

Accelerating Toward USAID Partnership Diversification



USAID'S PARTNERSHIPS INCUBATOR
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SUBMITTED BY: [REDACTED]

Prepared by: Donna Vincent Roa, Sofia Ali, Giorgi Baghishvili, Sujen Buford, Jan Cartwright, Tina Cardosi, Kevan Hayes, Elizabeth Heller, Tableigh Niethamer, Lovesun Parent, Gregg Rapaport, Michaela Reich, and Brandon D. Sitzmann.

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FROM THE PROJECT DIRECTOR

The Partnerships Incubator in its second year again lived up to its mandate of bringing transformational innovation that accelerates USAID toward a diversified partnership future in which new, local, and nontraditional partners are engaged and empowered. We advanced a variety of efforts designed to have impacts at the partner and Mission levels, and across the Agency's entire global acquisition and assistance footprint. In practice, the Incubator is connecting the full marketplace of development partners with the Agency's programming needs, and the partner community needing capacity building with tools, resources, and connections that can build that capacity.

The Incubator developed first-of-their-kind partnership tools and services in Year 2 that were conceptualized the previous year. During this highly productive phase, the Incubator team also demonstrated agility and rapid response in providing solutions to burgeoning requests for support from various parts of the Agency.

This report will provide an overview of the many ways in which USAID's partnerships vision was moved toward reality, but I will highlight three here. Representing a quantum leap forward in creating a more vibrant competitive landscape that includes new and nontraditional partners, [WorkwithUSAID.org](https://www.workwithusaid.org) was built from the ground up to be the "go to" online hub for all organizations everywhere interested in partnering with USAID. To help ensure that organizations not only can realistically compete for awards but also are set up to succeed, the Incubator conceptualized and began development of a comprehensive set of 19 support services that may be tapped to respond to specific organization needs. And with regard to Mission-level support, the Incubator worked hand-in-hand with Agency counterparts to connect with and engage in-country partners in the most contextual, equitable, and accessible manner.

As internal visibility increased in Year 2 of the Incubator, and our entrepreneurial approach to generating end-game solutions was recognized, demand skyrocketed. This required operational course corrections that at times were challenging. We adapted each time and are a stronger project as a result.

Our team is energized as we enter Year 3 to continue to support the evolution of the Agency's culture and mechanisms around localization and new partnerships, and we are honored to work with USAID's Office of Acquisition and Assistance; Bureau for Development, Democracy, and Innovation; Local Works team; Missions throughout the world; and other operating units.



Donna Vincent Roa, PhD, CDPM®
Project Director
USAID's Partnerships Incubator



SELECT HIGHLIGHTS FROM FY2021



OBJECTIVE I

Amplify USAID's external communication efforts to help diversify and strengthen its partner base.

A tenet that undergirds work across the Partnerships Incubator is that communications must aspire to do more than push information; communications should generate a felt connection by each specific target audience that the underlying intention of the communication is to address the target's contextual interests and needs.

In Year 2, the Incubator worked with USAID to increasingly message about partnership from an audience-centric perspective. This manifested itself in everything from choosing to embed lessons learned and insights into success stories to prioritizing the user experience in the development of [WorkwithUSAID.org](https://www.workwithusa.org) to the literal language chosen to verbally address online host-country audiences during webinars. Where and whenever possible, the Incubator framed outbound information in ways it could be most accessible, understandable, inspiring, and actionable for the recipient audience.



INSPIRING PARTNERS THROUGH STORYTELLING

The Incubator's Storytelling Project offers a diverse array of content, including inspirational success stories from Missions that have successfully partnered with new, local, and nontraditional partners, as well as from partners that have overcome challenges to win their first award or have moved from being subawardees to prime awardees. Stories incorporate lessons learned, key tips, and calls to action in order to share best practices within the Agency and among partners. In Year 2, 29 stories were prepared for the New Partnerships Initiative (NPI) newsletter and the WorkwithUSAID.org blog.

In support of the Storytelling Project, Incubator communications team members have connected with many operating units throughout USAID that have a special interest in new partnerships, in an attempt to tell the broader Agency story of partnership and ensure that this wider array of USAID stakeholders is represented on WorkwithUSAID.org. We have held meetings with communicators from the Development Innovation Ventures office, the Global Health Bureau's Office of Neglected Tropical Diseases, the Private Sector Engagement team, the Bureau for Development, Democracy, and Innovation (DDI) Exploratory Programs and Innovation Competitions team, and the Local Works team to explore potential collaboration on stories.

CREATING A "LOOK AND FEEL" THAT CONNECTS WITH PARTNERS

Clear, engaging, and purposeful narratives and graphic design were central to all Year 2 communications. We continued an effort begun in Year 1 to refresh the copy and design of the "Work with USAID" webpages on USAID.gov to better communicate with target audiences, and we developed several related quick reference guides as downloadable companion resources.

In addition, to help make partnership-centric products stand out from the vast and potentially overwhelming amount of USAID content available (USAID.gov has hundreds of thousands of pages, according to Google), a deliberate look and feel was mainstreamed for all Incubator and WorkwithUSAID.org content to telegraph to target audiences that "Work with USAID" communications were created for partners as a primary audience.



SPEAKING THE LANGUAGE OF LOCALIZATION

In Year 2, as part of a strategic effort to investigate and improve the way partners are engaged, the Incubator took a decidedly partner-centric approach in developing materials and giving presentations: by writing text and delivering live remarks in the language read and spoken by the target audience. While this approach is not necessarily new within the realm of development outreach and communications (DOC) activities (such as short postings on Twitter or Facebook on a Mission platform), it represents a true innovation within the realm of the Agency's communications about acquisition and assistance. Three webinars developed and delivered for USAID/Dominican Republic and two webinars for USAID/El Salvador were offered in Spanish to better connect with local audiences.

Because of the complexity and specificity of the subject matter, and the risk associated with it being misrepresented or misunderstood in a non-English language, the Incubator developed a five-step process for creating Spanish-language documents: (1) develop the draft text in English, (2) request USAID review of English text, (3) translate approved text (completed by a bilingual expert), (4) request review by bilingual counterparts at the Mission to ensure they agree with the accuracy of the translation, and, finally, (5) retain a cleared English version on file for future reference. This process proved successful and established a roadmap for the creation of future non-English materials and presentations, which the Incubator hopes to utilize and potentially mainstream in Year 3.

The Incubator's outreach for the USAID/El Salvador partner landscape analysis was also all completed in Spanish, utilizing two consultants who were Salvadoran nationals. For this analysis, the Incubator team distributed a public survey in Spanish through USAID's social media channels and two national newspapers. The survey invited local organizations interested in working with USAID to respond and share information about their past work, geographic focus, sectors of operation, and donor experience. The successful campaign also took the nonstandard step of asking the respondents to provide input about what they believed were the pressing development challenges facing their country. By providing data like this to the Mission, the Incubator facilitated a positive feedback loop between local partners and USAID.



EXPANDING THE NEW PARTNERSHIPS INITIATIVE'S REACH ON SOCIAL MEDIA

The Partnerships Incubator provided surge support to USAID's Office of Acquisition and Assistance (M/OAA), assisting with the management of its Twitter and LinkedIn accounts in the first two quarters of Year 2. Management of both accounts was handed back to M/OAA at the end of Quarter 2, once the surge support was no longer required. During the period in which the Incubator managed the Twitter account, the account added 1,000 new followers per quarter, as a result of the Incubator's strategy to organically grow the Twitter audience and to expand the reach of and engagement with NPI content. The approach blended themed Twitter cards, a diverse range of content, a greater volume of original tweets and retweets, and more collaboration with the primary @USAID account and other Agency accounts. In Quarter 3, the @USAIDBizOpps Twitter handle was transitioned to @WorkwithUSAID in order to establish consistent branding across M/OAA's online and social media engagement platforms.

The Incubator also collaborated with M/OAA on USAID's first LinkedIn group, "Work with USAID." By Quarter 4, the group had attracted over 6,000 followers and had become a dynamic outreach tool for communicating about upcoming events and opportunities. Collaboration on LinkedIn content remains ongoing.

Following the handover of the social media accounts, the Incubator communications team continued to support M/OAA's social media objectives through the creation of a two-week USAID Social Media Campaign Toolkit that will accompany the public launch of WorkwithUSAID.org. The Incubator created a wide variety of text and visual assets, including branded frames for social media profiles; pictogram templates and content for Facebook, LinkedIn, and Twitter; WorkwithUSAID.org screenshot assets; Instagram-specific posts and stories; internal newsletter content; graphics; and more.

ANSWERING PARTNER QUESTIONS IN REAL TIME

The Incubator created and supported Mondays with Matt, a virtual event to allow partners to engage more directly with USAID Industry Liaison Matt Johnson. We developed this event in response to common partner feedback saying that connection with Agency staff was a persistent challenge. At these monthly two-hour sessions, partners can ask questions directly to USAID on Twitter and receive responses in real time. In the first three months of the effort, more than 50 questions were answered through this engagement channel, providing partners an opportunity for live interaction with a USAID representative and sending a powerful message of openness and responsiveness. Post-event analyses of the Mondays with Matt sessions confirmed that they have been positive relationship builders and important information-sharing tools. These sessions were the first USAID/Washington events to include live interaction and responses from an Agency staff member to public procurement questions.



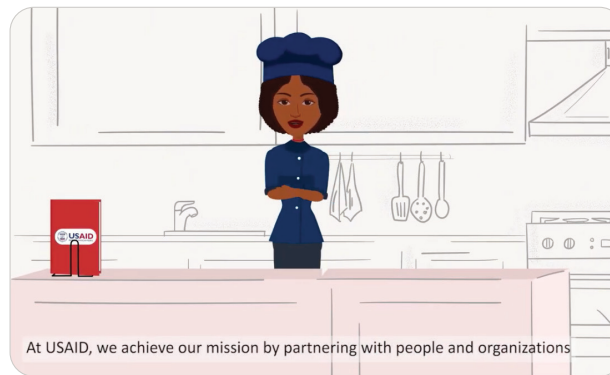
BREAKING DOWN COMPLEX TOPICS THROUGH EXPLAINER VIDEOS

In Year 2, the Incubator completed our “Simple Recipes for Partnership Success” video series, begun in Year 1 of the project. This series included three short animated explainer videos that focused on specific aspects of working with the Agency. The “Acronym Soup” video, while created during Year 1 in English, was translated into Spanish in Year 2 and a subtitled version was added to the “Work with USAID” YouTube page. We also created and uploaded a “USAID Branding Bakery” video, which demonstrates the Agency’s essential branding and marking guidelines, and a “Registration Eggspectation” video, which describes how a partner should prepare to register to work for the U.S. Government. Finally, the Incubator developed quick reference guides as companion resources to the videos.

“ACRONYM SOUP” (WITH SPANISH SUBTITLES)



“USAID BRANDING BAKERY”



“REGISTRATION EGGSPECTATION”



OBJECTIVE 2

Expand USAID's capacity for partnerships.

The Incubator supports Missions, bureaus, and operating units (M/B/OU) with a broad range of services to expand the Agency's ability to reach a greater pool of nontraditional partners. During the past year, the Incubator guided M/B/OU in taking a fresh, objective look at the possibilities, constraints, and risks involved in engaging new partners and in identifying practical solutions.



SPINNING OFF NPI ACTION PLANS FOR AGENCY ADOPTION

One of the many Partnerships Incubator successes in Year 2 was our support for the Agency's NPI action plans. These plans, submitted by 77 Missions and overseas operating units, concluded in December 2020 with the submission of the final plan. To ensure all action plans were completed properly, the Incubator provided on-demand support to Missions and operating units to address their questions; we vetted each of the plans for completeness; and we verified NPI targets, circling back to Missions if there were inconsistencies or missing elements. With these plans in place, USAID had the unique opportunity to compare approaches across Missions and leverage that learning to its advantage for such efforts as setting targets for Agency priority goals.

Once all the plans were finalized, the Partnerships Incubator completed a qualitative and quantitative analysis of all 77 plans and delivered a webinar to summarize our findings for USAID staff in January 2021. A final [public report](#) was published to the Development Experience Clearinghouse in March 2021. This extensive research effort found, among other things, that collectively Missions and operating units around the world identified 1,069 NPI activities for implementation in fiscal years 2019–2021, with a cumulative total estimated expenditure of [REDACTED]. According to the action plans, Missions considered the limited capacity of new and nontraditional partners as the most significant barrier and risk to NPI implementation. Few Missions suggested solutions to these challenges, although several did reference the Partnerships Incubator or other third-party contractors as options for addressing limited personnel capacity.

Originally intended as a one-time exercise, USAID has now decided that all M/B/OU's must update or create an NPI action plan that expands on the first. These new plans must incorporate diversity, equity, and inclusion principles and will include redefined approaches and additional practices that will qualify programs as NPI. Beyond these few additional requirements or changes, the core guidance and structure of NPI action plans remains similar to the original design created by USAID with Incubator input last year. The templates, case studies, examples, and other support resources that the Incubator created are being reissued by the Agency.



INFORMING CO-CREATION THROUGH INFOGRAPHICS

In recent years, USAID has renewed its focus on co-creation, with a current Agency goal to increase the use of co-creation in all new awards by 5 percent. However, during consultations with Missions, USAID/Washington teams, and partners, one of the top needs identified was support with co-creation.

The Incubator determined that the highest value in terms of support to Missions would be achieved through short, visually appealing communications pieces on co-creation—one for USAID internal use and [one for partners](#). As such, the Incubator worked to develop two engaging infographics that presented a compelling image of co-creation and its uses. Through these resources, the Incubator aimed to guide and empower partners and Agency staff to more effectively use co-creation in program design, implementation, and learning.

An added benefit of the co-creation consultations organized by the Incubator was to help raise awareness and stimulate discussion within key USAID/Washington entities, leading to a renewed desire within the Agency to achieve internal coordination around co-creation. Key USAID/Washington players have expressed strong interest in continuing to engage with the Incubator on co-creation, so there may be an opportunity to further support this Agency priority goal in Year 3.

WHAT ARE SOME EXAMPLES OF CO-CREATION IN ACTION?



“Pause and reflect” meetings between USAID and implementing partners to identify what is working well and what needs adapting



One-on-one sessions with a business leader or subject matter expert



Oral presentations by potential partners to inform Agency dialogue



Multi-stakeholder, multi-day facilitated workshops

Co-creation can be a part of, or take place outside of, a procurement process.

ACCELERATING USAID/DOMINICAN REPUBLIC LOCALIZATION EFFORTS

Leading a Partner Landscape Assessment

In Year 2, the Incubator delivered a Dominican Republic partner landscape assessment report that summarized potential partners' readiness to work with USAID; their track records managing donor-funded projects; and their strengths, challenges, and interest in working with the Agency. The report further provided a prioritized list of local civil society and private sector organizations as new and nontraditional potential partners based on readiness to partner with USAID, per an established set of criteria. The assessment's findings and recommendations suggested a promising landscape for potential local partners for USAID and opportunities to strengthen existing USAID partnerships with local organizations. The assessment will, accordingly, serve as a tool for USAID/Dominican Republic (USAID/DR) to (1) select organizations for further analysis toward identification for collaboration and partnership and (2) evaluate the comparative advantages of prioritized organizations with a view to different forms of partnership, including prospective engagement in a consortium (see sidebar).

Diagnosing Partner Capacity

Over a three-week period in May 2021, the Incubator conducted a two-step Partner Rapid Needs Assessment with three local President's Emergency Plan for AIDS Relief (PEPFAR) partners and two local Youth, Education, and Security (YES) Office partners. This included a self-assessment followed by an in-depth interview to further explore self-assessment responses. The Incubator analyzed the data collected, identified partner performance gaps, and recommended to USAID a prioritized set of capabilities for capacity building in the Partner Training and Technical Assistance Needs Assessment Package submitted to the Mission in June 2021.

The Incubator team discussed the findings and high-level support recommendations with the Mission and with each organization and then developed individual partner support packages by triangulating across these three perspectives: Mission, partner, and Incubator. In September 2021, the Incubator began delivering support that will run through June 2022 and that includes tailored one-on-one assistance, cohort-delivered assistance complemented with dedicated advisory services, and peer-to-peer knowledge sharing.

The assistance will help cohort participants achieve greater capacity in USAID compliance, financial management, and technical report writing as they seek to transition from subcontractors to prime contractors in the future. The assistance also aims to enhance their ability to be stronger, sustainable development actors in their own right by focusing on capacity strengthening in new business development, marketing and branding, and workforce and talent management.

INCUBATING A LOCAL INCUBATOR



The Incubator developed a Dominican Republic consortium roadmap report, which proposed a four-phase roadmap to establish a long-term, sustainable facility, initiated by USAID/DR but owned and led by local civil society organizations, that will provide capacity-building support to local organizations. The report built on the partner landscape assessment by proposing a structure that was grounded in, and responded to, needs as stated by past, current, and potential partners in the Dominican Republic and USAID.

If established, the consortium envisioned by USAID/DR has the potential to be a truly innovative and replicable approach for other USAID Missions and could be expanded, over time, to include other bilateral and international donors and private sector actors.

Engaging New Partners through Webinars

In May 2021, the Incubator began creating three one-hour public information sessions for local partners in the Dominican Republic. The webinars, delivered in Spanish, were conducted on consecutive Thursdays in July and August 2021 and addressed the following topics: how to work with USAID; how to write a successful proposal; and how to build competitive alliances. The webinar series was co-hosted by USAID and by the Government of the Dominican Republic's Centro Nacional de Fomento y Promoción de las Asociaciones sin Fines de Lucro within the Ministerio de Economía, Planificación, y Desarrollo. There were a total of 485 participants for each of the first two webinars and 335 participants for the third.

The Mission and the Government of the Dominican Republic were pleased with the number of participants and attributed the large turnout to the fact that the webinars were presented in Spanish (see discussion under Objective 1). During the previously mentioned partner landscape assessment, the Incubator had discovered that many local Dominican partners were turning to funding opportunities other than USAID, such as the European Union, because they presented all of their resources in Spanish, including solicitations and project guidance. Providing multi-language support to local partners is a core belief of the Incubator, and we were pleased to be able to support USAID/DR in this way.

After each webinar, attendees were asked in a follow-up email to complete a three-question survey. More than 99 percent of respondents thought the webinars effectively shared useful information, and participants reported increased preparedness after each webinar to address the topics covered.



DRIVING UNDERSTANDING AND OUTREACH WITH USAID/EL SALVADOR

Analyzing the Partner Landscape

During the second half of Year 2, the Incubator successfully completed a partner landscape analysis requested by USAID/El Salvador. The partner landscape analysis provided the Mission with a comprehensive analysis structured around the Mission's Country Development Cooperation Strategy (CDCS) development objectives and recommended organizations that may be capable of working with USAID.

To implement the study, the Incubator engaged a team that was purposefully assembled to ensure bilingual capability, local knowledge, and subject-matter expertise. Each member possessed skills in market research, business consulting, and the private sector, and two of the team members were Salvadoran nationals based in El Salvador, with local networks and knowledge of the development landscape.

The consulting team collaborated with USAID/El Salvador to distribute a public survey in Spanish through USAID's social media channels (figures 1 and 2) and two national newspapers (figure 3). The survey invited local organizations interested in working with USAID to respond and share information about their past work, geographic focus, sectors of operation, and donor experience. The campaign was hugely successful, receiving over 900 responses in just two weeks from organizations throughout El Salvador. Over two-thirds of the surveyed organizations had no experience with USAID or other international donors (see figure 4 on page 17), indicating that the survey reached partners who may not have previously engaged with the Agency.

FIGURE 1



FIGURE 2

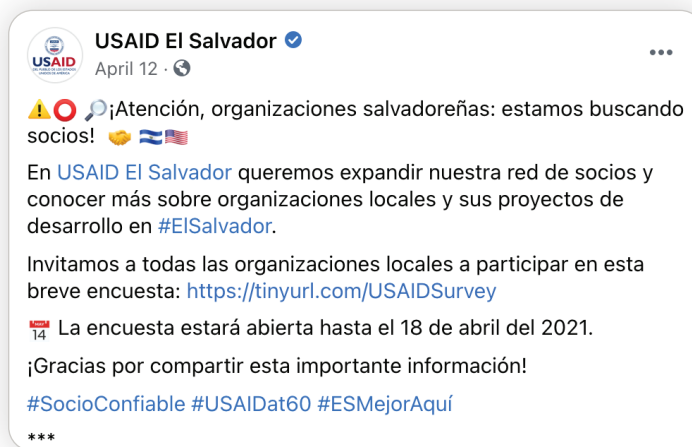
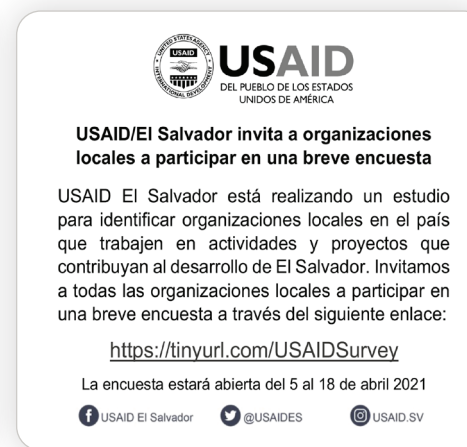
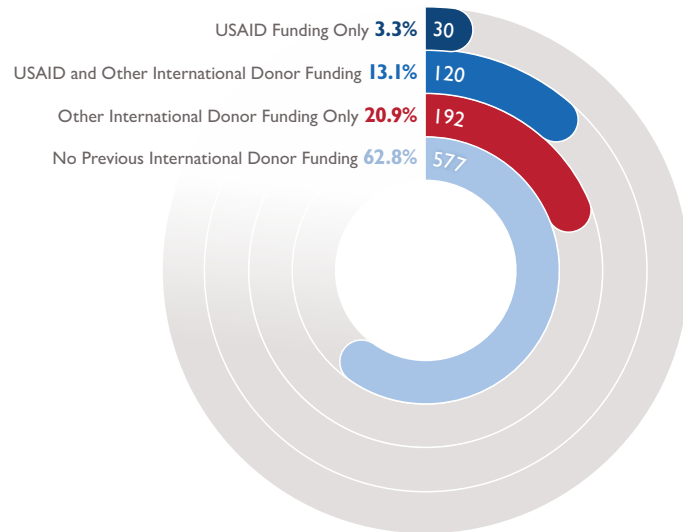


FIGURE 3



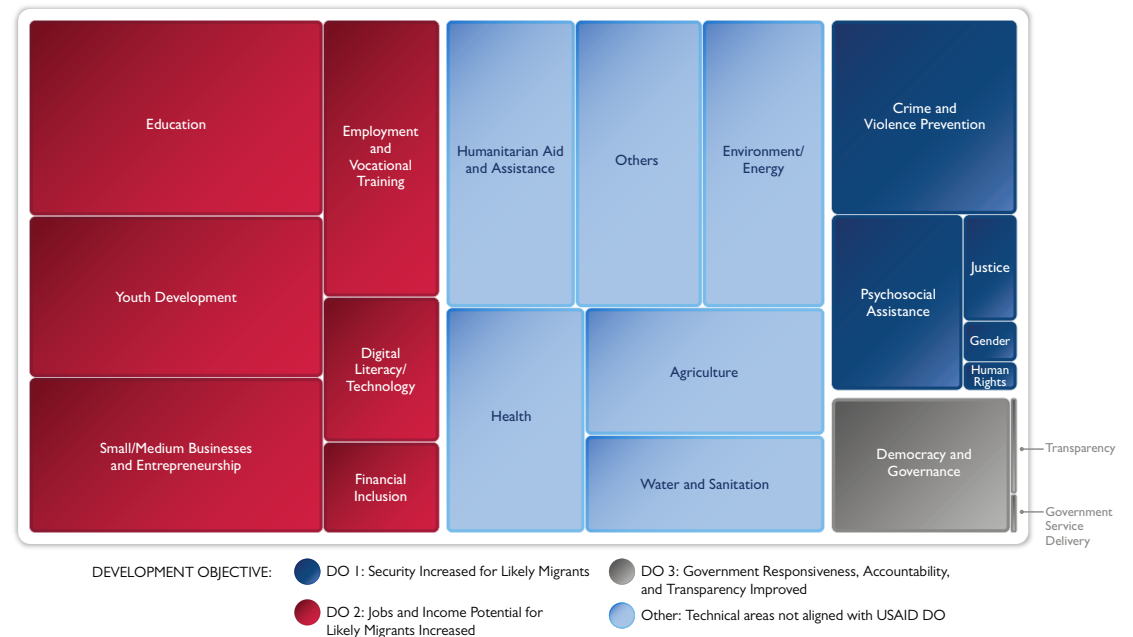
Respondents indicated expertise in a wide range of technical sectors, many of which aligned with USAID/EI Salvador's three primary development objectives, which are detailed in their CDCS and which focus on key drivers of irregular migration. Figure 5 below is a visual representation of the major project areas reported by surveyed organizations. As the figure shows, the Incubator's survey was highly effective in reaching organizations that implement projects in sectors related to the Mission's development objectives, along with other sectors that USAID may address in the future.

FIGURE 4: SURVEYED ORGANIZATIONS WITH USAID OR OTHER INTERNATIONAL DONOR EXPERIENCE



Source: 2021 USAID EI Salvador Partner Landscape Analysis prepared by the Partnerships Incubator

FIGURE 5: TECHNICAL SECTORS WHERE SURVEYED ORGANIZATIONS OPERATE BY USAID/EL SALVADOR DEVELOPMENT OBJECTIVE



Source: 2021 USAID EI Salvador Partner Landscape Analysis prepared by the Partnerships Incubator

OBJECTIVE 2

The full list of over 1,100 organizations collected through Incubator desk research, USAID's existing databases, and the public survey provided robust data to inform the landscape study. The team narrowed this extensive list to 85 organizations, based on unique scoring criteria developed to measure USAID readiness. The 85 short-listed entities were then invited to complete a self-assessment survey developed by the Incubator. The self-assessment tool allowed for a deeper understanding of each organization's capacity and management gaps.

Finally, following key informant interviews with 16 selected organizations and five donor agencies, the team narrowed the pool to 35 prioritized groups who were unknown to USAID and were the most ready to work with the Agency, as well as 18 additional new and nontraditional potential partners that are well-aligned to USAID's development objectives but that require additional capacity building to manage direct awards. The final report was submitted and approved in August, and the consulting team presented a summary of the findings to USAID/El Salvador during that month. Over 50 Mission staff members joined the virtual presentation, including the Mission Director and Deputy Mission Director.

Enhancing Awareness through Webinars

With Incubator support, the USAID/El Salvador Mission continued its work to expand its partner base and assist local Salvadorans in addressing societal challenges, a cornerstone of the Mission's CDCS. In April, the Mission launched an Annual Program Statement (APS) and two addenda. Together, these three documents describe the need for specific types of programs and then offer funding opportunities that align with those objectives. The Mission wanted to publicize the funding opportunities among local organizations and requested that the Incubator develop content and deliver public webinars in Spanish.

The Incubator's two-part webinar series targeted partners who were interested in better understanding the APS. The webinars aimed to present the requirements necessary for partners to submit concept papers in response to the APS and its addenda, which would be released over the course of the year.

Bilingual experts developed the webinars, first in English and then Spanish (see discussion under Objective 1). The first webinar in the series, delivered in late May, covered the general APS and expectations for the upcoming funding opportunities. The second webinar, delivered by the Incubator in late June, focused on two active addenda, one in the job training sector and another in gender-based violence prevention. The webinar outlined the requirements for submitting concept papers and helped prepare partners for the co-creation and proposal processes. Over 900 participants attended both webinars.

“Thanks for the great presentation today! Everything was excellent, the use of the time, content, etc. As you were able to see, Mission colleagues were very excited and interested about the information presented. I have received many messages from colleagues expressing how great the data and the analysis were.”

~MONITORING & EVALUATION SPECIALIST,
USAID/EL SALVADOR, SHARING FEEDBACK
ON THE INCUBATOR'S PARTNER LANDSCAPE
ANALYSIS OUTBRIEF PRESENTATION



ADVANCING LOCAL PARTNER CAPACITY WITH USAID'S BUREAU FOR HUMANITARIAN ASSISTANCE (BHA)

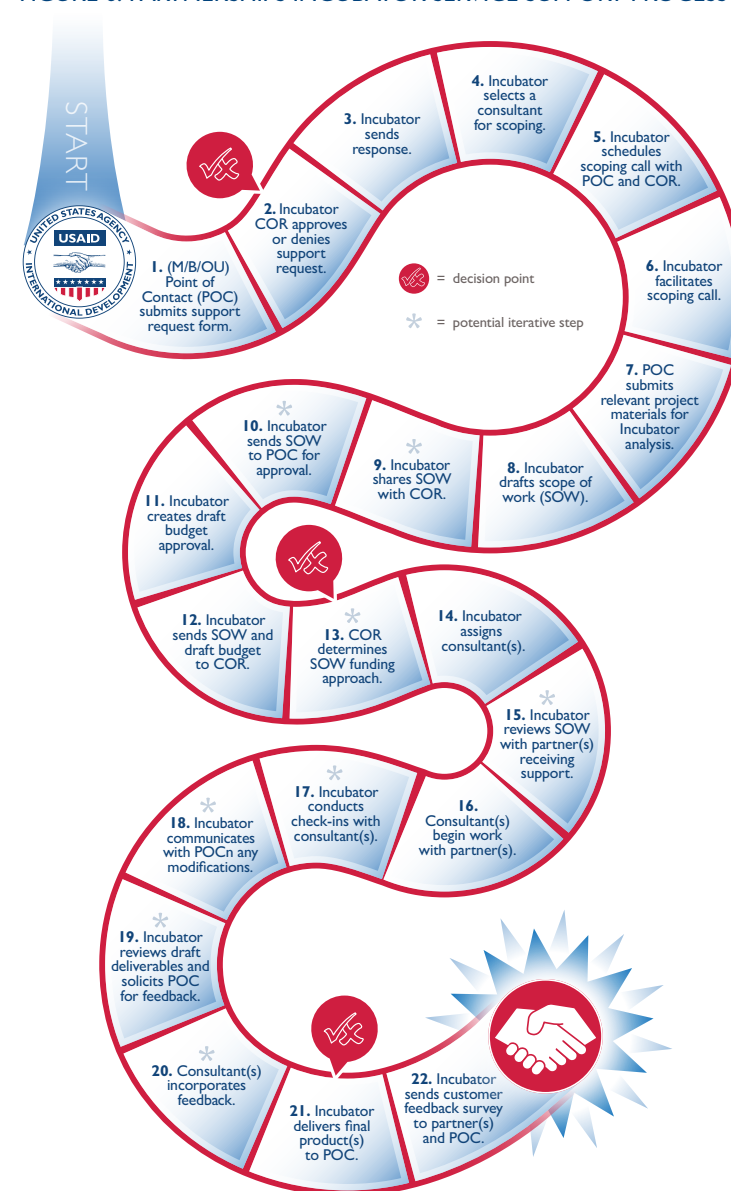
The Incubator was approached by USAID's Bureau for Humanitarian Assistance (BHA) to provide pre- and post-award support to an anticipated water, sanitation, and health (WASH) partner in Latin America. While the Bureau intended to award the partner a noncompetitive cooperative agreement, USAID recognized that the partner would require Incubator support during implementation startup to ensure they programmatically managed funds properly and met all compliance requirements.

A key challenge facing the partner organization was the fact that BHA resources were in English and were difficult for them to understand. While technically capable, the organization had trouble determining what USAID was asking for, and the administrative paperwork was unfamiliar to them. Supporting the partner in their application and post-award launch required the Incubator to assemble a team capable of delivering all service support in Spanish. The Incubator provided capacity-building support in three technical areas: (1) monitoring, evaluation, and reporting; (2) organizational policy development; and (3) financial management.

Additionally, although it is publicly known that USAID works in-country, nongovernmental organizations face a high level of insecurity when operating. This required the Incubator to deliver services remotely with discretion and while operating with a low profile to avoid threats to the partner.

The BHA partner received their award in July 2021. The Incubator team then shifted from preparing the partner for their award to assisting them with project kick-off and implementation. This included assisting them in submitting their required work plan and monitoring, evaluation, and learning plan to USAID by an August deadline. The Incubator will continue to advise and respond to partner questions through December 2021, with regularly scheduled check-ins and on-demand requests as needs arise. The partner has so far established themselves as a strong, competent organization capable of delivering WASH services to some of the most vulnerable populations in their target demographics.

FIGURE 6: PARTNERSHIPS INCUBATOR SERVICE SUPPORT PROCESS



MOBILIZING LOCALIZATION AND EFFECTIVE PARTNERSHIPS THROUGH A GUIDE SERIES

At the request of and in collaboration with USAID, the Incubator began developing a series of field guides that featured practical information and tools associated with various elements of program implementation. Initial work began in Quarter 1 and early Quarter 2; however, the activity was put on hold by USAID in early February 2021.

At the end of Year 2, USAID requested that the Incubator resume the work under a new name—the Advancing Local Partnerships Guide Series—in collaboration with the Local, Faith, and Transformative Partnerships Hub. A new work plan will be developed as we transition into Year 3, with the aim of publishing four guides. The primary audience for the guides will be USAID staff who are working with, or seeking to work with, nontraditional and local partners for project implementation.



OBJECTIVE 3

Help partner organizations work with USAID.

At the heart of the Agency's new partnership effort is the goal of creating transformational and enduring impact. To tap the full marketplace of ideas that can create such a future, new and nontraditional partners need to be aware of development program opportunities and be able to viably participate in the competitive process that results in USAID awards.

The Incubator in Year 2 worked with individual organizations, selected by Missions, to elevate their business capabilities such that they would be more likely to survive and thrive. In addition, the Incubator delivered focused procurement outreach support to Missions, targeting local stakeholders, and put in place the necessary foundation to better prepare all interested organizations—everywhere in the world—to compete for awards.



CREATING SERVICE PACKAGES FOR PARTNER SUPPORT

One of the biggest obstacles to becoming a USAID partner is a lack of understanding about how the Agency works. Another is low organizational capacity to compete for and manage a USAID award. This manifests in various ways, including the inability to write a competitive concept note and failing to meet USAID requirements. The Incubator developed a list of proposed services that could potentially be delivered to USAID partners on behalf of USAID Missions to address these and other pain points that Missions experience when working (or attempting to work) with partners new to USAID. Partner services were field-tested and validated via a survey to Missions and USAID/Washington, enabling the Incubator to prioritize 16 partner-facing services to be developed and rolled out (in four phases).

By the end of Year 2, seven partner service packages were completed: how to work with USAID; writing proposals and concept notes; financial management; organizational capacity building; monitoring, evaluation, and reporting; media training and presentation coaching; and organizational modeling. An additional two were nearly completed: gender considerations, and public relations and communications. We expect to complete the remaining seven service buildouts in Year 3.

Each service buildout is founded on the idea that it can be applied in a standard way, using a curated collection of resources, over and over, regardless of which local consultant is utilized and which country it is needed in. This creates a cost-effective, scalable, and rapid service delivery model, and it also ensures consistency in the type and degree of capacity building from partner to partner. To allow for the most inclusive benefit to be derived from the service buildout work, researched resources are added to the public-facing library on [WorkwithUSAID.org](https://www.workwithusa.org), enhancing the range of capacity-building articles and guides available to those not receiving direct support in topical areas that USAID M/B/OU's have determined are important for effective development actors.



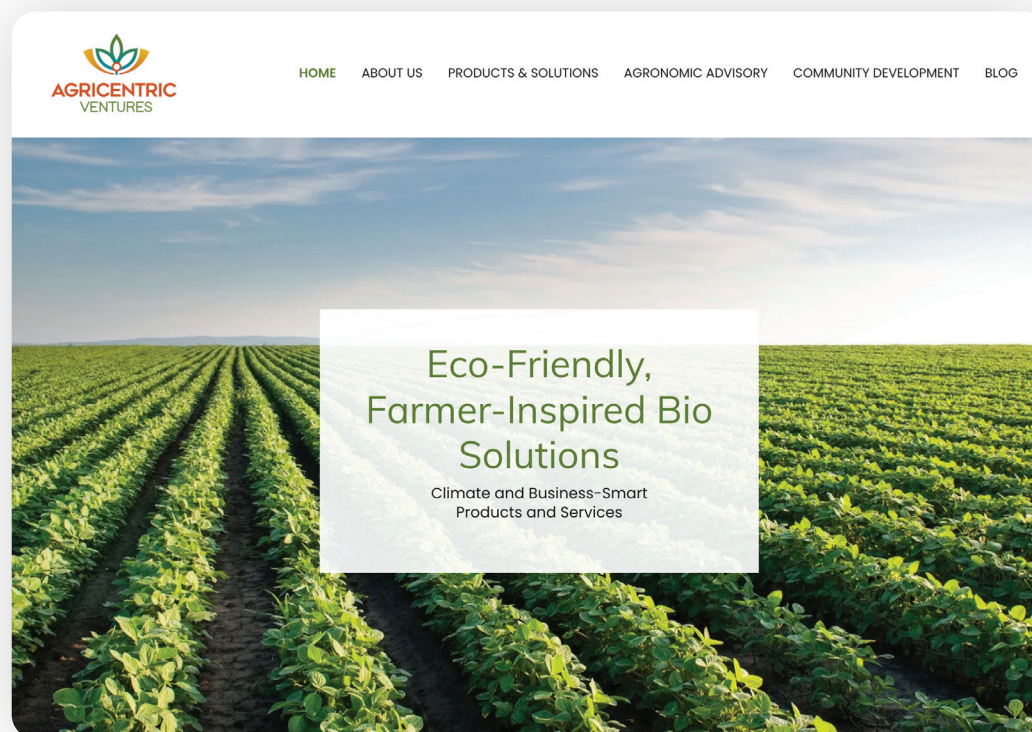
SETTING UP PARTNERS FOR SUCCESS: AGRICENTRIC CASE STUDY

The Incubator worked with Ghana-based [AgriCentric Ventures](#)—selected to receive a package of support from the Incubator for participating in the December 2019 survey of “Work with USAID” .gov website users—throughout most of Year 2. This provided an opportunity for the Incubator to pilot partner support services and their delivery, as well as to demonstrate to USAID and others the Incubator’s capabilities and potential for impact.

AgriCentric promotes “climate smart” agriculture by purchasing agricultural waste and processing it into products such as biofertilizer and dietary supplements for livestock and fish. The Incubator’s support helped AgriCentric to address multiple strategic gaps in both its ability to partner with USAID and its effectiveness as an organization.

Through a series of diagnostic exercises, the Incubator identified several barriers to the organization’s sustainability and impact. Mobilizing an appropriate program of support to address these barriers, Incubator staff:

- Worked with AgriCentric to strengthen its branding, marketing, and online presence;
- Completed a competitive landscape analysis to help the company identify the value of its products and services relative to others and differentiate them in the marketplace;
- Planned a near-term strategy with AgriCentric to build solid evidence of past performance, which will be critical to how it positions itself for partnering with USAID and other donor agencies, as well as commercial partners and potential investors; and
- Assisted AgriCentric in establishing relationships with vital government partners in Ghana, giving the company access to in-country resources to support project implementation and assessment.



The newly launched AgriCentric Ventures website (<https://agricentricventures.com/>) highlights the company's efforts to be at the forefront of environmentally sound and business-smart agriculture in Ghana.

In addition, four virtual coaching sessions with company leadership covered (1) registration in the SAM.gov, DUNS, and NCAGE systems; (2) the company's application to the Resilient, Inclusive, and Sustainable Environments (RISE) challenge; (3) the company's partnering fit; and (4) company positioning for the USAID market.

As a result of the Incubator's work with AgriCentric Ventures, the company now has the communications tools in place to reach its target customer, partner, and investor audiences; key project partnerships were formed; and foundational registrations are in place. The company has a better understanding of its competitors in the marketplace and how to differentiate AgriCentric's value proposition from others, which will be critical for financial sustainability and partnering. Implementing our "identify, design, and deliver" approach to capacity building with AgriCentric enabled the Incubator to hone our methods in preparation for future USAID M/B/OU partner support requests.

“The Incubator's support [has enabled us] to revise and roll out activities that cut across our marketing and communications, our products and services, and our entire business management approach. We are inspired!”

—GIDEON NYAMESEN, AGRICENTRIC FOUNDER AND CEO



DEMONSTRATING IMPACT THROUGH ONE-PAGE CASE STUDIES



The Incubator can bring substantial value to both current and aspiring USAID partners through its diverse consultative service offerings. However, before engaging with the Incubator, it can be difficult for M/B/OUTs to get a real sense of what the Incubator can deliver during comprehensive partner engagements.

During Year 2, the Incubator created three short case studies, or “Partner Readiness Snapshots,” to convey to M/B/OUTs the depth and breadth of the Incubator's partner services. Each case study is centered around a specific problem or challenge a partner experienced, how the Incubator worked with that partner to address the challenge, and the engagement outcome.

Partner Readiness Snapshots captured the Incubator's work with AgriCentric Ventures to: (1) create a brand identity and market to potential customers, (2) build and successfully launch the organization's new website, <https://agricentricventures.com/>, and (3) identify a near-term and viable path to building past performance qualifications, which are crucial for becoming a compelling potential partner of the Agency.

DELIVERING PARTNER TOOLS THROUGH TRAINING MODULES

In Year 2, the Incubator continued to develop the “How to Work with USAID” [training module series](#) on USAID.gov in order to provide accessible and actionable resources to help organizations prepare to work with USAID. The objective of the series is to empower organizations with clear, relevant information to allow them to take the next steps toward partnership with USAID. In our second project year, we recorded 25,557 total views of the training series web pages on [USAID.gov](#).

Tapping into the Incubator’s knowledge base, including subject matter experts and specialized consultants, we developed new, modernized content covering topics that help partners both respond to USAID solicitations and properly manage aspects of program implementation, with the ultimate goal of building their familiarity with Agency guidelines and expectations. Each self-guided training module includes six primary components: training video, slide deck, transcript, quick reference guide, web page, and social media assets. Additional supporting resources are provided in some modules to make the topic easier to comprehend (e.g., budget template spreadsheet for preparing budgets for assistance awards or acquisition solicitations).

“What a wonderful slide deck learning tool; very helpful!”

—USAID/TAJIKISTAN MODULE USER



OBJECTIVE 3

Ten training modules were delivered in Year 2, and initial work was begun on three additional modules.



Understanding USAID Awards



Exploring USAID
Funding Opportunities



Branding and Marking



Preparing Progress Reports



Effectively Responding to
USAID Funding Opportunities



Monitoring, Evaluation,
and Learning



Preparing Budgets for
Acquisition Solicitations



Preparing Budgets for
Assistance Awards



Building Strong
Sub-Partnerships



Preparing for Your USAID
Post-Award Conference

To raise awareness of the training series, promotional content was created for new modules to be published in the “[Work with USAID](#)” LinkedIn group, via [@WorkwithUSAID](#) on Twitter, and in the bimonthly NPI newsletter. Links to the training modules were included in the library of [WorkwithUSAID.org](#) and will be promoted to users via the News & Insights blog when the website launches.

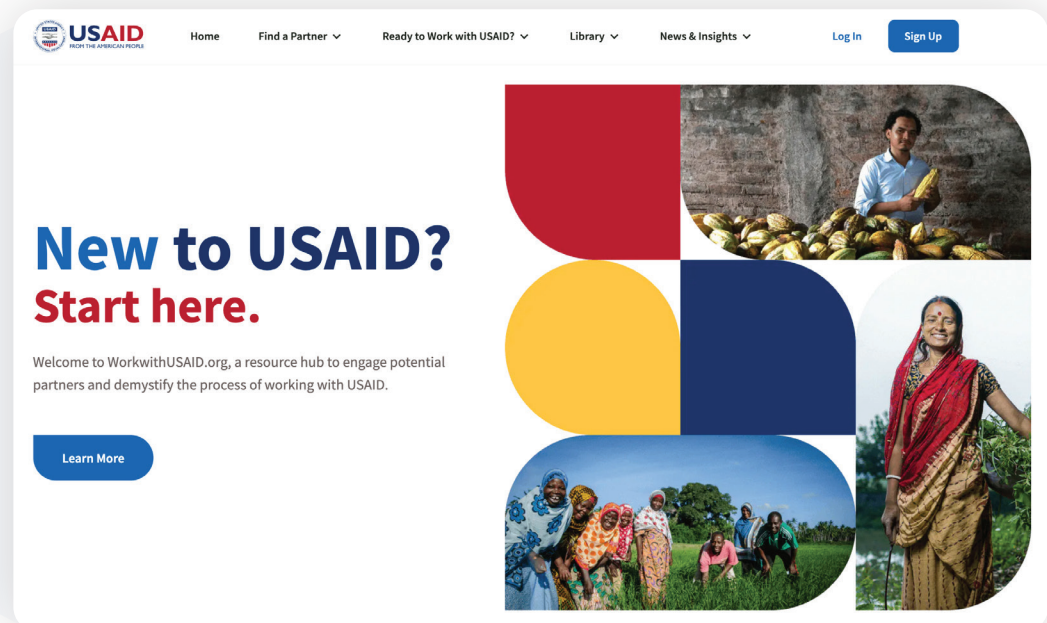
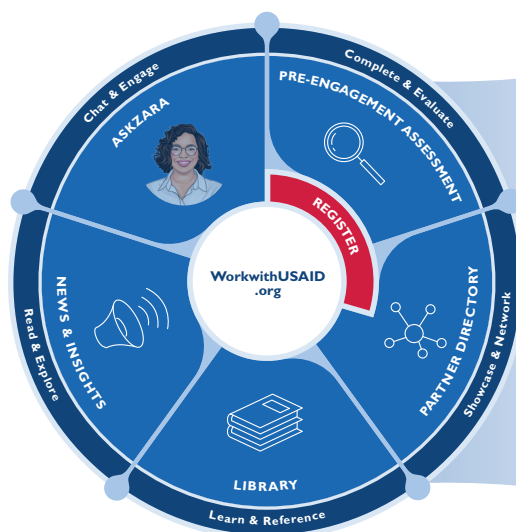
BUILDING A USER-FRIENDLY PARTNER RESOURCE HUB: WORKWITHUSAID.ORG

The brainchild of the Partnerships Incubator, the WorkwithUSAID.org website aims to meet the unique needs of diverse partners, whether they are strengthening their organizational capacity or evaluating and boosting their readiness to become USAID partners. The Incubator conceptualized the WorkwithUSAID.org platform in Year 1 after a review of the existing partner support ecosystem that identified a need for products and services that filled the Agency's business needs and were also user friendly and technology focused. By creating an account with WorkwithUSAID.org, organizations are able to access a wide range of opportunities to learn, connect, collaborate, and innovate to solve development challenges.

In Year 2, the Incubator team began to design and develop the many features of the website. Year 2 required the team to be agile in addressing the many changes that it confronted. An extensive review process as part of the USAID Chief Information Officer's (CIO's) authorization procedures caused a delay in the planned launch of the site, from summer 2021 to fall 2021. Throughout this period of uncertainty, the Incubator remained focused on the user's experience, using this time to test our assumptions, refine our concepts, and implement our vision.

Upon launch, the WorkwithUSAID.org platform will include five main elements that were developed in Year 2: the Partner Directory, the Pre-Engagement Assessment, the Library, the News & Insights blog, and AskZara. Three other components that were designed during Year 2 (Readiness Plan, Leaders Forum, and marketplace) will not be included in the site launch.

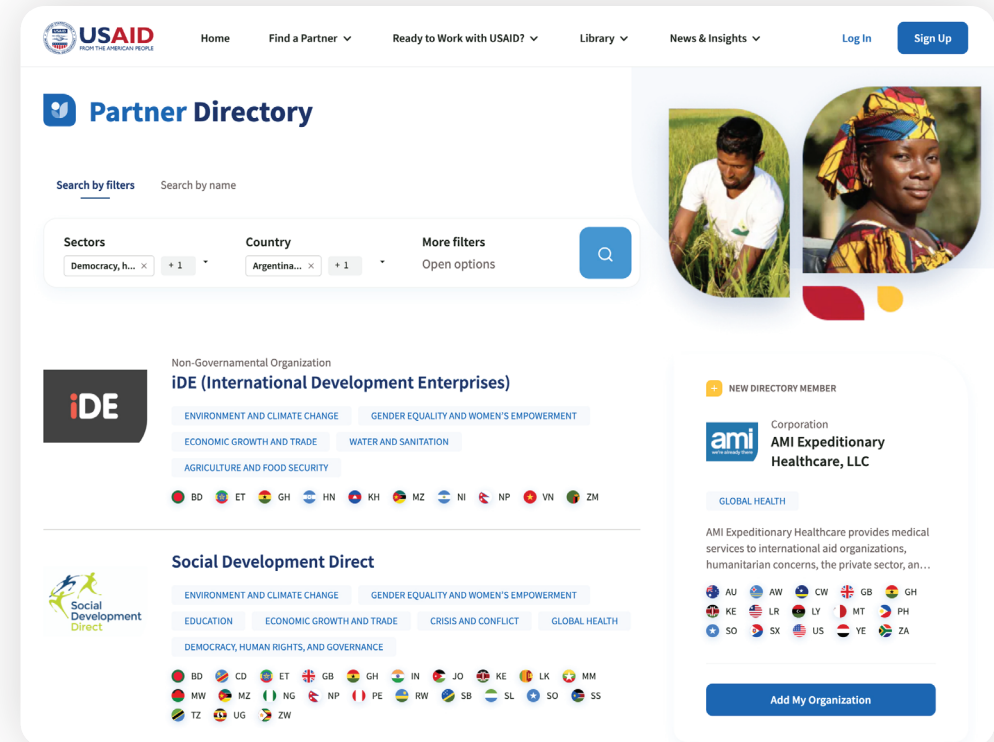
FIGURE 7: COMPONENTS OF WORKWITHUSAID.ORG



Facilitating Connections and Raising Visibility

The Partner Directory on WorkwithUSAID.org helps organizations connect to potential partnerships and funding opportunities while also giving organizations without a strong online presence a platform to showcase their work. Ultimately, the directory is a resource for USAID, the Partnerships Incubator, and prime partners to identify, engage, and support international development actors. The Partner Directory is also a resource for both new and traditional USAID partners to collaborate.

Registered partners create a listing in this public-facing repository that is accessible to a variety of audiences, including USAID Missions. The Incubator is working diligently to ensure that a variety of diverse organizations are represented in the Partner Directory. This includes diverse geographic backgrounds as well as organization types. The Partner Directory supports Missions' efforts to identify potential partners in the sectors and countries in which they work.



In Year 2, the Incubator team developed content for the registration and directory-related webpages, reviewed wireframes, and designed the registration form and partner profiles. We developed and shared a survey with our Partner Advisory Council, a group of approximately 20 partners who are regularly tapped to provide feedback on the [WorkwithUSAID.org](https://www.workwithusaids.org) site. These partners were asked to input and rank the fields for searching and showcasing an organization in the directory, allowing us to gain partner insight on the use of the directory. We conducted internal and external stakeholder testing of the website to ascertain that the registration process was simple for all of our partners. We are particularly proud of our early outreach efforts that included drafting invitation letters encouraging organizations to pre-populate their Partner Directory profiles prior to the website launch. As a result, the number of organizations with completed directory profiles in Year 2 was 402, surpassing the proposed target for the year.

The directory submission process requires users to create a login and input their organization profile info. A visitor to [WorkwithUSAID.org](https://www.workwithusaids.org) who pulls up the organization's profile will be able to determine what sector or sectors the organization works in, where it is based, which country or countries it operates in, what type of organization it is, and its website address and social media accounts, if applicable.

The Incubator's quality assurance and editorial review process involves checking the submission eligibility, reviewing and editing the content for quality and consistency, verifying all organizational links, performing a background check, and then publishing the profile. If the submission does not meet the Incubator's quality standards, a request for revision is sent to the user. (See figure 8.)

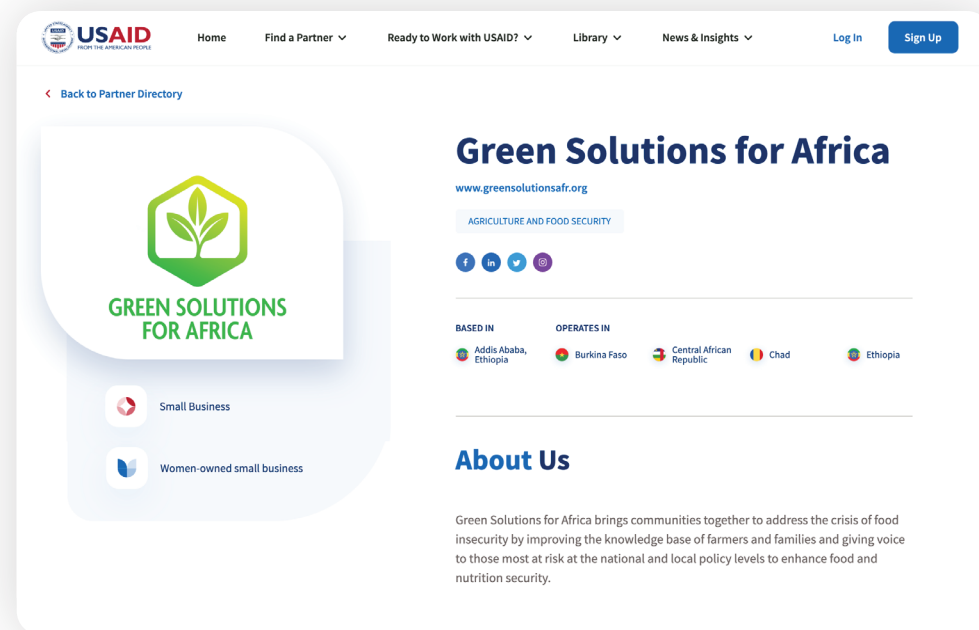
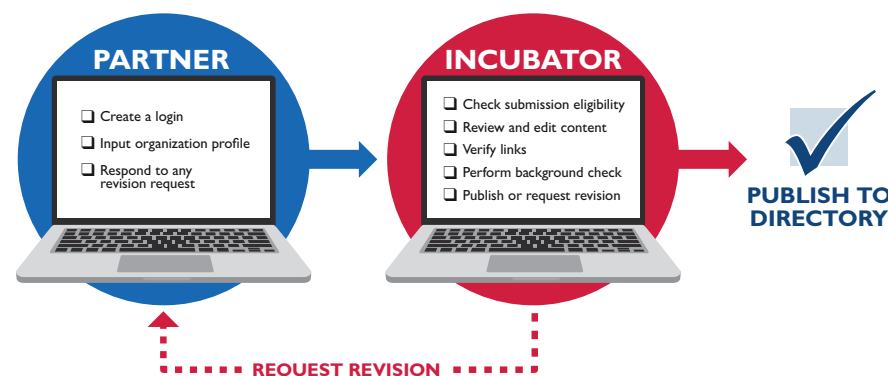


FIGURE 8: PARTNER DIRECTORY SUBMISSION AND REVIEW PROCESS



Helping Partners Identify Capacity Gaps

The Partnerships Incubator designed and developed the Pre-Engagement Assessment on WorkwithUSAID.org to help potential partners gauge their readiness to work with USAID. By responding to targeted questions and reviewing customized guidance reports, partners are able to identify organizational capacity gaps and link to resources on how to address those gaps. Similar, in concept, to the Agency's Organizational Capacity Assessment (OCA), the Pre-Engagement Assessment is focused on an organization's operations—program design and implementation, governance, staff development, finance operations, and marketing and communications. However, the tightly constructed Pre-Engagement Assessment is much shorter, more user-friendly, and more confidential than the in-depth, Agency-led OCA. In combination with relevant WorkwithUSAID.org resources (including those in the library), this assessment can help an organization develop its organizational capacity.

The Incubator created an intuitive scoring system for the Pre-Engagement Assessment by developing a clearly defined scoring matrix that is linked to visually engaging scoring icons. The scoring matrix organizes the scores from 0 to 40 for each of the five sections of the assessment. Based on the total points a user accumulates within that range, a user will score as beginner, moderate, advanced, or superior. The Incubator was thoughtful in its gamification approach to the Pre-Engagement Assessment to encourage an interface that is interactive as well as informative.

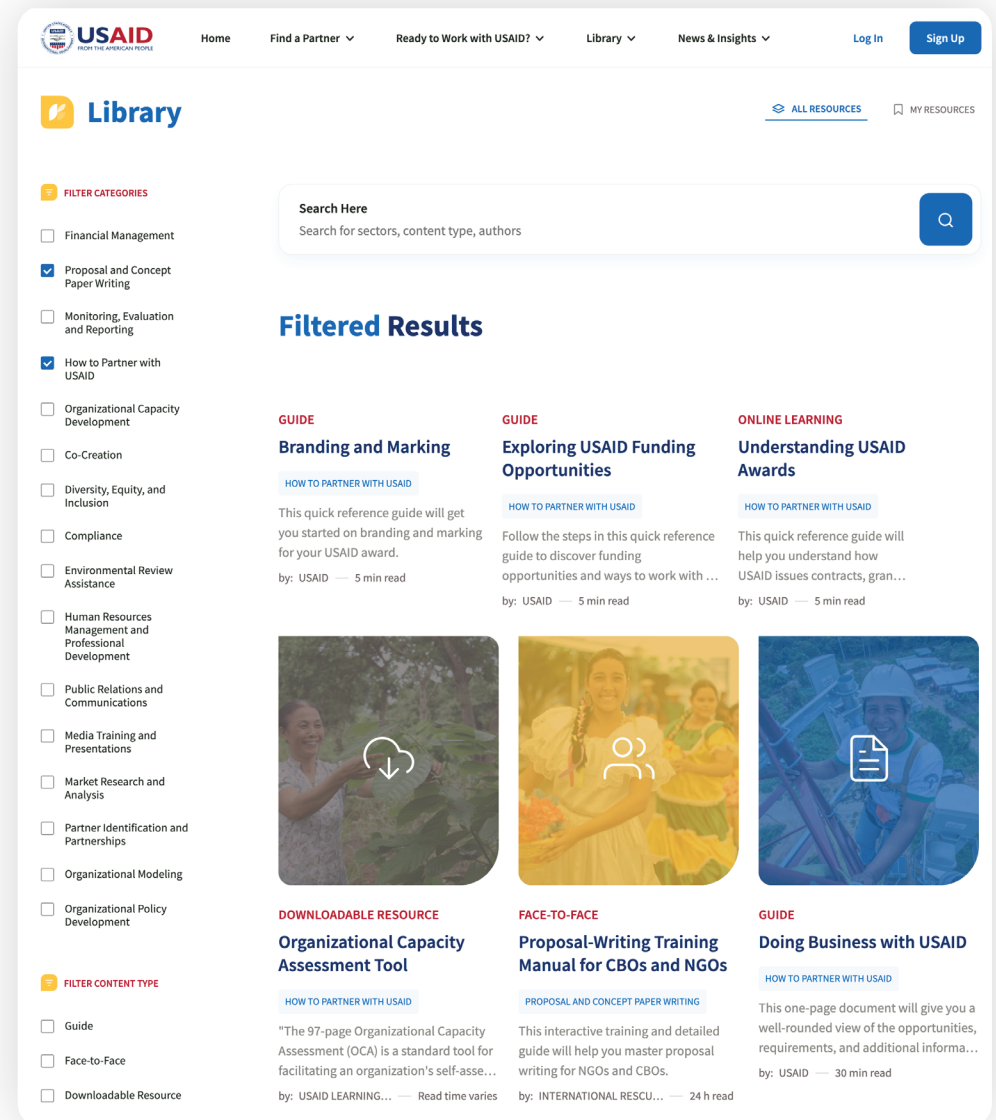
“The gamification approach that we applied to the Pre-Engagement Assessment streamlines the user experience and makes it engaging and intuitive. We want users to enjoy the assessment process and gain value in understanding how they might be able to take action on improving their readiness to work with USAID.”

—DONNA VINCENT ROA, PARTNERSHIPS INCUBATOR PROJECT DIRECTOR

Making Curated Resources Available to All

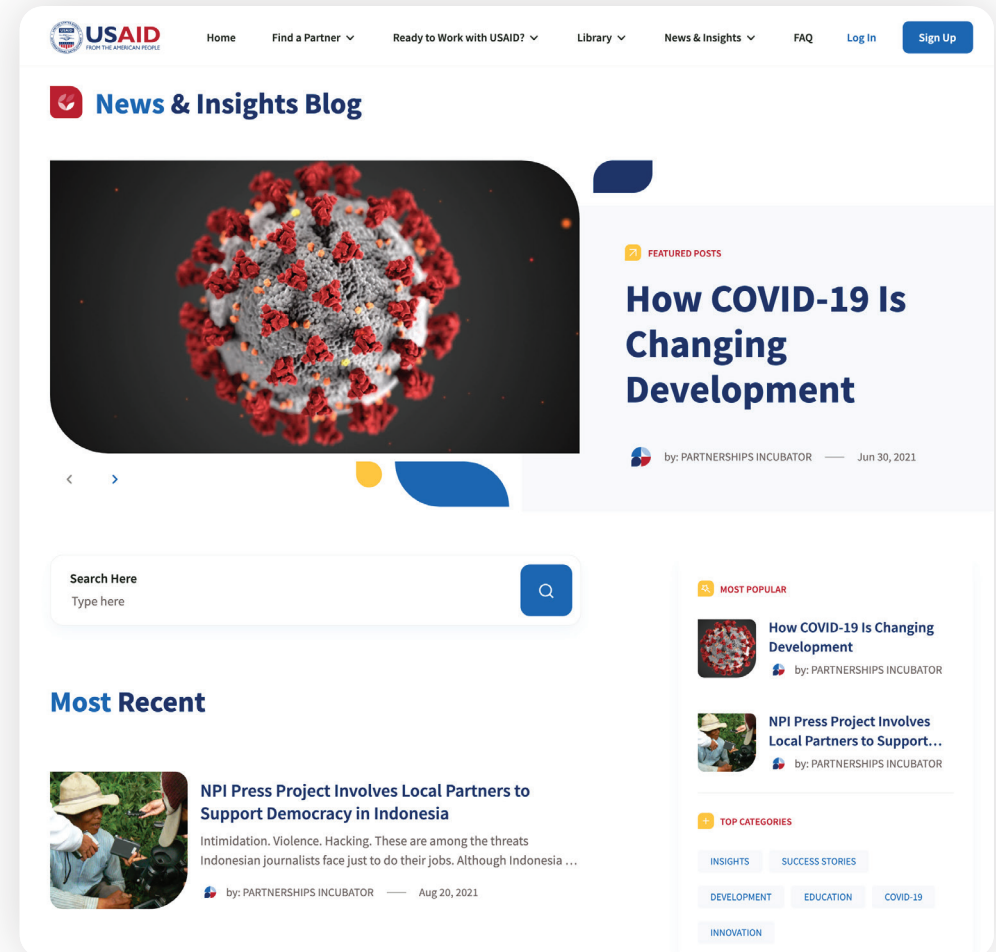
During Year 1, Incubator research found that there is not a central location for partners to locate quality resources about working with USAID, so in Year 2 we initiated the development of the WorkwithUSAID.org library, which is a repository of free tools and resources that are aggregated and curated by the Incubator. WorkwithUSAID.org will feature a library of free tools and resources that partners will be able to access to help improve the capabilities and capacity of their organizations. The topics of these resources include compliance, organizational development, communications, and more. We also made sure to include a variety of content types—such as guides, webinars, courses, and podcasts—so that partners can find information in a format that is most accessible and useful for them.

The Incubator developed the library concept, curated the content, and designed the wireframes and mockups. Our curation process was rigorous. The resources were identified, reviewed by the lead manager of the library for quality assurance, and then peer-reviewed again for accuracy and relevance by technical experts at the Partnerships Incubator. The website team then completed the design of the library, including the front- and backend development. For Year 2, we added a total of 137 items to the library.



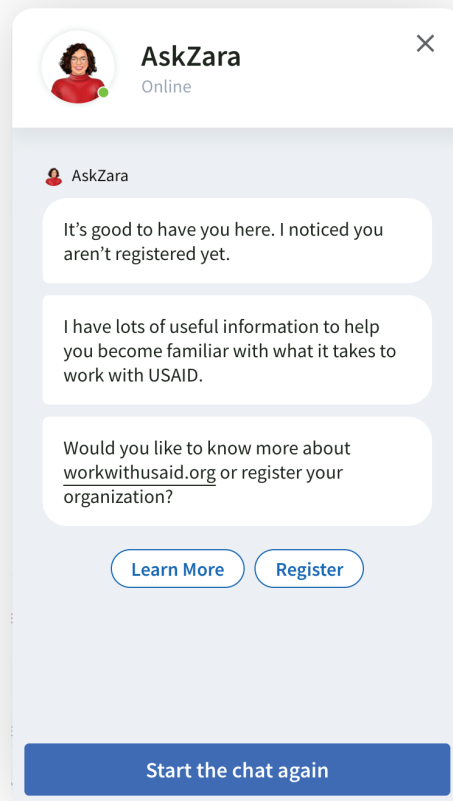
Elevating Partnership Tips and Trends

The News & Insights blog shares success stories and best practices about how new and nontraditional partners can work with USAID. The articles featured on the blog provide resources, tips, and perspectives to help navigate the path toward partnership. The Incubator loaded 26 cleared blog posts into the WorkwithUSAID.org platform for eventual publication to the News & Insights blog, with eight of those cleared posts planned as live content for launch and the remaining 18 articles to be fed onto the site in the coming months to keep the content fresh and engaging. Of these 26 cleared blog posts, 11 are crossposted from the NPI website, and 15 are new content.



Welcoming Users with an Interactive Chatbot

AskZara is an intuitive, user-oriented chatbot that provides scripted answers to frequently asked questions (FAQs). During Year 2, the Incubator developed the full set of FAQs, applied the technology solution (chatbot) for AskZara functionality, and began the testing and setup, process mapping, and interaction scripts for the chatbot integration with the website. The chatbot ensures an engaging and personalized user experience while minimizing staff time required to answer common questions.



INCORPORATING DIVERSE PARTNER VOICES

The Incubator created the Partner Advisory Council (PAC) to enable access to a diverse range of partner perspectives to inform our programmatic efforts to support new and nontraditional partners engaging with USAID. Initially working with Konektid International, we recruited 20 members—representing small businesses, local partners, and established primes, among others—from a wide range of sectors and regions. We went to great lengths to ensure that the group was diverse. The group completed an orientation briefing and has met quarterly throughout Year 2.

The Incubator has tapped the council for support with various items like reviewing the Pre-Engagement Assessment questions, participating in focus group discussions evaluating new NPI materials, and responding to surveys about WorkwithUSAID.org. The PAC plays an essential role in supporting the Incubator's efforts to understand partner needs and develop relevant and useful services and resources. As members transition out, the Incubator has recruited new members on a rolling basis. For Year 3, the Incubator will explore further ways to integrate the PAC into our work.

Motivating Users to Advance Organizational Progress

As part of the Incubator's ongoing mission to create the best tools for new partners, we developed the Readiness Plan, which was designed to support users in addressing a wide range of organizational development gaps identified in their Pre-Engagement Assessment. Interactive and automated, it would allow partners to set key organizational milestones and move at their own pace.

During Year 2, the Incubator refined the conceptualization of badges and the rating system. The award badges were designed for users to earn as they developed their plans and reached set milestones. Once accumulated, the badges would allow users to graduate to various levels, for example, from beginner to intermediate or advanced to superior.

The Incubator designed a dashboard for WorkwithUSAID.org that could serve as the data hub for users to track their organizational progress. Our work involved researching various types of dashboards and exploring possible constraints. We initiated work with a data visualization expert and finalized the framing of the milestones. The vision of the dashboard was to serve as (1) a communication tool to engage with diverse audiences, both internal and external; (2) a management tool to monitor and evaluate an organization's progress toward readiness; and (3) a support for an organization's learning and improvement.

In addition to these efforts, we also refined the process mapping to integrate the Readiness Plan into the overall website design and developed a how-to note on strengthening organizational programming and setting milestones to track progress. During this fiscal year, the website elements underwent a review by the Agency's CIO office. The project determined that we needed to remove several of the planned elements based on this review and subsequent feedback from our USAID counterparts.



Sharing the Partner Experience

The Incubator designed a comprehensive community of practice, more formally known as the Development Leaders Forum. The forum was developed to allow leaders and decision-makers from new, nontraditional, and established organizations to join the community. The forum was envisioned as a vibrant virtual community that would leverage the power of peer-to-peer learning through knowledge sharing and network building. The forum would host discussions on topics that foster collaboration, encourage co-creation, inspire innovation, and strengthen organizational capacity at various levels. The forum would be open to all registered users of [WorkwithUSAID.org](https://www.workwithusa.org).

In addition to refining the design of the forum, the Incubator developed a process map that informed the look, layout, and user experience for the community of practice webpage, illustrating how users would interact with the site and how it would prompt users to access tools and resources based on their needs. We also explored the design of a coaching component and expanded the discussion board questions to help facilitate dialogue and peer-to-peer exchange.

In Year 2, the Incubator focused on the design elements of the forum. The Incubator designed various sets of icons: type of organization, socio-economic category (e.g., veteran-owned, women-owned, minority-owned), and seeking or open to coaching. Having these designations would allow partners to easily identify peers with the same needs while also connecting to potential partners that could feed into the partnership. In light of the fact that the Leaders Forum will not materialize on the website, the Incubator developed a pivot proposal that explores various options to adapt the forum while still addressing the CIO's security needs.



Designing a Platform for Service Providers

The Incubator's research into capacity-building websites revealed a lack of central platforms where organizations could find and access services and resources. To fill this gap, the Incubator designed a marketplace for partners to find qualified service providers of capacity-building services.

The Incubator created a framework for organizing the marketplace and managing sellers on the platform by category, service type (e.g., training, workshops, consultations), and seller location. Our research on top marketplaces helped us explore several potential structures. We selected a hybrid approach that balanced curation and aggregation, allowing any seller in the Incubator-defined categories to create marketplace listings. Over time, the marketplace would prioritize sellers that received higher ratings and reviews by featuring these organizations at the top of their service category while removing sellers that received an abundance of negative scores.

The Incubator worked to mitigate the risks of the marketplace by identifying opportunities for wrongdoing and implementing protocols to secure the platform. The Incubator developed a series of checks and balances to strengthen the marketplace and make it valuable for users, the Partnerships Incubator, and USAID. We shared our plans for the marketplace with external stakeholders, like the Office of Small and Disadvantaged Business Utilization and Humentum, to obtain the perspectives of potential users.

INNOVATING FOR NEW PARTNER READINESS

During this project year, the Incubator pushed forward a number of innovative solutions. Following an innovation portfolio review, we designed the New Partner Readiness Challenge, which focuses on partners with special award conditions and mitigates the risk of unsuccessful performance by co-creating a project management plan with critical milestones based on the U.S. Government's capacity-building indicator, CBLD-9. The challenge was designed to advance the Agency's development goals and further NPI by creating an environment for partners to gain valuable experience working at the pace of USAID projects and improving their organizational capacity.

The challenge, which is structured as an 18-month simulation of working with USAID, is open to global partners. It seeks to cultivate innovative thinking and to support promising development interventions while addressing the capacity gaps of potential USAID partners. The Incubator developed an Agency notice and concept note to codify the New Partner Readiness Challenge's programmatic structure and prepare the Incubator to evaluate the initial proposals for the challenge. The concept was presented to USAID and is pending approval.



INCUBATOR OPERATIONS

The Finance & Operations Unit is responsible for the financial stewardship of the project, including recruiting personnel, issuing task orders, and carrying out procurement actions.



STREAMLINING WORKFLOW BEHIND THE SCENES

As the Incubator's work with partners, Missions, and USAID/Washington increased in Year 2, the Finance & Operations Unit facilitated the hiring of 50 consultants in addition to the 20 consultants that were already in place, in order to meet the increased scale of work and demand for specific skill sets.

Moving into the second year of project implementation, the Partnerships Incubator has experienced ramped-up demand in providing services to USAID/Washington, as well as USAID Missions overseas. As a result of this increased demand, the Incubator pursued a robust recruitment campaign to accommodate the needs of the technical support, and this hiring created a spike in level of effort (LOE) utilization from January through mid-August.

In Year 2, the Finance & Operations Unit made project-wide improvements to streamline hiring, invoicing, and consultant management. First, the team contracted a new software solution, SAP Concur, to manage even more robust recruitment and procurement as dictated by the changing needs of the project per fast-developing scopes of work. Implementation of the software allowed for the near real-time budget adjustments that were necessary vis-à-vis managing consultants and allocating resources. The system simplified processes by allowing the Incubator's different technical leads to place requisitions that are transformed into purchase orders (task orders) in a quick, easy, and trackable manner. Furthermore, this new system has allowed the project to stay compliant and ready for audit at any point in time.

A process improvement in Year 2 was the addition of weekly meetings between the Finance & Operations Unit and each individual technical team within the Incubator, allowing for more detailed resource coordination and guidance provision on action items, heading off potential miscommunication.

In May 2021, Tetra Tech acquired The Kaizen Company. This resulted in no changes for technical teams of the project; however, the Finance & Operations Unit began operational adoption of Tetra Tech policies and procedures.

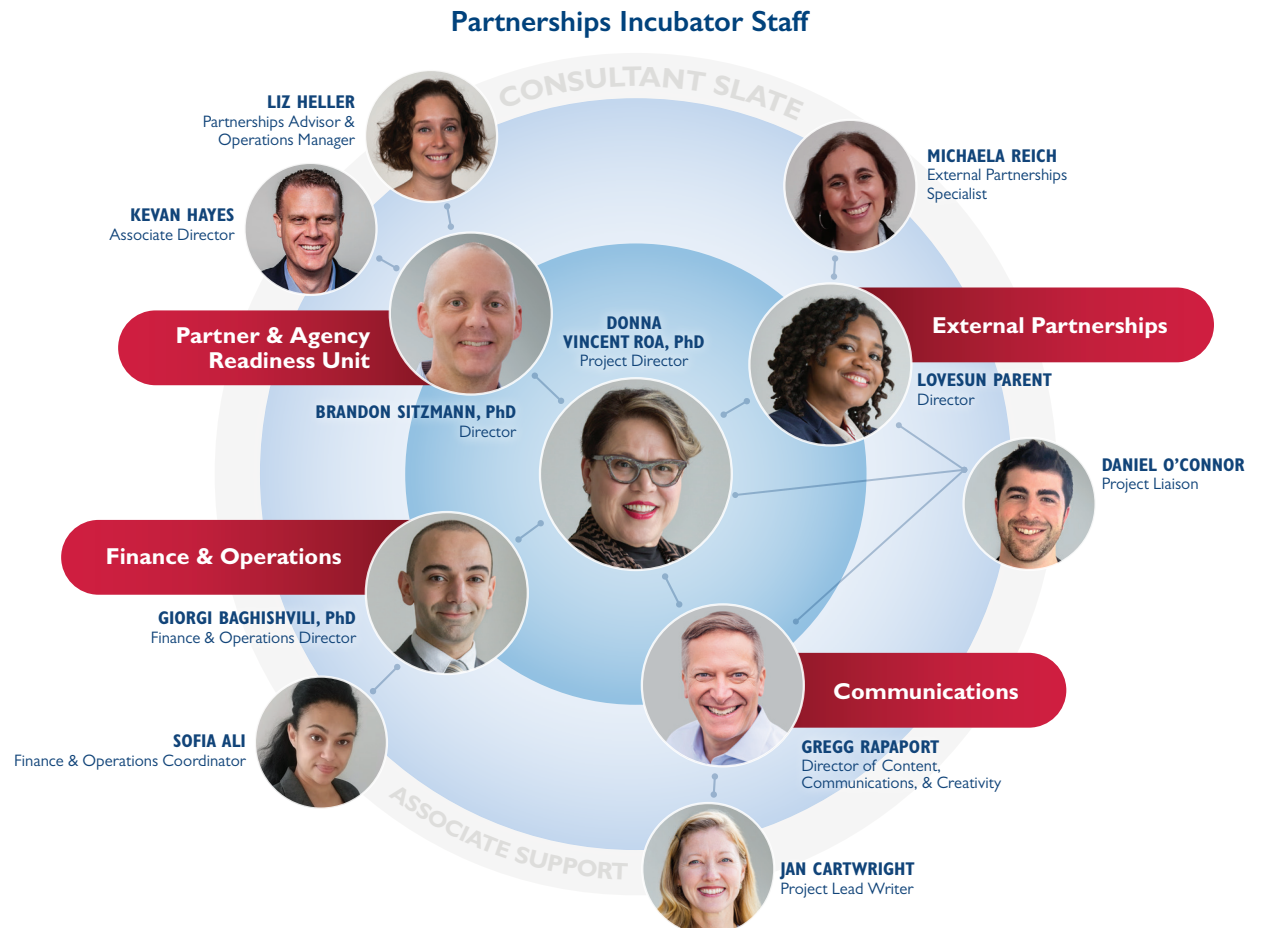


INCUBATOR OPERATIONS

THE TEAM

The Partnerships Incubator team comprises 11 full-time staff members and 64 short-term technical assistance consultants, including locally based experts (six of the 70 consultants hired in Year 2 left or were released). During Year 2, the Finance & Operations Unit issued 155 task orders and direct support requests, totaling 6,871 work hours.

The Partnerships Incubator has continued our partnership with The Washington Center to provide opportunities for young professionals through our associate program, now in its second year. During Year 2, seven associates participated in themed presentations and discussions as Incubator team members. By combining direct work on Incubator projects with opportunities to be mentored, the associate program helps these individuals develop critical skills and knowledge that will inform their future careers in the field of international development.



INCUBATOR OPERATIONS

Partnerships Incubator Consultant Slate

- Acceleration Services Advisors
- Budget Planning and Development Advisor
- Business Development Specialist
- Communities of Practice Advisor
- Cost Specialist/Proposal Manager
- Data Engineer/Analytics Consultant
- E-learning Specialists
- Faith-Based Partnerships Advisor
- Graphic Designers
- Management Consultant Generalist
- Market Research Consultants
- Monitoring, Evaluation, and Learning Advisors
- Partnerships Solution Consultant
- Self-Assessment Advisor
- Senior Marketing and Communication Strategist
- Senior Video Producer Consultants
- USAID Environmental Compliance Specialist
- Website Project Manager
- Writers and Editors



INCUBATOR OPERATIONS

Administration

In Year 2, USAID issued two contract modifications to the Partnerships Incubator project that provide for incremental funding, and the Agency also approved the Incubator's second budget realignment. The modifications reflect a refined approach to project implementation and address new priorities.

STATUS OF FUNDS

TOTAL CONTRACT CEILING		
OBLIGATED FUNDS		
FUNDS USED AS OF 08/31/2021		
FUNDS AVAILABLE		



INDICATORS

The Partnerships Incubator tracks our progress using 12 key indicators that align with our project's program management plan.



PARTNERSHIPS INCUBATOR YEAR 2 INDICATORS

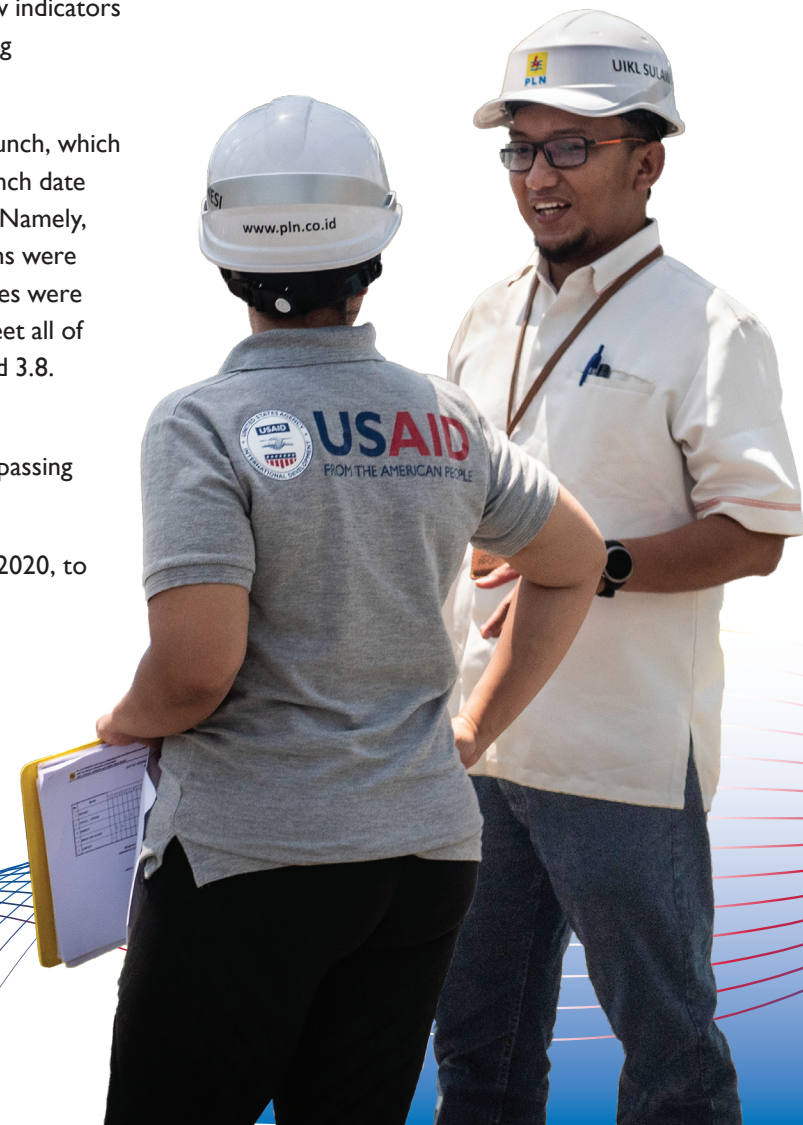
The Partnerships Incubator supports the implementation of USAID's New Partnerships Initiative by collaborating with USAID M/B/OUTs to empower new, nontraditional, and local partners.

To monitor and report on progress and performance toward this goal, we track 12 indicators covering three objectives and associated activities described in the program management plan. These indicators reflect key deliverables and services provided to the Agency and to new and nontraditional partners. The Incubator introduced new indicators for its second year and began data collection with the new indicators in December 2020. The introduction of new indicators was primarily due to the addition of the website into the Incubator's program management plan; some existing indicators were modified at that time in order to align with project changes requested by USAID.

The indicators related to WorkwithUSAID.org (3.1-3.4, 3.7, 3.8) reflect the impact of the delay in the site's launch, which was scheduled for early summer 2021 but was pushed back to the fall. As we prepare for a new expected launch date during the first quarter of Year 3, we continue to work toward and exceed targets for indicators 3.1 and 3.2. Namely, 6,853 unique users have already visited the WorkwithUSAID.org splash page, where hundreds of organizations were able to pre-register for the Partner Directory. At the end of the Year 2, nearly 1,000 partner directory profiles were under review, and over 400 were completed. Based on the success of indicators 3.1 and 3.2, we expect to meet all of our website-related targets and goals in Year 3, including those described in output indicators 3.3, 3.4, 3.7, and 3.8.

Achievements for deliverables and services in areas related to M/B/OU engagement, training resources, and communication strategy and products show important Incubator contributions and success in meeting or surpassing targets, and demonstrate active data capture and reporting against performance indicators.

The table on pages 44-45 shows progress against each performance indicator for the period December 1, 2020, to September 30, 2021.



2020-2021 INDICATORS

INDICATOR	TYPE OF INDICATOR	DATA SOURCE(S)	FREQUENCY	BASELINE OCTOBER 1, 2019	TARGET FOR YEAR 2	PROGRESS FOR YEAR 2 ¹
OBJECTIVE 1: Amplify USAID's external communication efforts to help diversify and strengthen its partner base						
1.1. Number of communications products produced by the Partnerships Incubator (Year 1 indicator)	Output	Communications Unit products ² tracking sheet, websites (.gov and .org)	Monthly	0	300	425
OBJECTIVE 2: Expand USAID's capacity for partnerships						
2.1. Number of work products completed for M/B/OU's (new indicator)	Output	Readiness Unit services tracking sheet	Quarterly	0	25	31
2.2. Number of potential new, nontraditional, and local partners identified through a landscape or similar analyses upon request by M/B/OU's (Year 1 indicator)	Output	Readiness Unit services tracking sheet	Annually	0	100	134
OBJECTIVE 3: Help partner organizations work with USAID						
3.1. Number of unique visitors to WorkwithUSAID.org ³ (new indicator)	Output	Web analytics	Monthly	0	500	6,853 ⁴
3.2. Number of partners with completed profiles on WorkwithUSAID.org (new indicator)	Output	Web analytics, profile validation, and approval log	Quarterly	0	350	402
3.3. Percent of registered partners that completed the organizational assessment (new indicator)	Output	Partner registration log Assessment log	Quarterly	0	10%	Contingent on buildout of the WorkWithUSAID.org website; no data to report at this time.
3.4. Percent of registered partners that developed organizational improvement plans (new indicator)	Output	Partner registration log Organizational improvement plan log	Quarterly	0	10%	Contingent on buildout of the WorkWithUSAID.org website; no data to report at this time.

¹ Metrics on progress cover the period December 1, 2020 - September 30, 2021, because new Year 2 indicators were adopted in December 2020.

² Communications products include web pages, USAID NPI newsletter articles, presentation decks, reports, stories, posts, and videos.

³ The Partnerships Incubator launch of WorkwithUSAID.org is pending. With the exception of 3.1, indicators related to the WorkwithUSAID.org website will be measured from the launch date.

⁴ 3.1 data come from visits to the WorkwithUSAID.org splash page and cover the period of February 2, 2021 - September 30, 2021.

2020-2021 INDICATORS

INDICATOR	TYPE OF INDICATOR	DATA SOURCE(S)	FREQUENCY	BASELINE OCTOBER 1, 2019	TARGET FOR YEAR 2	PROGRESS FOR YEAR 2 ¹
3.5. Number of training and performance support resources identified or created in response to partners' and Missions' needs (Year 1 indicator)	Output	Partner and Mission/OU request and recommendations log, and training modules work plan	Quarterly	0	10	8
3.6. Number of users that accessed training modules (on USAID.gov and WorkwithUSAID.org) (new indicator)	Output	Web analytics	Monthly	0	500	1,316
3.7. Number of partners that accessed library (Incubator-curated) resources on WorkwithUSAID.org (new indicator)	Output	Web analytics	Monthly	0	350	Contingent on buildout of the WorkWithUSAID.org website; no data to report at this time.
3.8. Number of users actively engaged in the Leaders Forum (community of practice) (new indicator)	Output	External Partnerships Unit CoP membership list, participation log, web analytics	Monthly	0	25	This indicator was not measured, as it was contingent on the launch of WorkwithUSAID.org. Per USAID guidance, it will not be included on the website or in Year 3 indicators.
3.9. Percent of USG-assisted organizations with improved performance (per M/B/OU request) (new indicator) ⁵	Outcome	Survey	Annually	0	90%	Data will be reported at the end of Year 3.

⁵ Data for this indicator are reported annually after delivery of technical assistance to organizations. All Incubator technical assistance to organizations is still underway.

CONTACT:

