

Over the past several years, Missions like USAID/Morocco have worked to advance locally led development through programs in which local partners set their own agendas, develop solutions, and utilize their leadership, resources, and capacity to implement those solutions. In Morocco, after five Local Works activities concluded in 2021, the Mission began planning for new activities. This prompted the team to reflect on a critical question: *how can we ensure that not only activities themselves, but also the evaluations, assessments, and research informing future work, are all locally led?*

After exploring the landscape of local researchers, USAID/Morocco decided to stand up a Blanket Purchase Agreement (BPA) for local research, evaluation, and learning facilitation services. The BPA process included early market research and a multi-stage procurement, including an Oral Presentations Day. As a result, four local firms and individual consultants were selected as BPA Holders. Since the BPA was established, the Mission released several Call Orders, awarding two to a local firm to conduct listening tours and one to a local consultant for a climate gender analysis. The process has been time- and energy-intensive and not without its challenges. Yet, at each step, the Mission has learned more about how to engage effectively with local actors and make research and learning efforts more locally led. Through these efforts, more local voices have driven the conversation as the Mission designed and adapted programs and partnerships.

Results to date have been highly validating: local research partners have produced strong deliverables that have been instrumental in informing the Mission's program designs and implementation. Communities themselves have attested to the value of connecting with one another and local researchers in convening spaces facilitated by these researchers.

This case study outlines the process and lessons learned along the way and aims to inform other USAID Missions seeking to leverage local expertise in their work.

CASE STUDY METHODOLOGY

This case study seeks to surface the needs, mindsets, enabling conditions, and processes that led USAID/Morocco to create a mechanism for local research and evaluations. It examines how this mechanism advanced locally led development by leveraging local expertise across the Mission's portfolio. To that end, from April - June 2023, USAID's Local Works pro-



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LOCAL WORKS

Since 2015, USAID's Local Works program has enhanced the Agency's ability to empower local actors to lead their own development. Local Works provides USAID Missions with resources, tools, and opportunities to try new development approaches that are more flexible, locally responsive, and sustainable.

LOCALLY LED DEVELOPMENT

When local actors are empowered in decision-making throughout priority-setting, design, management, measurement, and other processes through which development assistance contributes toward improving systems and outcomes for development.

BLANKET PURCHASE AGREEMENT (BPA)

A BPA is a simplified method of procuring recurring services from qualified vendors called BPA Holders. BPA Holders are selected through a competitive process and are then eligible to respond to BPA Call Orders that request quotations for a specific scope of services.

gram staff conducted semi-structured interviews with 30 stakeholders who participated in the design, procurement, and implementation of the Morocco Locally Led Learning (ML3) BPA. Stakeholders included USAID/Morocco technical staff (4), Program Office team members (3), Office of Acquisition and Assistance (OAA) staff (2); Local Works Washington staff (4); BPA holders, research team members, and applicants (6); and community members participating in listening tours (11). The Local Works team qualitatively analyzed all data with thematic analysis and a human-centered design lens,¹ and triangulated with observations and desk review, to inform this case study.

WHY DO DEVELOPMENT DIFFERENTLY?

As the USAID/Morocco Local Works team started planning for future evaluation and assessment needs, they sought to challenge themselves to work in more locally led ways. While historically, USAID/Morocco contracted such services through the MENA MELS mechanism or other foreign-based firms, this presented an opportunity to expand locally led work beyond implementation, to monitoring, evaluation, learning (MEL), and research. The team had previously worked with local firms on a few gender analyses, which were conducted successfully, and had a positive experience engaging a local university to analyze regional statistics that informed a new activity design. Moving forward, working directly with local evaluators would bring strong knowledge of the local context, particularly as local partners have the unique ability to leverage strong existing networks in-country. The potential for cost savings was also a significant opportunity.

Still, there was notable skepticism initially regarding the prevalence of capable local providers. In Morocco, monitoring and evaluation is not taught in schools, and there are no such certification programs. Practitioners gain experience through applied learning and practice, often while working with large international firms. Some Mission team members expressed concern that local organizations lacked the institutional capacity to partner directly with USAID. Nonetheless, the Mission as a whole embraced this as an opportunity to validate their assumptions

“The fact that you are collaborating with local partners means that you are benefiting from local expertise, from local knowledge, and from local networks. This is instrumental since the involvement of local knowledge helps you have a better understanding of local needs and local problems, so you can develop more relevant activities to address them.”

- Anouar Benamar,
USAID/Morocco
MEL Specialist

1. Human-Centered Design (HCD) is a creative approach to solving complex problems that focuses on designing products, services, and experiences that address the core needs of those who experience a problem or need. This case study used HCD tools including customer journey mapping and service blueprints to detail and validate the process diagram, understand the perspectives of various actors' throughout the process, and surface high points and challenges. [IDEO's Design Kit](#) provides further detail on HCD methods, tools, and approaches.



PHOTO CREDIT: Maggie Sullivan

“ I was not sure we would have enough local actors that could perform this work but I was pleasantly surprised that we did. The market research was really helpful because we were surprised to see how much is out there. ”

- Fatine Bellamine,
USAID/Morocco Program
Management Specialist

and learn through the process. The technical team was committed to seeking out locally led ways of working, the Office of Acquisition and Assistance (OAA) saw potential to apply learning to their small business engagement efforts more broadly, and the Program Office was excited to leverage local knowledge in MEL.

KEY STEPS

·✦· MARKET RESEARCH

As an initial check on assumptions around the local market, and to inform future actions, the team decided to conduct basic market research. First, staff generated a list of known local evaluators and researchers, referencing past research the Mission had commissioned, authors listed on reports of past activities, and recent studies conducted in Morocco that had been published on the [Development Experience Clearinghouse \(DEC\)](#). Next, two team members from Local Works Washington reached out to the contacts on this list to learn about their core work, their methods for finding work opportunities, and their networks. The Mission also reached out to other donors to learn about their local contacts in the MEL space. The team found that employing a “snowball” approach to this outreach helped strengthen their understanding of the local evaluation and research ecosystem. To snowball, the team reached out

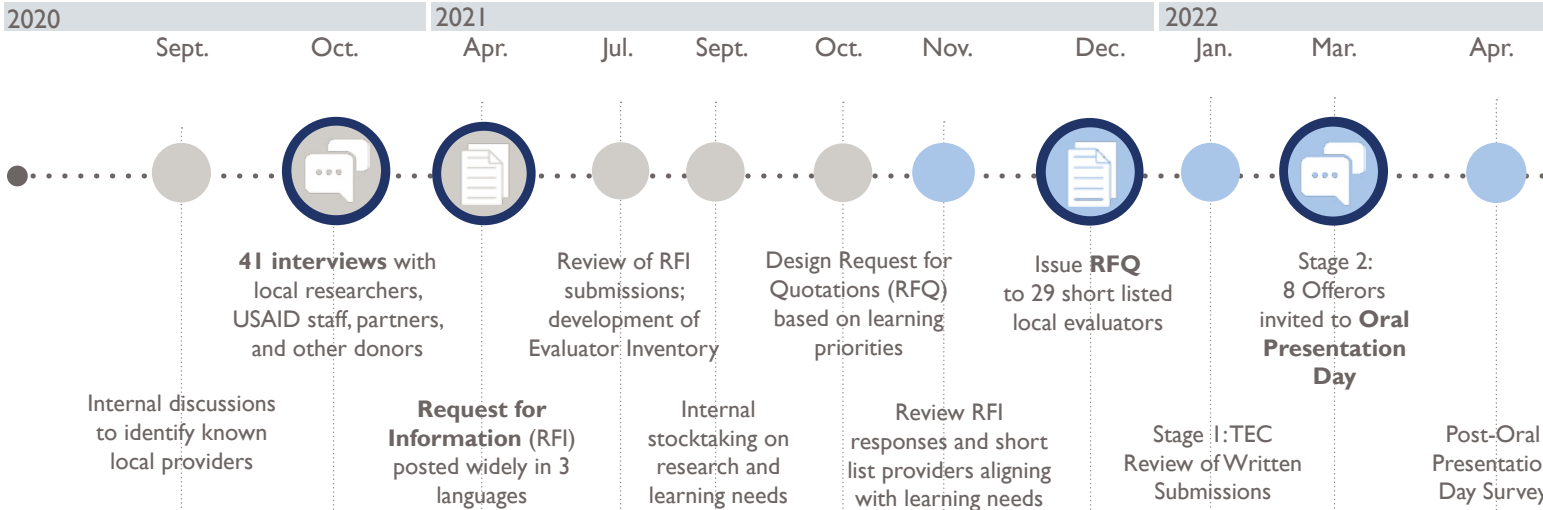
THE MOROCCO LOCALLY LED LEARNING JOURNEY

STAGES

1 MARKET RESEARCH

2 COMPETITION & PROPOSALS

STEPS & KEY TOUCHPOINTS



KEY ACTORS

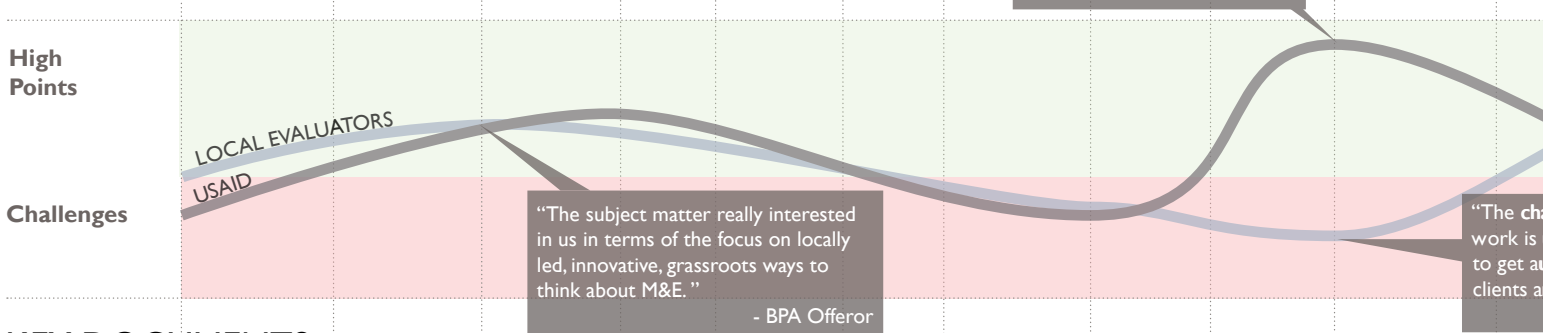
USAID

- Technical Staff
- OAA
- Program Office
- LW Washington
- OFM

EXTERNAL

- Local Evaluators
- Other Donors
- Communities

STAKEHOLDER EXPERIENCES



KEY DOCUMENTS

- Outreach Template*
- Interview Questions*
- RFI
- Evaluator Inventory Template*
- RFQ
- TEC Review Template*
- Agenda
- Instructions to Presenters*
- Survey*

KEY



Discussions with offerors & stakeholders



RFIs and RFQs released

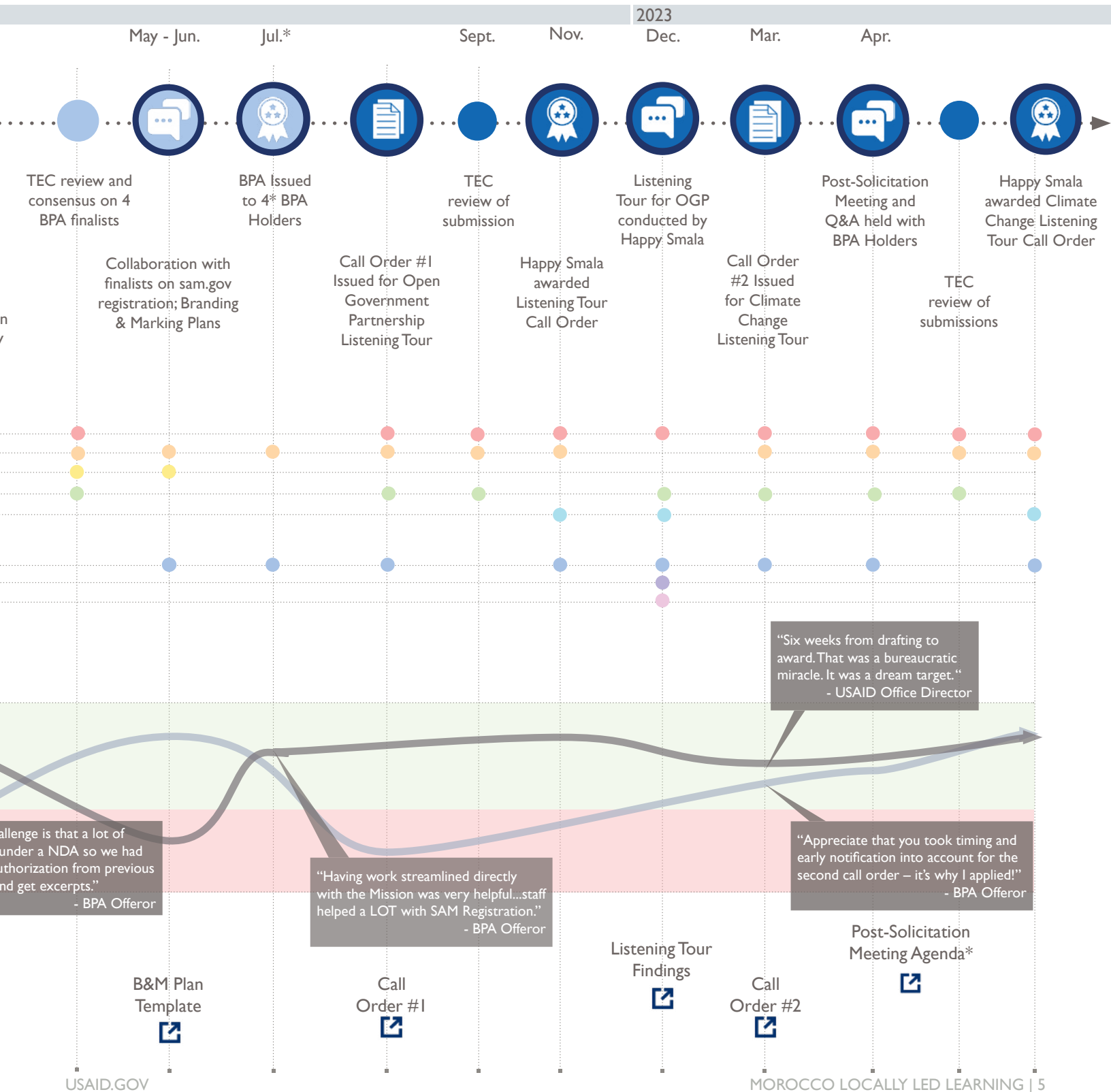


BPA & contracts awarded

* Agency-only resources

ACQUISITION PROCESS

3 IMPLEMENTATION



to new local contacts as they learned of them, and asked them to recommend other individuals to speak with, gradually expanding the list of contacts. They learned that local capacity for MEL services does exist in Morocco, but it presents differently than in international firms. Individual consultants predominate over dedicated evaluation firms, and informal professional networks are key for identifying evaluators and evaluation opportunities alike. The team also observed how donor preferences can skew the market: as donors typically contract with international firms who then sub-contract locally; individuals are not incentivized to create formal businesses. Promisingly, this research demonstrated that young MEL professionals in Morocco are eager for opportunities to grow their professional capacities and learn from others. However, the competitive landscape for individual consultants in Morocco can deter the sharing of experiences, good practices, and innovations in the field.

The market research validated that local evaluation and research capacity existed broadly, but the Mission was keen to understand the local market in greater detail. They determined that a [Request for Information \(RFI\)](#) would be an ideal way to cast a wider net and capture more granular information about individual firms' and consultants' interests, capacities, and past work. It included open-ended questions about different technical skills and expertise; language knowledge; and past experience working with USAID and/or other donors, including other government funders. The Mission's A&A Specialist posted the RFI in three languages (Arabic, French, and English) to [tanmia.ma](#), a national web portal designed to strengthen the capacity of Moroccan associations through the use of information and communication technology tools, in addition to typical USAID websites such as [grants.gov](#) (the official government site for information on U.S. government grants and funding), as market research showed that this is where local researchers find opportunities.

USAID technical staff inventoried the 49 responses and reviewed them through the lens of the Mission's anticipated learning needs. Responses were vetted for quality, relevance, and demonstration of topical expertise, resulting in 29 "shortlisted" local evaluators and researchers. This inventory has proven to be an ongoing resource for the Mission's Program Office and MEL Platform, who have referenced it when seeking to hire local consultants for data collection and analysis efforts.

“There’s a lot of untapped potential, especially because of language. This kind of process can be applied to other capacity needs depending on the context.”

- Eric Asmar,
CEO of happy smala,
BPA Holder



PHOTO CREDIT: Maggie Sullivan

COMPETITION & PROCUREMENT PROCESS

The Mission's Local Works team, Program Office, and Office of Acquisition and Assistance collaboratively outlined a list of upcoming learning needs and available budget. The Mission's A&A Specialist identified a BPA as a flexible tool that could help make the process of accessing local evaluation and research expertise faster and more straightforward. The team crafted a [Request for Quotations \(RFQ\)](#) for a Blanket Purchase Agreement that would allow them to issue a series of call orders totalling up to \$855,000 for research and evaluation purposes over a period of four (4) years.

Overall, it was a great experience. At first, I didn't understand the utility and I almost didn't go... By chance, I met colleagues [who were also there], so I felt really at ease that there were already people I knew. I also met other people who told me they had read my work. It was a moment to hear from others about their work, research, thoughts. I have really fond memories of this day.

*- Kamal Mellakh,
BPA Holder*

Since each planned Call Order under the BPA was under the Simplified Acquisition Threshold of \$250,000,² the team was able to apply simplified acquisition procedures and restrict eligibility. As such, the Mission issued the RFQ only to the short list of vetted local evaluators and researchers, who received the solicitation in both French and English. The procurement followed a two-step process.

In Phase 1, offerors had a 30-day application window to submit a brief capabilities statement with CVs, three examples of past performance information, and a price schedule with labor rates. An interdisciplinary Technical Evaluation Committee (TEC), whose members were all proficient in both French and English, reviewed submissions and shortlisted eight firms and individuals they recommended to OAA should continue to Phase 2.

Phase 2 requested offerors to submit a written work sample and then present on their approach to said work during an Oral Presentations Day in Rabat in March 2022. The Oral Presentations Day required an all-hands-on-deck approach, benefiting greatly from the OAA team's strong leadership and communication (internally and externally with offerors), the technical team's vision for a collaborative environment, and the active participation of staff from the Program Office and technical teams. Local Works Washington staff members traveled to support a week of logistics, facilitation, and technical inputs. The [day-long session](#) included a presen-

2. In accordance with [AAPD 18-04](#), as this acquisition was less than \$250,000, conducted overseas and the procedures in FAR Part 13 were utilized, the opportunity was not published in the Government Point of Entry (GPE). By soliciting quotes from at least three sources to promote competition to the maximum extent practicable, the competition requirements in FAR 13.104 "Promoting Competition" and 13.106 "Soliciting competition, evaluation of quotations or offers, award and documentation" were satisfied. An additional authority the Mission explored using in this case was under [ADS 302.3.4.5.f/AIDAR 706.302-70](#), "Limiting Competition to Local Entities."

tation from OAA on how to work with USAID, oral presentations from all offerors that were open to everyone to observe, networking breaks, and a “Work with USAID Marketplace,” where attendees could receive one-on-one guidance on registering in the System for Award Management (SAM) and speak with the Mission’s technical staff and existing local partners. The day also provided structured opportunities for networking and collaboration among offerors. Throughout the event, attendees could choose to participate in the language of their preference, with real-time interpretation in English and French via headsets and on-site interpreters.

For USAID staff, the Oral Presentations Day proved to be a highlight of the procurement process, reflecting the team’s collaboration and hard work. General Development Office Director Juan Carlos Rodriguez said, “It was wonderful. Exactly what we were looking for, in my opinion. We worked really hard to ensure it lived up to the vision of the team.” Still, the event included some challenges. For example, the written submissions corresponding to the work offerors presented on were quite lengthy, requiring significant review time from the TEC in the days leading up to the event. Additionally, some technical challenges and delays ensued when one offeror needed to unexpectedly pivot to a virtual presentation format. Having on-site technical specialists (who were bilingual!) was essential.

Offerors shared overall positive, yet more measured, reflections on the Oral Presentations Day. They noted that earlier guidance on the date and format of the event would have been useful in balancing this opportunity with other commitments. Many had also signed non-disclosure agreements related to previous work, which limited what they could share in their presentations. While some participants noted a positive environment in which they could hear and learn from other researchers, others found it to be very competitive, with one non-selected applicant noting that it was a waste of their time, as it did not lead to additional opportunities.

After the session, the TEC reviewed the written and oral submissions to make a final recommendation to the Contracting Officer and notified the top firms. The A&A Specialist and Communication Specialist worked hand-in-hand with the four firms and consultants selected as BPA Holders to ensure they registered in SAM.gov and completed USAID Branding & Marking Plans. These processes can be challenging even for large international organizations, but BPA holders noted that having USAID staff provide guidance during one-on-one meetings, share templates for

“We seek local learning and local leadership at every step of the development journey, starting with our empowered team in the Mission. This ML3 BPA represents the hard work of many people and is representative of how we do business. I don’t know which is more satisfying to me - seeing the amazing quality of the work that local partners have done in Morocco through ML3, or seeing the satisfaction of this team that they, through their efforts, embody localization to the benefit of Morocco.”

- USAID/Morocco
Mission Director

standard documents, and provide detailed feedback on early drafts, made the process more streamlined and manageable. The BPA was issued to three of the four BPA holders in July, and the fourth was issued in November upon successful SAM registration.

IMPLEMENTATION



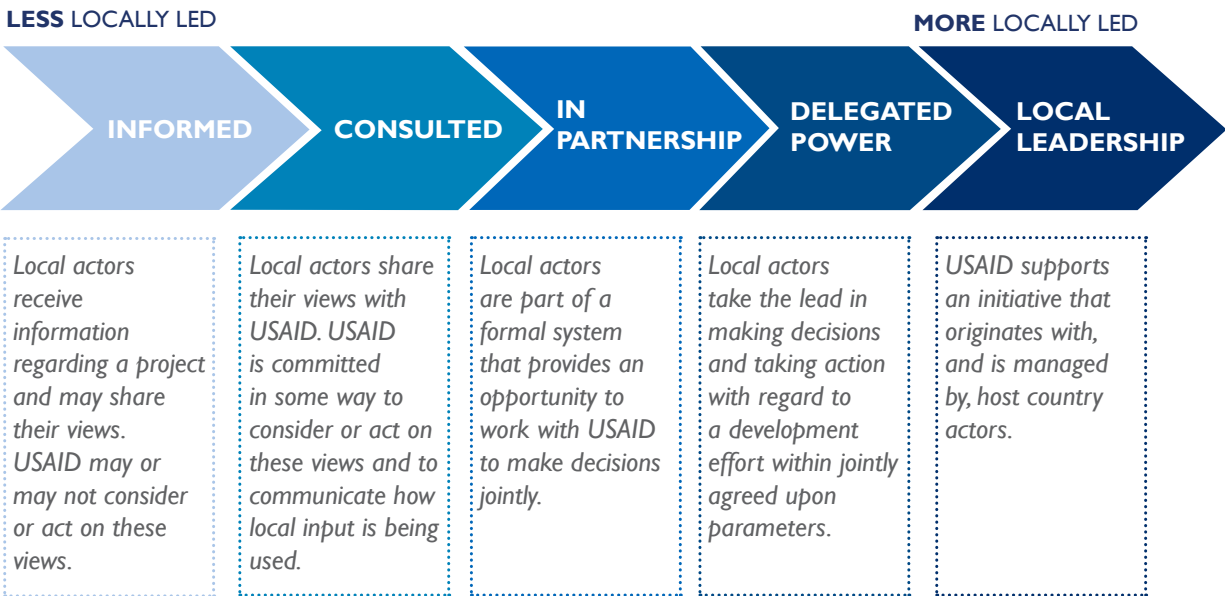
Listening is an intentional, deliberative, and considerate process in which development practitioners and local people come together to discuss a common theme or question. It prioritizes the voices of participants and allows for unexpected responses and open-ended conversation. Though it is open-ended and draws on the methods and tools of qualitative research, it has more structure than an informal conversation, and does not require the strict boundaries or rigor of a qualitative study or needs assessment.

[Learn more about listening.](#)

USAID/Morocco issued its first [Request for Quotations](#) for a Call Order under ML3 to conduct a listening tour focused on the linkage between Morocco's Open Government Partnership (OGP) local commitments and the lives of vulnerable populations. It required a brief, three-page technical narrative, a description of team and CVs (for new team members), and a price schedule. Only one BPA holder, the firm happy smala, applied. The Mission's OAA and technical team convened and agreed on a simplified approach to the TEC memo to streamline the process. Following the TEC's review, OAA worked with them to increase the total budget and scope of work to ensure a more inclusive, large sample. happy smala noted that they appreciated the detailed feedback on technical and budget elements as well as the opportunity to discuss and finalize the budget collaboratively. Over three months, happy smala designed and completed a highly successful listening tour, including consultations with 660 people. The tour and analysis of data yielded specific, actionable recommendations for how local actors would like to engage with the national and regional governments on Morocco's OGP commitments

Learning from the first RFQ led the Mission to change their approach for later Call Orders. Having heard feedback from BPA holders that knowing of upcoming solicitations ahead of time would help them to prioritize opportunities and manage their workload, the Mission notified them through a Notice of Intent (NOI) that was sent to them weeks in advance of the release of two new opportunities related to climate change programming (one for a listening tour, another for a climate gender analysis). RFQs were shared in both French and English, and the Mission clarified that quotations would be accepted in both languages to ensure everyone knew they were eligible to apply. After sharing the RFQ, USAID's OAA and technical teams held a post-solicitation meeting with BPA Holders to review the Call Order goals and answer questions.

Procurement of the second climate change listening tour took only six weeks from the first draft of the program description to the issuance of the award, which demonstrates the potential for BPAs to offer rapid, on-demand technical assistance. For each Call Order, the required Technical Narrative was a brief 3-5 pages. Offerors noted the concise



length helped in terms of focusing their ideas, but it sometimes proved challenging in terms of what to prioritize. With several call orders completed (i.e., listening tours, gender analysis), the Mission looks forward to meaningful local learning from ML3 to inform their work.

EARLY BENEFITS

At the Mission level, **ML3 has generated rigorous research to inform activity design.** As the lead firm of two listening tour call orders under the BPA, happy smala delivered high quality and actionable learning products that are on par or better than what the Mission typically receives from international firms. In addition to being impressed by *happy smala's* rigorous methodology and ability to communicate findings in a compelling way, the Mission team sees how the locally led process, informed by local expertise, has helped identify key community priorities with a degree of specificity and nuance that is highly informative for activity design. In contrast to the norm at USAID, happy smala was 'brought into the family' in a unique way and the team considers them a knowledge partner they engage as opportunities arise, e.g., to engage with senior level visitors.

In terms of USAID's work with local partners, work through the ML3 mechanism has **strengthened relationships between the Mission and local evaluators.** Mission staff see their work with ML3 partners as

“In a small(ish) Mission, you had everyone involved in this, and feeling like we were one team on the hook for success in this program.”

– Juan Carlos Rodriguez,
GDO Director,
USAID/Morocco

“very far to the right” on the [Locally Led Development Spectrum](#). One team member noted that while this effort originated with USAID, they would situate their ongoing work “somewhere between *In Partnership* and *Delegated Power*,” adding: “We are close to *Local Leadership* because we want to give [local evaluators and researchers] the confidence that they have the skillset to do the whole process by themselves.” Local partners also agreed that working directly with USAID (i.e., rather than as subpartners) shifted power and decision-making towards them. One BPA holder shared:

“We’d done a few consultancies for USAID before, but always as consultant-contractors to big DC-based organizations who had a contract. This was an opportunity to do the consultancy directly ourselves, without the intermediary, and everything that goes with that—freedom, flexibility, creativity, independence, control. This way, we can design and do it all our way.”

Both the Mission and the BPA holders hope that as work continues under ML3, new opportunities for local leadership will emerge as they identify additional alignments between USAID’s learning needs and local researchers’ interests, networks, and capacities.

At the community level, listening tours commissioned under ML3 created space for many **community members to share their priorities with USAID for the first time**. The listening tours leveraged local expertise and networks to intentionally seek out voices from those who have historically been marginalized from planning and development programs. This approach, where local firms already working in the country are engaging local communities, also opens promising opportunities for future community feedback.

ENABLING FACTORS

- **Early and cross-cutting Mission buy-in.** For a smaller Mission like USAID/Morocco, getting staff across technical and support offices on the same page and invested in the process early on proved essential. The Mission’s innovative OAA team had long embraced phased procurement approaches and was willing to invest the time and effort for a co-creative approach under ML3. Mission leadership demonstrated commitment throughout the process, from office directors encouraging more locally led approaches at each step, to the Front Office demonstrating support and trust through quick clear-

ances. Mission leadership supported Foreign Service National staff as technical thought leaders, TEC members, and CORs. Staff were willing to invest significant time and effort, including both Mission staff and Local Works Washington staff, who provided surge support through market research, oral presentation logistics, and serving on TECs.

- **Commitment to working in local languages.** BPA holders and USAID staff alike pointed out that the ability to work in local languages at all stages was crucial to bringing new, highly qualified researchers into the fold and elevating local ideas. Translating the RFI into English, French, and Arabic provided an opportunity for a range of local experts—some who may not speak any English at all—to share their expertise with USAID. Market research emphasized the importance of English and French for local M&E practitioners, which led the Mission to conduct all subsequent work on a bilingual basis, from simultaneous translation during the Oral Presentation day, to providing translated versions of the RFQ and holding bilingual Q&A sessions, to reviewing technical applications in French. The Mission encourages BPA holders who predominantly work in French to budget for English translation for any deliverables that USAID regulations may require to be in English.



- **Open and transparent communication, both internally and with BPA holders.** The Mission noted that getting on the same page internally and sharing a clear vision allowed for “tons of collaboration and hard work from people, and constant back and forth among design teams.” The Mission team has also evolved their approach to communication with BPA Holders over time. They better understand the value of advance notice of Call Order opportunities, and how partners appreciate detailed feedback on their proposals. A pause and reflect session with the Mission and BPA Holders in May 2023 reinforced the group’s shared commitment to creating space to communicate opportunities and exchange ideas among local researchers. regulations may require to be in English.

CHALLENGES AND LESSONS LEARNED

Standing up the BPA required a significant time investment from USAID up front. The market research phase and the full design and procurement process took almost two years and required a large investment of time from various Mission team members. Sometimes it was difficult for Mission staff to dedicate bandwidth given existing workloads. As one Mission team member noted, “ideally, you’d have more person-power to push this forward faster.” Surge support from the Local Works Washington team also helped to fill gaps while the Mission was without a MEL Specialist. For other Missions trying to do similar work, there are other options to obtain support, including tapping into New Partnerships Initiative’s (NPI) market research services and hiring contractors to coordinate events. However, Missions should acknowledge that an effort like this does require consistent staff leadership and patience to be successful. USAID/Morocco learned that more work on the front end in terms of identifying the right BPA holders up front and ensuring they have a clear understanding of the purpose, scope, and requirements of Call Orders issued can translate to streamlined procurement processes later on. For example, the design and procurement of the second listening tour under the ML3 BPA happened in six weeks, which was “record time” for the Mission team.



The New Partnerships Initiative offers market research services to USAID Missions through the Partnerships Incubator. Learn more on [USAID.gov](https://www.usaid.gov).

The BPA mechanism and USAID’s requirements can be difficult to navigate for first-time partners. While partners really appreciated USAID/Morocco’s hands-on support throughout the process, it was still confusing. As one BPA Holder said, “I won’t hide anything from you, I didn’t really understand the process before. It was extremely bureaucratic. It took me a lot of time, and it wasn’t paid for. I needed to

put in a lot of effort in preparing submissions, presentations, and also to travel. In my opinion, there are too many steps in the process... You've won the selection, but there's always another selection. This is a point that frustrates me." The time investment was especially frustrating for offerers who were not selected.

Clear and consistent communication in the local language is critical. While USAID/Morocco's process was overall very inclusive of local languages, the first Call Order was only issued in English. One Mission team member said, "One of the participants... didn't apply/submit a quotation because he did not grasp the information. So we learned that it was necessary for us to start thinking about translating the [statement of work] and other elements of the RFQ so all BPA holders are comfortable enough to participate and send their quotations." USAID's technical jargon can also be a pain point. One local partner called it "intimidating." Future efforts should include a glossary or make a concerted effort to use plain speech. Finally, the USAID/Morocco team learned it was important to over-communicate with local partners throughout the Call Order process: sending announcements before Call Orders are issued, holding Q&A sessions to clarify the scope and walk through the submission process, sharing reminders during the submission window, notifying all offerors of the Call Order winner, and providing opportunities to discuss feedback with those who are not selected.

In-person events require smooth logistics and sufficient advance notice. While the RFQ shared that an oral presentation day would be part of the selection process, the specific date, time, and location were not communicated to offerers until two weeks before the event date, in which offerers had limited time to prepare their presentations and reschedule other commitments. Attending the event in Rabat was also difficult for participants based in other parts of the country, especially as travel costs were not covered by USAID. Preparing for the oral presentation day was an all-hands-on-deck effort from the USAID team, requiring complicated logistics for hybrid (virtual and in-person) participation and interpretation. In the future, USAID/Morocco will weigh the benefits of in-person networking and exchange against the planning burden for participants, especially considering the opportunity cost for those not selected for an award.

ADVICE

From Local Partners, to USAID:

- Prioritize local languages in sharing opportunities and be open to deliverables in local languages.
- Communicate early and often, and share information in multiple ways (via email and via meetings; orally and in written form).
- Be transparent and open: provide timely and detailed feedback and clarifications on technical proposals.
- Make requirements and administrative processes as streamlined as possible: templates for required items (e.g., Branding & Marking Plans) and one-on-one support are incredibly helpful.

From USAID, to USAID:

- Use a phased procurement approach and organize events to cultivate spaces for in-person networking and information exchange between USAID and local researchers.
- Keep Foreign Service National (FSN) staff at the center of these initiatives— FSN leadership is an essential piece of locally led development.
- Don't reinvent the wheel! Learn from this example and take advantage of existing support mechanisms (e.g., the New Partnerships Initiative's market research services).



PHOTO CREDIT: happy smala

LEARN MORE

Share questions or comments on this case study with Colleen Brady (cobrad@usaid.gov), Leila Belahcen (lbelahcen@usaid.gov), and Riad Berdayi (rberdayi@usaid.gov).

Learn more about USAID/Morocco's work on [Facebook](#).

This case study was produced by the Local, Faith, and Transformative Partnerships Hub in USAID's Bureau for Inclusive Growth, Partnerships, and Innovation.

For more information, visit [Local Works](#), or contact localworks@usaid.gov.

ANNEX A - DESCRIPTION OF THE MOROCCO LOCALLY LED LEARNING JOURNEY

Stages	Steps and Key Touchpoints	Key Actors	Stakeholder Experiences (High Points, Neutral, Challenges)	Key Documents
I. Market Research	September 2020 - Internal discussions to identify known local providers	USAID Technical Staff USAID Program Office	USAID - Challenges Local Evaluators - Neutral	
I. Market Research	October 2020 - 41 interviews with local researchers, USAID staff, partners, and other donors	USAID Technical Staff USAID Program Office USAID LW Washington External Local Evaluators External Other Donors External Communities	USAID - High Points Local Evaluators - High Points	
I. Market Research	April 2021 - Request for Information (RFI) posted widely in 3 languages	USAID Technical Staff USAID OAA USAID Program Office USAID LW Washington External Local Evaluators	USAID - High Points Local Evaluators - High Points “The subject matter really interested in us in terms of the focus on locally led, innovative, grassroots ways to think about M&E.” - BPA Offeror	RFI Outreach template (Agency only) Interview Questions (Agency only)
I. Market Research	July 2021 - Review of RFI submissions; development of Evaluator Inventory	USAID OAA USAID Program Office USAID LW Washington	USAID - High Points Local Evaluators - High Points	Evaluator Inventory Template (Agency only)
I. Market Research	September 2021 - Internal stocktaking on research and learning needs	USAID Technical Staff USAID Program Office	USAID - High Points Local Evaluators - High Points	
I. Market Research	October 2021 - Design Request for Quotations (RFQ) based on learning priorities	USAID Technical Staff USAID OAA USAID Program Office USAID LW Washington	USAID - Neutral Local Evaluators - Neutral	RFQ
2. Competition & Procurement Process	November 2021 - Review RFI responses and short list providers aligning with learning needs	USAID Technical Staff USAID OAA USAID LW Washington	USAID - Challenges Local Evaluators - Challenges	
2. Competition & Procurement Process	December 2021 - Issue RFQ to 29 short listed local evaluators	USAID Technical Staff USAID OAA USAID Program Office USAID LW Washington External Local Evaluators	USAID - Challenges Local Evaluators - Challenges	
2. Competition & Procurement Process	January 2022 - Stage 1: TEC Review of Written Submissions	USAID Technical Staff USAID OAA USAID Program Office USAID LW Washington	USAID - Neutral Local Evaluators - Challenges	TEC Review Template (Agency only)
2. Competition & Procurement Process	March 2022 - Stage 2: 8 Offerors invited to Oral Presentation Day	USAID Technical Staff USAID OAA USAID Program Office USAID LW Washington USAID OFM External Local Evaluators	USAID - High Points Local Evaluators - Challenges “Details make the difference, and collaboration was key” - USAID/Morocco Staff “The challenge is that a lot of work is under a NDA so we had to get authorization from previous clients and get excerpts.” - BPA Offeror	Agenda Instructions to Presenters (Agency only)
2. Competition & Procurement Process	April 2022 - Post-Oral Presentation Day Survey	USAID OAA External Local Evaluators	USAID - High Points Local Evaluators - Neutral	Survey (Agency only)

Stages	Steps and Key Touchpoints	Key Actors	Stakeholder Experiences (High Points, Neutral, Challenges)	Key Documents
2. Competition & Procurement Process	April 2022 - TEC review and consensus on 4 BPA finalists	USAID Technical Staff USAID OAA USAID Program Office USAID LW Washington	USAID - Neutral Local Evaluators - High Points	
2. Competition & Procurement Process	May - June 2022 - Collaboration with finalists on SAM.gov registration; Branding & Marking Plans	USAID OAA USAID Program Office External Local Evaluators	USAID - Challenges Local Evaluators - High Points	B&M Plan Template
2. Competition & Procurement Process	July 2022 - BPA Issued to 4* BPA Holders	USAID OAA External Local Evaluators	USAID - High Points Local Evaluators - High Points “Having work streamlined directly with the Mission was very helpful... staff helped a LOT with SAM Registration.” - BPA Offeror	
3. Implementation	July 2022 - Call Order #1 Issued for Open Government Partnership Listening Tour	USAID Technical Staff USAID OAA USAID LW Washington External Local Evaluators	USAID - High Points Local Evaluators - Challenges	Call Order #1
3. Implementation	September 2022 - TEC review of submission	USAID Technical Staff USAID OAA USAID LW Washington	USAID - High Points Local Evaluators - Challenges	
3. Implementation	November 2022 - Happy Smala awarded Listening Tour Call Order	USAID Technical Staff USAID OAA USAID OFM External Local Evaluators	USAID - High Points Local Evaluators - Challenges	
3. Implementation	December 2023 - Listening Tour for OGP conducted by Happy Smala	USAID Technical Staff USAID LW Washington USAID OFM External Local Evaluators External Other Donors External Communities	USAID - High Points Local Evaluators - High Points	Listening Tour Findings
3. Implementation	March 2023 - Call Order #2 Issued for Climate Change Listening Tour	USAID Technical Staff USAID OAA USAID LW Washington External Local Evaluators	USAID - High Points Local Evaluators - High Points “Six weeks from drafting to award. That was a bureaucratic miracle. It was a dream target.” - USAID Office Director “Appreciate that you took timing and early notification into account for the second call order – it’s why I applied!” - BPA Offeror	Call Order #2
3. Implementation	April 2023 - Post-Solicitation Meeting and Q&A held with BPA Holders	USAID Technical Staff USAID OAA USAID LW Washington External Local Evaluators	USAID - High Points Local Evaluators - High Points	Post-Solicitation Meeting Agenda (Agency only)
3. Implementation	April 2023 - TEC review of submissions	USAID Technical Staff USAID OAA USAID LW Washington	USAID - High Points Local Evaluators - High Points	
3. Implementation	April 2023 - Happy Smala awarded Climate Change Listening Tour Call Order	USAID Technical Staff USAID OAA USAID OFM External Local Evaluators	USAID - High Points Local Evaluators - High Points	