



Supporting Missions to Advance Government-to-Government Programming

PROPEL Health is a five-year USAID-funded \$100 million project that prioritizes localizing policy, advocacy, financing, and governance leadership, technical assistance, and capacity development to enhance resilience and sustainability. This brief outlines how PROPEL Health can support country programs to advance government-to-government (G2G) programming across four key phases—plan, design, implement, and monitor—of G2G agreements.

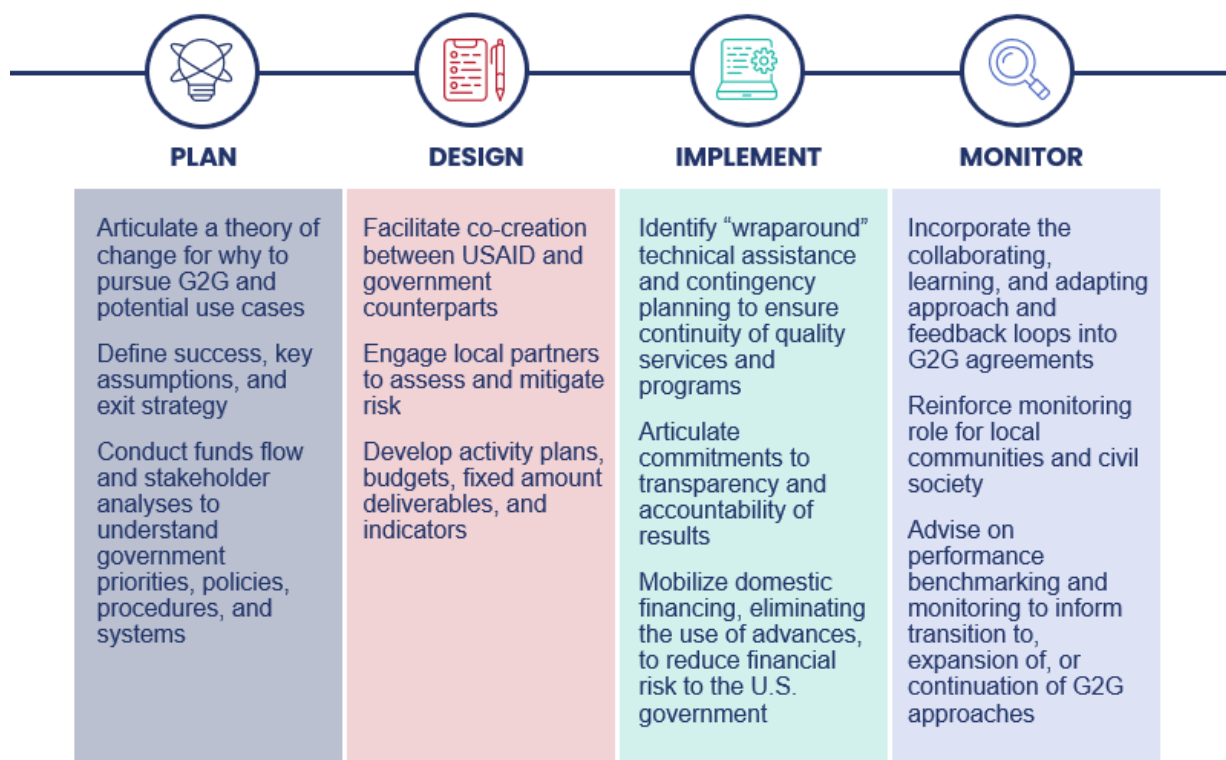
How PROPEL Health Can Support Country Programs with Government-to-Government Programming

Plan

PROPEL Health can help countries determine *if* and *how* G2G programming can advance their development objectives. Country programs can be supported to:

- Articulate a theory of change for why to pursue direct financing agreements with partner country governments and facilitate local stakeholder collaboration to develop a G2G strategy and vision.
- Assess the landscape to have a deeper understanding of the systems to be utilized and to appreciate the politics, priorities, and champions to inform G2G. This could be through funds flow, stakeholder, and political economy analyses, as appropriate.

What G2G Support Looks Like



- Engage stakeholders beyond line ministries (ministries of finance, local government, public service, etc.) to strengthen local accountability, respect decentralization policies, and promote domestic resource mobilization, including advance funding and country matching.
- Understand the donor operating environment to build on existing assessments or policies and frameworks in the partner country government systems to ensure accountability and minimize the burden of additional reporting.

Design

During this phase, PROPEL Health can aid in the design of the G2G agreement with the partner country government through co-creation and risk mitigation. PROPEL Health can support country programs to:

- Conduct fit-for-purpose and enterprise risk assessments—including public financial management and procurement assessments—and develop risk mitigation strategies and capacity building plans.
- Understand the opportunities and limits to G2G design based on USAID’s ADS.
- Facilitate co-creation workshops to negotiate what activities could be supported through a G2G approach and support the development of budgets, milestones, and M&E plans.
- Engage experts with knowledge of partner government systems including data, human resources, supply chain, financing, social contracting, civil society, and community engagement systems.
- Advise on the availability of different G2G designs based on USAID’s ADS 220, G2G experiences, and wrap-around technical assistance mechanisms to achieve policy and program objectives.
- Outline an exit or continuity strategy that builds performance benchmarking and monitoring into the agreement such that transition at the end of the agreement leads to sustained impact.

Implement

PROPEL Health is well-positioned to support the partner government to implement G2G while maximizing the use of its systems and strengthening capacity. Country programs can be supported to:

- Align the implementation of G2G agreements with annual planning, budgeting, and reporting systems to build the capacity of the government and foster long-term sustainability.
- Commit parties to transparency and accountability, permitting access to data and audit findings, and including a process for independent and routine monitoring that engages local stakeholders in the monitoring and verification of results.
- Incorporate contingency planning into agreements to ensure continuity of quality services and programs in the event of delays or poor execution.
- Provide technical assistance in critical areas to support successful implementation, where identified.
- Facilitate a transition strategy that sustains gains, advocates for domestic co-financing and staff retention, and commits the parties to transparency and accountability.

Monitor

PROPEL Health can support country programs in iterative learning and adaptation of the G2G approach, including to:

- Design SMART performance-based milestones, and build performance benchmarking and monitoring into the agreement, such that transition to and expansion of G2G is based on demonstrated strengthened capacity.
- Provide capacity strengthening directly with partner country governments or through other partners for data collection, analysis, and quality assurance systems.
- Encourage iterative learning through adaptive management throughout the life of the award to re-evaluate the theory of change and ensure development objectives are being met.
- Facilitate innovative feedback structures to include and leverage a wide range of stakeholders including local partners, community structures, and civil society.
- Support joint learning sessions with the partner country government and other governments, donors, and implementing partners to encourage mutual learning and capacity development as well as sharing lessons learned.

Partners

PROPEL Health's core team is led by Palladium and includes the African Economic Research Consortium, Avenir Health, Population Reference Bureau, RTI International, Samasha Medical Foundation, and the White Ribbon Alliance. Open Development, a women-owned small business, is a resource partner that leads the G2G and sustainability planning work. For over a decade, Open Development staff have advised USAID as an early champion and provided support to missions. They have worked on G2G's in a number of countries, including Ghana, Liberia, Malawi, Namibia, Pakistan, Senegal, and Zambia. Additionally, Open Development has provided technical assistance to USAID implementing partners (including local organizations) on direct financing agreements with partner country governments in a wide range of countries, such as Bangladesh, DRC, Ethiopia, Kenya, Malawi, Mozambique, Nigeria, Philippines, Senegal, Tanzania, Uganda, Uzbekistan, Vietnam, and Zimbabwe. PROPEL Health will establish additional local partnerships to harness local knowledge and expertise.

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February 2024 | Photo credit: PROPEL Health Botswana

Promoting Results and Outcomes through Policy and Economic Levers (PROPEL) Health is a five-year cooperative agreement funded by the U.S. Agency for International Development under Agreement No. 7200AA22CA00023, beginning September 23, 2022. PROPEL Health is implemented by Palladium in collaboration with African Economic Research Consortium, Avenir Health, Population Reference Bureau, RTI International, Samasha Medical Foundation, and the White Ribbon Alliance.

This document was produced for the U.S. Agency for International Development. It was prepared by Palladium. The information provided in this document is not official U.S. Government information and does not necessarily reflect the views or positions of the U.S. Agency for International Development or the U.S. Government.