



## **Roles of Partners in Alliances**

Successful partnerships often start with a clear understanding of the roles and responsibilities of each partner. The division of responsibilities and risks among alliance partners is often spelled out in the Letter of Intent/Memorandum of Understanding prior to finalizing any award or agreement. Therefore, the following illustrative list of examples of responsibilities among alliance partners may be adjusted based on the final terms of the grant award, the best use of contributions from multiple partners, and the appropriate assignment of management and implementation responsibilities. It is possible that USAID's role under some alliances may differ from the traditional role of provider of funds or source of oversight.

### **Examples of USAID Responsibilities**

Examples of USAID responsibilities are as follows. The specifically delegated technical officer might determine that USAID will:

- a) Collaborate in establishing annual objectives for the alliance and in establishing and approving an annual work plan;
- b) Collaborate in assessing progress and identifying and resolving issues that can arise, which may adversely affect the success of the alliance program;
- c) Approve partners' key personnel and any subsequent changes in such positions during the life of the award;
- d) Participate on advisory boards and/or management committees for the alliance;
- e) Collaborate in the preparation of technical documents/publications; and
- f) Identify and facilitate linkages to other USAID programs.

### **Examples of Resource Partner Responsibilities**

Examples of a Resource Partner's responsibilities may include:

- a) Participation on a management committee/advisory board overseeing the alliance;
- b) Collaboration in establishing annual objectives for the alliance and the annual work plan for the implementing partner;
- c) Collaboration in assessing progress and identifying and resolving issues that can arise, which may adversely affect the success of the alliance program; and
- d) Application of technical skills, knowledge, products or services to the alliance program.

## **Examples of Implementing Partner Responsibilities**

The implementing partner(s) for the alliance program will operate in accordance with the terms and conditions of the grant, fixed obligation grant, cooperative agreement or the collaboration agreement, the Letter of Intent/Memorandum of Understanding agreed upon by all alliance partners and all other applicable USAID regulations. The implementing partner(s) will likely be responsible for the following activities and documentation during the life of the alliance program:

- a) Requesting approval for the alliance's key personnel;
- b) Working with alliance partners to develop annual work plans;
- c) Conducting ongoing progress assessments of the program and alliance as well as a final evaluation, and submitting annual written reports to USAID in accordance with the terms of the award;
- d) Reporting on contributions of all alliance partners (leverage);
- e) Ensuring compliance of the program with USAID's branding requirements;
- f) Requesting approval from USAID and other partners for any changes to the program description;
- g) Submitting to USAID annually an updated Standard Form 424A (section D and E only);  
and
- h) Coordination of communication – both in terms of public outreach and between alliance partners.