



Issuance Date: October 25, 2021

Deadline for Questions: November 3, 2021 at 08:00 AM GMT

Issue Q&A Amendment: November 8, 2021 at 08:00 AM GMT

Closing Date and Time: November 30, at 17:00 GMT

Subject: Call for Partnership Concept Papers for People to People Peacebuilding in Sierra Leone

Reference: New Partnership Initiative (NPI): Conflict Prevention and Recovery Program (CPRP) under Annual Program Statement APS No.: 720OAA19APS00012

Dear Applicants:

The United States Agency for International Development (USAID) in Guinea and Sierra Leone is seeking Concept Papers (See Attachment 1) from eligible entities for “People to People Peacebuilding in Sierra Leone” described in this addendum to the Conflict Prevention & Recovery Program (CPRP), New Partnership Initiative (NPI) Annual Program Statement (APS) No.: 7200AA20APS00012 as amended (See Attachment 2). Subject to the availability of funds, USAID may allocate up to \$2,284,239 through one new award. The proposed period of performance is three (3) years. The review of applications under this Addendum will place priority on supporting the most-promising approaches to the objective described herein.

Eligible Applicants Interested in applying for this special call are encouraged to read this Addendum thoroughly, as well as its overarching APS, in order to understand the type of program sought, the Concept Paper submission requirements, and the award selection process. USAID intends to issue one award to the applicant who best meet the objectives of the program, based on the merit review criteria described in this Addendum. Prospective awardees are also subject to a risk assessment.

To be eligible for an award, the Applicant must provide all information as required and meet eligibility requirements of this Addendum. This Addendum is posted on www.grants.gov and will be amended based on the applicant’s questions. Questions regarding this Addendum must be sent electronically to the Regional Agreement Officer, Albert P. Asante at aasante@usaid.gov with a copy to conakryaaa@usaid.gov by the date and time specified on the top of this letter.

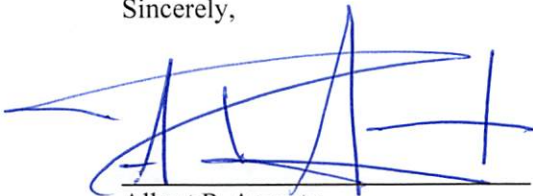
Issuance of this Addendum to the NPI/CPRP/APS does not constitute an award commitment on the part of the U.S. Government nor does it commit the Government to pay for any costs incurred in preparation or submission of concept papers, comments/suggestions, or an application. USAID may reject those Concept Papers that are vague or merely restate language found in the Addendum.

USAID/Guinea & Sierra Leone will not award to an applicant unless the applicant has complied with all applicable unique entity identifiers (DUNS Number) and System for Award Management (SAM) requirements. The registration process may take many weeks to complete (see the link provided in Attachment 3).

Further, USAID reserves the right to reject any or all concept papers received. In addition, final award of any resultant Assistance Award will not be made until funds have been fully appropriated, allocated, and committed through internal USAID procedures.

Thank you for your interest in the Addendum to the referenced NPI/CPRP/APS for the People to People Peacebuilding in Sierra Leone.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Albert P. Assante', is written over a horizontal line. The signature is stylized with several loops and a long horizontal stroke extending to the left.

Albert P. Assante
Regional Agreement Officer

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

OFFICE OF ACQUISITION & ASSISTANCE

ADDENDUM

**CALL FOR PARTNERSHIP CONCEPT PAPERS FOR
PEOPLE TO PEOPLE PEACEBUILDING IN SIERRA LEONE**

UNDER EXISTING

**NEW PARTNERSHIP INITIATIVE (NPI): CONFLICT PREVENTION AND RECOVERY
PROGRAM ANNUAL PROGRAM STATEMENT (CPRP)**

Annual Program Statement No. 7200AA19APS00012

All interested organizations should carefully review both this Addendum AND Annual Program Statement (APS) No. 7200AA19APS00012, which can be found here: <https://www.grants.gov/web/grants/view-opportunity.html?oppId=315424> (be sure to click on ‘Related Documents’ to see the full APS as amended). The APS is the core of this specific Addendum, and important information contained in the APS announcement is not repeated in this Addendum.

This addendum is focused on requirements as they relate to USAID/Guinea & Sierra Leone’s People to People Peacebuilding in Sierra Leone. This program is authorized in accordance with the Foreign Assistance Act of 1961, as amended (FAA). Through this Addendum to the New Partnership Initiative: Conflict Prevention and Recovery Program (NPI/CPRP/APS) No. 7200AA19APS00012 (the NPI/CPRP/APS), USAID/Guinea & Sierra Leone is making a special call for the submission of Concept Papers focused on People to People Peacebuilding in Sierra Leone. This Addendum will diversify and broaden USAID’s partner base, as described in the APS announcement.

Subject to the availability of funds, USAID/Guinea & Sierra Leone may allocate up to \$2,284,239 over the course of the next year to fund one new award. The proposed period of performance can be up to 3 years. Priority will be placed on supporting the most promising approaches to the objective described herein. All terms and conditions of this Addendum and the NPI/CPRP/APS apply.

I. OVERVIEW AND FUNDING OPPORTUNITY

USAID/Guinea & Sierra Leone is seeking concept papers that will support local communities to solve problems stemming from conflict, or potential contributing factors to future conflict/violence, that are not adequately addressed and that directly respond to the needs of conflict-affected communities. The emphasis will be on supporting activities that address divisions in communities manifesting in political violence, often along ethno-partisan lines, and in supporting women and youth to lead on conflict mitigation and prevention and peacebuilding efforts. This approach is essential to reducing violence in the Sierra Leone context where marginalization of women and young people, both in political and socio-economic terms, has been a long-term underlying factor in the country's fragility. Within this context, it is also important to acknowledge the role that the traditional power societies play, and how best to work with and through them to create a culture of peace.

A. Background Information

Country Context

Sierra Leone has been characterized by almost 20 years of peace and stability, following a devastating civil war in the 1990s; the Ebola virus disease outbreak from 2014-16; and the concomitant economic shock caused by the collapse of the price of iron ore, the country's main export commodity. The country has successfully conducted four credible elections, including the general elections in March 2018 that saw the peaceful transition of power from the All People's Congress (APC) to the Sierra Leone People's Party (SLPP).

Sierra Leone remains among the poorest countries in sub-Saharan Africa, ranking 182 out of 189 countries on the 2020 Human Development Index. Sierra Leoneans have on average only 3.7 years of schooling and life expectancy is 54.7 years. Both the Maternal Mortality Ratio (MMR) and the Under-Five Mortality Rate increased in Sierra Leone between the 2008 and 2013 Demographic & Health Surveys (DHS). According to the USAID-supported 2019 DHS, the MMR decreased from 1165 to 717 deaths per 100,000 live births, though remains higher than that of its immediate neighbors. Mortality among children under 5 years of age decreased from 156 to 122 deaths per 1000 live births. Stunting among children under 5 years of age decreased from 38% to 30% between the 2013 and 2019 DHSs, remaining staggeringly high. Preventable communicable diseases, malnutrition, pregnancy, and new-born complications have been reported to account for nine in 10 cases of deaths in under-fives, with malaria taking the lead. The 2020 Global Gender Index ranks Sierra Leone 139 out of 153 countries. Sexual and Gender-Based Violence is so prevalent that in 2019 President Bio declared a state of emergency to raise the level of awareness of and commitment to combatting child rape.

Peacebuilding Context

Political violence appears to be rising in Sierra Leone, despite the country's progress in peace and stability in the twenty years since the end of the civil war. A 2020 report from the Armed Conflict Location & Event Data (ACLED)¹ provides evidence that political violence and conflicts have steadily been rising around 2014 and 2015, peaked around the 2018 elections, and the violence levels have remained high since. By early 2020, Sierra Leone had been experiencing levels of political violence that

¹ ACLED, *When emerging democracies breed violence: Sierra Leone 20 years after the Civil War*, December 2020. https://acleddata.com/acleddatanew/wp-content/uploads/2020/12/Report_SierraLeone_ACLED_Clingendael_WANEP-SL_2020webpub.pdf

were higher than at any time since the end of the war. Some months in 2018 and 2019 saw levels of political violence that were comparable with periods during the civil war, and during the past three years Sierra Leone has experienced one of the highest levels of political disorder per capita among countries not in conflict. In the middle of 2019, Sierra Leone dropped 10% on the Global Peace Index², and was among the five sub-Saharan countries with the worst deterioration of stability. In early 2020, a new Afrobarometer survey revealed that 80% of Sierra Leoneans surveyed believed that political rallies and events often or always lead to violence³.

What is more, even though political violence in Sierra Leone is less deadly and of a different nature than countries in active conflict (e.g., Niger and Nigeria), Sierra Leone has levels of political disorder that in relative numbers are sometimes higher than such countries. Likewise, a Country Risk and Vulnerability Assessment (CRVA) conducted by USAID and ECOWAS in 2017 identified tensions and violence during election periods as key risks contributing to structural vulnerability⁴. Indeed, tensions have remained elevated since the 2018 national election and there are frequent incidents of violence around by-elections at the local level. These incidents often reflect ethno-regional divisions and underlying fissures that have remained unresolved. Significant levels of violence take place both within and between major political parties. According to a recent study conducted by CARE International, periodic political violence linked to elections still occurs, and there is evidence that sexual violence against women continues to be a part of public political violence. Two political rallies in 2009 and 2010 which took place in advance of elections resulted in physical violence and the alleged rape of women. Eruptions of political violence appear to pose continuing threats to women's security⁵.

The Importance of Working with Women and Youth

Individuals are implicated in and impacted by political violence differently depending on gender identity, age, and other social identities. Sierra Leone has a long history of neglect and marginalization of women and youth, a fact cited by the Truth and Reconciliation Commission as a key contributing factor to both the eruption and protracted nature of the civil war. There is no evidence that post-conflict reforms have addressed these issues.

Youth, Violence, and Peacebuilding

Political apathy and disenfranchisement may be one of the biggest threats to Sierra Leone's political stability and democratic system. A good percentage of youth remain poor, vulnerable, frustrated, desperate and overwhelmingly excluded from political processes. Political marginalization is not only a threat to Sierra Leone's growing democracy but has been shown to be a strong contributor to violence, including the formation of rebel forces prior to the war, and the emergence of "cliques" and gangs during the post-war period.

In addition, violence is fueled by the widespread unemployment and underemployment of youth. According to an International Crisis Group (ICG) report, an ever-growing army of unemployed, socially alienated youth is a perennial threat to security. It is estimated that anywhere between 60-70% of youth are currently unemployed or underemployed. In rural areas, where agriculture is the predominant industry, access to and control over land is largely dominated by village chiefs and elders which has

² <http://www.avvnewspaper.com/index.php/2020/01/22/2019-peace-index-s-leone-drops-18-places/>

³ Afrobarometer (2020), 'Fear of Political Violence Soars in Sierra Leone', AD345.

⁴ ECOWAS and USAID, Country Risk and Vulnerability Assessment: Sierra Leone, December 2017, accessed at https://pdf.usaid.gov/pdf_docs/PA00X1S2.pdf

⁵ https://www.care-international.org/files/files/WhatWorksReport_Violence_Statebuilding.pdf

resulted in the systematic exclusion of youth from viable economic opportunities. Urban areas, on the other hand, are characterized by pervasive job scarcity and exploitation of laborers. As many as 50% of youth in urban areas are unpaid. With limited economic opportunities, assets and political power, violence is often seen as a compelling alternative, as it provides a sense of identity and power⁶.

Lack of viable employment opportunities also make youth particularly vulnerable to manipulation by ethno-political entrepreneurial elites. Denying youth a sense of identity recognition and voice has led some to re-engineer the social space, spawning involvement in gangs that are prone to violence and criminal activity and are often recruited by perpetrators of political violence⁷. The Armed Conflict Location & Event Data (ACLED) notes that gangs are not the cause of political violence in the country. Rather they have grown in response to a political demand. Recent research on the emergence of gangs in Sierra Leone suggests that they are in a position of subservience vis-à-vis the political class. Sierra Leone's political parties and (some) political elites have deliberately sponsored the growth of gangs and politicized them for political competition. Moreover, the emergence of gangs is deeply tied to the consistent failure and general unavailability of successful social policies in the country. It is the demand for violence that needs addressing rather than the very large reservoir of supply⁸.

There are important gender dynamics within these gangs. For example, a 2019 report by the UN found that while the majority of members are male, girls and women also join and play a variety of roles in the groups, including intelligence collection and leadership⁹. As described below, a nuanced analysis of these gender dynamics will inform the SLP2P program.

Many young people are already speaking up and out against violence. Investing in the capacity, agency and leadership of young peacebuilders can strengthen their ability to collaboratively lead peace efforts, and to use their skills to tackle other challenges that affect them, both during and after the COVID-19 pandemic. This recognition of young people as a positive force in preventing and resolving conflict and building sustainable peace has gained significant momentum since the adoption of the United Nations Security Council resolution 2250 on youth, peace, and security (YPS) on 9 December 2015. The historic resolution marked a fundamental shift in acknowledging the positive role young women and young men play in the maintenance of peace and security, and the importance of enabling their meaningful participation in decision-making at all levels¹⁰.

Youth education and sensitization is key to continuing to promote youth peacebuilders, to raise awareness of the negative implications of using violence as a tool to achieve one's political, social, economic, or other goals and to present positive alternatives to violence.

Women in the Political Sphere: Underrepresentation and the Threat of Violence

Peace processes and peacebuilding efforts are more successful when women have influential roles. Women account for 52 per cent of the total population in Sierra Leone yet occupy approximately 12

⁶ The World Bank, Youth Employment in Sierra Leone: Sustainable Livelihood Opportunities in a Post-Conflict Setting, 2009, accessed at: <https://openknowledge.worldbank.org/handle/10986/2599>

⁷ UNDP Human Development Report Office Think Piece, Employment in Conflict and Post Conflict Situations, 2015, http://hdr.undp.org/sites/default/files/stewart_hdr_2015_final.pdf

⁸ https://acleddata.com/acleddatanew/wp-content/uploads/2020/12/Report_SierraLeone_ACLED_Clingendael_WANEP-SL_2020webpub.pdf

⁹ United Nations Sierra Leone, Report of the Joint Assessment Mission on Youth at Risk in Sierra Leone, 2019, <https://sierraleone.un.org/index.php/en/105660-report-joint-assessment-mission-youth-risk-sierra-leone>

¹⁰ https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/documents/yps_programming_handbook

percent of elected seats in Parliament¹¹. Their voice, visibility, participation, and representation in elected and appointed positions remain very low compared to men. Some likely reasons for this underrepresentation are lack of economic independence, high illiteracy, entrenched customs and traditions, and the lack of confidence to vie for public positions. However, the most common reason women cite for not running for office is a fear of violence against them¹².

The Government of Sierra Leone (GoSL) has prioritized gender equality in peacebuilding. Its UN Security Council Resolution (UNSCR) 1325 Action Plan on Women, Peace and Security focuses on the prevention, participation and protection of women and girls in pre, during and post conflict periods. This plan sets out the GoSL's proposed action in implementing these UN security council resolutions to facilitate and strengthen women's efforts in conflict prevention, resolution, peacebuilding; and to recognize and provide early response mechanisms to address the impact of sexual violence and gender-based violence (GBV) on women and girls. Women and girls should by no means be threatened by gender-based violence; otherwise, there will never be a real chance for peace and security¹³.

Sierra Leone in the war years experienced the realities of an outrageous and unprecedented violence that brought untold suffering to its citizens with women and girls singled out for widespread and systematic abuse. Children, especially girls, bore the brunt of the violence against civilians. The Sierra Leone Truth and Reconciliation Commission (TRC) found that women and girls were specifically targeted and subjected to systematic forms of Sexual and Gender Based Violence (SGBV) which included rape, sexual slavery, forced marriages, unwanted pregnancies, forced labor and detentions. It is also important to note that many men and boys were also victims of SGBV during the war. SGBV is so prevalent in Sierra Leone that in February 2019 President Bio declared a state of emergency to raise the level of awareness of and commitment to combatting child rape. There is little evidence, however, of the State dedicating more resources to address the issue.

Women in Sierra Leone were instrumental to the efforts of the international community to counter the Ebola crisis and remain a key part of rebuilding the country after the civil war (1991-2002). However, women live under a patriarchal society, remaining largely excluded from politics, land ownership, legal autonomy, and access to finance. While nearly 70 percent of women are estimated to be economically active through their participation in micro and small business enterprises in the informal sector, a widespread inability to access finance continues to hinder their growth. Evidence suggests that there is an overwhelming demand for financial services among women; however, discriminatory policies and systemic institutional and cultural gender biases continue to be pervasive obstacles¹⁴.

In addition, the data overwhelmingly indicate that there is a strong correlation between lack of funding and women's political participation. An evaluation report on the USAID Women Empowered for Leadership and Development (WELD) activity found that in the 2018 elections, male candidates reported spending significantly more than female candidates, and it was widely recognized that lack of campaign funding is a hindrance that deters women from running for office. With greater economic power and

¹¹ *Inter-Parliamentary Union (IPU)*, "Sierra Leone," accessed at https://data.ipu.org/content/sierra-leone?chamber_id=13524

¹² IRI. Sierra Leone Public Opinion Survey. December 2018, p. 61. Cited in the 2019 USAID Democracy, Human Rights, and Governance Assessment (internal).

¹³ <https://www.lse.ac.uk/women-peace-security/assets/documents/2019/NAP/Sierra-Leone-NAP-2010.pdf>

¹⁴ International Finance Corporation, Cherie Blair Foundation for Women and African Foundation for Development, National Study on Women's Access to Financing in Sierra Leone, November 2014, accessed at: <https://cherieblairfoundation.org/app/uploads/2015/10/National-Study-on-Women%E2%80%99s-Access-to-Financing-in-Sierra-Leone.pdf>

access to financial resources, women could more effectively contribute to the economic growth of their communities and increase their participation in peacebuilding, political and/or decision-making processes.

Women also face high levels of discrimination and sexual violence including marital rape, early marriage, and female genital mutilation/cutting (FGM/C). Many of the obstacles faced by women increased in the wake of the 2014-2015 Ebola crisis, with sexual violence alone increasing by an estimated 40% (Humanist Watch Salone). Women's groups have been advocating at the local and regional level to raise awareness of and address the negative consequences the crisis had on women and girls¹⁵. The needs of survivors of sexual violence should be collectively recognized and addressed, to enhance the opportunity for building a more peaceful and equitable society¹⁶. Women's experiences in the Sierra Leone war and their roles and contributions brought the UNSCR 1325 into practice, even though their engagement in conflict prevention and resolution are not widely recognized particularly at community levels¹⁷.

B. People to People Peacebuilding in Sierra Leone Activity

Objective

Through this announcement and in support of Sierra Leone's overall programming, USAID/Guinea & Sierra Leone invites interested organizations to address the following objective:

“To support the prevention and mitigation of politically motivated violence through people-to-people approaches that foster local leadership and efforts of women and youth, to address underlying divisions along ethno-regional and political lines by building trust both within and between communities to reduce the risk of violence that is triggered by political issues and processes.”

The emphasis will be on supporting activities that address divisions in communities manifesting in political violence, often along ethno-partisan lines, and in supporting women and youth to lead on conflict mitigation and prevention and peacebuilding efforts.

USAID/Guinea & Sierra Leone believes that *“if the patterns from the past that produced and sustained violence remain unchanged, they will eventually produce the same outcome. Improving individual and community capacity to manage, mitigate, resolve, and transform conflict, within a context where violence remains the norm, supports the necessary and sufficient conditions for positive peace.”*

Other Considerations for Applicants: USAID expects to make significant progress toward achieving the followings in the areas in which it programs the P2P Reconciliation Fund:

- Bringing together representatives of conflicting groups to interact purposefully in a safe space, in order to address patterns of prejudice and exclusion that reinforce the perceived differences between groups and hinder the development of relationships in communities experiencing conflict-related violence;
- Supporting peacebuilding and reconciliation by creating opportunities for communities in pre-conflict, conflict-affected and post-conflict situations to build mutual understanding,

¹⁵ <https://www.womenpeacesecurity.org/region/africa/western-africa/sierra-leone/>

¹⁶ <https://www.lse.ac.uk/women-peace-security/assets/documents/2019/NAP/Sierra-Leone-NAP-2010.pdf>

¹⁷ Ibid.

trust, empathy, and socio-economic resilience to resolve past and potentially current grievances and mitigate conflict and violence;

- Addressing the factors that reinforce competition, distrust, or fear between and within groups in conflict. The P2P approach hypothesizes that as engagement, trust and interdependency is developed between groups, the health of relationships improves and the likelihood of violence declines.
- Ensuring that the efforts Do No Harm, reduce violence, and leverage interventions to promote a culture of peace and to the extent possible foster trauma and psycho-social healing.

In addition, the P2P fund will:

- Empowering adult women, men and youth to lead on peacebuilding. It is important to consider and address how violence affects norms of masculinity and the consequent normalization of violence by men and boys for solving problems. Masculinity is the behaviors, attitudes, and values that societies expect of men and boys. Most of the combatants in war are men, and they perpetrate most of the violence in times of peace, with much of this violence directed at other men. This perpetration of violence also continues into peacetime. However, men are not inherently violent. Perhaps most importantly, the peaceful masculinities approach does not seek to shame men and boys but to illuminate alternative, peaceful ideas of what it means to be a man. This approach bolsters the potential for men to champion peaceful masculinities and gender equality. This approach acknowledges that violence and violent conflict, including sexual and gender-based violence wielded for political purposes, have long-term harmful impacts on men and boys and therefore need to be addressed. There are needs to shift the narrative from the idea of men as inevitable perpetrators of violence to an understanding that masculinity is socially constructed and can be shaped around peace. Perhaps most importantly, interventions should not seek to shame men and boys but to illuminate alternative, peaceful ideas of what it means to be a man. While women and youth are envisioned as key stakeholders, inclusivity is paramount to successful peacebuilding efforts and their long-term sustainability. enabling broad based community support and ownership stems from dialogue and trust building, particularly between groups that have had historically contentious relationships.
- Empowering local civil society organizations (CSOs), including women's and youth groups, as a strong source of stability in Sierra Leone. Peace processes and peacebuilding efforts are more successful when women exercise influence across a range of roles, including negotiators, mediators, representatives of constituent groups, and technical experts. Likewise, youth in Sierra Leone can be a source of resilience. For example, many young people choose to participate in local tea groups called *Ataya Bases*, otherwise known as the *Youth's Parliament*, to socialize, network to find jobs, and engage in discussions about local and national issues. Youth can and do act as agents of peace and reconciliation. For more information on programming for youth in conflict, please see:
https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/documents/yps_programming_handbook.pdf. CSOs can play an important role as neutral, non-political actors and mediators between communities and their local governing officials. In a context where political violence is prevalent, and has been throughout much of Sierra Leone's history, CSOs can continue to promote civic participation, human rights, equal and inclusive development, and can

assist in mitigating politically motivated conflict and tensions. They can break down barriers between citizens and government by working with governing officials to improve transparency and accountability and uphold their duties as elected officials, and work with citizens to advocate for their needs and promote their engagement in decision-making processes.

Policy Context

U.S. foreign policy objectives in Sierra Leone are outlined in the Integrated Country Strategy (ICS), which prioritizes: (1) advancing mutual peace and security; (2) promoting sustainable economic growth, (3) strengthening democracy, human rights, access to justice, and media freedom; and (4) promoting inclusive, country-led development. USAID's Peacebuilding program in Sierra Leone aims to address this first objective.

To source new ideas and a diverse set of partners in this effort, USAID invites eligible organizations to submit concept papers for collaboration with USAID to achieve the shared development objective outlined above. Potential partners will have different levels of expertise to meet this activity's objective. USAID reviewers of Concept Papers will consider the likelihood of impact of the proposed approach as demonstrated in the concept paper. Through this Addendum, USAID/Sierra Leone is prioritizing applications from, or that partner with, local development actors, based on the belief that a larger and more diverse partner base will expand the available ideas, capabilities, and networks to address this activity objective.

Cross-sectoral approaches

Peace building efforts are most successful when they address many sectors, such as democracy and governance, health and FGM/C, education, economic growth, environmental conservation and/or other areas relevant to sources of conflict.

There are currently a range of actors operating in peacebuilding, governance and civil society strengthening and related topical areas. These include the US National Endowment for Democracy, the European Union, Ireland, the Open Society Initiative for West Africa, the United Kingdom, and the United Nations, among others. Additionally, USAID anticipates support for an activity to strengthen local governance and accountability in Sierra Leone.

A Note on Individual and Institutional Change

One key reconciliation anchor is the building of trust and confidence, not only in others, in terms of shared norms and values, but also in the state and its institutions.

One of the most important lessons learned from peacebuilding practice is that there is no single solution to resolving conflict. Peace processes that address behaviors and attitudes but ignore the social structures that generate grievances are unlikely to be effective. Likewise, fixing inequities enshrined in laws, institutions, and traditions may fail to change individual motivations for violence. The Reflecting on Peace Practice (RPP) Matrix, developed by Mary Anderson and Lara Olson, reflects this finding. One dimension of the matrix sorts interventions between those that focus on changing attitudes of the parties in conflict or on changing institutions--the rules, procedures, and practices--that give rise to their grievances. The other dimension of the matrix identifies whether the intervention is directed at key people, whose roles are critical to the conflict dynamics, or at more people, large groups of people who can provide broad-based support for peace processes.

This type of work addresses drivers of conflict within and across communities. Drivers may be real, such as ethnic or religious tension, historic, including injustices stemming from past violence, or perceived, such as comparisons of relative wealth, rights or status. Existing or recently concluded conflicts may create additional complications. For example, the integration of ex-combatants into a victimized community or the benefits and services offered to internally displaced persons (IDPs) and refugees in a host community can create tensions and contribute to perceptions of even greater inequality or marginalization or even contribute to re-traumatization.

II. ELIGIBLE ORGANIZATIONS

The NPI/CPRP/APS details which organizations are eligible to apply for awards under the Addendum. Please review the NPI/CPRP/APS Section III: Eligibility Information for eligibility requirements. In addition to any requirements listed in the NPI/CPRP/APS, this Addendum further requires the following:

Type of Partnership	Eligibility Requirements
1. New and Underutilized Local Entities	Local Entities must: 1. Be legally organized under the Federal or Provincial Government of Sierra Leone; 2. Have its principal place of business or operations in Sierra Leone; 3. Be majority owned by individuals who are citizens or lawful permanent residents of Sierra Leone; and 4. Be managed by a governing body the majority of whom are citizens or lawful permanent residents of Sierra Leone.
2. New and Underutilized Locally Established Partners (LEP)	LEP must: • Have maintained continuous operations in-country for at least five years and materially demonstrate a long-term presence in a country through adherence or alignment to the following: ○ Local staff should comprise at least 50% of office maintenance of a dedicated local office, ○ Registration with the appropriate local authorities, ○ A local bank account, and ○ A portfolio of locally-implemented programs. • Have demonstrated links to the local community, including: ○ If the organization has a governing body or board of directors, then it must include a majority of local citizens ○ A letter of support from a local organization to attest to its work; and ○ Other criteria that an organization proposes to demonstrate its local roots.
3. Prime Partner Award with sub-awards to LEPs and Local Entities	No additional requirements.
4. Leverage Partner Award	No additional requirements.

III. AWARD TYPES

USAID has a number of assistance award types to choose when providing funds to successful Applicants. The type of award and terms and conditions included therein is based upon recipient organization type, program factors, and other due-diligence matters (including responsibility determinations). The following types of awards may be issued by USAID/Guinea & Sierra Leone:

Award Type:	Generally used when:	Characterized by:	More Information
Fixed Amount Award (FAA)	Milestones can be defined; Adequate pricing information is available; Recipient has limited financial and management capacity. Must be a grant or a cooperative agreement.	Advantages for both USAID and the recipient (when used appropriately). Milestones with fixed amounts assigned to each. Focus is on outputs and results, limits risk for both parties. Grantee is paid when USAID concurs the milestone is completed. Minimizes administrative burden on USAID and the grantee since payment is not cost-reimbursement. Assists in building institutional capacity of new grantees.	https://www.usaid.gov/ads/policy/300/303saj
Cooperative Agreement	Recipient has adequate financial and management capacity to operate on a cost-reimbursement basis with the US Government	Recipient is free to pursue its sponsored program with USAID's Agreement Officer's Representative (AOR) involved in defined technical areas (referred to as "substantial involvement"). Such involvement may include approval of annual work plans, approval of key personnel, authority to halt a construction project, and joint collaboration and participation (defined in the award and specific to the project).	https://www.usaid.gov/ads/policy/300/303
Grant	Recipient has adequate financial and management capacity to operate on a cost-reimbursement basis with the USG and USAID will not be "substantially involved" in selected programmatic elements.	A grant is a legal instrument used when the principal purpose is to transfer anything of value (i.e. money, property, or services) to a recipient in order to accomplish a public purpose of support or stimulation authorized by Federal statute. Grants are appropriate when substantial involvement by USAID is not anticipated.	https://www.usaid.gov/ads/policy/300/303

USAID reserves the right to determine the actual mechanism to apply after reviewing the concept papers. USAID also reserves the right to not make awards through this Addendum. The actual number of assistance awards, if any, under this Addendum is subject to the availability of funds, the interests and requirements of USAID, and the viability of applications received. There is no predefined minimum or maximum number of partners or partnerships USAID will support through this Addendum. However, USAID will not provide funds under this Addendum for products and services that it would otherwise purchase through a contract.

If USAID identifies opportunities to strengthen or fund a Concept Paper or application by connecting it with other USAID mechanisms, other potential funders, and/or external partners, USAID may make that Concept Paper or application available internally or externally for appropriate consideration.

IV. Other Relevant Information

A. Establishment Clause

While USAID encourages interfaith interventions and encourages faith-based organizations to apply for funding, it is important to note that the U.S. Constitution's First Amendment's "Establishment Clause" prohibits the U.S. government from unduly favoring one religion or sect over another. It also prohibits the government from unduly preferring religion over non-religion, or non-religion over religion. Foreign assistance funds may be used to support activities promoting non-violence, tolerance, and acceptance of religious and cultural diversity. However, these funds may not be used to provide religious instruction, including programs to teach a more moderate religious belief as the correct religious interpretation of any religion's tenets. In addition, religious activities must not be mandatory for any beneficiaries of U.S. government supported programs. Activities permitted under the above principles have included training for religious and other community leaders to help them recognize the risks of radicalization to violence in their communities; support for lectures by religious leaders that focus on secular objectives such as peaceful conflict resolution; and support for "round table" discussions to engage members of affected communities, including religious groups, in peaceful dialogue.

B. Restrictions in Funding

While USAID seeks to work with Local Entities New and Locally Established Partners (LEP) Sierra Leonean organizations on a broad range of activities, there are several types of activities the Agency cannot fund under this opportunity:

1. **Construction.** USAID cannot directly fund construction activities under this mechanism. "Construction" in this context means: construction, alteration, or repair (including dredging and excavation) of buildings, structures, or other real property, and includes, without limitation, improvements, renovation, alteration and refurbishment. The term includes, without limitation, roads, power plants, buildings, bridges, water-treatment facilities, and vertical structures.

"Improvements, renovation, alteration and refurbishment" includes any betterment or change to an existing property to allow its continued or more-efficient use within its designed purpose (renovation), or for the use of a different purpose or function (alteration). Improvements also include improvements to, or the upgrading of, primary mechanical, electrical, or other building systems. "Improvements, renovation, alteration and refurbishment" does NOT include non-structural, cosmetic work, including painting, floor covering, wall coverings, replacement of windows that does not include changing the size of the window opening, replacement of plumbing or conduits that does not affect structural elements, and non-load bearing walls or fixtures (e.g., shelves, signs, lighting, etc.).

Although USAID cannot fund construction activities, the Agency can finance the purchase of supplies and materials to be given as in-kind grants or directly to beneficiaries.

2. Government Services. Funds under this opportunity cannot be used in providing service delivery functions of the Sierra Leonean Government. Advocacy activities or activities that include a component for government advocacy are allowed.
3. Real Property. USAID cannot fund the purchase of any real property under this mechanism. "Real property" means land, including land improvements, structures, and appurtenances thereto, but that the adjacent material is new or excludes movable machinery and equipment.

V. INFORMATION ON APPLICATION AND SUBMISSION

A. Agency Point of Contact

Questions and Answers: Questions regarding the substance of the People to People Peace Building in Sierra Leone Addendum under the NPI/CPRP/APS No.: 720OAA19APS00012 should be submitted with the subject line "*Question – People to People Peace Building in Sierra Leone*" no later than the date and time indicated on the cover letter to the following point of contacts: Albert P. Asante, Regional Agreement Officer at aasante@usaid.gov with a copy to conakryooa@usaid.gov.

B. Concept Paper Instructions

Each Applicant may submit one Concept Paper. Applicants are required to follow the Application and Submission Information instructions set forth in Section IV of the NPI/CPRP/APS and submit Concept Papers using the Concept Paper Template in Attachment 1. The Eligibility Certification Form in Attachment 2 must also be completed and submitted.

The Concept Paper Content:

- Applicants should submit only the information and materials requested in the Concept Paper Template.
- Concept Papers must be written in the English.
- Concept Papers shall not exceed five (5) pages, using 1" page margins with 12-point font. The five-page limit does not include the completed Eligibility Certification Form.
- Concept Papers must be submitted electronically in Microsoft Word text-accessible, or Adobe PDF.

Clarity and specificity are important. Applicants should become familiar with the USAID/Guinea & Sierra Leone strategy and priorities. Information provided in the Concept Paper should address the objective presented above. During the merit-review process, USAID may reject those Concept Papers that are vague or merely restate language found in this Addendum.

The Concept Paper (including any Supporting Information) should be submitted to the Regional Agreement Officer, Albert P. Asante at aasante@usaid.gov with a copy to conakryooa@usaid.gov. Concept Papers must be submitted by the deadline indicated on the cover letter in order to be considered. Please indicate in the email subject line "***People to People Peace Building in Sierra Leone - NPI/CPRP APS Concept Paper Submission*** " when submitting the Concept Paper.

USAID will confirm receipt of Concept Paper within 4 days of submission. Upon completion of the Concept Papers' review, USAID will inform the Applicant whether further development discussions are warranted, and, subsequent to those discussions, whether a full application will be requested.

C. Application Process

The following provides an outline of the three-phase process:

Phase 1: Concept Paper Submission & Review

Concept Papers will be reviewed against the merit review criteria detailed in Section VI below. USAID anticipates three (3) possible results from the Concept Paper merit-review process:

- **Conditional Acceptance** - Invited for Co-Creation: The Concept Paper generally meets the objectives of the Addendum and receives strong ratings against the Merit Review Criteria. USAID/Guinea & Sierra Leone will invite the Applicant to engage in Co-Creation.
- **Evergreening** - USAID may identify opportunities to strengthen or fund an application by connecting with other USAID operating units, mechanisms, or as sub-awards to USAID activities. In such case the Agency may make that Concept Paper available internally for appropriate consideration.
- **Rejection**: Concept Paper does not meet the objectives of the Addendum and receives low ratings against the Merit Review Criteria and is not selected to move forward with Co-Creation at this time.

Phase 2: Co-Creation

Applicants whose Concept Papers are invited for the initial Co-Creation stage will engage with USAID/Guinea & Sierra Leone to work through areas of weakness and to respond to USAID questions and clarify aspects of the concept that are not clear.

The Co-Creation process builds on the selected Concept Paper that has strength and potential; it is not intended to supplant Applicant initiative or build new concepts from the ground up.

Given the ongoing pandemic, USAID/Guinea & Sierra Leone will communicate the method of engagement (letters, in person, conference, or other method) for Co-Creation at a later date and communicate this information to the eligible Applicants. USAID does not pay for the costs incurred while preparing the revised Concept Paper. Co-Creation phases will also include review and documentation of any environmental concerns. USAID/Guinea & Sierra Leone envisages that the product of the Co-Creation phase is a strong draft program description for the full application phase, as well as quantitative and/or qualitative indicators or performance milestones. If an Applicant does not succeed at the Co-Creation phase, the process ends for that Applicant.

Phase 3: Co-Creation of Full Application

If Applicant successfully completes the initial Co-Creation, USAID will invite the Applicant to co-create a full application for submission to the Agreement Officer for potential funding. The invitation will provide complete instructions for submission of what should be included in the submission document. The final product of this phase will detail and expand upon the concept developed and agreed upon

through the initial co-creation, expand upon budget requirements, and confirm that the Applicant meets USG requirements to receive funds.

This phase will require the Applicant to complete specific USG forms and to provide some additional information that USAID/Guinea & Sierra Leone will need to move forward with an appropriate implementing instrument. Foremost, the Applicant will need to demonstrate that it satisfies the applicable eligibility requirements set forth in Section III: Eligibility Information of the NPI/CPRP/APS and Section II of this Addendum.

Moreover, pursuant to Part 25.110 of Title 2 of the Code of Federal Regulations (2 CFR 25.110), an organization must do the following before the Agreement Officer can accept the final submission:

1. Be registered in the U.S. Government's SAM system (<http://www.sam.gov>) Provide a valid DUNS number in its submission; and
2. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding Department or Agency.

In addition, USAID must evaluate the risks posed by applicants before making an award in accordance with principles established by USAID and the Office of Management and Budget (OMB) (see 2 CFR 200.205). Therefore, USAID will conduct an examination to inform a Pre-Award Risk Assessment. USAID may commence this assessment while the initial Co-Creation Phase is on-going or wait until the Applicant is invited to co-create the final submission.

There are reasons why an Applicant could be unsuccessful at the full application phase. For example:

- The detailed program does not satisfy the criteria and definitions provided in the Concept Paper;
- A Resource Partner drops out or does not materialize and the partner no longer meets the partner eligibility criteria in Section I.B. of the Global NPI/CPRP/APS;
- The Applicant cannot provide evidence that it is a legal entity in the Republic of Sierra Leone; or
- USAID has other concerns after conducting due diligence or pre-award surveys.

USAID reserves the right to make no award under this Addendum at any stage of the process.

VI. MERIT REVIEW CRITERIA

As set forth in the NPI/CPRP/APS, Applicant's Concept Papers must reflect the following three requirements:

1. Define a measurable impact, including appropriate the measurement of the strengthening of capacity of local organizations;
2. Have an implementation plan that will achieve the proposed programmatic objectives within the period of perform (no longer than 60-months); and
3. Include a commitment to the principles of [Collaboration, Learning and Adapting](#).

USAID will review for merit all Concept Paper applications that comply with the instructions in this Addendum to the NPI/CPRP/APS. The merit-based review of Concept papers under this Addendum must include the following criteria:

Merit Review Element	Description
1. Degree to which program provides new or improved access to communities, constituencies, or key stakeholders affected by violence via new or underutilized, local and/or locally established partners.	The extent to which the proposed concept uses one or more new or underutilized partners (local or LEPs) to reduce the risk of violence in targeted areas (on a scale of 1 - 3). 1) Uses one new or underutilized partner; 2) Uses two or more new or underutilized partners; and 3) Maximizes engagement of new or underutilized partners.
2. Building Partner Country Capabilities and Commitment toward advancing the journey to self-reliance.	The extent to which proposed forms of engagement increase the likelihood that local and locally established partners, affected communities themselves, and women and youth, will be able to continue the program's activities and/or maintain its achievements without funding from USAID (on a scale of 1 - 3): 1) No or minimal chance of sustainment; 2) Some chance of sustainment; or 3) Significant chance of sustainment.
3. Degree to which the program utilizes a P2P approach, other innovative technical approaches and interventions to prevent and mitigate politically motivated violence and produce desired impact(s) in identified focus area(s).	The extent to which the proposed concept uses a P2P approach, and other innovative technical approaches and interventions to rebuild trust between conflicting groups, prevent and mitigate politically motivated violence and conflict, and produces the desired impact(s) in the identified focus area(s) (on a scale of 1 - 3). 1) No benefit towards preventing/mitigating conflict or towards accomplishment of the program's objectives; 2) Some benefit towards preventing/mitigating conflict or towards accomplishment of the program's objectives; 3) Significant benefit towards preventing/mitigating conflict or towards accomplishment of the program's objectives.
4. Degree to which the program results will be achieved	The degree to which the proposed intervention will achieve the overall objective of preventing and mitigating politically- motivated violence and the anticipated outputs, outcomes, results and/or impact of the proposed intervention are clearly explained, and the extent to which the proposed theory of change (ToC) explains the assumed connections and logic between the conflict analysis, the proposed program's actions, and the goal of reducing violence and conflict and/or building peace (on a scale of 1 - 3). 1) No or minimal likelihood of achievement of program results; 2) Some likelihood of achievement of program results; 3) Significant likelihood of achievement of program results.

5. Degree to which the program effectively targets communities most at risk and affected by politically- motivated violence

The extent to which the proposed concept effectively targets geographic areas and beneficiaries who are most at risk and/or currently affected by politically motivated violence. The concept provides clear rationale for both the geographical target and beneficiaries, and justify their selection of the geographical focus, including whether or not they propose flexibility for quick pivots to respond to potential flare-ups in violence elsewhere across the country and other changes in the operating environment (on a scale of 1 - 3).

- 1) Irrelevant or poorly justified geographic and beneficiary targeting;
- 2) Adequate justification of geographic and beneficiary targeting;
- 3) Highly relevant justification of geographic and beneficiary targeting.

Attachment 1 – Concept Paper Template

PEOPLE TO PEOPLE PEACEBUILDING IN SIERRA LEONE CONCEPT PAPER

A. Application Overview *(Please complete the following questions below:)*

1. **Proposed Activity Name/Title:** _____
2. **Explanation of Qualification Under Eligibility/Engagement Listed in Global NPI/APS Section I & Section III** *(Please provide as a separate document the completed Attachment 1, Eligibility Certification):*

3. **Proposed Period of Performance** (i.e., start date and end date): _____
4. **Total Program Amount (in USDs):** _____
5. **Total Amount of Funding Requested from USAID and total amount leveraged (if applicable), including from what source(s):** _____
6. **Applicant Organization Name:** _____
7. **Applicant Contact Person** *(name, phone, e-mail):* _____
8. **Full Address for Applicant Organization:** _____
9. **Type of Organization** *(e.g., private, for-profit, non-profit & date of incorporation, etc)*

10. **(if Applicable) Name(s) of Partner(s) Organization(s)** *(Applicants that are applying as Mentors will name Sub partners here):* _____
11. **DUNS Number:** _____

B. Concept Introduction *(approximately ½ page).* Identify the problem you will address, linking it to one or more of the Addenda focus areas and briefly describe your intervention for tackling this problem. Describe why there is a strategic need for your concept, how it differs from alternatives, and any relevant partner-specific considerations for the problem or solution.

C. Beneficiaries *(approximately ½ page):* Describe the types of benefits the intervention will produce and the types and range of people who will benefit from this intervention. Was the concept designed with end user input? Has it been, or can it be, adapted to reach women and men, indigenous people, and youth? How can the concept be scaled up to reach more people?

D. Geographic Location (*approximately ½ page*: *In what location(s) (e.g, Region, city) are you proposing to operate under this proposed partnership? Describe rationale for proposed geographic locations, as well as key elements of, and actors in, the geographic location(s) in which you propose to work. What are the biggest challenges and opportunities? Please provide a brief description of previous work experience in this geographic location.*

E. Intervention Approach (*approximately 1 page*). Building on the introduction, propose a Theory of Change for how this intervention will produce the desired impact in the focus area(s) identified. Briefly describe critical barrier(s) or problem(s), related to your focus area(s) that your concept addresses. Be sure to include information describing why the approach is creative or innovative, how it is potentially scalable, and evidence to support it as a tested solution or as an intervention likely to have a significant development impact, and how it will be sustained. Include discussion of resiliency of this idea to conflict, the potential for this idea to create and/or resolve conflicts and how the idea and partners can adapt to these circumstances.

F. Intervention Results (*approximately 1 page*). As specifically as possible, describe the anticipated outputs, outcomes, results and/or impact of the proposed intervention. What are the key, quantifiable metrics related to your project's performance or expected performance? What is the scale needed to achieve results sufficient to address the problem? What are the baselines that you will measure before the project begins?

G. (If applicable) Partner roles: (*approximately ½ page*) Describe and define the role of other entities in the partnership. This must include a description of the leveraged funding, if necessary, or sub-partners if submitting a mentorship program proposal. It must describe how this meets the criteria for outline in Section I.B of this Program Statement). If no sub-partners have been identified, the applicant must articulate how they will build relevant local relationships and identify potential sub-award partners.

H. Applicant Capacity: (*approximately ½ page*). Describe organizational capacity – technical, managerial, financial, etc. – to carry out the proposed intervention. What is the business model for your innovation? Have you worked in this sector and/or geographic area?

Signature of individual with authority to obligate your organization.

ATTACHMENT 2 - ELIGIBILITY CERTIFICATION FORM

Please check the appropriate box to certify eligibility for the type of partner that applies:

☐

(For Partners Applying as New/Underutilized Local Partner) We certify that, in line with the criteria enumerated in Section III, Sub-Section A, our organization has not received more than \$25 million in direct or indirect funding from USG over the last five (5) years.

☐

(For Partners Applying as New/Underutilized Locally Established Partners) We certify that, in line with the criteria enumerated in Section III, Sub-Section A, our organization has not received more than \$25 million in direct or indirect funding from USG over the last five (5) years and can demonstrate non-federal funding equal to or greater than the award value of this proposal.

☐

(For Partners Applying for a Limited Mentorship Award) We certify that, in line with the criteria enumerated in Section III, Sub-Section A, our organization will use Modality 3a or Modality 3b to provide sub-awards.

☐

(For Partners Applying as Leverage) We certify that, in line with the criteria enumerated in Section III, Sub-Section A, our organization can demonstrate 50% of the award value of this proposal using non-federal funds.

ATTACHMENT 3: OTHER USEFUL INFORMATION ON USAID ACTIVITIES

Websites and Links to Useful Resources

- New Partnerships Initiative website
 - <https://www.usaid.gov/npj>
- Women Peace and Security
 - United Nations Security Council (UNSCR) Resolution 1325
<https://www.securitycouncilreport.org/atf/cf/%7B65BFCF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7D/WPS%20SRES1325%20.pdf>
 - Women, Peace, and Security Act (October 2017) <https://www.congress.gov/bill/115th-congress/senate-bill/1141/text>
 - The United States Strategy on Women, Peace, and Security (June 2019)
https://www.state.gov/wp-content/uploads/2021/01/WPS_Strategy_10_October2019.pdf
 - U.S. Strategy to Support Women and Girls at Risk from Violent Extremism and Conflict
<https://www.state.gov/u-s-strategy-to-support-women-and-girls-at-risk-from-violent-extremism-and-conflict/>
 - USAID Women, Peace and Security Implementation Plan (June 2020)
https://www.usaid.gov/sites/default/files/documents/WPS_Strategy_Digital_12.30.19_3.pdf
 - Report on the Implementation of the Women, Peace, and Security Agenda in Africa
<https://drive.google.com/file/d/1AYX1FcuL4lNKXNbTMaz8QrvIcgCt70nV/view?usp=sharing>
- Foreign Assistance Realignment
 - <https://www.foreignassistance.gov/>
 - https://www.usaid.gov/sites/default/files/documents/1870/WEB_PF_Full_Report_FINAL_10Apr2019.pdf
- Collaborating, Learning and Adapting
 - <https://usaidlearninglab.org/qrg/understanding-cla-0>
- Doing Business with USAID
 - <https://www.usaid.gov/work-usaid/how-to-work-with-usaid>
- How to Apply for a DUNS Number (International Organizations)
 - <https://www.grants.gov/applicants/organization-registration/step-1-obtain-dunsnumber.html>
- USAID Guide to Best Practice For People to People Programming including Do No Harm
 - <https://www.usaid.gov/sites/default/files/documents/1866/CMMP2PGuidelines2010-01-19.pdf>

**[END OF CALL FOR PARTNERSHIP CONCEPT PAPERS FOR
PEOPLE TO PEOPLE PEACEBUILDING IN SIERRA LEONE]**