the last five years.

Underutilized Partner: An organization that has received less than \$25 million as a prime or sub-partner from USAID over the past five years.

- For locally-established partners, in addition, the organization has provided more in overseas development assistance than it has received from USAID in the same five-year period.

Key Definitions for NPI

Local Entity: An individual or organization that:

1. Is legally organized under the laws of a country that is receiving assistance from USAID;
2. Has its principal place of business or operations in a country that is receiving assistance from USAID;
3. Is majority-owned by individuals who are citizens or lawful permanent residents of a country that is receiving assistance from USAID; and,
4. Is managed by a governing body, the majority of whom are citizens or lawful permanent residents of the country that is receiving assistance from USAID.

Key Definitions for NPI

Locally Established Partner: A U.S. or international organization that works through locally-led operations and programming models. LEPs:

1. Have maintained continuous operations in-country for at least five years and materially demonstrate a long-term presence in a country through adherence or alignment to the following:
 - a. Local staff should comprise at least 50% of office personnel,
 - b. Maintenance of a dedicated local office,
 - c. Registration with the appropriate local authorities,
 - d. A local bank account, and
 - e. A portfolio of locally-implemented programs.
2. Have demonstrated links to the local community, including:
 - a. If the organization has a governing body or board of directors, then it must include a majority of local citizens (i.e. in the host country, this is not required);
 - b. A letter of support from a local organization to attest to its work; and
 - c. Other criteria that an organization proposes to demonstrate its local roots.

Key Definitions for NPI

Leverage: Significant amount of resources mobilized from non-U.S. Government sources. USAID seeks the mobilization of resources of other actors on a 1:2 or greater basis (i.e., 50 percent of the proposed value of the award). Leveraged resources may include grants/awards from non-U.S. Government organizations or other donor governments.

Evergreening: If USAID identifies opportunities to strengthen or fund a Concept Note or application by connecting it with other USAID mechanisms, other potential funders, and/or external partners, USAID may make that Concept Note or application available, internally or externally, for appropriate consideration.

Stay Connected

- Learn more about NPI at [usaid.gov/NPI](https://www.usaid.gov/NPI).
- Find current funding opportunities on [Grants.gov](https://www.Grants.gov) and beta.Sam.gov.
- Sign-up for the [NPI email distribution list](#) to receive the latest updates on funding opportunities, events, and news.
- Contact us at NPI@usaid.gov.



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