



Administrator Samantha Power
United States Agency for International Development
Washington, DC

September 15, 2021

Dear Administrator Power,

Congratulations on your appointment as USAID Administrator. President Biden made an excellent choice by selecting someone with your experience and vision to lead America's premier development agency in this difficult time.

We are writing to introduce Unlock Aid, a group of pace-setting innovators who have come together to catalyze collective action and drive change in innovation within global development. Unlock Aid was created to unleash fully the power, creativity and speed of experienced innovators in development, helping to shape the market and drive faster, more sustainable and less expensive outcomes at scale. We express our commitment to USAID's success and look forward to partnering with you to transform USAID into one of the most results-oriented, innovative aid agencies in the world.

In June, you put your finger on a systematic, longstanding challenge that, "throughout much of USAID's history, a majority of projects have been awarded to the same select group of large contractors - a reality that holds back healthy competition [and] limits our exposure to new approaches..."

We agree. Who USAID works with is deeply connected to how it defines needs and gets the job done. When it comes to delivering essential medicines, predicting future disease, tracking mass migration, and responding to climate change, the world's largest development agency should be applying methods that have driven private sector innovation and use new technologies and solutions that can be implemented at a global scale. There are examples of USAID doing just that, but sadly they are not common enough or the norm.

For example, in the context of the Covid-19 pandemic, instead of using unreliable and time-consuming modes of transportation for the last-mile distribution of vaccines, USAID could make greater use of new and proven technologies, such as autonomous drones, that can deliver life-saving goods more quickly and reliably. Building on the lessons of HealthCare.gov, the agency could set aside multi-year software development projects in favor of suppliers who can deploy cutting-edge, off-the-shelf software to support health ministries today. Rather than take a "ship and pray" approach to global health supply chains, USAID could utilize better data and technology to improve cold chains and protect the quality of life-saving commodities.

To meet the challenges of the 21st century, USAID needs to attract the world's best innovators, both inside and outside of the agency, and creating the conditions for this to happen will require hard work, policy changes, and leadership. Consider Unlock Aid a partner in these efforts.

We stand ready to work with you and allies in Congress to help the agency catalyze an era of innovation in global development. We welcome the opportunity to meet with you at your earliest convenience to discuss the way forward, as well as to illustrate how our ideas can hasten agency initiatives to promote more locally-led development solutions.

With your bold and determined leadership, USAID can become the enviable model for those looking to drive more innovative and enduring outcomes for prosperity, health, safety, and justice in the countries you operate. We look forward to working with you to realize this ambitious vision.

Sincerely,

- Eugene Kweku Boadu, Director for Corporate Affairs, mPedigree
- Joanna Bichsel, CEO, Kasha
- Maury Blackman, President and CEO, Premise Data
- Nicolas de Borman, CEO, Bluesquare
- Karen Byrnes, Head of Operations and Impact, Atlas AI
- Jacqueline Edwards, CEO, Medic
- Benjamin Thelonious Fels, Founder and CEO, macro eyes
- Ben Hubbard, Co-Founder and CEO, Parsyl
- Ben Leo, Co-Founder and CEO, Fraym
- Toby Norman, Co-Founder and CEO, Simprints
- Keller Rinaudo, Co-Founder and CEO, Zipline
- Jonathan Stambolis, Co-Founder and CEO, Zenysis Technologies
- Shमित Shah, Founder and Managing Director, Freight in Time
- Steffen Tengesdal, CEO, BAO Systems
- Walter Kerr, Unlock Aid Advisory Board Member
- Maeve Magner, Unlock Aid Advisory Board Member
- Minister Gyude Moore, Unlock Aid Advisory Board Member
- Maura O'Neill, Unlock Aid Advisory Board Member
- Sonal Shah, Unlock Aid Advisory Board Member
- Ambassador John Simon, Unlock Aid Advisory Board Member
- Macon Phillips, Unlock Aid Interim Executive Director