

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT/GUINEA

ANNUAL PROGRAM STATEMENT (APS)

APS No: APS-675-OAA-17-000001 PARTNERING FOR IMPACT IN GUINEA

Issuance Date: June 30, 2017

Closing Date: June 29, 2018

CFDA #: 98.001

Pursuant to the Foreign Assistance Act of 1961 as amended, United States Government as represented by the U.S Agency for International Development (USAID), the Guinea Mission invites applications for Partnership Awards under this APS are subject to 2 CFR 700 and 2 CFR 200-Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.

This Annual Program Statement (APS) is designed to describe and provide a process through which organizations can work with USAID/Guinea and the private sector and/or Non U.S. Non-Governmental Organization to build an Alliance that:

- a) address important business or community interests and objectives,
- b) advance USAID's strategic priorities and objectives; and
- c) achieve sustainable development outcomes, results and impact.

This Annual Program Statement also provides an opportunity for organizations to receive an award of USAID funding to support activity implementation developed through this Annual Program Statement.

USAID reserves the right to fund any or none of the applications submitted under this APS.

The APS is not a Request for Applications (RFA) or a Request for Proposals (RFP). Instead, this **APS requests Concept Papers**. Based on those Concept Papers, USAID will determine whether to request a full application from an appropriate partner in a proposed partnership alliance.

In addition, this APS is not supported by specific funds. Any funding for any alliance proposed under this APS would have to be requested from the specific USAID Mission/Guinea Technical Office or Program Office with which the prospective alliance partners seek to collaborate and to which the Concept Paper will be submitted.

The APS is a solicitation aimed at fostering extensive collaboration with the private sector and or Non-Governmental Organization to achieve greater development impact in Guinea. While the value of the expertise, capabilities, assets and resources contributed to an alliance by the private sector or the Non-Governmental Organization may or may not equal or exceed the value of resources requested from USAID, this is NOT a matching grants program. The focus of this APS is proactive engagement of the private sector or a Non-Governmental entity for: problem identification, problem definition, solution scoping and development, and solution implementation.

Key definitions and a list of acronyms used in this APS can be found in [Appendix I!](#).

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I. INTRODUCTION

The U.S. Agency for International Development (USAID)/ Guinea is committed to partnering with the private sector¹ and/or Non-Governmental Organizations (NGOs). Strategic and proactive engagement of the private sector improves the identification and definition of critical economic and social development problems; strengthens the design and implementation of promising solutions to those problems; and increases the sustainable impact of our respective investments in developing countries.

By partnering with USAID, the private sector is able 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.

By partnering with the private sector, USAID is able to leverage private sector markets, expertise, interests, and assets in a manner that solves critical development problems and promotes effective market-led development. Through strategic and ongoing collaboration, the private sector and USAID are better able to increase the impact, reach, efficiency, and effectiveness of our business and development investments.

This Alliance Annual Program Statement (APS) is designed to catalyze, facilitate and support such collaboration. This APS is **an invitation to co-creation** that USAID extends to the private

¹ For purposes of this APS, “private sector” refers to the following: private for-profit entities such as a business, corporation, or private firm; private equity or private financial institutions, including private investment firms, mutual funds, or insurance companies; private investors (individuals or groups); private business or industry associations, including but not limited to chambers of commerce and related types of entities; private grant-making foundations or philanthropic entities; or private individuals and philanthropists. Alliances developed under this APS must involve one or more of these private sector entities and/or Non-Governmental Organizations (NGOs).

sector and other organizations interested in working closely with the private sector and/or Non-Governmental Organizations (NGOs) to achieve significant and sustainable development results and impact.

The APS **invites private businesses, financial institutions, chambers of commerce, industry associations, private grantmaking foundations, entrepreneurs, investors, philanthropists, and/or other** Non-Governmental Organizations (NGOs) to identify and suggest ways we can work together to address key challenges in Guinea in a manner that advances our respective interests and objectives in this developing country.

In addition, the APS invites and encourages other types of organizations, including but not limited to prospective implementing partners,² to engage and work with private sector partners to identify critical development problems and develop initial ideas about how we might work together to solve those problems. USAID encourages such organizations to reach out to the private sector (as defined in this APS) and explore ways in which collaboration with USAID might help all partners – businesses, NGOs, universities, governments, donors – 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 **Alliances**) - across a variety of technical sectors.

II. PARTNERING FOR IMPACT IN GUINEA

An Alliance is a partnership involving USAID and the private sector and/or Non-Governmental Organizations (NGOs) where the partners work together to develop and implement activities that leverage and apply our respective assets and expertise to advance core business or community development interests, achieve USAID’s development objectives, and increase the sustainable impact of USAID’s development investments.

Alliances have several core characteristics:

1. Focus on Development Impact

Alliances must deliver development outcomes and results that directly advance the Agency’s core strategies and priorities and foster peacebuilding and sustainable and transformational

² For purposes of this APS, prospective implementing partners are organizations seeking to implement activities under an Alliance framework, typically with funding provided by USAID or other partners to an alliance. These organizations include but are not limited to NGOs, universities and other entities whose rich array of expertise, experience and other human and institutional assets position them to be valuable partners in the creation and implementation of high-impact Alliances. Note: Private sector partners under an alliance may act as implementing partners and be eligible for an award from USAID to implement activities under a Cooperative Agreement.

development impact.³

2. Based on Complementary Interests and Objectives

Alliances are based and built upon the complementary or overlapping interests and objectives of USAID, the private sector and/or Non-Governmental Organizations (NGOs). Alliances are developed where the relationship between business interests and development objectives provides a promising opportunity for:

- a) The private sector and/or Non-Governmental Organizations (NGOs) to leverage USAID's objectives, assets and expertise to address key business, social and peacebuilding challenges and opportunities; and
- b) USAID to leverage private sector and/or Non-Governmental Organizations (NGOs) interests, assets, expertise and markets in a manner that fosters or accelerates sustainable and transformational development and peacebuilding impact.

The resulting Alliances achieve important business and peacebuilding objectives for our private sector partners and/or Non-Governmental Organizations (NGOs) while simultaneously advancing USAID's development priorities.⁴ While Alliances are designed to advance business and social/peacebuilding interests and objectives, the concurrent pursuit of USAID's interests ensures that the alliances, resulting programming activities, and the development outcomes, results and impact fostered by those activities, provide benefits that do not simply and only accrue to the private sector partner(s) and/or Non-Governmental Organizations (NGOs) in the alliance.

3. Market Based Approaches and Solutions

Alliances generally should foster or advance an approach and solution to a development challenge that is somehow market-based, market-driven, market-oriented or market-informed. Market-based approaches include but are not limited to approaches which exemplify the principles of "shared value."⁵ Market-based approaches and solutions offer the prospect of ongoing, sustainable, and steadily expanding results. Such approaches and solutions are not dependent on repeated infusions of donor funding and are consistent with USAID's commitment to facilitate market-led development.

³ See [What We Do](#) for more information on USAID/Guinea's core strategies, priorities and initiatives.

⁴ Business interests and objectives include but are not limited to such matters as fostering growth and profitability; mitigating risk; achieving sustainability goals; attracting and retaining quality talent; strengthening brand recognition; building positive reputation and relationships; and fostering innovation. When building a quality Alliance, it is critical to listen to prospective private sector partners and/or Non-Governmental Organizations (NGOs) and provide them ample opportunity to express and explain their core interests, concerns and objectives.

⁵ Market-based approaches and solutions could include: market development and sustainability; improved supply chains; increased labor productivity and quality workforce development; improved infrastructure; robust social and economic resilience; systems and enabling environments conducive to innovation, entrepreneurship, business development, and private sector financing and investment; and "shared value" management and business development strategies whereby companies seek to create clear and measurable business value by identifying and addressing social problems that intersect with their business. See <http://sharedvalue.org/> for additional information.

(Note: The priority placed on market-based approaches and solutions does NOT preclude consideration and adoption of other types of approaches and solutions, provided they offer compelling development impact.)⁶

4. Extensive Private Sector Collaboration: Co-Creation and Shared Responsibility

In order to foster sustainable and transformational development impact, achieve related business interests and objectives, and promote market-led development, Alliances entail extensive partnering and collaboration between USAID and the private sector – from conception to design to implementation.⁷ Ideally, USAID and the private sector jointly identify and define compelling business and development problems.⁸ We then collaborate to determine whether and how we can solve those problems and achieve the greatest degree of transformational and sustainable impact. We share risks and responsibilities; and we work together to mobilize, leverage and more effectively apply one another’s respective assets, expertise and resources. Alliances are more sustainable when they are co-created, co-developed, and co-implemented.

5. Significant Private Sector Contributions for Increased Impact

In an effort to enhance the prospects of sustainable development impact, ensure alliances based upon core business interests, encourage extensive private sector engagement and collaboration, and foster the development of market-based or market-informed approaches. In addition, the resources mobilized from the private sector should support and be applied to the alliance in a manner that clearly fosters extensive and important results. Alliances require high-impact private sector resource investments.

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6. Increased Scale, Efficiency, and Effectiveness

Alliances should enable USAID and its partners **to achieve a greater level of desired results**

⁶ If alternative approaches reflect important private sector / business interests, advance USAID objectives, and significantly increase the reach, efficiency, effectiveness and sustainable impact of USAID’s investments, USAID will continue to consider and pursue such approaches. However, priority is given to approaches and solutions that are market-based, market-driven, market-oriented or market-informed.

⁷ Unless otherwise instructed by USAID, prospective applicants must connect USAID to the proposed private sector partners and thereby facilitate USAID’s collaboration with those partners. If an applicant under this APS does not connect USAID with the proposed private sector partner(s) well in advance of submitting a concept paper, or if a concept paper and proposed alliance do not reflect USAID collaboration with the private sector, USAID has the right to forego any consideration or review of the concept paper. This decision is wholly at USAID’s discretion. See [Section VI](#) of this APS for further information on the concept paper review criteria process.

⁸ In some cases, the private sector – or the private sector in collaboration with an implementing partner – will propose an alliance that is based on the private sector’s independent efforts to identify and define key problems whose resolution warrants a joint effort and will help achieve USAID’s core development objectives. While USAID may not have been engaged in the initial problem identification and definition, the Agency is certainly able to move forward with alliance development if the Agency has an interest in working with the private sector to resolve the problems in question. This may or may not involve working with the private sector to further refine the problem definition, but will definitely involve collaboration with regard to solution development and/or implementation.

and impact than would be achieved without the alliance. By effectively combining the partners' distinctive resources and competencies, Alliances should accelerate and achieve development outcomes, results and impact at greater scale, with greater efficiency and effectiveness, and in a more sustainable manner than alternative approaches.

Alliances that exhibit the above characteristics enable USAID and its partners to work together **to leverage business expertise and advance core business interests in a manner that achieves transformational development impact** – in a replicable, sustainable and scalable manner. Working with the private sector to tackle important business challenges and business opportunities enables USAID to better solve critical development problems.

IV. THE ALLIANCE DEVELOPMENT PROCESS: HOW CAN WE WORK TOGETHER TO BUILD AN ALLIANCE?

Alliances developed under this APS must advance private sector interests and objectives AND the development objectives and priorities that guide USAID's development assistance programs and investments. Therefore, building an effective Alliance requires a mutual understanding of USAID and private sector interests and priorities. The most successful Alliances are grounded in the mutually reinforcing relationship between core business interests (rather than purely philanthropic interests) and one or more of USAID's development objectives.

In addition, developing an effective alliance is a collaborative endeavor founded on several key practices:

- Robust partner engagement;
- Proactive and extensive communication;
- The clear articulation and understanding of partner interests and objectives;
- Thorough exploration of whether and how those interests and objectives overlap or complement one another; and
- Joint problem identification, problem definition and solution development.

A. Multi-Step Co-Creation Process

Under the APS, the requisite engagement, communication, exploration of interests and subsequent problem-solving collaboration is conducted through a multi-step, co-creation process:

1. Explore and Understand USAID Development Objectives and Priorities
2. Explore and Understand Private Sector Interests and Engage Potential Private Sector partners and/or Non Governmental Organizations in Problem Identification and Definition
3. Connect Potential Private Sector Partners and/or Non Governmental Organizations with USAID
4. Collaborate with the Private Sector and/or Non Governmental Organizations to Jointly Develop a Potential Alliance Idea Based

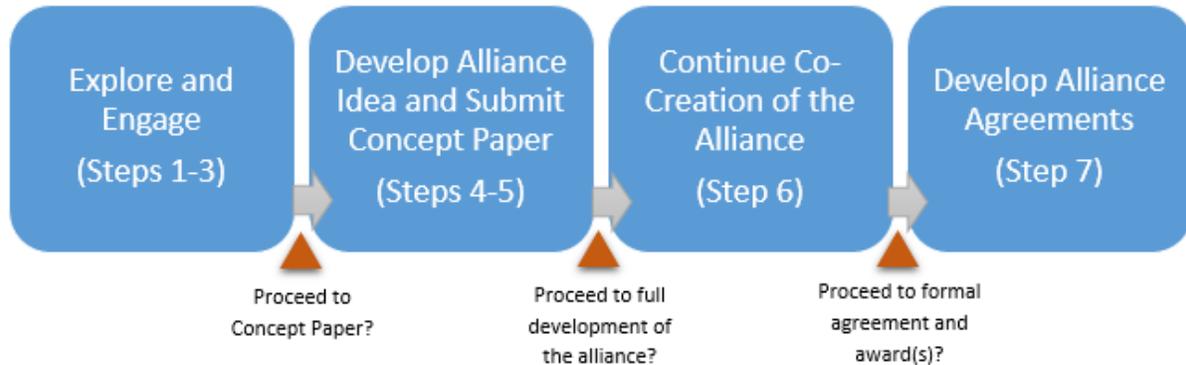
on the Aligned Interests of USAID, the Private Sector and/or Non Governmental Organizations

5. Work with the Private Sector and/or Non Governmental Organizations to Develop and Submit a Concept Paper

6. Continue Alliance Co-Creation with USAID, the Private Sector and/or Non Governmental Organizations

7. Develop and Finalize Alliance Agreements.

Diagram 1: Alliance APS Co-Creation Process



Each of these steps is described in further detail below.⁹

- 1. Explore and Understand USAID-Guinea Priorities and Objectives:** Alliances must advance USAID-Guinea priorities and objectives. Prospective applicants must develop and demonstrate a thorough understanding of USAID-Guinea priorities and objectives. When formulating potential alliance ideas, prospective applicants should review the USAID - Guinea Country Development Cooperation Strategy (CDCS). This strategy is readily available at the Agency's [CDCS site](#).¹⁰

Understanding USAID priorities and objectives in Guinea while developing the Alliance is one of the most important factors in being a successful applicant.

⁹ Past experience suggests that pursuing the first three steps in the recommended sequence is likely to be the most efficient and productive way to identify potential alliance opportunities. The initial investigation into USAID's priorities and objectives is especially critical. However, USAID recognizes that steps might end up being sequenced in different ways depending on the relevant situation and circumstances. Steps 2 and 3 are often conducted concurrently. Regardless of variations in how these steps are pursued, applicants should not submit a concept paper under the APS until they have conducted each of these steps.

¹⁰ Prospective applicants are also encouraged to explore USAID's website to become more broadly familiar with the Agency's work, including core Agency strategies and initiatives. The following sites have proven especially useful: <https://www.usaid.gov/what-we-do> and <https://www.usaid.gov/work-usaid>.

After a prospective applicant has reviewed USAID-Guinea strategy and other publicly available information, prospective applicants are encouraged to contact USAID personnel at the Mission with which the applicant seeks to build an alliance and, if applicable, from which the applicant will seek funding. The outreach and discussion should be based on a thorough review of USAID's priorities and objectives in Guinea. The outreach and discussion should also reflect the particular ways in which the prospective applicant's expertise, capabilities and experience can be assets to advancing USAID's development priorities in Guinea and in relevant sectors. If the applicant has already had discussions with the private sector regarding ways to work together, the applicant should also indicate how its expertise, capabilities and experience can be assets to advancing core business, social and peacebuilding interests identified by the potential private sector partners. USAID technical officers from the pertinent technical sector have the lead on these consultations and discussions.

The initial consultation with USAID_Guinea provides prospective applicants (and alliance partners) an opportunity to identify:

- the problems and challenges they are seeking to address;
- the interests and objectives they are seeking to achieve; and
- their initial, general ideas about how they might want to address those problems and challenges in concert with USAID.

The discussion also provides the USAID Mission, Bureau or Independent Office an opportunity to clarify its objectives and priorities, as well as other matters that might be important to helping the prospective partners and applicants determine whether to proceed with further private sector engagement and the development and submission of a concept paper.¹¹

Discussions with prospective recipients of USAID funding need to take place within the parameters of publicly available information. However, those parameters still allow for robust exploration of technical sector issues, previous programming approaches pursued by organizations working in the relevant sector or issue area, and other substantive matters available in the public domain. By consulting with USAID very early in the development of potential alliance ideas and concepts, prospective partners can better determine whether their interests and related ideas are aligned with the Mission's goals, priorities and resource allocations.¹²

¹¹ For example, the USAID Mission may face various funding constraints that limit its ability to entertain alliance ideas or limit the ways in which it might be able to participate in an alliance. In addition, the Mission may opt not to participate in or entertain any concept papers under this APS.

¹² Please note that at this stage of the APS process, discussions with a prospective recipient of USAID funding must take place within the parameters of publicly available information. Discussions between USAID and a prospective applicant for USAID funding help the prospective applicant understand USAID Guinea priorities and objectives and determine whether or not potential alliance ideas are consistent with those priorities and objectives. In some cases, USAID Guinea will indicate that an alliance idea does not warrant further development or consideration. However, even if the Mission indicates potential interest in an alliance idea, the discussions do NOT represent any sort of commitment to make an award or even develop the alliance after a concept paper is submitted. In addition, USAID

2. **Explore and Understand Private Sector Interests and/or Citizens' Social and Peacebuilding Needs and Engage Potential Private Sector Partners in Problem Identification and Definition:** Prospective applicants must identify and engage potential private sector partners and/or citizens. The goal is to explore and understand the core interests of potential private sector partner(s) and/or Non Governmental Organizations and seek their expertise in identifying and defining key problems or issues that might warrant being addressed in a joint and collaborative manner.¹³ Effectively conducting this step in the process is critical to building an alliance of potential interest to USAID Guinea. *Failure to appropriately engage the private sector as a core partner is the most common reason concept papers do not receive a favorable review under the APS.*

3. **Connect Potential Private Sector Partners and/or Non Governmental Organizations with USAID:** Unless otherwise instructed by USAID, prospective applicants must connect USAID to the proposed private sector partners and/or Non Governmental Organizations and thereby facilitate USAID's collaboration with those partners. Prospective applicants should connect those partners to USAID as soon as possible and well in advance of submitting a concept paper. This linking of USAID and the private sector is essential to building an alliance of potential interest to USAID. **USAID seeks extensive communication with prospective private sector partners and/or Non Governmental Organizations so we can jointly explore and define key challenges and problems, and then jointly develop promising solutions to those issues.** Connecting USAID Guinea with the private sector partners and/or Non Governmental Organizations provides USAID the opportunity to pursue such communication to whatever degree makes the best sense for USAID and the private sector.

If an applicant under this APS does not connect the Mission with the proposed private sector partner(s) and/or Non Governmental Organizations well in advance of submitting a concept paper, USAID has the right to forego any consideration or review of the concept paper. If a concept paper and proposed alliance do not reflect USAID collaboration with the private sector and/or Non Governmental Organizations, USAID has the right to forego any consideration or review of the concept paper. These decisions are wholly at USAID's discretion.¹⁴

Guinea will not entertain or review draft concept papers or other such documents, although USAID may elect to entertain or request an email that provides a very brief one paragraph description of the problem to be addressed via an alliance and the general approach to be taken. Such descriptions do NOT serve as a submission under the APS and do NOT serve to meet any application deadlines for the APS or addenda to the APS. To meet an application deadline under this APS, an applicant must submit a concept paper as specified in this APS. Otherwise, prior to formal submission of a concept paper as detailed in [Section V](#) of this APS, USAID Guinea will not review any other written description of a proposed alliance that is submitted by and at the initiation of a prospective applicant for USAID funding under this APS.

¹³ If the prospective applicant is a private sector entity as defined in this APS, the entity might be reaching out to additional private sector partners (as appropriate) as well as other types of organizations, including but not limited to NGOs, civil society organizations (CSOs), universities, government entities, multi-lateral and bi-lateral donors, etc.

¹⁴ Some applicants submit concept papers that lack private sector engagement or private sector partners. USAID has no obligation to entertain, consider or review such concept papers and will typically not do so.

If the prospective applicant is already in communication with a technical officer at the USAID Mission, the applicant should provide the private sector contact information to that technical officer.

If not already in communication with a USAID technical officer, the applicant can use the list of Points of Contact (POCs) for USAID the Mission at [Mission Priorities & Contacts](#).¹⁵ These POCs will engage the appropriate technical officers at the Mission/ so that they can work with the prospective private sector partners to explore respective interests and objectives and begin to determine whether such interests align in a manner that might offer opportunities to build a

At this stage in the process, and as discussed in [Section IV B.2](#) of this APS, if an applicant is a prospective award recipient, USAID may or may not elect to include that applicant in some or all of USAID's discussions with the potential private sector partners. This is wholly at USAID's discretion. If a prospective award recipient is not involved in such discussions, the organization may contact the private sector partners to learn what emerged from the discussions with USAID; such information will typically be critical to determining whether to proceed with the development of alliance ideas and what sort of ideas might be of greatest interest to USAID and the private sector. If a prospective award recipient does participate in USAID's discussions with the private sector, the discussions need to be limited to publicly available information. See [Section IV B.2](#) of this APS for further details.

(Note: Applicants are also encouraged to connect USAID with other prospective alliance partners that will be participating in and contributing to the work of the alliance, even if they are not from the private sector.)¹⁶

- 4. Collaborate with the Private Sector and/or Non Governmental Organizations to Jointly Develop a Potential Alliance Idea Based on the Aligned Interests of USAID-Guinea and the Private Sector:** Based on what emerges from a review of USAID's programming priorities and objectives, a prospective applicant's initial identification and engagement of potential private sector partners, and, if applicable, USAID's discussions with such private sector partners, prospective applicants will determine whether or not to proceed with the development of a potential alliance idea for consideration under this APS.

If the prospective applicant decides to move forward with the development of a potential alliance idea, it is critical that the applicant continue to actively collaborate with the private sector in formulating and building that idea. As noted throughout this APS, the

¹⁵ If your organization does not get a response from the relevant GDA Point of Contact within two weeks, please feel free to contact gda@usaid.gov for assistance.

¹⁶ Unless USAID identifies specific matters that cannot be communicated, partners (private sector and non-private sector) that are not seeking funding from USAID are free to communicate with other entities about the particulars of their discussions with USAID.

private sector must be involved in problem identification and definition, as well as the scoping of prospective solutions to those problems. In addition, prospective applicants need to collaborate with the private sector in the determination of what roles and responsibilities the private sector seeks to have under a potential alliance.

Note: USAID and the potential private sector partner will likely continue to communicate with regard to possible ways of collaborating. Prospective applicants will typically find it extremely useful to consult with their private sector partners regarding the substance and implications of this communication with USAID.

5. Work with the Private Sector and/or Non Governmental Organizations to Develop and Submit a Concept Paper:

If prospective applicants and alliance partners determine they have developed an alliance idea worthy of submission under the APS, they should work together to develop and submit a concept paper. The applicant must follow the instructions described in [Section V](#) and submit a concept paper using the Concept Paper Template. The applicant then awaits further communication and guidance from USAID with regard to whether or not the proposed alliance warrants further discussion and possible pursuit.

In order to help applicants be attentive to core requirements under the APS, USAID Guinea provides an [Applicant Checklist](#). While the checklist is intended as a useful tool, it is not exhaustive; applicants are wholly responsible for and must carefully review and meet the requirements set forth in this APS.

6. Continue Alliance Co-Creation with USAID, the Private Sector and other Partners:

Concept papers will be reviewed by the pertinent technical officer(s) at USAID Mission in Guinea.¹⁷ If the technical officer(s) determine the proposed alliance warrants further discussion, consideration and possible pursuit, the Mission will continue the co-creation process and work with the applicant and other alliance partners to jointly develop and build the prospective alliance. While coordinating closely with other offices at the Mission, the USAID technical officer(s) will have the lead on this co-creation effort.

Potential alliance activities will be jointly formulated and designed; prospective roles and responsibilities of the alliance partners will be jointly delineated; and shared understandings of expected outcomes, results and impact will be jointly developed, including an approach to monitoring and evaluating the progress and success of the alliance.

If the co-creation and alliance development process is successful, the USAID Mission will formally request additional information or materials needed for the Agency to be able to possibly make an award or otherwise provide resources and assistance aimed at supporting alliance implementation. In most cases, this request will include but not be

¹⁷ Other USAID personnel may also participate in reviewing the concept paper; however, concept paper reviews must involve one or more pertinent technical officers or someone designated by the technical office as having the relevant technical knowledge and expertise.

limited to a Request for Full Application directed to the entity that is seeking an award of USAID funding to conduct activities under the proposed Alliance.¹⁸ Except as otherwise noted in this APS, the requested materials or information may vary and will be determined by the Mission.

Any request for additional information or materials is not a commitment to funding; it is simply a preliminary step aimed at making funding possible. USAID will review the requested materials, continue discussions with the prospective partners, and make a determination as to whether or not to provide funding and support to the alliance.

- 7. Develop and Finalize Alliance Agreements:** If the discussions and reviews conducted during Step 6 result in a determination to fund and support the alliance, USAID will seek to negotiate and finalize appropriate alliance agreements, such as award agreements and Memorandum of Understanding (MOUs). A Memorandum of Understanding is required between USAID and the core private sector partner(s) to the Alliance.¹⁹ While USAID and the partners can initiate and pursue MOU development at any point in the alliance development process, the MOU(s) with the core private sector partner(s) should be completed prior to or concurrent with an award being issued in support of activities under the alliance. Please see [Section X](#) of this APS for additional information and requirements related to award agreements and MOUs.

B. Co-Creation, Collaboration and Communication

The above co-creation process is characterized by extensive private sector and/or Non Governmental Organizations' engagement and extensive communication among the applicant seeking USAID funding, the private sector partner(s), other potential alliance partners and USAID.

The scope and nature of the communication between USAID and any given partner depends on whether or not the partner is seeking to be the recipient of USAID funding via an award issued under this APS and whether or not a concept paper has been submitted.

- 1. If the partner organization wishes to receive a USAID award under this APS to implement activities under the proposed alliance,** USAID's discussions with that prospective award recipient will take place within the parameters of publicly available information.²⁰ These parameters provide ample room for extensive robust discussions regarding the development problem in question, best practices, lessons learned in the relevant technical sectors, and pertinent research and evaluations and various other

¹⁸ In cases involving possible award agreements with private sector partners deemed to be "non-traditional partners," the Agency may work with the partner(s) to develop a collaboration agreement in lieu of other assistance awards.

¹⁹ USAID reserves the right to make an exception to the MOU requirement. Such a determination is wholly at USAID's discretion.

²⁰ In most cases, the core private sector partner in an alliance is eligible to be the applicant seeking an award of USAID funding.

matters.

In addition, once a concept paper naming the prospective award recipient is submitted under this APS, USAID can meet with and ask the prospective award recipient (and other partners to the proposed alliance) extensive and highly detailed questions about the content of the concept paper and the substance of the proposed alliance. Such questions are essential to USAID's review of the concept paper and USAID's determination of whether the proposed alliance warrants further discussion and development.

However, USAID cannot engage in highly specific, detailed activity design with the entity seeking an award of USAID funding until after USAID decides the concept paper meets the criteria under this APS. Submission of a qualifying concept paper is needed.

If the concept paper meets the criteria, USAID personnel can continue having highly specific, detailed activity design discussions with the prospective award recipient throughout the remainder of the process, e.g. up to and through any award that might be issued under this APS.

2. If a partner organization does not wish to retain the option of being an award recipient under this APS to implement activities under the proposed alliance.

USAID personnel can engage the partner organization in extensive and robust discussions, including highly specific, detailed activity design discussions. Such discussions can be held throughout the entire process, from the initial communication with USAID (prior to the development of any alliance ideas or concept paper) and all the way through the process, e.g. up to and through any award that might be issued under this APS.²¹ These highly specific, detailed activity design discussions can also include the entity seeking funding from USAID once the relevant concept paper has received a favorable review.

Note: None of USAID's communication during the co-creation process provided by this APS should be interpreted as a commitment to making an award of USAID funding. A commitment to an award of USAID funding is only made when an award agreement is signed.

V. CONCEPT PAPER INSTRUCTIONS

A. General Approach

Concept papers submitted under this APS must clearly demonstrate the ways in which the private sector engagement – and the private sector assets, expertise, contributions and resources that are leveraged and mobilized as a result of such engagement - will advance the interests of the private sector partners AND increase the reach, efficiency, effectiveness and sustainable impact of the

²¹ Unless USAID identifies specific matters that cannot be communicated, the partners not seeking funding from USAID are free to communicate with other entities about the particulars of their discussions with USAID.

proposed interventions and USAID’s investment.²² Concept papers need to propose alliances that exhibit the characteristics discussed in [Section II](#) above and will be evaluated based on the criteria and considerations set forth in [Section VI](#) below.²³

B. Specific Instructions

In order to submit a Concept Paper under this APS, **an applicant must use the Concept Paper Template and follow the directions and requirements set forth in that template.**²⁴

Applicants should only submit the information and materials specified in the template. Concept Papers submitted in any other format will not be accepted or reviewed. Applicants cannot submit any alternative document or narrative as a substitute for a Concept Paper. In addition, and as noted in the Concept Paper Template, ***all concept papers MUST be in English and submitted electronically via email.***²⁵

VI. CONCEPT PAPER EVALUATION CRITERIA AND CONSIDERATIONS

Any Concept Paper submitted under this APS should propose an Alliance that satisfies the definition and exhibits the characteristics set forth in [Section II](#) of this APS. In addition, the following criteria and considerations, many of which reflect the characteristics discussed in Section II, will be used to review and evaluate concept papers submitted under this APS.

A. Alignment with Mission Strategic Objectives and Programming Priorities

²² USAID recognizes this will involve the consideration of counterfactual scenarios and comparison to related programs implemented without private sector engagement and collaboration. However, it is vital that applicants under this APS communicate the anticipated value of working with the private sector AND demonstrate that the proposed alliance is the result of significant collaboration with the private sector in problem identification, problem definition, and the development of prospective solutions that will involve the private sector as a core partner.

²³ See here for an Applicant Checklist. While the checklist is meant to be helpful, applicants must be sure to comply with all requirements set forth in this APS.

²⁴ In the case of a “non-traditional partner” interested in receiving USAID funding to conduct alliance activities, USAID **may** choose to allow the partner to submit a two-page Letter of Interest in lieu of a Concept Paper. Such a decision is wholly at USAID’s discretion. Prospective applicants should not request this option. If USAID determines a Letter of Interest is appropriate, USAID will advise the applicant accordingly. Under Assistance and Acquisition Policy Directive 04-16, a “non-traditional partner” is defined as “a private organization offering resources at a leveraged ratio in excess of one to one, whose principal business purpose is other than foreign development assistance or whose development assistance purpose was recently established, and who has not routinely received federal funding under traditional grants and cooperative agreements.” **Note:** For purposes of this APS, established NGOs, new NGOs, higher education institutions, research institutes, think tanks, and development contractors must submit alliance ideas via a Concept Paper.

²⁵ Please note that if an applicant submits materials not specifically requested in the template, or submits any material that exceeds the page limits specified in the template, USAID reserves the right, at its option, to reject the entire submission or to disregard any information beyond the specified page limits. USAID may also require the applicant to wait 180 days before submitting a new concept paper under this APS.

The proposed activity must align with the targeted Mission strategic plan (including Country Development Cooperation Strategy) and programming priorities.

B. Private Sector and/or Non Governmental Organizations' Engagement and Collaboration

The proposed alliance must be based on private sector and/or Non Governmental Organizations' engagement and collaboration, including but not limited to private sector and/or Non Governmental Organizations engagement in problem identification and definition and the development of the proposed approaches to solve the prioritized problem(s). The proposed alliance should clearly reflect the interests of the proposed private sector partners, citizens' social and peace building needs and necessary clearly engage private sector resources, assets, and expertise in the implementation of alliance activities unless not deemed applicable. The concept paper must clearly describe how the private sector and/or Non Governmental Organizations were engaged in developing the alliance, the interests and results the private sector and/or Non Governmental Organizations are seeking to achieve through the alliance, and the roles the private sector and/or Non Governmental Organizations will play in the implementation of alliance activities.

As detailed in the [Concept Paper Template](#), the concept paper should be accompanied when applicable by letters of support from the private sector partners, including a description of their interests and role in the alliance and the contributions such partners will make to the alliance.

The concept paper must also demonstrate that the applicant has connected the proposed private sector partners to USAID well in advance of submitting the concept paper. If USAID, and/or Non Governmental Organizations and/or the private sector engage in discussions prior to the submission of the concept paper, the proposed alliance should reflect ideas arising from the private sector partner's and/or Non Governmental Organizations' communication and collaboration with USAID.

If a concept paper does not demonstrate private sector and/or Non-Governmental Organizational engagement and collaboration and/or fails to provide the required letters of support, USAID has no obligation to entertain or review the concept paper.

C. Development Impact: Feasibility, Sustainability and Scalability

USAID will evaluate the prospective development impact of the proposed alliance, paying particular attention to:

1. **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.

2. **Sustainability:** The alliance should demonstrate the potential to yield sustainable solutions to the development/peacebuilding challenge being addressed. If a part of the Alliance, 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).

3. **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.

D. Alliance Value Proposition

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.²⁶ 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 Global Development Alliances that:

1. Incorporate replicable and scalable approaches;
2. Leverage resources in a manner that generates sustainable solutions and impacts;
3. Leverage working relationships in a manner that generates sustainable solutions and impacts; and
4. Support and advance market-based, market-driven, market-informed or market-oriented approaches and solutions.²⁷

E. Partners

The proposed partnership **must involve at least one of the following types of private sector partners as a critical and core member under the alliance:**

²⁶ See <http://www.usaid.gov/what-we-do> and <http://www.usaid.gov/where-we-work> for additional information on Agency and Mission priorities.

²⁷ As noted in [Section II](#), the preference for and priority placed on market-based approaches and solutions does NOT preclude consideration and adoption of other types of approaches and solutions, provided such approaches reflect important private sector / business interests and significantly increase the reach, efficiency, effectiveness and sustainable impact of USAID's development investments.

1. Private for-profit entities such as a business, corporation, or private firm;
2. Private equity or private financial institutions, including private investment firms, mutual funds, or insurance companies;
3. Private investors (individuals or groups);
4. Private business or industry associations, including but not limited to chambers of commerce and related types of entities;²⁸
5. Private grant-making foundations or philanthropic entities;²⁹ or
6. Private individuals and philanthropists.³⁰
7. Local Non Governmental Organizations intervening in governance/peacebuilding
8. Local Community Based Organizations involved with conflict mitigation and management
9. Local Savings and Lending Association

In addition, 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.**

Alliance activities at the country level that incorporate local businesses and entrepreneurs as partners and/or beneficiaries in the design and implementation of an alliance are most likely to be successful and sustainable. Local ownership, leadership and beneficiary participation are keys to success. Alliances should engage local partners as core implementers and assets, while also strengthening the human and institutional capacity of local partner and beneficiary organizations.

USAID Guinea welcomes proposed alliances that bring new development actors into partnership with the Mission and or expand USAID’s engagement with business, social entrepreneurs, foundations, private philanthropists and Diaspora communities. 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 under any alliance must be organizations with a reputation for integrity and the highest standard of conduct.³¹ They should demonstrate a respect for human rights, gender

²⁸ Such associations and entities must be private; quasi-governmental associations would not satisfy the private sector partner requirement.

²⁹ If an NGO receives awards and funding from external sources and then makes sub-grants to other organizations as part of implementing such awards, it does not thereby become defined as a grant making foundation or philanthropic entity. An organization must be formally constituted as such a foundation or entity; in fact, the vast majority of USAID’s NGO implementing partners do not fall within this category.

³⁰ This refers to individuals or philanthropists who, by virtue of their strategic position, working relationships, and/or technical expertise are able to enter into the sort of ongoing, collaborative working relationships that are fundamental to the design and implementation of an Alliance.

³¹ 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

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.

F. Mobilization of High Impact Private Sector Resource Contributions (1:1)

Subject to the requirements in [Appendix I](#) of this APS, alliances must leverage and mobilize private sector assets, capabilities, expertise, and resources on at least a 1:1 basis over the course of an alliance.³² The concept paper should demonstrate the commitment of the private sector partners to provide resources and contributions consistent with the private sector engagement and private sector resource mobilization requirements under this APS, including the requirements set forth in [Appendix I](#).³³

Concept papers must demonstrate how the private sector contributions will lead to valuable outcomes and results under the alliance and what those outcomes and results will be. Concept papers also must clearly describe how the proposed private sector resources will increase the reach, efficiency, effectiveness and sustainable impact of the proposed alliance. **While private sector resource contributions are inputs to an alliance, USAID reviews and assesses the importance of such contributions in terms of the impact they will create.** USAID seeks to support programs that provide the best value proposition in terms of development impact and the return on USAID’s investment of taxpayer dollars.

NOTE: If the value of the private sector resource contributions detailed in a concept paper and reflected in the accompanying letters of support or commitment from the private sector do not equal or exceed the level of funding being requested from USAID, the office reviewing the concept paper may choose to reject the concept paper on that basis alone. That is, failure to meet the 1:1 private sector resource leverage requirement is sufficient grounds to discontinue any further consideration of the concept paper and the proposed alliance.

However, in some instances, and after consultation with the APS Activity Manager, the USAID office reviewing the concept paper may choose to continue consideration of a concept paper and proposed alliance despite the failure to fully meet the 1:1 private sector leverage requirement at

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.

USAID personnel can access USAID’s due diligence guidelines at [Due Diligence Step by Step Guide](#).

³² Alliance ideas capable of engaging the private sector in a manner that fosters significantly greater levels of development impact, extensive private sector commitment, and, where appropriate, higher ratios of private sector resource mobilization relative to USG resource contributions, will generally be more compelling.

³³ The concept paper should indicate which partner will be reporting and confirming the provision of the leverage and substantiating the value of that leverage. Valuations of leverage should be grounded in objective measures and meet a “reasonable person” standard, keeping in mind that USAID is a USG agency whose programs are subject to Congressional review and significant public attention and scrutiny. USAID has developed some illustrative guidance and a leverage tracking sheet *for use if an applicant is asked to submit a full proposal*. The tracking sheet is not required, but some partners may find it of value. To obtain the guidance and sheet, please contact gda@usaid.gov.

the time the concept paper is submitted.

In order to be potentially eligible for any such consideration, the concept paper must propose an alliance that satisfies all the other review criteria, including but not limited to the private sector engagement and collaboration; the concept paper must include letters of support from the private sector partners that have been engaged in developing the alliance idea; and the concept paper must propose an alliance with an especially compelling value proposition with regard to development impact.

In such circumstances, USAID Guinea might assess the situation and determine that the alliance should continue to be considered and explored despite the fact that the 1:1 private sector leverage requirement has not been fully met.³⁴ This determination and decision is wholly at the discretion of USAID and applicants should neither seek nor presume such a determination. In the absence of such determinations and decisions by USAID, a concept paper and proposed alliance will not receive further consideration under the APS if it fails to meet the 1:1 private sector leverage requirement.³⁵

Based on 15 years of building Alliances, it is clear that if partners engage and collaborate with the private sector as described in this APS, focus on the achievement of results and impact that advance business interests and USAID's development objectives, and connect the private sector partners to USAID well before any concept paper is developed or submitted, the 1:1 private sector leverage requirement is readily met and often significantly exceeded.³⁶

Given this situation, prospective applicants should follow the guidance and requirements set forth in this APS: connect the private sector partners to USAID as early as possible AND work closely and extensively with the private sector in the identification and definition of the problems to be addressed and the development of an alliance that will solve those problems. This is the most effective way to achieve 1:1 private sector leverage because it is the most effective way to build promising high-impact alliances deeply rooted in the aligned interests of USAID and the private sector.³⁷

³⁴ The possibility that USAID might exercise some discretion with regard to the 1:1 private sector leverage requirement should NOT be interpreted as an invitation to submit alliances with minor or insignificant levels of private sector leverage. On the contrary, failure to meet the 1:1 requirement remains sufficient basis to reject a concept paper.

³⁵ In some cases, USAID may provide an opportunity for the applicant to submit a revised concept paper.

³⁶ [Appendix I](#) includes a section describing USAID's right to make an exception to the 1:1 private sector resource requirement and some of the considerations that might lead to making such an exception. However, such an exception cannot be requested by an applicant seeking to receive an award of USAID funding under the APS. The exception, and any discussion or consideration of such an exception, is wholly at the discretion of the APS Activity Manager (or the Director of the Center for Transformational Partnerships) and the USAID operating unit that would be providing funding for an award under this APS. If an applicant for funding under the APS seeks or requests such an exception in its concept paper, or any other communication with USAID prior to USAID's review of the relevant concept paper, USAID may use that as basis for not entertaining or reviewing the concept paper in question.

³⁷ USAID recognizes that in some situations, the nature of the proposed partnership with the private sector may not result in private sector contributions that equal or exceed the level of resources being requested from USAID. In those instances, the partnership may not be something that can be pursued under this solicitation (the APS).

NOTE: All prospective alliance partners should carefully and thoroughly review [Appendix I](#) for additional details regarding the required mobilization of private sector resources.

VII. CONCEPT PAPER REVIEW PROCESS

Once a Concept Paper has been submitted under the APS or APS Addendum, the technical and/or program officer serving as the USAID Guinea point of contact for the APS or concept papers will arrange for the appropriate technical office to conduct an initial review of the concept paper using the criteria above. Concept papers will be reviewed by the pertinent technical officer(s) at the USAID Guinea Mission.³⁸

For Concept Papers submitted under the general APS, the Mission will notify the applicant within 45 calendar days after receipt of the concept paper as to whether or not USAID Guinea wishes to engage in more in-depth and specific alliance development discussions. (Note: For Concept Papers submitted against an Addendum issued under this APS, a Mission technical and/or program officer may choose to provide such notification within **45 calendar days of the closing date stated in the Addendum.**)

During the initial review of the Concept Paper, the pertinent USAID Guinea technical office may contact the applicant - or the other alliance partners mentioned in the concept paper - to clarify elements of the concept paper, request additional information, or discuss other aspects of the proposed alliance.³⁹ While USAID Guinea communication with alliance partners will usually include the applicant, USAID Guinea may elect to communicate with select partners independently.⁴⁰ This is particularly the case with private sector and Non-Governmental partners, as well as resource partners not seeking funding under the alliance (e.g. a participating bilateral or multilateral donor).⁴¹

The purpose of the initial review and related communication is to determine whether USAID Guinea wishes to engage in further alliance development discussions and efforts. The initial

However, if a prospective applicant follows the directions under this APS and connects the potential private sector partners to USAID from the outset of its efforts to develop an alliance, it should be possible to quickly determine whether or not a concept paper submission would make sense. This is another reason why it is essential that prospective applicants connect their potential private sector partners to USAID as soon as possible. The discussions between USAID and the private sector partners might result in USAID making some sort of exception to the 1:1 private sector resource requirement, at least at the concept paper submission stage. NOTE: Applicants should NOT request such an exception; the decision is wholly at the discretion of USAID.

³⁸ Other USAID personnel may also participate in reviewing the concept paper; however, concept paper reviews must involve one or more pertinent technical officers or someone designated by the technical office as having the relevant technical knowledge and expertise.

³⁹ USAID also has the right and option to request a revised Concept Paper.

⁴⁰ Note: This communication will often build on communication that transpired with the prospective alliance partners prior to submission of the concept paper.

⁴¹ Questions regarding partner discussions and the concept paper and full application review process may be directed to the APS Activity Manager, at USAID-Applications-Guinea@usaid.gov

review and communication will result in one of three outcomes:

1. A decision to forego further consideration of the alliance proposed in the Concept Paper;
2. A decision to provide the applicant an opportunity to submit a revised Concept Paper (this is very rare); or
3. A decision to engage in more in-depth and specific alliance development discussions aimed at building a high impact Alliance.⁴²

Note: A decision to engage in more in-depth and specific alliance development discussions is NOT a commitment to funding, nor is it a commitment to requesting a full application. It is simply a decision to move forward in the collaborative and joint effort to develop a high impact Alliance.

Consistent with the terms and objectives of this APS, the alliance development discussions must include direct communication between USAID and the core private sector partners to the alliance.⁴³ Such communication may take place in conjunction with other alliance partner discussions or separately. While collaborative discussions among the various core partners will be the standard practice, there will be times when USAID, the private sector, and/or other resource partners not seeking an award from USAID under this APS may want or need an opportunity for independent discussions. Such discussions are allowed and encouraged. Similarly, USAID may also want or need direct and independent discussions with the applicant, prospective awardee or prospective implementing partner(s).

If the in-depth and specific alliance development discussions do not result in the identification and development of an alliance and specific alliance activities worthy of further pursuit, the Mission will not request a full application and will instead inform the applicant that USAID is no longer interested in the proposed alliance.

On the other hand, if the more in-depth discussions enable the partners to jointly develop and design a promising, high impact Alliance, and the Mission decides a full application is warranted, the technical officer serving as the Mission's lead on the alliance development effort, or his/her designee will inform the applicant of that determination and decision. At that point, an Agreement Officer for the specific Mission will provide the necessary additional instructions, technical requirements and specific evaluation criteria for a full application. USAID technical officers will continue to communicate with the applicant and prospective alliance partners regarding the substance of the alliance.

VIII. PURPOSE OF APS, APPLICANT ELIGIBILITY AND

⁴² This decision may include or be conditioned upon the submission of a revised concept paper.

⁴³ USAID will typically seek to develop a Memorandum of Understanding with the prospective private sector partners. Past experience demonstrates that it is often valuable to develop such an MOU prior to the issuance of an award that supports the implementation of the alliance.

AWARD CONSIDERATIONS

The APS invites the local private sector - and organizations committed to collaborating and co-creating with the private sector - to contact USAID to explore ways to work together to build high impact Alliances. The APS describes and provides a process through which organizations can work with USAID and the private sector to build an Alliances that addresses important business interests and objectives, advance USAID's strategic priorities and objectives, and achieve sustainable development outcomes, results and impact. The APS also provides a pathway for potential partners to submit Concept Papers and, when requested, full applications or other materials needed to enter into an award agreement with USAID. Such award agreements support the implementation of key activities under Alliances that are jointly developed under this APS by USAID, the private sector, and other partners.

USAID intends that this APS will be used by the Guinea Mission to provide for full and open competition for any award that advances a proposed alliance that is responsive to the terms herein. Alliance awards under this APS may take the form of grants, fixed amount awards, cooperative agreements, leader with associate awards, or collaboration agreements.⁴⁴

Note: This APS does not satisfy the requirements for competition for procurement of goods and services through acquisition instruments. USAID will not provide funds under this APS for products and services that would be purchased through a contract.

Technical officers (and, if appropriate, others designated and approved by the technical officers) at the USAID Guinea Mission is responsible for reviewing concept papers and, if applicable, full applications under this APS.⁴⁵ USAID Guinea is also responsible for management of the award process and any award agreements that might result from the review of the full applications. A diagram of the application process can be found in [Appendix II](#). Questions regarding the application process can be directed to the APS Activity Manager,, at USAID-Applications-Guinea@usaid.gov.⁴⁶

A. Eligible Applicants

The following list of potential applicants is not exhaustive and is provided for illustrative purposes only. USAID welcomes applications from local non-U.S. private businesses, business and trade associations, foundations, local non-U.S. Non-Governmental Organizations (NGOs), faith-based organizations, local non-U.S. colleges and universities, civic groups etc. All applicants must be legally recognized local organizational entities under applicable law.⁴⁷

⁴⁴ For definitions and descriptions of these types of agreements, please see [AAPD 04-16](#) and [ADS 303](#).

⁴⁵ Other USAID personnel may also participate in reviewing the concept paper or full application; however, concept paper and full application reviews must involve one or more pertinent technical officers or someone designated by the technical office as having the relevant technical knowledge and expertise.

⁴⁶ USAID personnel monitor this email address and can provide for additional internal guidance that was jointly developed and issued by OAA Guinea.

⁴⁷ Pursuant to ADS 303.3.6.5.b(2) Restrict Eligibility to Local Entities, this notice for funding opportunity is open to 'Local Entity' Guinean organizations. For purposes of this RFA, local entity means an individual, a corporation, a

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

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

Local Non-U.S. For-Profit Organizations: In accordance with 22 CFR 200.400 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 200.101 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.

Local Non-U.S. Colleges and Universities: Qualified local 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 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:

- **Issuance Period: The 2017-2018 APS seeks Alliance concept papers and related funding requests through the issuance of Addendums . Addendums will specify due dates for concept paper submission . If USAID requests a full application in response to a concept paper submitted under an Addendum , USAID has until September 30 of the fiscal year following the fiscal year in which the concept paper**

nonprofit organization, or another body of persons that: (1) is legally organized under the laws of; (2) has as its principal place of business or operations in; (3) is majority owned by individuals who are citizens or lawful permanent residents of; and (4) is managed by a governing body who are citizens or lawful permanent residents of the country receiving assistance. For purposes of this section, paragraph, ‘majority owned’ and ‘managed by’ include, without limitation, beneficiary interests and the power, either directly or indirectly, whether exercised or exercisable, to control the election, appointment or tenure of the organization’s managers or a majority of the organization’s governing body by any means.

was submitted to make the request. Concept papers, letters of interest and/or full applications received under this APS, but unable to be negotiated and awarded prior to the end of the fiscal year in which they are received, may be considered for award within the following fiscal year. It is expected that the programs supported by a proposed alliance identified in an Addendum will have a period of performance from 12 to 60 months.

- **Award Discretion: USAID reserves the right to make or not to make awards through this APS.** The actual number of assistance awards, if any, under this APS is subject to the availability of funds and the interests and requirements of the Mission, as well as the viability of proposals received. There is no pre-defined minimum or maximum number of partners or partnerships USAID Guinea 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.*
- **USAID Funding Sources: The APS is not supported by specific funds. Any funding for any alliance proposed under this APS would have to be requested from the specific Addendum with which the prospective alliance partners seek to collaborate and to which the Concept Paper will be submitted.** The APS simply provides a vehicle for soliciting and receiving concept papers and, if requested, full applications. Funding and other resources for any alliance must be provided by the relevant Mission Technical Office . Consultation with the Mission Technical Office prior to submission of a concept paper under this APS helps determine whether there is potential 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. **Note:** Potential substantive and resource support DOES NOT constitute any sort of commitment to fund a subsequently proposed alliance.
- **Addenda:** While this APS serves as a general solicitation for Alliance proposals, the **Mission will issue addenda to solicit concept papers related to their specific priorities, objectives, and programs.** These addenda can be found at www.grants.gov.
- **Award Amounts:** There is no minimum or maximum financial contribution that may be requested by prospective applicants from USAID under this APS. However, the scope of any alliance proposed under this APS must be significant enough to achieve the priorities and objectives set forth in this APS.

If the applicant organization is a “traditional implementing partner,”⁴⁸ such as an NGO, higher

⁴⁸ If USAID has designated the applicant organization as a non-traditional partner, and the Agency and non-traditional partner are considering the use of a collaboration agreement, the Mission agreement officer will provide additional guidance during the course of developing the collaboration agreement. A non-traditional partner is defined as a private organization offering resources at a leveraged ratio in excess of one to one, whose principal business purpose is other than foreign development assistance or whose development assistance purpose was recently established, and who has not routinely received federal funding under traditional grants and cooperative agreements. However, even if an entity exhibits these characteristics, USAID may still require the entity to meet the

education institution (HEI), contractor or other organization that has received or is considered appropriate to receive federal funding under grants, fixed amount awards, cooperative agreements, and/or leader with associate awards, the applicant organization needs to be aware of the following requirements:

1. For local non-U.S. organizations, Mandatory Standard Provisions mentioned in USAID's Automated Directive System (ADS) 303 are applicable.
2. In order to be eligible to receive U.S. 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 to verify that the applicant has proper procedures in place to receive USAID funding (ADS 303.3.8)
- Each applicant (unless the applicant is an individual or Federal awarding agency that is excepted from those requirements under 2 CFR 25.110(b) or (c), or has an exception approved by the Federal awarding agency under 2 CFR 25.110(d)) is required to:
 - i. Be registered in SAM before submitting its application;
 - ii. Provide a valid DUNS number in its application; and
 - iii. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency. To obtain information regarding the preceding, see the respective links: <http://www.dnb.com> and <https://www.sam.gov/portal/public/SAM/>.
Note: the DUNS number must be submitted with the application (it is required on the SF-424).
- Please allow several weeks for processing through SAM.GOV.

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
- Certifications, Assurances, Other Statements of the Recipient

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

requirements set forth in this section.

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.

Certifications, Assurances, Other Statements of the Recipient form can be found at:
<http://www.usaid.gov/ads/policy/300/303mav>

Note to All Prospective Applicants: **USAID may also amend this APS from time to time, as necessary or appropriate. Any such amendments can be found at www.grants.gov.**

IX. FULL APPLICATION INSTRUCTIONS⁴⁹

If review of the applicant's concept paper, and the ensuing alliance development discussions, result in a decision to request a full application, the Agreement Officer will provide specific requirements and instructions for the full application.⁵⁰ All applications must be in English and submitted electronically via email as instructed by the USAID Agreement Officer.

DO NOT SUBMIT A FULL APPLICATION UNLESS SPECIFICALLY REQUESTED TO DO SO BY USAID.

If USAID requests a full application, the application must include all the information requested in a Concept Paper as well as the following:

1. Letter(s) of support or commitment from all partners to the alliance. Applicants may use the letters from the private sector partners that were submitted with the original concept paper provided the letters are revised to reflect the resource contributions, roles and responsibilities the private sector partners have agreed to during the alliance development discussions.
2. Implementation schedule, including details regarding when and how private sector contributions will be applied during each quarter (3 months) of the alliance.
3. Detailed sustainability plan clearly demonstrating how desired outcomes, results and impacts will continue to be generated after USAID support ends, and in the longer term.
4. 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 other resource contributions, including private sector resource contributions.
5. Statement outlining gender and disability integration issues and how the applicant proposes to address the issues.
6. Branding and marking plans

⁴⁹ As noted earlier in this APS, **non-traditional partners** entering into a collaboration agreement with USAID will receive separate guidance consistent with the development of such an agreement.

⁵⁰

7. A detailed monitoring and evaluation plan, including the gathering of baseline data, and the use of control groups and/or counterfactual approaches.

Additional requirements will be specified by the Mission 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. If that happens, a USAID Agreement Officer will communicate the reasons for such a decision.

X. AWARDING OF ALLIANCES BASED ON THE FULL APPLICATION PROCESS

Following the application review by the Mission, applicants will be advised that USAID has the discretion to: award without discussion; award a portion of the award; or not award at all.

If USAID is interested in funding the application, the Mission will complete its due diligence regarding private sector partner organizations deemed core to the alliance, determine whether other partner organizations warrant some degree of due diligence as well, and decide which of the partners must enter into a Memorandum of Understanding (MOU) with USAID.

A Memorandum of Understanding is required between USAID and the core private sector partner(s) to the Alliance .⁵¹

While USAID and the partners can initiate and pursue MOU development at any point in the alliance development process, the MOU(s) with the core private sector partner(s) should be completed prior to or concurrent with an award being issued in support of activities 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.

While not legally binding, the development of an MOU is extremely valuable to clarifying the nature of the alliance, delineating mutual expectations, establishing governance and communication approaches, and fostering shared understandings of alliance activities, roles and responsibilities.

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

⁵¹ USAID reserves the right to make an exception to the MOU requirement. Such a determination is wholly at USAID's discretion.

in the Memorandum of Understanding. An annual performance monitoring plan, using established baseline data and specific, measurable targets and indicators, will be agreed to by the alliance partners and should be documented in the MOU.⁵² Further information regarding MOUs, including an MOU template, is available at [MOUs](#).

Following favorable negotiations, USAID may award a grant, cooperative agreement, leader with associates, fixed amount award, collaboration agreement or other type of assistance award to the entity the alliance partners have identified as the appropriate recipient of USAID funding to conduct activities that support implementation of the Alliance. The precise type of award and award agreement will depend upon the nature of the entity seeking to receive and manage USAID funding, as well as the nature of the activities to be conducted under the alliance.⁵³ See USAID ADS 303 <http://www.usaid.gov/sites/default/files/documents/1868/303.pdf>.

XI. ADDITIONAL RESOURCES

A. [The Private Sector Resource Requirement \(Appendix I\)](#)

Given the critical importance of private sector resources and contributions to the achievement of development impact, the APS includes an appendix dedicated to explaining and clarifying the 1:1 private sector resource requirement. Please see [Appendix I: The Private Sector Resource Requirement](#). **All prospective alliance partners should carefully and thoroughly review Appendix I in its entirety.**

B. [Diagram of Application Process \(Appendix II\)](#)

A diagram of the application process is provided in [Appendix II](#).

C. [Key Websites, Applicable Regulations and References \(Appendix III\)](#)

For ease of reference, [Appendix III](#) provides an inventory of key websites, applicable regulations and references noted in this APS.

D. [Key Definitions and Acronyms \(Appendix II\)](#)

For ease of reference, [Appendix II](#) provides a list of definitions and acronyms used in this APS.

APPENDIX I – KEY WEBSITES, APPLICABLE REFERENCES AND REGULATIONS

⁵² Requirements for evaluations and financial and other reporting may also be set forth in award agreements executed with USAID.

⁵³ For definitions and descriptions of these types of agreements, please see [AAPD 04-16](#) and [ADS 303](#).

- Agency Initiatives and Priorities
<http://www.usaid.gov/what-we-do> and <http://www.usaid.gov/where-we-work>.
- Mission Priorities, Programs and Points of Contact
<https://www.usaid.gov/work-usaid/get-grant-or-contract/opportunities-funding/global-development-alliance-annual-program-mission>
- Data Universal Numbering System (DUNS) / Systems for Award Management (SAM)
<http://www.dnb.com> and <https://www.sam.gov/portal/public/SAM/>
- Mandatory Standard Provisions for Non-U.S. Nongovernmental Recipients
<https://www.usaid.gov/ads/policy/300/303mab>
- 22 CFR 200
<https://www.gpo.gov/fdsys/pkg/CFR-2014-title2-vol1/pdf/CFR-2014-title2-vol1-part200.pdf>.
- 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
<https://www.usaid.gov/who-we-are/agency-policy/series-300>
- 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 at Time of Award
<http://www.usaid.gov/sites/default/files/documents/1868/303.pdf>
- Guidance for Proposals Involving a Partial Credit Guarantee
<http://www.usaid.gov/what-we-do/economic-growth-and-trade/development-credit-authority-putting-local-wealth-work>

APPENDIX II – ACRONYMS AND DEFINITIONS

List of Acronyms

ADS	Automated Directives System
APS	Annual Program Statement
CFR	Code of Federal Regulations
DUNS	Data Universal Numbering System
HEI	Higher Education Institution
IPR	Implementation and Procurement Reform
MOU	Memorandum of Understanding
NGO	Non-governmental Organization
PIO	Public International Organization
PVO	Private Voluntary Organization
RFA	Request for Application
RFP	Request for Proposals
RLO	Regional Legal Office
SAM	Systems for Award Management
USAID	United States Agency for International Development
USG	United States Government

Key Definitions

Private Sector	For purposes of the program, private sector refers to private institutions as described and specified on page 3 and in Appendix I of this APS.
Implementing Partner	Any for-profit or not-for-profit organization that receives USG funding to deliver foreign development assistance. Typically refers to USAID’s “traditional implementing partners” as defined in AAPD 04-16. <i>Examples: NGOs, universities, 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 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) 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 USAID Missions.

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.