

# 2023 USAID GLOBAL HEALTH LOCAL ORGANIZATION MEETING

WEST AND CENTRAL AFRICA AND BEYOND

Hosted by the Bureau for Global Health

November 6-9, 2023



## Contract No.: 7200AA22C0004

### Contracting Officer Representative:

Deborah KalieI [dkalieI@usaid.gov](mailto:dkalieI@usaid.gov)

### Project Director:

Catherine Brokenshire-Scott [cbrokenshire-scott@asaproject.org](mailto:cbrokenshire-scott@asaproject.org)

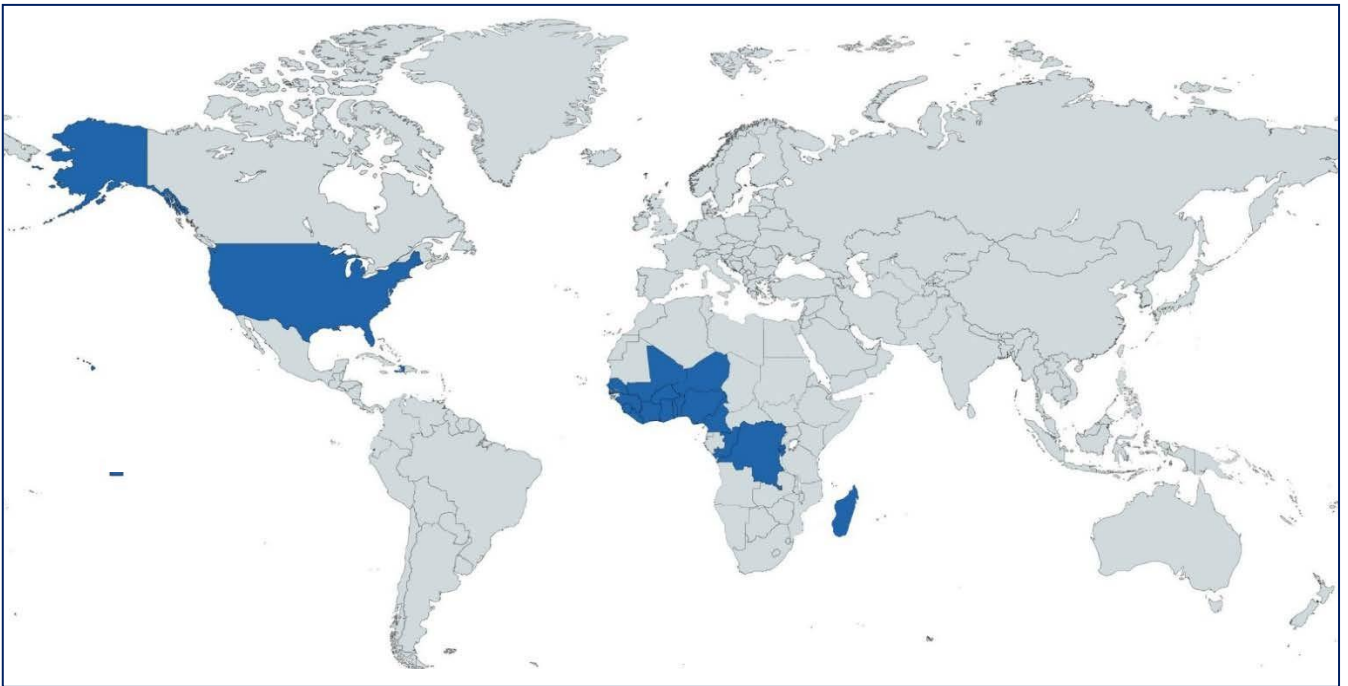
The **USAID/Accelerating Support to Advanced Local Partners II** mechanism is implemented by:

*IntraHealth International 6340  
Quadrangle Drive, Suite 200  
Chapel Hill, North Carolina 27517  
United States*

*Additional USAID/ASAP II Resources are available at  
[www.intrahealth.org/ASAP-resources](http://www.intrahealth.org/ASAP-resources)*

*COVER PHOTOS: Participants at the 2023 USAID Global Health Local Organization Meeting: West and Central Africa and Beyond, in Accra, Ghana, November 6-9, 2023. Photos by USAID/ASAP II.*

This publication is made possible by the support of the American people through the United States Agency for International Development (USAID) and the President's Emergency Plan for AIDS Relief (PEPFAR). The contents are the sole responsibility of IntraHealth International and do not necessarily reflect the views of USAID or the United States Government.



**20** COUNTRIES

**183** LOCAL PARTNER DELEGATES

**100** LOCAL PARTNERS

**89** USAID STAFF

**550** TOTAL ATTENDANTS

**293** VIRTUAL ATTENDANTS

**272** IN-PERSON DELEGATES

# EXECUTIVE SUMMARY

The United States Agency for International Development’s (USAID) Bureau for Global Health (GH) convened its first Regional Meeting for Local Organizations for “West and Central Africa and Beyond” (WCAB) in November 2023 with support from Accelerating Support to Advanced Local Partners II (ASAP II) mechanism, a contract held by IntraHealth International. The USAID Global Health Local Organization Meeting served as an opportunity to connect local partners implementing Global Health programs as prime or subrecipients with USAID staff to focus on common goals, share lessons learned, and generate actionable strategies to improve program outcomes in line with the Agency’s localization agenda. The objectives of the meeting were to:

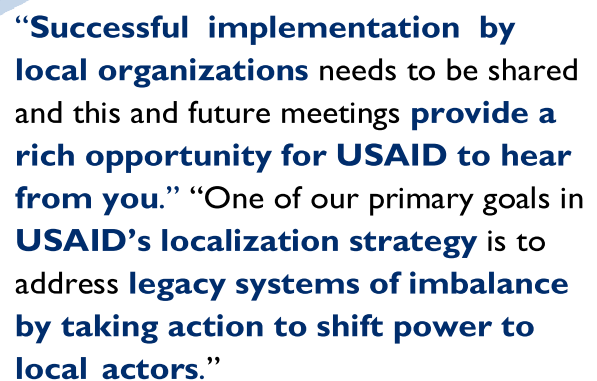
1. Strengthen and sustain the capacity of local organizations in the region to implement direct awards with USAID.
2. Strengthen relationships between USAID and local organizations through listening sessions and leadership engagement to elevate local voices as part of decision-making.
3. Strengthen communities of practice between local organizations to build networks and learning platforms.
4. Facilitate technical and operational excellence of USAID health programs implemented through local governmental and non-governmental partners.

USAID’s Office of HIV/AIDS has conducted four Global Local Partner Meetings starting in 2019 with an exponential increase in size to accommodate the growing interest from organizations and Missions. In 2022, meeting participants recommended a regional meeting approach for more relevant networking, holding sessions in languages beyond English, and including all Global Health technical areas for cross-sharing lessons learned. The WCAB Local Organization Meeting was the first to be conducted in both English and French. USAID and ASAP II ensured that local organizations from the countries invited had an opportunity to play key roles in developing the agenda and presenting, facilitating sessions throughout the meeting, and helping collate program results and lessons learned.

Special thanks to the 25 representatives from local organizations who provided insights and contributed to developing the broader vision for the meeting.

The meeting kicked off with a virtual warm welcome from USAID Counselor Clinton D. White, with in-person opening remarks from Sangita Patel, Deputy Assistant Administrator (DAA) for the Bureau for Global Health, and Kimberly Rosen, USAID/Ghana Mission Director. Counselor White shared the primary goal in localization is to shift the power to local actors with an inclusive development lens with marginalized and under-represented groups and to provide leadership in setting priorities, designing activities, and managing results.

DAA Sangita Patel showed how USAID is turning policy into action by noting that in FY 2022, USAID obligated \$1.5 billion directly to local organizations, of which 75% went to local health partners. She also emphasized the overall success of USAID’s Global Health program by stating that over the past 60 years, USAID’s achievements in Global Health include a 50 percent reduction of under-five mortality and a 33 percent reduction in AIDS-related mortality.



**“Successful implementation by local organizations needs to be shared and this and future meetings provide a rich opportunity for USAID to hear from you.” “One of our primary goals in USAID’s localization strategy is to address legacy systems of imbalance by taking action to shift power to local actors.”**

**– Clinton D. White, USAID Counselor**

**The WCAB meeting held 38 unique Plenary, Training, Technical, and Listening sessions covering key areas of focus, including:**

5

**Plenary Sessions:** Plenary sessions were presented by USAID, Local Organizations, ASAP II and Multilateral Donors and included: Opening and Local Organization Panel on Capacity Strengthening; Overview of Capacity Strengthening Data and Compliance Success Factors for USAID Local Partners; Indirect Costs: De minimis and Negotiated Indirect Cost Rate Agreement; and Donor Panel and Localization through Inclusive Development Lens and the Closing Ceremony.

7

**Technical Sessions:** USAID technical experts provided guidance for and facilitated discussion on local organizations' shared experiences in Community Engagement, Primary Health Care, Resilient Programming, Maternal Child Health and Nutrition, HIV/AIDS, Innovations in Health, Malaria, Family Planning, Social and Behavior Change, Health Systems Strengthening, and Global Health Security.

17

**Training Sessions:** Subject matter experts from the ASAP II consortium provided training and opportunities for exchanging experiences on: Organizational Assessments using NUPAS Plus 2.0 and Measuring Capacity Strengthening; Telling Your Project's Story, Leadership and Governance; Institutionalizing Good Human Resource Practices; Mandatory Standard Provisions/Required as Applicable Provisions; Operational Research and Lessons Learned from Data; Gender at the Organizational Level; Subaward Management; Business Development; Understanding Cost Principles; Writing an Abstract and NUPAS Plus 2.0.

3

**Feedback Sessions:** Local organizations provided feedback to USAID on their experiences in three different groups: "Working as Prime Awardees," "Working as Sub-Awardees" and "Working in Non-Permissive Environments." Conversations focused on strengths, weaknesses, and solutions to improve USAID systems, processes, or working relations.

5

**Communities of Practice:** Local Organization Delegates were invited to join five Communities of Practice (CoP) in English and French focusing on 1) Leadership, 2) Financial Management, and 3) Monitoring and Evaluation, to serve as USAID-free virtual platforms for local organizations to learn from each other in quarterly meetings.

5

**Networking Sessions:** Two poster sessions provided an opportunity for local organizations to present the more technical aspects of their work; two sets of facilitated evening "office hours" enabled deeper informal and organic technical exchanges in follow up to the day's earlier sessions; and one formal dinner for randomly selected local organization representatives and USAID Leadership led to more personal connections.

The meeting concluded with a summary of recommendations from the Local Organization Feedback sessions. Common feedback themes included the importance of partners' relationship with the Office of Acquisition and Assistance (OAA), local partner indirect cost recovery, as well as intentional and intermediate result-driven capacity strengthening. USAID's recent efforts in updating its OAA strategy and rolling out translation services aligned with additional feedback heard from the partners. There remains an opportunity for USAID to address reporting burdens, salary transparency issues, timing, and currency for disbursements, and offer flexibility in complex non-permissive environments.

The 2023 USAID Global Health WCAB Local Organization Meeting successfully created an environment conducive to learning, collaboration, and dialogue among local partners and USAID staff. The increased participation and the broad spectrum of topics discussed reflect a solid commitment to addressing current global health challenges while jointly refining USAID's approach to working with local partners. This event has not only highlighted key areas for future development but also laid a robust foundation for continuous advancement in health program management and execution, reinforcing the journey toward effective localization.



**Click on a session to view presentation slides or recordings or visit [intrahealth.org/asap-resources](https://intrahealth.org/asap-resources).**

The Zoom Event platform was used to livestream different sessions, and the translation was also available for all sessions in English & French. Below is the list of all sessions, their focus areas, English and French slides, and recordings.

---

## DAY I

### **I. Welcoming Remarks from USAID Leadership**

**English Slides | Recording || French Slides | Recording**

This plenary session served as a masterclass in setting a strategic and inclusive tone for the event. Clinton D White, Counselor for USAID, virtually welcomed all participants, highlighted key modes of operation for USAID's Localization strategy, and emphasized localization, community engagement, diversity, equity, inclusion and accessibility, and strategic partnerships and collaboration.

---

### **2. Local Organization Panel on Capacity Strengthening Plenary**

**No slides presented | English Recording | French Recording**

This plenary session featured speakers from YWCA Rwanda, the Total Family Health Organization in Ghana, the Society for Family Health Nigeria, and the Benin National Malaria Control Program. Presenters discussed their experiences working with USAID and provided valuable insights into their journeys partnering with USAID, as well as challenges and best practices.

### **3. Capacity Strengthening Data and Overview of Training Sessions Plenary**

[English Slides](#) | [Recording](#) || [French Slides](#) | [Recording](#)

This plenary session focused on the critical role of capacity building and compliance for local partners, particularly highlighting the contributions of the Accelerating Support to Advanced Local Partners (ASAP) project. The session delved into the significant achievements of ASAP I and II, notably support to 123 local organizations, the completion of 73 comprehensive organizational risk and capacity assessments, the on-site capacity support with local subject-matter experts, and its success in elevating over 30 partners to the status of prime partners with USAID. A key highlight of the session was the unveiling of NUPAS Plus 2.0, which is a risk and capacity assessment tool designed to enhance the assessment of organizational viability and compliance with USAID requirements.

---

### **4. Compliance Success Factors for USAID Local Partner Plenary**

[English Slides](#) | [Recording](#) || [French Slides](#) | [Recording](#)

This plenary session provided orientation on USAID compliance standards and financial management for local organizations.

---

### **5. Organizational Assessments using NUPAS Plus 2.0 and Measuring Capacity Strengthening**

[English Slides](#) | [Recording](#) || [French Slides](#) | [Recording](#)

This training session focused on the Non-U.S. Organization Pre-Award Survey (NUPAS) and its enhanced version, [NUPAS Plus 2.0](#), a critical tool used by USAID for evaluating potential local partners. The session covered an overview of NUPAS, Development, and Use of NUPAS Plus, NUPAS Plus 2.0 Features and Use of Data.

---

### **6. Telling Your Project's Story**

[English Slides](#) | [No Recording](#) || [French Slides](#) | [No Recording](#)

This training session aimed to provide attendees with practical skills and strategies for effectively telling their project's story to various audiences, including donors, partners, and the wider community.

---

### **7. Leadership and Governance: Best Practices Session I**

[English Slides](#) | [Recording](#) || [French Slides](#) | [Recording](#)

This session on Leadership and Governance focused on best practices in challenging environments, especially in the context of health programming. The speakers included experts from USAID and other international health organizations.

---

### **8. Community Engagement**

[English Slides](#) | [Recording](#) || [French Slides](#) | [Recording](#)

The session focused on community engagement, particularly in the context of USAID's health initiatives. It featured panels of distinguished speakers representing various USAID Missions (Rwanda, Cameroon, and the Democratic Republic of Congo) as well as speakers representing USAID implementing partners in Ghana, Madagascar, and Haiti.

---

### **9. Advancing Primary Health Care Towards Achieving UHC and Resilient Health Systems**

[English Slides](#) | [Recording](#) || [French Slides](#) | [Recording](#)

The session provided a comprehensive overview of various strategies and implementations by different countries, primarily focusing on primary healthcare (PHC) as a cornerstone for achieving Universal Health Coverage (UHC) and building resilient health systems.

---

## 10. Building Resilient Programming

[English Slides](#) | [Recording](#) || [French Slides](#) | [Recording](#)

This session delved into the intricacies of building resilient programming within organizations.

---

### DAY 2

#### 1. Panel with Bureau for Development, Democracy, and Innovation (DDI) Office of Acquisition and Assistance (OAA); Office of Inspector General (OIG); Office of Financial Management (OFM)

[English Slides](#) | [Recording](#) || [French Slides](#) | [Recording](#)

The panel session included speakers from different offices at USAID: Office of Acquisition and Assistance (OAA), the Office of Financial Management (OFM), the Bureau for Inclusive Growth, Partnership, and Innovation (IPI), and the Office of Inspector General (OIG). They discussed various aspects of their roles and how they interact with local organizations.

---

#### 2. Indirect Costs: De minimis and Negotiated Indirect Costs Rate Agreement (NICRA)

[English Slides](#) | [Recording](#) || [French Slides](#) | [Recording](#)

The session focused on advancing financial sustainability and capacity building for local partners involved with USAID. It was structured to provide a deep dive into the essentials of financial management, compliance with USAID's standards, and the importance of effective auditing practices.

---

#### 3. Institutionalizing Good Human Resource Practices

[English Slides](#) | [Recording](#) || [French Slides](#) | [Recording](#)

This training session primarily focused on strengthening human resources through succession planning. It provided insights into various methods of developing human resources to ensure they possess the highest level of competency and are continually learning. The speaker shared experiences from the West African Private Healthcare Federation, discussing their approach to succession planning, including SWOT analysis that supports the development of their plan. Key areas covered were approaches for knowledge management, recruitment solutions, preparation for internal promotion, and specific tools to support the succession plan.

---

#### 4. Understanding Essential Mandatory Standard Provisions and Required as Applicable Provisions

[English Slides](#) | [Recording](#) || [French Slides](#) | [Recording](#)

The training session focused on understanding the Mandatory Standard Provisions and Required as Applicable Provisions within USAID agreements. It emphasized the importance of compliance, particularly from an audit perspective, and the need for organizations to fully understand the specific requirements of their awards. Key topics included the significance of effective financial management, the importance of segregation of duties for procurements, and the importance of insurance and risk management.

---

#### 5. Operational Research: Lessons Learned from Data

[English Slides](#) | [Recording](#) || [French Slides](#) | [Recording](#)

The session was dedicated to the practical aspects of data management in program implementation, particularly in health and nutrition programs. The focus was on both quantitative and qualitative data collection, analysis, and its application in operational research. The session explored the process of transforming raw data into actionable insights through various stages like collection, analysis, visualization, and interpretation.

---

#### 6. Gender Integration at the Organizational Level



## **English Slides | Recording || French Slides | Recording**

The training session focused on the integration of gender perspectives in programming, with the speaker sharing their experiences and challenges in implementing gender-specific interventions. Key topics included addressing negative cultural norms, engaging community leaders in gender discussions, and the importance of gender equity and equality in program design.

---

## **7. Maternal and Child Health and Nutrition**

### **English Slides | Recording || French Slides | Recording**

The technical session focused on addressing critical health issues in this domain. The discussion revolved around the global and local perspectives on maternal and child health, highlighting various strategies and programs implemented in different countries. The session showcased the efforts of USAID and its partners in reducing maternal and child mortality rates and improving overall health outcomes in the priority countries.

---

## **8. HIV/AIDS**

### **English Slides | Recording || French Slides | Recording**

The technical session focused on the global response to HIV/AIDS, particularly under the President's Emergency Plan for AIDS Relief (PEPFAR). The discussion revolved around the ambitious goals for HIV treatment and prevention, the role of local partnerships in achieving these goals, and the importance of community-led initiatives. The session also touched on the evolution of PEPFAR's strategies over the years and its current priorities.

---

## **9. Innovations in Health**

### **English Slides | Recording || French Slides | Recording**

The technical session focused on the role of innovation in global health, particularly in the context of maternal and child health in Ghana. The discussions included the introduction of the Ghana Country Innovation Platform, a collaboration between the Ghana Health Services, Grand Challenges Canada, and USAID. The platform aims to support local innovators and tailor innovation processes to locally defined needs.

---

## **10. Malaria**

### **English Slides | Recording || French Slides | Recording**

The technical session delved into the current strategies and efforts in combating malaria globally. The session included a presentation on the President's Malaria Initiative's (PMI) role, its evolving strategies, and its initiatives in various countries. Panel discussions with representatives from different countries provided insights into local challenges and solutions in malaria control and elimination.

---

## **11. Family Planning**

### **English Slides | Recording || French Slides | Recording**

The technical session focused on family planning, addressing the structure, and functioning of the Office of Population and Reproductive Health at USAID. The session aimed to provide practical insights for local partners looking to apply for USAID programs and funding. It covered a range of topics, including USAID's approach to family planning, key priority areas, global partnerships, and strategies for local organizations to enhance their applications.

---

## **12. Social and Behavior Change**

### **English Slides | Recording || French Slides | Recording**

The technical session was focused on social and behavior change (SBC), an essential component in achieving USAID's health goals. The session included a comprehensive overview of the evolution of SBC terminology and practices, the integration of SBC into the localization agenda, and a panel discussion with local partners involved in SBC initiatives. The session underscored the importance of understanding and applying a variety of interventions beyond communication to achieve meaningful social and behavioral change.

---

## 13. Health Systems Strengthening

[English Slides](#) | [Recording](#) || [French Slides](#) | [Recording](#)

The technical session centered on Health Systems Strengthening (HSS). The focus was on USAID's approach to HSS under its 2030 vision, emphasizing holistic and integrated strategies. The session aimed to impart knowledge about working across different areas of health systems, such as financing, service delivery, and quality improvement, to achieve better health outcomes.

---

## 14. Global Health Security

[English Slides](#) | [Recording](#) || [French Slides](#) | [Recording](#)

The technical session provided an in-depth overview of the USAID's Global Health Security (GHS) Program. Key areas discussed included the program's goal to assist countries in developing capacities to prevent, detect, and respond to infectious disease threats, with a strong emphasis on inclusivity, gender equity, and locally-led development. The session also detailed USAID's support across GHS intensive support countries and targeted support countries, highlighting coordinated U.S. government investment in multiple technical priorities.

---

## DAY 3

### 1. Donor Panel: How are private sector, foundations, and multilateral organizations engaging with local organizations?

No slides presented | [English Recording](#) | [French Recording](#)

This plenary panel session brought together expert speakers from the Global Financing Facility, Farm Access, and the West African Health Organization (WAHO). The discussion was centered around their collaborative efforts with civil society and local health Small and Medium Enterprises (SMEs) in Africa. They elaborated on their methods for providing essential support, facilitating access to crucial financing, and enhancing the overall quality of healthcare services. This exchange aimed to showcase effective strategies and models for health system support in diverse African contexts.

---

### 2. Localization through Inclusive Development Lens

[English Slides](#) | [Recording](#) || [French Slides](#) | [Recording](#)

The panel session delved into the critical theme of achieving localization in health programs through the lens of inclusive development principles. It was centered around unpacking the complex dynamics of identity, power, and privilege and their influence on health programs. The goal was to advocate for an inclusive development approach that not only acknowledges but actively integrates diverse local actors, ensuring equitable access to resources and participatory decision-making in health program planning and execution.

---

### 3. Leadership and Governance: Best Practices Session 2

[English Slides](#) | [Recording](#) || [French Slides](#) | [Recording](#)

This training session featured discussions on risk management, capacity building, and effective decision-making. Speakers, including various experts and organizational leaders, shared insights on managing organizational risks, enhancing governance structures, and fostering effective leadership within organizations.

---

### 4. Your Role in Reporting Fraud

[English Slides](#) | [Recording](#) || [French Slides](#) | [Recording](#)

The training session focused on the crucial role of individual and organizational responsibility in reporting fraud. It highlighted various types of fraud, the elements of the fraud triangle (opportunity, rationalization, and pressure), and the impact of fraud on organizations and programs. The session was augmented by a local panel from Burundi sharing their experiences.

---

## **5. Sustainability: Resource Mobilization and Social Marketing**

[English and French Slides](#) | [English Recording](#) | [French Recording](#)

The session focused on sustainability through resource mobilization and social marketing. The session was designed to share different strategies for resource mobilization including responding to proposals, creating a fee-for-service structure, and social marketing.

---

## **6. Data for Decision-Making**

[English Slides](#) | [Recording](#) || [French Slides](#) | [Recording](#)

The session focused on the critical role of data in decision-making, particularly for health projects. It covered a comprehensive range of topics including data sources, submission, visualization, and utilization for effective project management. The session aimed to provide practical insights into how data can be used to enhance project outcomes, with examples from different health initiatives.

---

## **7. Closing Plenary**

[English Slides](#) | [English Recording](#) | [French Recording](#)

The closing plenary session featured a diverse panel including representatives from the Global Financing Facility, Farm Access, WAHO, and senior policy advisors from USAID. Discussions were rich and multifaceted, focusing on the challenges and successes of localization and inclusive development in health programs. The panel also addressed the practical aspects of engaging with civil society, local health SMEs, and the integration of inclusive development principles to ensure equitable access to health services.