



Issuance Date: May 31, 2019

Open Period: May 31, 2019 to May 30, 2021

BAA-OAA-LLDI-2019

United States Agency for International Development's Broad Agency Announcement (BAA) for Locally Led Development Innovation

I. Overview

This Broad Agency Announcement (BAA) seeks opportunities to co-create, co-design, co-invest, and collaborate in the research, development, piloting, testing, and scaling of innovative, practical and cost-effective interventions to catalyze locally led development in developing countries. The United States Agency for International Development (USAID) invites organizations, companies, academic and research institutions, and investors to participate in bolstering investment through innovative approaches that both satisfy the objectives of locally led development and support sustainable development outcomes. This BAA seeks to incorporate innovative ideas and unorthodox partnerships that can achieve sustainable results.

USAID's Office of Local Sustainability, Bureau for Economic Growth, Education and Environment (E3/LS), created the BAA for Locally Led Development Innovation to expand the Agency's work to empower local actors to lead priority-setting, decision-making, resource mobilization, management, and measurement of development efforts in their own communities. **Specific opportunities to do so will be provided through Addenda issued under this BAA.**

A. Federal Agency Name:

The United States Agency for International Development (USAID)

B. Opportunity Title:

Broad Agency Announcement for Locally Led Development Innovation

C. Opportunity Number:

BAA-OAA-LLDI-2019

D. Announcement Type:

USAID will issue periodic Addenda to this BAA seeking basic research, applied research, research and development, and/or pilot initiatives addressing specific locally led development challenges. The terms of this BAA apply to each Addendum. Each individual Addendum may have specific instructions,

requirements for evaluation criteria, and administrative information, such as the requirements for expressions of interest, concept papers, and response deadlines. This BAA is open through May 31, 2021, and any opportunities for funding and partnering will be issued separately as Addenda to this BAA.

E. Authority:

This BAA is issued under Federal Acquisition Regulations (FAR) Part 35.016 (c). This is **not** a FAR Part 15 Procurement.

F. Catalog of Federal Domestic Assistance (CFDA) Number:

98.01 AID Foreign Assistance Programs for Overseas

II. Collaboration

The intent of the BAA and subsequent Addenda is to allow co-creation and co-design to the maximum extent to create high quality, effective partnerships with great efficiency in time and resources. The types of collaboration include:

1. Co-creation. Co-creation occurs after an Expression of Interest is selected for further discussion, but before the concept is developed. The potential partner, the Government, represented by the Activity Manager, and potentially others, work together to determine the best course forward. This may also include one or multiple potential partners and/or industry experts. Together, USAID and potential partners will write and/or revise the Concept Paper, and jointly present the Concept Paper to USAID's Internal Review Board.
2. Co-design/development. Co-design/development occurs after the Internal Review Board recommends the project for further development, and the Contracting Officer/Agreement Officer has determined the proposer to be an Apparently Successful Partner. At this point, the Contracting Officer/Agreement Officer may determine the general nature of the award type or the specific award type, depending on the nature of the project, to facilitate project design. During co-design, the Apparently Successful Partner and the Activity Manager will design the technical approach, general resource requirements, and management control of the project under the guidance of the Contracting Officer/Agreement Officer.
3. Co-invest. Co-invest refers to the Government's strategic aim that the partnerships resulting from Addendum awards represent opportunities to achieve mutual or complementary development goals of the Partner, USAID, and potentially other resource partners, and therefore embrace shared responsibility, shared risk, and shared resourcing. Shared resourcing may be accomplished through funding by both parties, either through cash resources or the exchange of other resources, both tangible and intangible, such as in-kind contributions, expertise, intellectual property, brand value, high-value coordination, and access to key people, places, and information. Co-investing does not require equally shared resourcing (such as 1:1 leverage), but rather resource contributions that are appropriate to the specific project's objectives, considering the comparative advantages brought by the participation of each party and the award type.

III. Specific Rights Reserved for the Government under this BAA

The Government reserves specific rights, in addition to rights described elsewhere in this document or by law or regulation, including:

1. The right to award multiple awards, a single award, or no awards.
2. The right to make award without discussions, or to conduct discussions and/or negotiations, whichever is determined to be in the Government's interest.
3. The right to accept proposals in their entirety or to select only portions of proposals for award or co-investment.
4. The right to select for award an instrument type that is appropriate to the specific development context, partner relationship, and proposal selected for award. Instruments types include but are not limited to contracts, grants, cooperative agreements, Global Development Alliance agreements, Inter-Agency Agreements, Government to Government Agreements, Donor to Donor Agreements, and Memoranda of Understanding. In addition, the Government may craft a new instrument type to meet the needs of a specific relationship. Such instruments may or may not commit or exchange monetary resources.
5. The right to co-create projects with one or more potential partners under the BAA, when it is in the best interest of the Government.
6. The right to request any additional, necessary documentation upon initial review. Such additional information may include, but is not limited to, a further detailed proposal, budget, and representations and certifications.
7. The right to fund or co-invest in proposals in phases, with options for continued work at the end of one or more of the phases.
8. The right to remove proposers from award consideration should the parties fail to reach agreement on award terms, conditions, and cost/price within a reasonable time, the proposer fails to provide requested additional information in a timely manner, or the Government believes it is in its best interest.

IV. Problem and Challenge Statements

Locally led development happens when local actors – people, communities, networks, organizations, private entities, governments – set their own development agendas, come up with solutions, and contribute the capacity, leadership, and resources to make those solutions a reality. Locally led development takes place when local actors are empowered to lead priority-setting, decision-making, management, measurement, and other processes to improve systems and outcomes for development. Local leadership is essential to achieving and sustaining USAID's development goals, including supporting partner countries on their Journey to Self-Reliance and promoting resilience. USAID's Office of Local Sustainability (E3/LS) in the Bureau for Economic Growth, Education and Environment, is the Agency lead in locally led development. E3/LS provides technical assistance to missions, local actors, and other USAID Operating Units to enhance sustainable, locally driven development approaches.

Problem

The Office of Local Sustainability's goal is to design, promote, and structure innovative methods to strengthen locally led development approaches. Our underlying Theory of Change is that when local people exercise greater leadership and decision-making power throughout the development process (defining priorities, mobilizing resources, leading design and implementation of solutions), local ownership to sustain development outcomes over time is enhanced. By engaging and enhancing local

commitment and capacity for development, locally led development advances a country on its Journey to Self-Reliance.

There are numerous challenges to local leadership of development. Some of these arise from the local development context: variations in existing commitment and capacity for development; challenges around transparency, accountability, and inclusion; barriers to mobilizing local resources; and other sector- and context-specific challenges. Other challenges arise from within the development assistance system itself. These can include, but are not limited to, extensive compliance requirements for partners, time constraints on USAID staff, funding requirements that may not align with local context and priorities, and program design and implementation systems that are often not set up to prioritize local voices, leadership, and management.

Critical to the definition of locally led development is that priority-setting, control, decision-making, and agency increasingly rest in local hands. USAID recognizes that this requires finding new, innovative, and cost-effective ways to enhance local leadership of development at every stage of the process, across varied development challenges and contexts.

Challenge

This BAA intends to address the challenge of how to most effectively increase local leadership and local ownership within developing countries, while also improving enabling environments. Through this BAA, USAID and its partners will co-develop new ways to harness the power of science, technology, innovation, and partnership to generate new knowledge, tools, and approaches to engaging with local actors in ways that proactively empower local actors throughout the development process to lead and make decisions about their own development.

USAID and partners will work together to implement solutions and create an environment for sustainability, scalability, and impact that increases the prevalence and effectiveness of locally led and locally owned solutions to development challenges, thus allowing countries and communities to better lead their own development journey through financing and implementing locally driven development solutions. We are specifically seeking to avoid situations where USAID designs a program, then hands it over to a local implementing partner to manage. We are also seeking to avoid situations where local participation and input in programming is limited, leading to outcomes that will not be sustained after USAID funding ends.

USAID encourages respondents to Addenda published under this BAA to consider a number of relevant and timely areas and policies of interest, including:

- The [Journey to Self-Reliance](#), whereby partner countries are positioned to solve their own development challenges;
- [Self-Reliance Metrics and Country Roadmaps](#), which measure and depict a country's capacity to plan, finance, and implement solutions to local development changes - and a commitment to see these through effectively, inclusively, and with accountability;
- A commitment to helping build the [resilience](#) of vulnerable communities in areas subject to recurrent crisis, increasing their ability to manage through crises without compromising their future well-being;
- The [Private Sector Engagement Policy](#), an intentional shift toward enterprise-driven development as a more sustainable way to empower people, communities, and countries on their journey to self-reliance;
- The [Acquisition and Assistance Strategy](#), which focuses on procurement innovation and addresses ways to expand and diversify the partner base, among other matters; and

- The [New Partnership Initiative](#), which supports USAID Operating Units as they develop, plans for engaging new partners through new and existing procurement mechanisms.

V. General Criteria for Consideration

- A. This section provides general information on USAID's priorities for project consideration. Submissions are not evaluated against other submissions, but solely against the evaluation criteria from the BAA.
- B. Decisions regarding USAID's pursuit of a particular project, technology, or relationship are based on the available evidence, data, and resulting analysis. USAID seeks solutions that have a significant impact (i.e. breakthroughs, not incremental improvements) and can achieve that impact at scale on any matter concerning locally led development.
- C. The reputation of an organization, its past performance, and the managerial and technical ability of the person or team of people engaged in the endeavor are always significant considerations in assessing the potential and the risks associated with each award.
- D. Each individual BAA Addendum will further specify the criteria for selection.

VI. Award Stages

This section outlines the process that will be followed under each Addendum issued under this BAA. The amount of resources made available under each Addendum will depend on the concepts received and the availability of funds. Some award types may not include any funding. The award process under each Addendum has the following steps:

Stage 1

Expression of Interest. Please submit an Expression of Interest in accordance with each **Addendum** issued under this BAA. **No Expressions of Interest are to be submitted against this BAA.**

Expressions of Interest must indicate the development idea which will work toward discovering potential solutions to the Problem and Challenge Statement(s) indicated in the Addenda. The Expression of Interest is generally short (not more than five pages) and contains information as outlined within each Addendum to this BAA. USAID will perform an initial review of the research and development idea presented in the Expression of Interest.

USAID will send a notification to those expressions of interest that are not selected to move forward. Due to the large number of Expressions of Interest generally received, USAID is unable to provide details on why expressions of interest are not selected.

Stage 2

Development of the Concept Paper. For Expressions of Interest that are deemed to have merit by USAID and pass criteria/eligibility stated within the BAA, USAID will issue an invitation to collaborate to the potential partner¹.

¹ An invitation is sent to a potential partner to participate in a co-creation workshop, conference, meeting, or the method designated by USAID to work together with all invitees to further develop the idea presented in the expression of interest.

Working together, USAID and the potential partner will collaborate on a Concept Paper. It is during this phase of co-creation and co-design that the parties will begin to determine additional partners and resources to complement the project. The Concept Paper (generally five-ten pages) will further detail and explain the project as initially provided in the Expression of Interest.

Additional Partners/Resources. During the project co-creation and co-design, both the partner and USAID will identify additional partners and resources, and whether additional mechanisms are necessary to implement the project.

For those Stage 2 partners that are not selected to move forward to Stage 3, USAID will send a notification indicating such.

Stage 3

Technical Review. Concept Papers developed during Stage 2 will be reviewed by the Internal Review Board, comprised of experts from USAID, partners, and/or outside parties. The review board will review Concept Papers and recommend which applicants should be considered Apparently Successful Partners. Using its technical expertise, the review board will recommend whether to move forward with the project including revisions/additions to the project, and potential partners and resources.

All potential partners may not move forward to Stage 4.

Stage 4

Contracting/Agreement Officer Determination. The Contracting/Agreement Officer will review the Peer and Scientific Review Board's recommendations and consider other information, such as resource availability, preliminary partner responsibility assessment, and Agency priorities, and will make a determination that the respondent is an Apparently Successful Partner. The Contracting/Agreement Officer may also make or narrow down the anticipated instrument type to facilitate project design.

Request for Additional Information. USAID will work with partners identified by the Internal Review Board, and co-design the project and assist the partner to provide additional information with respect to the proposer's technical approach, capacity, management and organization, past performance, and budget, as well as representations and certifications, as needed.

Final Review and Negotiation. The USAID Contract/Agreement Officer will engage in final review, negotiation, and determination of instrument type, responsibility, cost reasonableness, etc., and will craft an award instrument with the Apparently Successful Partner. If the Apparently Successful Partner and USAID cannot arrive at a mutually agreeable arrangement, the Contract/Agreement Officer will cancel the project at no cost to the Government.

Award. Where USAID determines that the award of an instrument is appropriate, the USAID Contract/Agreement Officer will award the instrument.

VII. Award Information

Number of awards could vary and may not mirror the number of expressions of interests or invitees to co-creation.

- A. Awards under the BAA for Locally Led Development Innovation will be made based on responses to the challenges set forth in each Addendum.
- B. Only submissions that are responsive to the BAA Addenda will be considered. Any proposal, concept paper, or expression of interest received that is not in response to the BAA Addenda will not be considered.
- C. USAID is seeking new applications of STIP that provide the best value to the Government and have the potential to substantially contribute to solving development challenges.
- D. Proposals identified for negotiation may result in a: contract, grant, cooperative agreement, Global Development Alliance agreement, Inter-Agency Agreement, Government to Government Agreement, Donor to Donor Agreement, Memorandum of Understanding, or alternative agreement type, depending upon the nature of the work proposed, the required degree of Government involvement, and other factors. The Government Contracting/Agreement Officer will determine award instrument type and negotiate instrument terms and conditions with selectees. USAID may select the award instruments it deems appropriate.
- E. Eligibility Information. USAID is looking to include all types of organizations in this process – including additional donors, resource partners, and funded partners. These different roles may be filled by any organization that brings something of value to bear on the process, including public, private, for-profit, and nonprofit organizations, as well as institutions of higher education, public international organizations, non-governmental organizations, multilateral, and international donor organizations are eligible under this BAA/Addendum. All organizations must be determined to be responsive to Addenda' issued under this BAA and sufficiently responsible to perform or participate in the final award type.
- F. Standard Clauses and Provisions of Award. The standard clauses or provisions for awards are generally prescribed by law and regulation and will vary considerably by award type. Information regarding clauses and provisions will be offered to the proposer when the award type is identified.
- G. Organizations are encouraged to consider providing reasonable cost sharing, leverage, or other exchange of resource arrangements, and are encouraged to suggest creative approaches to resourcing projects.

VIII. Information Protection

USAID's goal is to facilitate the research and development that will lead to innovative, and potentially commercially viable, solutions. Understanding the sensitive nature of applicants' information, USAID will work with organizations to protect intellectual property.

Expressions of interest should be free of any intellectual property that submitter wishes to protect, as the expressions of interest will be shared with USAID partners as part of the selection process. However, once applicants have been invited to engage in further discussions, applicants will work with USAID to identify proprietary information that requires protection.

Therefore, organizations making submissions under this BAA grant to USAID a royalty-free, nonexclusive, and irrevocable right to use, disclose, reproduce, and prepare derivative works, and to have or permit others to do so to any information contained in the expressions of interest submitted under the BAA. If USAID engages with the organization regarding its submission, the parties can negotiate further intellectual property protection for the organization's intellectual property.

Organizations must ensure that any submissions under any Addendum are free of any third party proprietary data rights that would impact the license granted to USAID herein.