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Government-to-Government (G2G) Activity Planning Approval Memorandum (APAM)

A Mandatory Reference to ADS Chapter 220

New Edition Date: 01/13/2021
Responsible Office: PPL & M/CFO
File Name: 220mal_011321

I. Overview

According to [ADS Chapter 220 of the Automated Directives System \(ADS\)](#), Operating Units (OUs) of the U.S. Agency for International Development (USAID) must approve a concept of a Government-to-Government (G2G) activity through an Activity Planning Approval Memorandum (APAM) as a first step prior to any further analysis and assessments (including the risk-assessment prescribed in ADS 220 (see the [G2G Process Map](#)). OUs may approve a single activity or multiple complementary activities (e.g., under a project) through this memorandum.

Annex 1 provides an illustrative template for an APAM that OUs may customize to meet their needs. Alternatively, OUs may develop their own templates if they conform with the APAM functions described in **Section II** below. In all cases, OUs should ensure that their APAM guidance is streamlined and efficient to minimize lead times.

Unless determined otherwise, a Mission Director or Assistant Administrator/Assistant to the Administrator/Director of an Independent Office (in Washington, D.C.) is responsible for approving the APAM. These officials may, but are not required to, delegate this authority to the extent appropriate (e.g., to an Office Director or Project Manager for activities below a certain threshold).

II. Functions of the APAM

The APAM provides a mechanism for USAID's senior management to review and approve the planning¹ for a G2G activity – to determine that an activity is viable and merits the commitment of time and resources to conduct the necessary reviews for a G2G activity. The APAM guides the Mission or OU in two ways:

1. It confirms the eligibility for G2G assistance of the country concerned based on the review required by Section 7031(a) of the annual Department of State, Foreign Operations, and Related Programs Appropriations Act (SFOAA) or the use of notwithstanding authority, if applicable, and establishes the viability of using a partner government's systems and institutions, based on the country-context assessment², and;
2. It documents the parameters that will guide the design of the G2G activity:
 - a. In addition to the minimum parameters set in [ADS 201.3.4.5](#), the approval of the G2G planning sets additional parameters that relate to the use of a partner government's systems and institutions to implement G2G assistance; see the template below for an illustrative list of parameters for a G2G activity.

¹ "Planning" in this context refers to an understanding of the G2G activity's objectives and the viability of using a partner government's systems and institutions to achieve them, as well as the associated parameters that will guide the design of the activity.

² "Context Assessment" refers to Step 1. Establish Context of the Agency's Risk Management Approach.

The APAM is prior to, and separate from, the Activity Approval Memo (AAM) described in [ADS 201](#) and mentioned in [ADS 220](#).

ANNEX 1: TEMPLATE FOR THE ACTIVITY PLANNING APPROVAL MEMORANDUM (APAM) FOR GOVERNMENT-TO-GOVERNMENT ACTIVITIES



Month DD, YYYY

ACTION MEMO FOR MISSION DIRECTOR/OTHER WITH DELEGATED AUTHORITY [FULL NAME]

FROM: [Full Name], Director, [Technical] Office

SUBJECT: Government-to-Government (G2G) Activity Planning Approval Memorandum for the [Name] Activity

Recommendation

That you provide planning approval for a G2G activity to **[insert purpose, no more than one sentence]**. Your approval will do the following:

- Establish the viability of using the systems and institutions of the Government of **[insert name of country]**, based on the country-context assessment, and allow the Mission to move forward with plans for further due diligence;
- Set the parameters that will guide the design of the G2G activity, derived from the country-context assessment and allow the Mission to plan for analyses and the required risk assessments, as described below.

Approve _____ Disapprove _____

Background/Discussion

This section should be no more than one page, and must address the following:

1. *The core development problem the G2G activity will address;*
2. *A summary of the process required under Section 7031(a) of the annual Department of State, Foreign Operations, and Related Programs Appropriations Act (SFOAA) and the established eligibility for the partner government that will implement the activity; and*
3. *The process that the Mission underwent to Establish Context, the first step in the Agency's Risk Management process.*

Linkages

This section should include the following:

- *One short paragraph about how the proposed G2G activity will advance results set forth in a Project Development Document (PDD) and/or higher-order Country Development Cooperation Strategy (CDCS) or Regional Development Cooperation Strategy (RDCS), as applicable.*

Summary of Conclusions

This section should summarize key recommendations of the Country-Context Report, which results from the process of establishing context and include a statement on Democratic Accountability in the country (Tab 1).

Description of the Parameters for the G2G Activity:

This section should summarize the parameters that will guide the design of the G2G activity, including, but not limited to, the following:

1. *The preliminary purpose/objective(s) of the G2G activity;*
2. *The relationship of the activity's purpose/objective(s) with CDCS/RDCS or project-level results, as applicable;*
3. *The activity's preliminary budget;*
4. *The preliminary type of agreement envisioned for implementing the activity;*
5. *A summary description of the flow of funds under the G2G agreement that will finance the G2G activity (if known); and*
6. *The activity's implementing entity or entities within the partner government.*

Type of Analysis	Responsible Office	Cost	Due Date
<i>Risk-assessment of the partner government's systems and institutions (Step 2-5 in USAID's Risk Management process)</i>			
<i>Democratic Accountability Statement and Plan for an Expanded Review of Democracy, Human Rights, and Governance, if applicable</i>			
<i>Gender Analysis (i.e., desk review, assessment produced by another donor, USAID assessment)</i>			
<i>Climate-Risk Management</i>			
<i>Environmental Analysis</i>			
<i>Technical Analysis</i>			
<i>Other optional analyses (i.e., political-economy analysis, etc.)</i>			

Authority

According to ADS Chapter 103, section xxx of the Automated Directives System, as Mission Director for USAID/[Country], you have delegated authority for all aspects related to “program implementation” and “strategic planning” for USAID/[Country]. Therefore, you have the authority to approve this Action Memorandum.

CLEARANCE PAGE FOR ACTIVITY APPROVAL MEMO for the [Name] activity

Drafter: [Full Name], [Office/Title], [Phone Number]

The list of clearances prior to Mission Director/designee approval is at each OU's discretion. However, it is highly recommended that this list be efficient or streamlined to facilitate the activity's expeditious review and approval.

Clearances

[Technical Office]:[JDoe]
[Program Office]:[JDoe]
[RLO/GC]:[JDoe]
[OFM]:[JDoe]

Clearance Status

Date

If applicable

[DRG]:[JDoe]

Attachments:

- Tab 1. Country Context Report
- Tab 2. F memo approval of 7031(a) eligibility requirements or Notwithstanding Authority Action Memo, if applicable

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