

DEFINITIONS: GOOD PRACTICES FOR LOCAL ENGAGEMENT	
Priority Setting and Design	<p>1. A Listening Tour is a participatory technique that prioritizes hearing from a broad range of community level local actors, with an emphasis on including voices that are typically not heard. This provides an important opportunity to listen to actors in the local system to understand their priorities and development challenges, and to gain a deeper understanding of the local context. A listening tour involves USAID staff members listening to local actors without an agenda, with an open mind, and without judgment; listening to learn; respecting all voices; and valuing relationships.</p>
	<p>2. Participatory systems analysis (Whole System in a Room, 5Rs, systems mapping, etc.) involves USAID staff engaging together with assisted communities in systems thinking and analyses that seek to understand how systems behave, how particular actors, actions, and outcomes interact with each other and with their environment, and influence each other. System analysis tools such as system mapping, network analysis, Whole System in the Room, the 5Rs, and others are ways to understand and collaborate with local stakeholders and visualize complex dynamics in a local system.</p>
	<p>3. Co-design with Local Communities brings development actors and partners together to collectively produce a mutually valued outcome, using a participatory process that assumes some degree of shared power and decision-making. It is a time-limited process that focuses on generating a specific outcome. Co-design can be with a single stakeholder or many stakeholders. Engaging local actors directly in the design of development programming can help build local ownership of activities and their results.</p>
	<p>4. Consultation and joint finalization with government partners of activity results through the design phase: Activity-level co-creation is one type of the broader collaboration efforts that USAID staff engage in throughout the USAID Program Cycle. Collaboration should take place at the strategy level when USAID consults with key stakeholders or government counterparts as they develop their strategy; during project design processes as design teams collaborate with stakeholders to better understand a given context or problem; or as USAID monitors, evaluates, and learns from its development programs (Program Cycle Discussion Note: Co-Creation Additional Help).</p>
	<p>5. Local leadership councils/advisory boards: One common way to improve the responsiveness of programming to context is to build into the structures of projects and activities advisory bodies where local stakeholders can give periodic feedback from their observations of both programming and context (Tips for Better Use of Advisory Councils)</p>
Partnering Processes	<p>6. Requests for Information (RFIs) targeted to local entities: An RFI is a call for organizations to share technical or other requested information before USAID issues a formal solicitation. The RFI is one way USAID explores ideas and plans for future projects in a particular area. By explicitly targeting local entities through local communication and marketing channels and posting the RFI in local languages, USAID can ensure that local perspectives and priorities are incorporated into the eventual solicitation. This is also one way in which USAID can begin to foster a relationship with local actors independent of an award or other financial arrangement.</p>
	<p>7. Unsolicited proposals or applications from local entities provide a method for local organizations to submit unique, innovative, or proprietary approaches for solutions to development challenges. Because they are not submitted in response to a USAID-initiated solicitation, it provides the local partner with full authority and technical direction in shaping the format and content of the proposal.</p>
Partnering Processes (cont.)	<p>8. Co-creation of an award with local entities: Co-creation of an award brings together people to</p>

create solutions to specific development challenges. When co-creating with local entities, USAID teams engage local partners and key local stakeholders to collaboratively define the problem, identify new and existing solutions, build consensus around areas for action, and/ or refine plans to move forward with programs and projects. As its name implies, co-creation relies on collaboration with a diverse set of actors, allowing for a more equitable distribution of both the responsibility and ownership of outputs across all partners.

9. Limiting competition or eligibility to local entities: USAID may decide to restrict competition or eligibility to a particular type of organization, including local entities. This ensures that a local partner will be the prime (or sole) recipient (see ADS 303.3.6.5 (c) 1 & 2)

10. Solicitations in local language(s): Providing requests for proposals or applications in multiple language(s) and accepting submissions in multiple language(s) can significantly expand the applicant pool, and lower the barrier to entry for local partners.

11. Industry Days targeted to local entities: An industry day is an event held by an activity design team to exchange information with industry and other stakeholders about current or future procurements. The term “industry” refers to potential acquisition and assistance implementing partners and private sector actors. An industry day can include topics such as a Mission’s overarching strategic or project priorities, procurement strategy, feasibility of the requirement, or evaluation criteria. The purpose of an Industry Day is to exchange information between USAID and potential partners - whereby USAID might communicate our requirements and hear feedback from the industry about their ability to deliver and to express any questions or concerns. “Industry Day” is an acquisition term (FAR 15.201) but the intention can also be applied in assistance.

12. Grand Challenge/Prize targeting local entities mobilize governments, companies, and foundations around important issues and may involve any combination of grants, capacity strengthening services, and research. Through these programs, USAID and public and private partners engage local actors on new ideas to solve development problems. When implemented well, Grand Challenges are results-driven and effective at both scaling innovations and strengthening local systems.

13. Selection of flexible award instruments: Intentionally selecting well-established flexible award instruments (e.g., Fixed Amount Awards, non-project assistance, pay for results, renewal awards, or cash transfers) minimizes the reporting burden for local partners without compromising quality or oversight.

14. Transition award: A transition award is an assistance award to a local entity or locally established partner (collectively referred to as local subrecipients) that is or has been a subrecipient under a USAID assistance award. A transition award can only be made when the following conditions have been met: the recipient of the transition award is a local subrecipient that has not previously received a direct award from USAID; the initial award required the recipient to develop the capacity of the local subrecipient(s) to become more capable of receiving a direct award from USAID or other donors; and the initial award recipient recommended the local subrecipient for a potential transition award based on explicit criteria contained in the initial award (see [Mandatory Reference ADS 303mhb](#)).

15. Solicitation in which at least one evaluation factor addresses how the activity will respond to local priorities and/or advance local leadership: When USAID issues solicitations partners should be selected on whose response best meets the evaluation criteria outlined in the solicitation. One of the criteria would be how the activity will respond to local priorities and/or advance local leadership.

	<p>16. Award where prime is local: By increasing our direct partnerships with local entities as prime awardees, USAID is responding to calls from local organizations for greater direct engagement with them as leaders of their own development and supports our efforts to strengthen local capacity and local systems.</p>
	<p>17. Government-to-Government (G2G) Agreement: G2G assistance uses a partner government’s systems and institutions to deliver assistance where the operating environment permits, and sufficient commitment and capacity exists, or USAID could strengthen them. The use of G2G assistance can foster local ownership and promote sustainable development results beyond USAID’s funding. A Mission’s decision to use G2G agreements will result from strategic planning, from the design of projects and/or activities to identify and achieve a clearly stated development outcome, and from risk assessment and risk mitigation processes. In addition to this Risk Mitigation Plan, G2G activities are also required to have an Activity MEL Plan. Additional guidance on G2G assistance is available in ADS 220.</p>
	<p>18. Award where local subawards/subgrants are >20% of budget: In instances where a local partner is not selected to be the prime implementing partner, primes should allocate as much of their budgets as possible to local partners in order to adopt more of a facilitator or supporter role, rather than serving as an intermediary / arbiter of USAID funds.</p>
	<p>19. Award to local organization with overhead costs: Award includes overhead costs to awardees from local organizations, including subpartners.</p>
Implementation	<p>20. Mid-implementation co-design with local partners/subawardees: Co-creation needn’t be restricted to the design phase of an activity, but rather is an approach and a principle that can be employed throughout implementation as well. Partners who create opportunities to continuously engage and co-create with local partners, subawardees, and/or local stakeholders will be able to better identify opportunities to adapt and improve their programs</p>
	<p>21. Use of locally led monitoring indicators, which would include at least one of:</p> <ul style="list-style-type: none"> ● CBLD-9 (local capacity strengthening), to track improved performance in organizations assisted through USG-funded capacity strengthening efforts. The indicator criteria require that capacity strengthening responds to locally-defined priorities. ● CBLD-10 (local resource mobilization), which measures the value (\$) of non-donor resources mobilized for local development priorities. ● Custom local performance measures, which are tailored to the local context
	<p>22. Activity in compliance with beneficiary feedback requirement: Implementing partners include a plan for collecting and using local community feedback in their Activity MEL Plan.</p>
	<p>23. Participatory monitoring and learning approaches used during implementation: Participatory monitoring (sometimes called community-based monitoring) involves actively engaging communities in decisions about what will be measured, how, and how the results / data will be used. This might include working with communities on developing indicators or monitoring tools, engaging communities in data collection and soliciting input and feedback directly from communities on the effectiveness of programs, or holding learning sessions with communities in order to reflect on the data together and establish next steps. Participatory monitoring and learning also foster more mutual systems of both horizontal and vertical accountability.</p>
	<p>24. Pause and Reflect with local stakeholders using the Locally Led Development Spectrum: The Locally Led Development Checklist is a facilitated pause and reflect tool designed to help USAID Missions and their partners consider and adopt locally led approaches at every stage of the</p>

	<p>development process. It has five levels that range from “less locally led” to “more locally led,” and the Checklist facilitates a discussion around which level best describes that stage or process of activity implementation. Uses of the Locally Led Development Checklist that fall under “In Partnership,” “Delegated Power,” or “Local Leadership” may be reported under this indicator.</p>
	<p>25. Community-Led Monitoring of programming: Collaborate with local partners in choosing performance indicator(s) that are useful for assessing progress, managing adaptively, and measuring impact of programming. Indicator(s) be useful to the Mission, its partners, local stakeholders, and communities.</p>
	<p>26. Capacity strengthening efforts aligned with the Local Capacity Strengthening Policy: Intentional and strategic capacity strengthening partnerships with local individuals, organizations, and/or networks that support local actors' ability to achieve their own mission and vision for success and to improve the performance of a local system to produce locally valued and sustainable development outcomes. This includes following the 7 principles outlined in the Local Capacity Strengthening Policy during activity design, implementation, and evaluation. Capacity strengthening should be based on an understanding of the local system, is for a programmatic purpose and measured based on performance changes, that it should build upon existing capacities, that the capacities and the methods used should be determined by the local actors whose capacity is being strengthened, and that such efforts should be characterized by mutuality and shared accountability.</p>
Evaluation	<p>27. Participatory Evaluation Approaches Used: Participatory evaluation refers to applied social research where evaluators partner with local stakeholders to shape and contribute to the research process. Evaluations that employ participatory approaches in at least one stage of the evaluation process. That includes planning to evaluate (through joint decision-making to evaluate, or co-designing evaluation purpose and questions); to managing an evaluation (through participatory data collection approaches, local leadership in data analysis); to evaluation dissemination and utilization (through stakeholder workshops or other audience-appropriate ways to close feedback loops).</p>
Evaluation	<p>28. Evaluation leveraging Local Expertise: Evaluations that prioritize and elevate local expertise and knowledge, as demonstrated by hiring a local evaluator organization as the prime contractor; or where local experts from partner countries lead or are included in evaluation teams.</p>
Evaluation	<p>29. Evaluation with a focus on Local Evaluation Capacity Strengthening: Evaluations that, although not always led by a local evaluator or organization, intentionally fund and focus on strengthening local evaluation capacity throughout their process. To qualify, capacity strengthening of local evaluators must follow the process for performance improvement outlined in CBLD-9 PIRS.</p>
Evaluation	<p>30. Ex-post Evaluation: An ex-post evaluation is defined as a performance or impact evaluation that examines a strategy, project, activity, or intervention at least one year after it has ended. It can be used to answer questions about whether and how interventions and/or outcomes are sustained and what factors and contexts help or hinder USAID interventions and sustainable development outcomes. Ex-post evaluations are particularly relevant for understanding whether and how USAID programs support locally led development and the ability of the country to sustain development solutions over time.</p>