

# Towards stronger partnerships & greater local ownership:

## Collaboration options during design, procurement & implementation



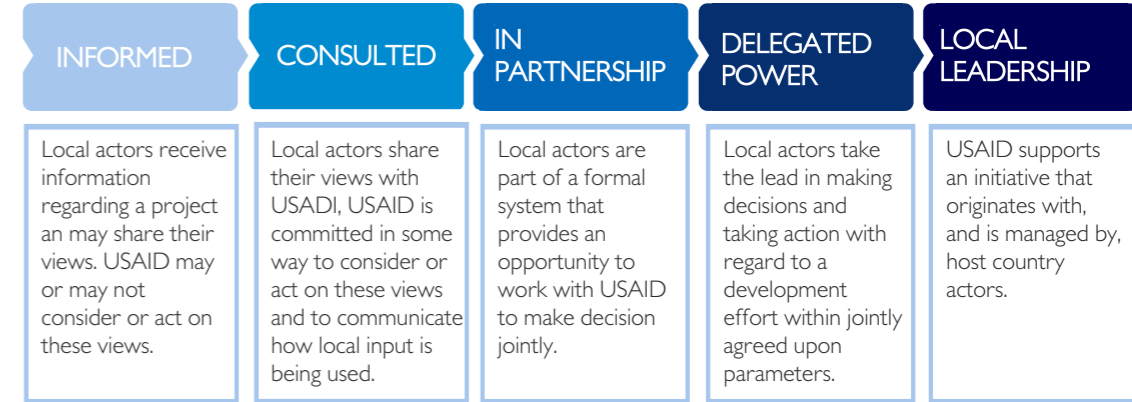
### Context

USAID/Vietnam is committed to collaborating with the Government of Vietnam (GVN) and other local actors in various ways during the **design, procurement, and implementation** phases. This results in **stronger partnerships** and also helps the Mission move towards greater **local ownership** as demonstrated in USAID's locally-led development spectrum to the right.

Some existing collaboration forms are bare minimum ways of consulting with the GVN, while others move towards “in partnership” or “delegated power,” creating stronger partnerships, greater trust, and more sustainable programs that have local commitment.

LESS LOCALLY LED

MORE LOCALLY LED



### DESIGN

Collaboration options with the GVN & other local stakeholders

Collaboration during design can take various forms as shown in this chart. USAID staff are encouraged to strengthen local partnerships and ownership by using collaboration approaches under the “in partnership” column. Teams can start small and identify manageable ways to engage.

Understanding the Development Challenge

Designing Solutions

	Informed	Consulted	Towards greater local ownership: In partnership and beyond
Understanding the Development Challenge	USAID/Vietnam conducts an assessment of a development challenge and sends the final assessment report to GVN counterparts.	USAID/Vietnam can: <ul style="list-style-type: none"> <li>• Conduct an assessment in which GVN counterparts are key informants;</li> <li>• Validate findings with local counterparts, and</li> <li>• Hold a facilitated workshop to hear recommendations from local actors.</li> </ul>	USAID/Vietnam engages the GVN counterpart as a partner in understanding the development challenge; options include: <ul style="list-style-type: none"> <li>• Jointly scope the assessment so that it addresses stakeholders' learning needs</li> <li>• Share responsibility with the GVN for assessing the challenge</li> <li>• Share responsibility for developing recommendations based on findings</li> <li>• Share responsibility for disseminating findings with other stakeholders</li> <li>• In the case of a written deliverable, USAID and the GVN may co-brand or co-author the assessment.</li> </ul>
Designing Solutions	USAID/Vietnam writes a solicitation and shares it with the GVN counterpart.	USAID/Vietnam can: <ul style="list-style-type: none"> <li>• Confirm participation of the GVN counterpart as the future managing agency</li> <li>• Consult with the GVN counterpart before or after drafting a solicitation</li> <li>• Get feedback and adjust the solicitation in response to feedback</li> <li>• Use requests for information (RFI) to gather information to inform the design, and/or</li> <li>• Host an Industry Day or Partnership Summit to solicit ideas on your concept.</li> </ul>	USAID/Vietnam can: <ul style="list-style-type: none"> <li>• Host in-person or virtual workshops, forums, or meetings to jointly determine high level objectives and entry points for interventions. Conversations can be ongoing throughout the design phase to determine partnership expectations and how the GVN will contribute to success.</li> <li>• Include language in your solicitation that allows for post-award co-creation, such as joint work planning, pause-and-reflect periods, and pre-closeout learning.</li> <li>• Determine if G2G funding is an option.</li> </ul>



## PROCUREMENT

During procurement, USAID/Vietnam typically completes the technical evaluation of the proposals or applications received and then engages GVN stakeholders and selected implementing partners in the Strategic Alignment Validation Exercise (SAVE). For more on the SAVE, please see the [SAVE Roadmap](#) that outlines the key steps.

The SAVE validates the design that was (preferably) created jointly with the GVN counterpart during the design phase using approaches highlighted on the previous page. If the GVN counterpart has significant feedback at this point, USAID/Vietnam will discuss updates with the GVN and work with the implementing partner (IP) to update their program description or statement of work.



## IMPLEMENTATION

### Collaboration options with the GVN & other local stakeholders

Following the award, the implementing partner (IP) typically leads collaboration with the GVN managing agency and other local stakeholders with USAID oversight and involvement.

There are several options during implementation that can support stronger partnerships and greater local ownership.

### Project Approval and finalizing the project approval document

### Annual Work Planning

### Monitoring, Evaluation & Learning (MEL)

#### Informed

#### Consulted

#### Towards greater local ownership: In partnership and beyond

N/A - Project approval cannot be obtained without a minimum level of consultation with the managing agency (MA).

IP consults with and drafts the project approval document, gets feedback from the MA, and redrafts based on feedback.

- IP engages the MA in a jointly owned process to develop the project approval document via workshops, regular meetings, etc.
- The IP and MA jointly agree on priorities, target locations, and ways of working together over the life of the activity within the parameters laid out by the agreement between USAID and the IP.

N/A - Once project approval is obtained, the IP has to consult with and agree on the annual work plan with the MA.

IP submits and requests feedback from the MA on the work plan. There can also be a consultation workshop to understand priorities from the MA.

IP engages the MA in a jointly owned process to develop the annual work plan in which each party (IP and GVN MA) have equal ability to decide on annual work plan priorities and share responsibility for implementation within the parameters laid out by the agreement between USAID and the IP.

Select monitoring data, assessments, evaluations, etc. are shared with the MA.

IP submits regular reports and internal evaluations to the MA for their input. The IP may host annual pause & reflect workshops with the MA to hear their input on implementation.

- IP and MA jointly finalize the activity theory of change, key outcomes, performance indicators, and learning priorities to meet implementation needs (and use this to jointly develop the Activity MEL Plan).
- The IP and GVN MA likely have shared indicators that feed into a larger GVN strategic priority.
- The GVN takes responsibility for its own monitoring and learning as part of implementation.
- Joint reflections on implementation lead to agreed upon adjustments.
- USAID, the IP, and GVN co-design midterm or final evaluations to address shared key learning needs and co-develop recommendations based on the findings.

If you have questions about this resource, reach out to the Program Office and the Office of Acquisitions and Assistance.

USAID Learns can be used to support collaboration between USAID and local stakeholders. For more USAID guidance on collaborative approaches, see the [Co-Creation Field Guide](#).

