

MEMORANDUM OF UNDERSTANDING

between

The United States Agency for International Development (USAID)

and

The USAID Alumni Association

Signed: (date)

I. The Parties and Their Joint Objective

The U.S. Agency for International Development (USAID) and the USAID Alumni Association (UAA) (each a “Participant” and together, “the Participants”) enter into this Memorandum of Understanding (MOU) to allow collaboration on activities that support USAID’s mandate. It provides a framework to enable USAID to call on the volunteer services of UAA members to assist with the Agency’s initiatives, tasks, programs, and projects.

I.A. Background

With the encouragement of former USAID Administrator Henrietta Holsman-Fore, the USAID Alumni Association formed in 2009. One of its objectives is, “To serve as an independent voice to support USAID and its development mission by facilitating professional development and the exchange of knowledge related to the effective use of foreign assistance.”

In 2012, the UAA initiated its most intensive and effective collaboration with USAID when it began a pilot program with USAID’s Regional Bureaus to provide on-the-job mentoring, coaching, and feedback by USAID alumni to the Agency’s Foreign Service Officers (FSOs) posted abroad.

In 2019, the mentoring program expanded to include outreach to USAID’s Mission Directors, Deputy Mission Directors, and others in the Senior Leadership Group of the Agency’s Foreign Service. Based on this successful collaboration, over the past several months, representatives of both Participants have discussed ways to broaden the range of volunteer services USAID can call on UAA members to provide. This MOU solidifies the intentions of both Participants to now pursue volunteer services beyond mentoring.

I.B. Description of the Parties

On behalf of the American people, **USAID** promotes and demonstrates democratic values abroad, and advances a free, peaceful, and prosperous world. In support of America’s foreign policy, USAID leads the U.S. Government’s international development and disaster assistance through partnerships and investments that save lives, reduce poverty, strengthen democratic governance, and help people emerge from humanitarian crises and progress beyond assistance. USAID operates through field Missions around the world to help individual governments, civil-society organizations, and the international community address economic, health, education, governance, environmental, and security challenges.

The USAID Alumni Association is a non-profit association incorporated in the District of Columbia that is tax-exempt under Section 501(c)(3) of the U.S. Internal Revenue Code. The UAA fosters collegial networks that involve more than 1,100 former USAID employees, while promoting exchanges of knowledge among the Agency’s alumni who wish to use their public-service experience to advance global development. The UAA facilitates access to the expertise of these alumni for professional counsel and public education in support of sound and successful U.S. foreign assistance. For additional information, [see www.usaidalumni.org](http://www.usaidalumni.org).

II. Agreement of the Parties

II.A. Guiding Principles. USAID and the UAA agree to do the following:

1. Collaborate on programs and activities, as agreed to by both Participants, in areas such as leadership and mentoring; strategy, programs, and activities; public outreach and communications; and staff, operations, and administration:
 - Section II.B below describes illustrative activities;
2. Take action to ensure against conflicts of interest (COIs) or the appearance of COIs in the selection and performance of the UAA volunteers:
 - A non-disclosure agreement on the part of the UAA volunteers is one mechanism that the Participants have already used successfully;
3. Recognize one another's independence of policy and actions;
4. Design channels for evaluation and feedback for these collaborative efforts and conduct joint reviews on a periodic basis at the request of either Participant; and
5. Establish this umbrella MOU as operative across USAID with the details of programs and activities to be determined by participating Bureaus, Independent Offices, and field Missions and their UAA counterparts.

II.B. Programs and Activities. USAID and the UAA agree to pursue collaboration on the range of programs and activities for which the assistance of UAA volunteers would support USAID's mandate. Such collaboration could include the kinds of programs and activities mentioned in the following illustrative list, as well as others in which USAID could wish to draw on the volunteer services of UAA members:.

1. Leadership and Mentoring:

- Continue the UAA's Mentoring Program for field-based FSOs, including expanded outreach to Mission Directors, Deputy Mission Directors, and others in the Senior Leadership Group of USAID's Foreign Service; and
- Design mechanisms with USAID's Office for Human Capital and Talent Management (HCTM) to strengthen former Foreign Service Nationals (FSNs) to serve as Third-Country Nationals (TCNs); to mentor new/junior FSNs at USAID's field Missions; and to form local, in-country FSN chapters of the UAA.

2. Strategy, Program, and Activity Support:

- Assist USAID's Bureau for Policy, Planning, and Learning (PPL) to review and analyze programmatic and policy evaluations and provide assistance to the Agency's field Missions in preparing—and PPL in reviewing—draft *Country Development Cooperation Strategies* (CDCS); and
- Perform any other work, such as participating in USAID reviews, evaluations, designs, or technical panels for awards, as the Participants deem appropriate, or in other mutually agreed activities.

3. Public Outreach and Communications:

- Expand public outreach and public education about foreign assistance, in collaboration with USAID's Bureau for Legislative and Public Affairs (LPA); and
- Establish a program to recognize in a formal ceremony the service to the United States of retiring USAID officers, both FSOs and the members of the Civil Service, in collaboration with LPA and HCTM.

4. Operations, Administration, and Staff:

- Assist HCTM in implementing the current surge in hiring new FSOs by participating in screening, interview panels, and orientation sessions, when requested;
- Formalize a process and guidelines for graduate student internships at USAID in Washington, D.C., and at the Agency's field Missions, in collaboration with HCTM and the Office of the USAID General Counsel (GC); and
- Include information on the UAA in the packets given to all departing and retiring FSOs, members of the Senior Executive Service (SES) and Civil Service, FSNs, U.S. Personal Services Contractors (USPSCs), and TCNs at USAID's Missions overseas and in Washington, D.C., to facilitate the identification of USAID alumni for volunteer work.

III. General Provisions

III.A. Coordination and Consultation

The Participants shall provide each other with such information as necessary to facilitate the implementation of the above activities and evaluate the effectiveness of their cooperation. The Participants shall resolve any challenges concerning the interpretation, administration, or implementation of this MOU by consultation. The Participants will meet in person at the senior level at least annually to review joint progress and joint planning for the coming year's cooperation. Section III.F below describes the process for designating other USAID representatives to oversee specific activities under this MOU.

III.B. Effect of the MOU

This MOU does not constitute a legal obligation or binding agreement or effect an obligation of funds by USAID or the U.S. Government, and it does not contemplate a transfer of funds from USAID to the UAA or the assumption of liability by USAID or the UAA. Neither does this MOU imply any obligation of funds or provision of a level of volunteer efforts by the UAA. USAID shall make any obligation, commitment, or expenditure of funds to carry out operations pursuant to this MOU, if any, in accordance with the applicable laws and regulations of the United States.

III.C. Amendments and Termination

The Participants may amend or modify this MOU in writing. Either Participant may terminate its participation in this MOU by giving the other thirty (30) days' written notice.

III.D. Effective Date and Term

This MOU shall become effective as of the date signed, and shall remain in effect until either or both of the Participants terminate it in writing.

III.F. Representatives

Those holding or acting in the offices held by the signatories to this MOU shall be the official representatives for the MOU as a whole. Each Participant may, by written notice to the other, identify additional senior representatives authorized to represent that Participant for any purpose (for example, development, communications, and the oversight of specific collaborative activities), other than executing formal amendments to this MOU. In that connection, the UAA will assign a member of its Executive Committee to serve as the principal point of contact for all collaborative programs and activities with USAID; he or she will represent the UAA in managing and overseeing the range of programs and activities under this MOU, and will coordinate the identification, recruitment, and nomination of UAA volunteers. Other UAA representatives could be responsible for particular programs and activities. Each Participant shall notify the other in writing of changes in its authorized representatives.

IN WITNESS WHEREOF, the Parties, each acting through its duly authorized representative, have caused this MOU to be signed in their names and delivered as of the date above.

U.S. Agency for International
Development

By: Bonnie Glick
(Signature)

Name: Bonnie Glick

Title: Deputy Administrator

Date: 6/24/2020

U.S. Agency for International
Development

By: Chris Milligan
(Signature)

Name: Chris Milligan

Title: Agency Counselor

Date: 6/25/2020

The USAID Alumni Association

By: Nancy M. Tumavick
(Signature)

Name: NANCY M. TUMAVICK

Title: Co-Chair

Date: 6/29/2020

The USAID Alumni Association

By: Anne Arnes
(Signature)

Name: ANNE ARNES

Title: Co-Chair

Date: 6/29/2020