



USAID
FROM THE AMERICAN PEOPLE

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

ANNOUNCEMENT

**CALL FOR PARTNERSHIP CONCEPT PAPERS
REGIONAL LEADERSHIP CENTERS UNDER THE PRESIDENT'S YOUNG
AFRICAN LEADERS INITIATIVE (YALI)**

**UNDER EXISTING FY 2014/2015 GLOBAL DEVELOPMENT ALLIANCE ANNUAL
PROGRAM STATEMENT (APS) No.: APS-OAA-14-000001**

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: FY 2014/FY 2015 [GDA APS](#). Important information contained in the full worldwide announcement is not repeated in this 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 2014/2015 Global Development Alliance (GDA) Annual Program Statement (APS) No. APS-OAA-14-000001 (the GDA APS), USAID's Africa Bureau is releasing this specific addendum hereby requesting the submission of concept papers that focus on establishing Regional Leadership Centers under President Obama's Young African Leaders Initiative (YALI). Additional background information on YALI can be found [here](#).

YALI is a signature effort to invest in the next generation of African leaders¹. Nearly one in three Africans are between the ages of 10 and 24, and approximately 60 percent of Africa's total population is below the age of 35. In 2010, President Obama launched YALI to support young African leaders as they spur growth and prosperity, strengthen democratic governance, and enhance peace and security across Africa. During 2011 and 2012, the U.S. Government held events across the continent to support young leaders and listen to their needs and aspirations. In light of what was learned from those events, the President announced in June 2013 that the U.S. Government would expand YALI.

As part of that commitment, and through this addendum, USAID plans to support the establishment of approximately five YALI Regional Leadership Centers to enhance leadership

¹ For the purposes of this Addendum, all references to Africa include only the countries of sub-Saharan Africa, and not the African continent as a whole.



and training opportunities in Africa and better leverage over \$350 million in ongoing USAID youth programs and initiatives in sub-Saharan Africa.

The specific objective of this addendum is to:

- Build on existing institutional capacity to establish YALI Regional Leadership Centers that would offer gender-sensitive short-term leadership training and connect young African leaders between the ages of 18 and 35 with each other and the world. Regional Leadership Centers will be public-private partnerships structured as Global Development Alliances (GDAs) that serve as a cost-effective means of leveraging capabilities and interests of the private sector and other organizations.
- The Regional Leadership Centers will build the skills of young African leaders from across multiple organizational (public sector, private sector and civil society) and technical sectors and provide platforms for young leaders to shape the debate about their role in spurring innovation and economic prosperity, contributing to democratic governance, and building peace and security across the continent.

Subject to the availability of funds, USAID may allocate up to a total of \$12 million to fund approximately five YALI Regional Leadership Centers (Centers) under GDAs. GDAs may support one or more Centers, depending on the interests and capacities of the GDA partners. GDAs are expected to be supported by USAID for four years, and reach young leaders in all of sub-Saharan Africa through physical locations in Eastern, Western, and Southern Africa. The Regional Leadership Centers, as is the goal of all Global Development Alliances, are expected to be self-sustaining once any award by USAID under this addendum concludes.

Establishing Centers that would serve a total of at least 9,600 young leaders over four years is estimated to require approximately \$24 million, with up to \$12 million from USAID and the remaining resources (cash or in-kind) expected to be provided by private resource partners.²

Unless otherwise stated herein, all terms and conditions of the FY 2014 GDA APS apply (<http://www.usaid.gov/work-usaid/get-grant-or-contract/opportunities-funding/global-development-alliance-annual-program>).³

² USAID is assuming that per capita costs would average \$2,500 per year and that a total of at least 2,400 young leaders would be reached each year through dedicated activities of the YALI Regional Leadership Centers. These estimates may be used to provide rough parameters for the estimated budget per Center.

³ As stated in APS No. APS-OAA-14-000001, the partnerships and alliances proposed in any Concept Paper should mobilize and leverage private sector resources at a minimum of 1:1. Proposed alliances that do not mobilize and leverage private sector resources at a value that equals or exceeds the level of funding being requested from USAID will not be considered under this announcement.



I. Background

The goal of YALI is to develop a prestigious network of young female and male leaders across critical sectors who use innovative and entrepreneurial approaches to strengthen democratic institutions and spur economic growth, as well as to build stronger ties to the United States. To reach its full potential in terms of the quality, scale and sustainability of the leadership development it achieves, YALI must effectively engage, involve and strengthen the capacity of the institutions which train Africa's young leaders. In developing Regional Leadership Centers, USAID seeks to leverage existing initiatives that work with young leaders, as well as encourage new and innovative partnerships.

Partnerships might include entities from the public, private and non-profit sectors that together bring relevant technical expertise, a strong track record in the development of young leaders, and necessary resources. By inviting the private sector to help define the needs, problems and opportunities that the Centers and emerging leaders need to address, and by encouraging other organizations to work with the private sector to do the same, USAID seeks to foster the development of Centers that will enable the emergence of thousands of young African leaders who possess the knowledge, skills and working relationships that are essential to ensuring broad and robust economic and social development across Africa.

The Centers are expected to link, leverage, and build upon the Washington Fellowship for Young African Leaders ([YALI Washington Fellowship](#)) and other programs in Africa for young leaders that are currently being supported by the USG, the private sector, and other sources.⁴ This is expected to include, for example, leveraging critical human and institutional capacity that has been developed over the course of the more than \$100 million that USAID has invested in the last four years in 76 partnerships with African universities. Another potential capacity that may be considered is USAID's [Higher Education Solutions Network](#)—a \$25 million per year program—that partners with African and U.S. higher education institutions, using science, technology and engineering to educate future leaders and invest in the search for research solutions for the greatest challenges in development. In addition, linkage of activities carried out by the Centers for young leaders with the major Presidential Initiatives (i.e., [Feed the Future](#), Global Health Initiative/[PEPFAR](#), [Global Climate Change](#), [Power Africa](#) and [Trade Africa](#)) that comprise the majority of USAID's programming in sub-Saharan Africa will also be an important way to achieve greater impact.

The Centers should also align the content of their activities with USAID's [Gender Equality and Female Empowerment Policy](#), the forthcoming USAID LGBT Vision for Action, and USAID's commitment to [Disability and Inclusive Development](#).

The Centers will complement programs for young leaders that are already underway in sub-Saharan Africa, with an emphasis on:

⁴ The YALI Washington Fellowship was announced in June 2013, with the first class of 500 Fellows expected to arrive in the U.S. in June 2014. More information on the YALI Washington Fellowship can be found [here](#).



- developing individual leadership skills;
- fostering innovation and entrepreneurship driven by young leaders;
- creating spaces for regional collaboration and networking;
- providing a platform for young female and male leaders to influence and shape the debate on the role of young leaders in driving progress across the region;
- taking a cross-sectoral and cross-country approach in order to build networks among emerging young leaders from various disciplines and across countries;
- empowering a new generation of African leaders to understand and address gender and other inequalities;
- supporting the development of organizational networks and relationships based on existing African capacity that can be sustained with non-USG resources beyond the life of YALI; and
- establishing connections to the United States.

II. Solicitation

Through this announcement, USAID/Africa Bureau seeks to develop new and innovative alliances with the private sector (including but not limited to African and multinational corporations, financial institutions, chambers of commerce, industry associations, foundations, entrepreneurs, investors and other private sector organizations) that improve the availability, relevance and quality of leadership training programs for both female and male young leaders in sub-Saharan Africa. In addition, while alliances must be based on significant private sector engagement, collaboration and resource contributions, they would be strengthened by incorporating the expertise, experience and resources of academia (including African and U.S. universities and training academies, as well as executive training or similar organizations) and of a broad range of civil society organizations and initiatives, including U.S. and non-U.S. non-governmental organizations.

Under this addendum, USAID will prioritize innovative, cost-effective, private-sector driven concepts in line with the parameters outlined below. Centers will use the following parameters:

Selection of Young Leaders

- o Focus on reaching young leaders ages 18 to 35 from sub-Saharan Africa from all technical and organizational sectors, including the public, private and civil society sectors. Leaders who participate may have a range of academic backgrounds and experiences.⁵
- o Utilize a transparent merit-based selection process that values inclusion and diversity, taking into account such factors as sex, urban-rural representation, formal-informal sector, etc.

⁵ Pursuant to footnote 6, public sector employees from certain countries are not eligible. In addition, as of the time of the issuance of this Addendum, individuals from Sudan and Madagascar are not eligible.



- Benefit a total of at least 2,400 young leaders per year across all YALI Regional Leadership Centers, with females representing at least half of the participants and having access to the same services and opportunities as male participants.

Partnership Approach

- Build on the physical and technological infrastructure and intellectual resources of existing institutions, such as universities, other academic institutions, businesses, non-profits or leadership institutes to identify specific locations that could be used and branded as a YALI Regional Leadership Center.
- Provide flexibility for creative approaches and alliances that engage and involve organizations already working in this area.
- Ensure linkages with the U.S., consistent with overall YALI objectives, by incorporating into the Centers various partner organizations that are based and operating in the U.S.
- Leverage existing professional/technical and university relationships in Africa to the extent possible, including those supported through ongoing USAID or other USG programs.

Leadership Curricula / Program

- Respond to expressed needs and requests of young African leaders for targeted and practical leadership training and academic coursework. This training and course work is not expected to result in a degree; however, young leaders have expressed a preference for receiving a certificate or other written documentation as evidence of successful completion of the program.
- Be developed through collaboration with the private sector and reflect the needs and interests of the business community.
- Be tailored to the needs of adult learners, taking into account the different needs and roles of young men and women and emphasizing participatory learning methodologies and hands-on experiential training techniques.
- Specify delivery approach and methodology (i.e., participant selection process, program length, illustrative schedule, sex-disaggregated number of young leaders to be served, etc.).
- Provide leadership development learning opportunities that are specifically designed, promoted and branded for YALI. Program components are expected to include:
 - *Training:* Leveraging outstanding American and African leadership development programs with a proven track record of success to expand the availability of leadership training and skills-building to a large, diverse population of young female and male African leaders.



- *Mentoring*: Research shows that pairing training programs with appropriately structured and gender sensitive follow-on mentoring results in increased impact and better application of new skills.
- *Networking*: Young leaders will also have an opportunity to build a network with other like-minded young people from across their country and region.
- Incorporate skill-building related to the use of scientific and data-driven approaches to decision-making and the innovative use of technology to improve leadership capacity.
- Emphasize themes such as transparency, ethical decision-making, diversity, inclusion, and gender sensitivity.
- Include group discussions, training and exercises that focus on topics such as leadership, team and consensus building, networking, collective problem solving skills, promotion of gender equality, effective communication and public speaking and management skills.

Center Relationships and Roles

- Develop means to connect the Centers with each other to promote continent-wide information sharing and best practice development.
- Use the Centers as a platform to host related activities and events for young leaders supported by the USG as part of YALI. The level and type of relationship among these activities is expected to vary by Center.
- To the extent possible, use the Centers as platforms for disseminating gender-sensitive leadership training materials developed under the YALI Washington Fellowship to a broader audience. USAID will provide access to these materials.

Geographic Coverage / Location

Taken together, the Centers are expected to reach young female and male leaders from all of sub-Saharan Africa, with at least one Center located in each African sub-region (Eastern, Western and Southern Africa). Based on geographic, demographic, linguistic and other considerations, preferred physical locations for the Centers include South Africa, Nigeria, Ghana, Senegal, Mozambique, and Kenya.⁶

⁶ USAID assistance is subject to various legal and other restrictions, including statutory restrictions prohibiting assistance to certain governments and to certain countries at large. These restrictions fluctuate over time, and USAID will provide applicants with an updated list of the legal and other parameters as they are further in the design process and at the time of award. As of the time of the issuance of this Addendum, assistance is restricted to the governments of the following countries in Sub-Saharan Africa, including to government owned institutions and



Concept papers will be accepted for work that is conducted within one or more of these sub-regions to support one or more Centers. The geographic location and projected number of beneficiaries that are proposed for each Center should be commensurate with the capacity and experience of the organizations involved. USAID has not established a minimum number of countries or young leaders to be served per Center, as this must be determined by the GDA partners based on the configuration and organizational arrangements of each Center.

Instead, USAID has established a total number of approximately 9,600 young leaders who are expected to be reached over the first four years of the Centers' operations. In reviewing Center concepts, USAID will take into account geographic coverage to ensure that young leaders from each eligible sub-Saharan African country will be reached.

III. Evaluation Criteria

Proposed alliances will be evaluated based on the general criteria set forth in the GDA APS in Section VI: Concept Paper Evaluation Criteria and Considerations. As stated in APS No. APS-OAA-14-000001, USAID expects to receive alliance proposals that mobilize and leverage private sector resources at a minimum of 1:1. In addition to the general criteria set forth in the GDA APS, the following criteria will also be used for the purposes of this Addendum:

1. *Experience in Africa:* Extent and nature of existing organizational investments, interests and relationships in Africa with capable, local organizations and their correlation to the development of young female and male leaders; and
2. *Sustainability:* Likelihood of concept contributing to programs, approaches and institutional capacity that will continue to provide high quality leadership development beyond the performance period and funding received from USAID.
3. *Geographic Coverage:* Extent to which proposed geographic area links to organizational capacity and provides support to young African leaders who would otherwise not be reached.

Preference will be given to alliances that include private sector partners who demonstrate long term commitment to the targeted region and a recognized business interest in the proposed concept. If USAID requests a full application, applicants will be given additional, specific evaluation criteria that speak to the subject matter of the concept.

Proposed alliances shall 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.

individuals who are government employees: Central African Republic, Equatorial Guinea, Eritrea, Guinea-Bissau, Madagascar, Zimbabwe, and Gabon. In addition, assistance is prohibited to the countries of Sudan and Madagascar, including to individuals from those countries.



IV. Application Instructions and Review Process

USAID/Africa Bureau will be responsible for the review process and management of any awards issued under this addendum. Applicants are required to follow the Concept Paper instructions set forth in the GDA APS and submit Concept Papers using the [Concept Paper Template](#). Information provided in Section I.E of that Template should address the objectives and criteria presented above.

The completed Concept Paper Template (including the Concept Paper and required Supporting Information) should be sent to USAID/Africa Bureau through africanleaders@usaid.gov **with a copy to gda@usaid.gov**. After review by USAID/Africa Bureau, applicants will receive instructions from the USAID/Africa Bureau on whether to proceed with a full application.

Concept papers must be submitted by **July 1, 2014** at the latest in order to be considered under this Addendum.

For information regarding guidelines and procedures to submit a concept paper, please refer to the GDA APS which can be found at the following website: <http://www.usaid.gov/work-usaid/get-grant-or-contract/opportunities-funding/global-development-alliance-annual-program>. Additional information on alliances can be found at <http://www.usaid.gov/work-usaid/get-grant-or-contract/opportunities-funding/global-development-alliance-annual-program-0>.

Before submitting a Concept Paper, prospective applicants should contact africanleaders@usaid.gov. The USAID Point of Contact can discuss the extent to which a proposed idea is appropriate and aligns with USAID's goals.

In addition, prospective applicants must connect the prospective applicant's private sector partners to africanleaders@usaid.gov as well. This should happen as early as possible and well before any concept paper is submitted. Under the GDA APS, the USAID Point of Contact can have robust and extensive discussions with prospective private sector partners with regard to potential alliance ideas and activities so long as that partner is not seeking to receive and manage award funding from USAID.⁷

⁷ Note: If the private sector partner is seeking to receive and manage USAID funding, the initial discussions will likely need to be more limited. Questions regarding the nature and scope of partner discussions prior to the submission of a concept paper, as well as any questions regarding the terms of the Global Development Alliance Annual Program Statement, can be directed to gda@usaid.gov or Ken Lee at kenlee@usaid.gov.

2014 GDA APS Concept Paper Template – Required Format and Materials

I. CONCEPT PAPER

Concept papers must not exceed 5 pages and must use standard margins and 12pt Times New Roman font.¹ The following format must be used:

A. Title of Proposed Alliance (1 sentence)

B. Overall Objective of Alliance (2-3 sentences)

C. Amount of Funding (if any) Requested from USAID \$ _____

D. Value of Private Sector Resource Contributions \$ _____

E. Description of Proposed Alliance (approx. 3-4 pages)

Clearly identify and describe the development problem or challenge to be addressed and provide a thorough description of:

1. the alliance's objectives;
2. the proposed approach and activities, including an implementation timeline;
3. the anticipated outputs, outcomes, results and impact;
4. the roles and responsibilities of the core partners. This must include a description of the private sector partner's resource contributions and how those resource contributions will support specific alliance activities and contribute to particular outputs, outcomes, results and intended impacts;
5. how the outcomes and results, as well as any activities that need to continue beyond the duration of a USAID award, will be sustainable without continued USAID funding or involvement after the award ends;
6. how the proposed alliance will clearly and significantly contribute to achieving a USAID Mission, Bureau or Independent Office's specific strategic objectives or priorities²; and
7. how the collaboration with the private sector will increase the reach, efficiency, effectiveness or sustainable impact of USAID's development assistance.

F. Private Sector Engagement (1 paragraph)

Description of how the private sector was consulted and engaged in the identification and definition of the targeted problems and challenges and the development of the alliance

¹ Questions regarding this template can be directed to gda@usaid.gov or Ken Lee at kenlee@usaid.gov.

² See <http://www.usaid.gov/what-we-do> and <http://www.usaid.gov/where-we-work> for more information on USAID's core strategies, priorities and initiatives.

2014 GDA APS Concept Paper Template – Required Format and Materials

proposed in the concept paper, including contact information for the core private sector partner(s) involved in the alliance.

G. USAID Engagement (1 paragraph)

Description of how USAID was consulted and engaged in the development of the alliance concept, including the name(s) of the personnel the applicant consulted at the USAID Mission, Bureau or Independent Office with which the applicant seeks to collaborate and from which the applicant is seeking funding or support.

H. Monitoring and Evaluation Approach (1-2 paragraphs)

Brief description of the monitoring and evaluation approach to be used, including how success will be defined, the availability of baseline data, the use of control groups, or the definition and development of comparison groups and counterfactuals.

II. SUPPORTING INFORMATION (Items A, B and C must not exceed 6 pages in total)

A. Proposed Estimated Cost and Cost Breakdown (1 page maximum)

This should include proposed budget and projections.

B. Letter(s) of Support, Intent or Commitment from Core Private Sector Partner(s) (4 letters maximum; any letter must not exceed two pages)

Applicant must submit letters of support, intent, or commitment from the core private sector partner(s) to the alliance. Each letter should demonstrate the applicant's collaboration with the private sector partner in developing the proposed alliance ideas. The letter should identify the interests the private sector partner has in the alliance, the objectives and results the private sector partner seeks to achieve through the alliance, the role and responsibilities the private sector partner anticipates having in the alliance, and the resources and contributions the private sector anticipates providing to the alliance.³

C. Contact Information for All Proposed Partners (1 page maximum)

Contact information for all proposed partners, including name, title, email and phone numbers and a brief description of each prospective partner's previous work and experience, including but not limited to experience working in public private partnerships. This includes the applicant's previous work and experience.

D. Resource Contributions Table (See below; does not count toward the 6 page total)

Using the Resource Contributions Table below, list the projected resources to be contributed by each of the partners to the alliance. Please list any and all private sector partners first,

³ Note: USAID recognizes that the private sector partner's intended roles and resource contributions may and often do evolve in light of additional alliance development discussions with USAID. The letter is meant to demonstrate the private sector partner's substantive engagement, genuine interest and initial intentions.

2014 GDA APS Concept Paper Template – Required Format and Materials

followed by other types of partners. Please note that only the resources provided by entities defined as “Private Sector” under the GDA APS are potentially eligible to be counted toward the private sector resource requirement.

