

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

ANNOUNCEMENT

**CALL FOR PUBLIC-PRIVATE ALLIANCE PROPOSALS IN MEXICO
UNDER EXISTING ANNUAL PROGRAM STATEMENT
APS No.: APS-OAA-12-000003**

PLEASE NOTE: This is an addendum to an existing announcement. All interested organizations should carefully review both this addendum AND the full announcement, which can be found here: <http://idea.usaid.gov/gp/aps>. Important information contained in the full worldwide announcement is not repeated in this Mexico-specific addendum.

This program is authorized in accordance with Part 1 of the Foreign Assistance act of 1961 as amended.

Through this Addendum to the FY 2012 Global Development Alliance (GDA) Annual Program Statement (APS) No. APS-OAA-12-000003 (the GDA APS), USAID/Mexico is making a special call for the submission of concept papers related to the USG development pillars of private sector competitiveness, environment and education for work in Mexico. The objectives supported under this addendum are to: 1) help mitigate the effects of global climate change, with a focus on the energy and forestry sectors; 2) improve the availability, relevance and quality of youth leadership and workforce development programs in communities most affected by crime and violence; and 3) support Mexico's implementation of a new criminal justice system.

Unless otherwise specifically stated herein, all terms and conditions of the worldwide GDA APS apply. As stated in the worldwide GDA APS No. APS-OAA-12-000003, USAID expects to receive alliance proposals that leverage private sector resources at a minimum of 1:1. Proposals that do not leverage private sector resources of at least a matching amount to what is requested will not be considered under this announcement. The worldwide GDA APS announcement contains a description of and the criteria for what may be considered as leverage for this purpose.

I. Background

The overall goal of USAID/Mexico is to contribute to bilateral efforts to address Mexico's development challenges, with an emphasis on stemming the tide of violence in Mexico in order to provide a better foundation for the country's security, stability and economic development. As such, USAID's overall programs support Mexican institutions in:

- Developing models to reduce violence and prevent crime in Mexican border communities;
- Promoting and institutionalizing criminal justice sector reform and the protection of human rights;
- Attracting and retaining investment and talent to promote economic competitiveness; and
- Promoting low emissions development with a focus on the energy and forestry sectors.

Recognizing the U.S. and Mexico's close physical proximity and strong historical and cultural ties, USAID's programs are based on our mutual interest in maintaining peaceful, prosperous and stable communities on both sides of the border. As such, they emphasize partnerships with the Mexican government, private sector and civil society and strategic interventions to catalyze their investment in and support for successful development models. While certain policy and institutional development activities take place at the national level, community-level programs are mainly focused along the northern and southern borders. More information can be found about USAID's programs in Mexico at the following sites:

<http://www.facebook.com/USAIDMexico> and <http://www.usaid.gov/mx/>

II. Solicitation

USAID/Mexico has partnered with the private sector in a number of programs. These include a program to support U.S.-Mexico university linkages that help achieve development objectives within Mexico, a program with the National Law Center for Inter-American Free Trade to support commercial law policy reform, and a program with Evensen Dodge to introduce new financial structures and practices to enable sub-national governments to access Mexico's capital market.

Through this announcement and in support of USAID's overall programming in Mexico outlined under Section I. Background, USAID/Mexico seeks to develop new and innovative alliances with the private sector (including local and multinational corporations, foundations, NGOs, and academia) that:

- 1) Help mitigate the effects of global climate change, with a focus on the energy and forestry sectors;
- 2) Improve the availability, relevance and quality of youth leadership and workforce development programs in communities most affected by crime and violence; and
- 3) Support Mexico's implementation of a new criminal justice system.

Alliances may address one or more of these objectives. The specific objective(s) that the alliance will support must be explicitly stated. USAID will prioritize innovative, cost-effective, private-sector driven concepts and proposals that may include the illustrative types of interventions and activities outlined below. These interventions are illustrative only, and are not meant to limit applicant creativity. However, any proposed intervention or activity must have an explicit and direct link to the achievement of USAID/Mexico's programmatic objectives as defined herein. Alliances must also leverage private sector resources at a ratio of at least 1:1.

A. For Objective 1:

1) Help mitigate the effects of global climate change, with a focus on the energy and forestry sectors

Recognizing Global Climate Change as a policy priority for Mexico and the United States, USAID supports national and sub-national policy development and capacity building to support Mexican-led climate change initiatives. USAID is supporting the development of Mexico's National Reducing Emissions from Deforestation and Forest Degradation (REDD) Strategy through the transfer of tools and methodologies for carbon monitoring and policy development, analyses to fill knowledge gaps, facilitation of stakeholder participation, support for grassroots

organizations in piloting REDD approaches, and enabling the development of a forest carbon market.

USAID also provides broad-based support to the Government of Mexico (GOM) on the development and implementation of its Low Emissions Development Strategy and its monitoring, reporting, and verification systems, as well as the widespread adoption of clean energy technologies (including renewable energies and energy-efficient technologies) through policy development, institutional strengthening and creation of financial architectures.

Under this announcement, USAID/Mexico may consider supporting the following types of illustrative activities:

- Stimulating investment in and adoption of innovative renewable energy and energy efficient technologies consistent with the GOM Low Emissions Development strategy that have the potential for sustainability and widespread replication through other funding sources;
- Promoting the development of carbon markets;
- Improving communities' capabilities to access forest carbon financial incentives and enhance communities' ability to use carbon financial incentives to stimulate local-level, sustainable businesses;
- Preparing the private-sector market for carbon emissions accounting and auditing;
- Promoting Mexican contribution to the value chain for renewable energy/energy efficiency technology;
- Stimulating financial products (e.g. 'green mortgages') to promote adoption of renewable energy/energy efficient technologies;
- Stimulating research and analyses describing policy, regulatory and financial barriers to adoption of renewable energy and/or energy efficient technology.

Any proposed activities in this area are expected to directly lead to a reduction in CO₂ emissions, and should be presented in those terms.

B. For Objective 2:

2) Improve the availability, relevance and quality of youth leadership and workforce development programs in communities most affected by crime and violence

Related to this objective, USAID supports the Government of Mexico's efforts to address the root causes of crime and violence by expanding the social safety net, assisting vulnerable populations, increasing economic and productive opportunities, and promoting citizen participation to unite and strengthen communities to withstand outside pressures, such as economic downturns and violent crime. To achieve this, USAID is developing strategies in coordination with Government of Mexico to implement projects along the U.S.-Mexico border that complement current Government of Mexico initiatives, such as *Todos Somos Juarez* (We are all Juarez) and *Convivir Mejor* (Living Better). USAID also supports projects that reduce the risk and vulnerability of border communities to violence, create safe spaces for disadvantaged youth, strengthen afterschool and summer programs, and prepare Mexican youth for viable futures through self or salaried employment.

Through partnerships with Mexican federal, state, and local governments and NGOs, the U.S. Government (USG) provides technical support to plan and implement community development strategies aimed at reducing crime and violence and providing youth with alternatives to criminal

activity. USG resources are intended to catalyze Mexican efforts, allowing partners to scale up programs proven to work through rigorous monitoring and evaluation.

Under this announcement, USAID/Mexico may consider supporting the following types of illustrative activities:

- Setting up outreach centers and safe spaces for youth engagement in their community;
- Providing services to high risk youth based on youth demands (i.e. sports, arts, academic tutoring, etc.);
- Training youth in high demand skills (e.g. English fluency, information technology, etc.) matched to existing employment opportunities;
- Supporting youth after-school and skills development activities;
- Implementing integrated youth workforce development programs, including internships, training and job placement;
- Promoting youth leadership and development, to include strengthening life skills such as intrapersonal communication, ethics, public speaking, conflict resolution and time management;
- Promoting school retention;
- Compiling research or conducting analyses to analyze the labor market, educational system, or other topics that may lead to policy interventions to reduce youth unemployment; and
- Stimulating the formation of small businesses, especially those benefitting women and youth

C. For Objective 3

3) Support Mexico's implementation of a new criminal justice system

Mexico adopted a 2008 constitutional reform requiring all states and federal jurisdictions to replace the inquisitorial justice system of closed-door proceedings and written arguments with an adversarial system based on public oral trials and the presumption of innocence by 2016. This new criminal justice system represents a major structural and cultural reform that is already starting to show positive results in terms of judicial efficiency and the protection of human rights. For example, states operating under the former inquisitorial system require an average of 170 days to resolve a case. States like Chihuahua and Oaxaca, which lead reform efforts, have reduced this timeframe to less than half that (73 days in Chihuahua and 86 days in Oaxaca), and offer alternative dispute resolution services which take even less time (45 days on average). In addition, since the reform process started, Mexican prisons hold 30,000 fewer people with charges, and prosecution rates have risen in states implementing the reform.

Since 92% of crimes in Mexico fall within state jurisdiction, the USG is increasingly focusing assistance at the state level. While some states have passed the reforms and others are actively implementing the new system, most lack the technical expertise and capacity to enact effective criminal justice reform legislation or to undertake the significant knowledge, cultural and organizational shifts that must accompany such reform. To complement work with federal and state entities, the USG also engages civil society, the media, law faculties and bar associations to increase understanding of the reforms, encourage advocacy and oversight and ensure the protection of human rights throughout the process. In addition, in many states, women and marginalized populations face barriers to receiving the range of services they need after a crime has been committed. USG programs support activities that improve access to

justice and services for crime victims, through the establishment of alternative justice mechanisms and victims' assistance centers.

Illustrative activities to achieve program objectives in this area include:

- Strengthen the capacity of oversight organizations that track and report on reform implementation progress and that engage constructively with the GOM.
- Conduct evaluations of new criminal justice system implementation at local and federal level.
- Build the capacity of civil society to more effectively leverage new media tools to provide citizens with a range of accurate information on the criminal justice reform.
- Work with law schools to modify and align curricula with the new criminal justice system to train the next generation of lawyers and justice system operators.
- Conduct surveys utilizing strong local methodologies to monitor public opinion regarding the reform.

D. Overall Approach

Given USAID's unique partnership with Mexico, applicants may also wish to take into account the following types of approaches where USAID-supported programming may provide particular value:

- Piloting and testing new models for addressing critical development issues, that may then be replicated with other non-USAID funding sources;
- Serving as a neutral convener among various types of organizations to build institutional linkages and leverage expertise;
- Strengthening existing Mexican local capacity through partnerships to provide exposure to new models, systems and practices;
- Catalyzing a multi-faceted response to complex development issues; and
- Building connections between U.S. and Mexican organizations, including universities and other academic institutions.

E. Geographic Location

Although applicants may propose activities in locations within Mexico where they have an established presence and/or institutional relationships, preference will be provided to those proposals that include activities in the geographic areas that meet the criteria listed below:

Objective	Criteria	Priority Geographic Areas
1. Help mitigate the effects of global climate change, with a focus on the energy and forestry sectors	<ul style="list-style-type: none"> • GOM prioritization of the area for Global Climate Change activities • Locations with significant renewable energy resources • Locations with significant forestry resources 	<ul style="list-style-type: none"> • The state of Baja California • The state of Chihuahua • The state of Chiapas • The state of Oaxaca
2. Improve the availability, relevance and quality of	<ul style="list-style-type: none"> • High crime and violence rates 	<ul style="list-style-type: none"> • The state of Chihuahua, with an emphasis on Ciudad

youth leadership and workforce development programs in communities most affected by crime and violence	<ul style="list-style-type: none"> • Ongoing implementation of local civic and/or GOM prevention and community development initiatives • GOM prioritization of the area for security investments 	<p>Juarez;</p> <ul style="list-style-type: none"> • The state of Baja California, with an emphasis on Tijuana; and • The state of Nuevo Leon, with an emphasis on Monterrey
3. Support Mexico's implementation of a new criminal justice system	<ul style="list-style-type: none"> • Ongoing implementation of criminal justice reform • GOM prioritization for reform efforts 	<ul style="list-style-type: none"> • Work may be done at the national level, with an emphasis on those states actively implementing criminal justice reform (including but not limited to Baja California, Chihuahua, Hidalgo, Morelos, Nuevo Leon, Puebla, Oaxaca Durango, Tamaulipas, Zacatecas and Estado de Mexico)

III. Application Instructions, Review Process and Evaluation Criteria

A. Overview of the Application Process

Applicants are required to submit short (not more than 5 page) concept papers to USAID/Mexico through Kim Delaney (kdelaney@usaid.gov). Applicants will receive instructions from USAID/Mexico on whether or not to proceed with a full application.

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

Completed Summary Form:

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

- f) Names of other organizations (federal and non-federal as well as any other USAID offices) to whom you are submitting or have submitted the application and/or are requesting funding for the proposed activity;
- g) Resources leveraged and contributed; and
- h) Signature of authorized representative of the applicant.

Technical Information:

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

Supporting Information:

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

All Concept Papers must be in English and submitted electronically via email.

B. Concept Paper Evaluation Factors

All Concept Papers will be reviewed against the following factors:

- 1. **Alignment with USAID/Mexico's Programming Priorities:** The proposed activity must align with USAID/Mexico's priorities as outlined in this addendum.
- 2. **Development Impact: Feasibility, Sustainability and Scalability:** USAID will evaluate the prospective development impact of the proposed alliance, paying particular attention to:
 - a) **Feasibility:** The alliance should have well-defined and achievable objectives. The enabling environment and the proposed combination of partner assets, resources and expertise should be sufficient to yield significant impact on a specific and important development challenge. Financial and technical approaches must be viable. In addition, the involvement of local partners and/or beneficiaries in the development and implementation of the alliance should be clear and sufficient enough to indicate the alliance will be successful.

- b) Sustainability:** The alliance should demonstrate the potential to yield sustainable solutions to the development challenge being addressed. The private sector resource partner should express a business/philanthropic case that demonstrates their long-term vision and commitment to the targeted markets and communities. In addition, the proposed alliance should engage and strengthen the human and institutional capacity of local partners and local beneficiary organizations (private, non-profit, public).
- c) Scalability:** USAID will consider whether and how the proposed approaches can be scaled or replicated in a manner that would offer a broader set of impacts at the national, regional or global level.

- 3. Leverage:** The Concept Paper should demonstrate the commitment of the resource partners to meet the leverage requirements. The Concept Paper should also demonstrate how the proposed leverage will enhance results and increase the reach, efficiency, effectiveness and sustainable impact of the proposed alliance. USAID seeks to support programs that provide the best cost per development impact proposition.

Proposed alliances should be consistent with USAID legal and policy restrictions, including those set forth in USAID's Automated Directives System (ADS) and in the Foreign Assistance Act of 1961.

C. Timeframe for Concept Paper Submission

USAID/Mexico will be responsible for the Concept Paper and application review process as well as management of any awards that are made. Alliance Concept Papers reviewed under this APS should be submitted for consideration before the closing date of the worldwide GDA APS, which is January 31, 2013. USAID/Mexico has set up interim review dates to facilitate the Concept Paper evaluation process, as follows:

- Stage 1: All Concept Papers received by April 30, 2012 will be reviewed,
- Stage 2: All Concept Papers received between May 1 and July 31, 2012 will be reviewed,
- Stage 3: All Concept Papers received between August 1 and October 31, 2012 will be reviewed, and
- Stage 4: All Concept Papers received between November 1 and January 31, 2013 will be reviewed.

For additional information regarding guidelines and procedures to submit a Concept Paper, please refer to the 2012 Annual Program Statement posted by USAID's Office of Innovation and Development Alliances, Global Partnerships. The APS can be found at the following website: <http://idea.usaid.gov/gp/aps>.

Before submitting a Concept Paper, we encourage applicants to speak with staff involved in the USAID/Mexico program. Staff can discuss with you the extent to which your ideas are appropriate and aligned with USAID's goals.

The contact person at USAID/Mexico is Kim Delaney (kdelaney@usaid.gov), and she will connect you to others, as appropriate, for your questions.