

ANNOUNCEMENT

CALL FOR LOCALLY LED DEVELOPMENT CONCEPTS ON CAPACITATING STRATEGIC ORGANIZATIONS TO STRENGTHEN THE CIVIL SOCIETY ORGANIZATION SECTOR (CSO²)

ADDENDUM #4 TO

LOCALLY LED DEVELOPMENT ANNUAL PROGRAM STATEMENT APS No.: 7200AA19APS00007

APPLICANTS - PLEASE NOTE: This is an addendum to an existing announcement. All interested organizations must carefully review both this addendum AND the full announcement, which can be found here: <https://www.grants.gov/web/grants/view-opportunity.html?oppld=314757>. Important information contained in the full worldwide announcement is not repeated in this specific addendum.

This program is authorized in accordance with the Foreign Assistance Act of 1961, as amended.

Through this Addendum to the Locally Led Development Annual Program Statement (APS) No. 7200AA19APS00007 USAID/Philippines is making a special call to local actors for the submission of concepts focused on strengthening civil society organizations (CSOs) in the Philippines, particularly larger organizations and robust networks/associations. The deadline for concept submissions is May 15, 2020 at 8:00 am Manila time.

This Addendum seeks to contribute to the Mission's implementation of the U.S. Congressionally directed Local Works program, which advances locally led approaches to development challenges to promote self-reliance. The specific objective is to strengthen the capacity of key CSOs and CSO networks to serve as local resource organizations (LROs), which in turn will build the capacity of constituent and other under-performing CSOs.

Subject to funding availability, USAID/Philippines intends to provide a maximum of \$1.95 million in total USAID funding over a three-year period. USAID anticipates awarding one Cooperative Agreement or Fixed Amount Award pursuant to this Addendum. USAID reserves the right to fund any or none of the applications submitted. Consortia that include organizations with expertise in organizational capacity development and mentoring, undertaking capacity development needs analyses, and in-depth experience in the civil society sector are welcome to apply.

Unless otherwise stated herein, all terms and conditions of the Locally Led Development APS apply (<https://www.grants.gov/web/grants/view-opportunity.html?oppld=314757>).

Section 1: Background

In 2015, the U.S. Congress enacted a new Small Grants Program, thereafter designated as Local Works, to emphasize the importance of supporting local initiatives, resources, and action in countries where USAID operates. In 2017, the Philippines was selected as one of the countries where Local Works would be implemented. USAID/Philippines is building on its rich history of engagement with civil society and work in strengthening the capacity of local organizations to implement LiLok,¹ its operationalization of Local Works. LiLok aims to empower and support local actors through partnerships that entail mutual

¹ "Likhang Lokal" is a Filipino phrase, roughly translated as locally made or made locally. The Mission's chosen abbreviation "LiLok" is a word that means a sculpture or carving (noun), or to carve or sculpt (verb).

respect, a common vision, shared contribution, and joint accountability that guides action toward shared objectives.

What sets Local Works apart from previous initiatives that prioritized working with local actors is its emphasis on local actors taking the lead from the start, including setting the agenda and scoping the issues to be resolved. Under Local Works, the Mission will implement activities that shift responsibility to local actors, from problem identification to implementation.

Given this emphasis on local actors, it is critical to ensure that local actors have adequate capacity to sustain development outcomes. In the Philippines, a key sector that supports development across different sectors throughout the country is civil society.² Among developing countries, the Philippines has one of the most vibrant civil society sectors. Even as early as 2002, estimates place the number of civil society organizations (CSOs) in the country between 249,000 to 497,000, with only 60 percent formally registered.³

Local Works programming in the Philippines will encourage a ‘wholesale’ approach to supporting local actors. USAID/Philippines will work with larger, more influential organizations or networks/coalitions that can serve as local resource organizations (LROs) that in turn can support smaller CSOs to improve their organizational capacity and performance. LROs are actors that are trusted by other local organizations and are seen as “hubs” for ideas and resources. They are the connectors and influencers—the organizations that others go to for help, advice, or expertise. They are capable of supporting other local organizations to better serve communities. Given the sector’s size, this approach to strengthening civil society will allow the activity to have wide reach.

Section 2: Objectives

USAID/Philippines is seeking applications from eligible organizations for an activity that will strengthen critical CSOs and CSO networks serving as LROs or with the potential to serve as LROs, and, in turn, strengthen sub-performing CSOs. Some of the anticipated tasks are as follows:

- a) Conducting an in-depth assessment of gaps and bottlenecks that inhibit identified CSOs/CSO networks⁴ that serve as LROs from adequately providing support to constituent CSOs or directly providing services to communities. As part of this effort, the successful Applicant will be expected to update previous USAID and other development partner-assisted assessments of capacity development needs in the civil society sector. The Applicant is expected to work closely with a forthcoming USAID activity that will seek to identify target CSOs and CSO networks that will be supported under this activity.
- b) Developing capacity and facilitating sustainable operations of the target CSOs and CSO networks that serve as LROs. Organizational capacity should cover both fundamental functional or ‘hard’ skills (e.g. human resource systems, program management, organizational management procedures and systems), as well as adaptive or ‘soft’ competencies (e.g. leadership, problem-solving, social capital, networking, partnering, constituent advocacy), using innovative capacity development approaches and resources. Areas for organizational capacity development should be identified both through relevant USAID and development partner organizational diagnostic and performance tools as well as through organizational stakeholder input to define desired

² In the Philippines, civil society usually refers to the sector that encompasses a) non-government organizations (NGOs), defined in Republic Act 8425 as duly registered nonstock, nonprofit organizations focusing on the upliftment of the basic or disadvantaged sectors of society by providing advocacy, training, community organizing, research, access to resources, and other similar activities, and b) people’s organizations (POs), defined in the same law as self-help groups belonging to the basic sectors and/or disadvantaged groups composed of members having a common bond of interest who voluntarily join together to achieve a lawful common social or economic end.

³ L. V. Carino. 2002. Size and Contours of the Sector. In L. V. Carino, ed. *Between the State and the Market: The Non-Profit Sector and Civil Society in the Philippines*. Quezon City: University of the Philippines

⁴ For the purpose of this Addendum, the term network will encompass all recognized formal CSO aggrupations, including coalitions, associations, federations, unions, leagues, alliances, etc.

performance improvement priorities.⁵ The Applicant is encouraged to design and implement durable, market-based revenue generating models to ensure that interventions undertaken by CSOs/CSO networks that serve as LROs are sustained after project completion.

- c) Facilitating good financial housekeeping, improved resource mobilization, and financial sustainability of the target CSOs and CSO networks that serve as LROs. The Applicant is encouraged to engage with a professional accountancy organization in line with the broad initiatives of the Memorandum of Understanding to Strengthen Accountancy and Improve Collaboration (MOSAIC) among donor partners⁶ in promoting the themes of governance, public financial management, financial reporting and fiduciary work. Additionally, the successful Applicant will be expected to collaborate with and build on the work of the forthcoming USAID Assets, Agency, and Trust Activity, which promotes community philanthropy and similar approaches to mobilize non-donor resources for development.
- d) Providing intensive support to CSOs and CSO networks that serve as LROs in developing the organizational capacity (functional/hard and adaptive/soft skills as discussed above) and improving financial housekeeping and sustainability of sub-performing civil society organizations.
- e) In collaboration with a forthcoming USAID/Philippines Local Works activity, assessing existing CSO networks and relationships among critical CSOs, and identifying recommended interventions to optimize key dynamics and relationships in the sector.
- f) Designing and implementing other interventions to adequately respond to the sectoral assessments.

Applicants are expected to build on previous assessments and past activities, including the Strengthening the Capacity of Philippine Civil Society Organizations (CSOs) Project and the Philippine-American Fund.

Local actors are not required to propose a fully designed activity for this addendum -- a concept that suggests a process to identify and then act on solutions from the local context is fully within the intent of the Locally Led Development APS.

Section 3: Minimum Requirements for Concept Submissions

Applicant Eligibility

Eligible applicants:

1. Must be local actors in the Philippines. When determining if an entity is a "local actor" for the purposes of this APS, USAID will consider:
 - a. Whether the entity is legally organized under the laws of the Philippines;
 - b. Whether the entity has its principal place of business or operations in the Philippines;
 - c. Whether the entity is majority owned and controlled by individuals who are citizens or lawful permanent residents of the Philippines;
 - d. Whether the entity is managed by a governing body, the majority of whom are citizens or lawful permanent residents of the Philippines; and
 - e. Whether the entity has projects, offices, and/or registration in other countries, and whether key management decisions are taken by the office located in the Philippines or elsewhere.

⁵ Prospective applicants may wish to review USAID's Paper Series on Capacity and Capacity Strengthening:

<https://www.usaid.gov/selfreliance/self-reliance-learning-agenda/paper-series-capacity-capacity-strengthening>

⁶ In November 2011, the International Federation of Accountants (IFAC) and development partners, including USAID, signed the Memorandum of Understanding to Strengthen Accountancy and Improve Collaboration (MOSAIC). "MOSAIC sets out the basis for improving cooperation and collaboration between IFAC, international donors, and the international development community. The Memorandum of Understanding will provide the foundations for increasing the capacity of professional accountancy organizations and improve the quality of financial management systems in emerging economies." Reference: IFAC press release (<https://www.ifac.org/news-events/2011-11/signing-mosaic-memorandum-understanding-strengthen-accountancy-and-improve>)

2. Cannot have received more than \$5 million in direct funding from USAID in the past five years.
3. Cannot be a U.S.-based organization. U.S.-based organizations are not eligible as prime awardees under this APS.

Learning Priorities

Concepts must incorporate **at least one** of the following learning priorities:

1. **Feedback Mechanisms** to ensure that information flows in various directions among local actors, partners, and USAID to improve program effectiveness and sustainability.
2. **Systems-and-Networks-Based Analytical Approaches**, which may allow us to better understand the complex environments in which we operate.
3. **Participatory Decision-Making**, which includes locally led priority-setting, collaborative design, and other means of devolving control and ensuring inclusive local leadership.
4. **Strengthening Local Networks** to connect local needs with local resources.
5. **Local Ownership Approaches to Design, Monitoring, Evaluation, and Learning** that prioritize local definitions of success.
6. **Supporting Strategic Transitions**, which includes strengthening the role of local institutions and actors to sustain outcomes without foreign assistance.

Local Resources

This Activity will require a minimum cost share of two (2) percent of the total award (e.g. \$39,000 for a \$1,950,000 award). Cost-share may include cash or in-kind resources or any combination of the two. In-kind resources include, but are not limited to, services, property, goods, staff time, and intellectual property. For more information on eligible cost share sources, please refer to the requirements of [2 CFR 200.306](#).

Award Amount Considerations for Self-Reliance

As part of their concept submissions, Applicants must propose a budget that reasonably reflects their existing resources and capacity to grow and provide justification of this. It is not USAID's intention to temporarily flood a local organization with funding that artificially expands its size beyond what can reasonably be sustained through local resources after an award ends.

Section 4: Merit Review Criteria

Concepts meeting the minimum requirements will be evaluated based on the criteria below:

Merit Review Criteria

A. Local Ownership, Leadership, and Relevance to Local Priorities

The Applicant demonstrates a strong understanding of the local context and is transparent, accountable, and responsive to the people they serve. The proposed approach substantively responds to local priorities or demonstrates a way to determine local priorities before beginning implementation. The proposed approach and any teaming arrangements effectively shift the locus of development priority setting and response to local actors.

B. Development Impact

The proposed approach aligns with objectives set forth in the OU-issued addendum and demonstrates a clear theory of change leading to anticipated outputs, outcomes, results, and impacts. The proposed approach integrates issues of gender equality and female empowerment through program design, implementation, and staffing in accordance with USAID's Gender Equality and Female Empowerment Policy.

C. Learning

E3/LS is very committed to enabling and sharing learning that advances the practice of locally led development for USAID, local partners, and the development community. The Applicant demonstrates an understanding of the proposed learning priority(ies) and how utilizing learning related to the priority(ies) will advance the overall goals of their approach. The Applicant demonstrates a commitment to flexibility,

learning, and adaptive management in response to shifting realities as they carry out the proposed approach.

D. Strengthening Local Systems

USAID's investment in this work is expected to contribute to local resources strengthening and greater country self-reliance. The approach itself strengthens a local system within a country or region to sustain a development result over time. The outcomes, results, and impacts, as well as any activities that need to continue beyond the duration of a USAID award, will be sustainable without continued USAID funding or involvement after the award ends.

Proposed concepts must be consistent with USAID legal and policy restrictions, including those set forth in USAID's Automated Directives System and in the Foreign Assistance Act of 1961.

While merit criteria are paramount, cost considerations may also be a factor for award. The U.S. Government is not obligated to make an award on the basis of lowest proposed cost or to the Applicant with the highest merit evaluation score.

Section 5: Concept Format and Submission Instructions

Concepts are to be sent to USAID/Philippines at manila-roaa-rfa@usaid.gov. Concepts must be submitted by May 15, 2020 at 8:00 am Manila time to be considered.

Concepts must be submitted as a concept paper not exceeding five pages in total length on 8 1/2" x 11" paper, single spaced and page-numbered. Applicants must use Arial 11-point font or a similar typeset.

Concept papers may be submitted in English.

The concept paper should be specific, concisely written and responsive to the objectives of this Addendum. It must present the following: a) overall technical approach that provides a brief description of the conceptual approach and general strategy (i.e. methodology and techniques) and how the approach is expected to achieve the objectives; b) indicative listing of key staff, their proposed general functions and summary qualifications; c) organizational expertise and past experience in managing similar programs; and d) notional budget. Please weave in a discussion of how the approach addresses the critical elements found in Section 5.B. (Narrative Description) (i.e. local ownership, leadership, and relevance to local priorities; development impact; learning; and strengthening local systems) throughout the concept paper.

The concept paper's 5-page limit does not include the following: cover page, which should include the summary information listed in Section 5.A. (Summary Information); table of contents (optional), executive summary (optional), diagrams and drawings (as necessary); and annexes. The only allowed annexes are: CVs of proposed key project personnel; (ii) proposed organizational chart; and (iii) relevant past performance information of the organization/ consortium.

Applicants must provide the following information in concept submissions:

A. SUMMARY INFORMATION

A. Name and contact information of Applicant

B. Organization type and country of legal registration

C. Certification that the Applicant has not received more than \$5 million from USAID in the past five years

D. Title of proposed activity

E. Location of proposed activity

F. Name, contact information, and country of legal registration for other partner organizations collaborating on concept (if any)

G. Name of the USAID OU to which this application is submitted

H. Overall objective of activity (1-2 sentences)

I. Brief description of the learning priority(ies) included in the proposed activity (1-2 sentences)

J. Brief description of the approach to local resources included in the proposed activity (1-2 sentences)

K. Amount of funding requested from USAID \$ _____

L. Explanation of how the requested funding amount reasonably reflects the organization's existing resources and capacity to grow

B. NARRATIVE DESCRIPTION

Successful narrative descriptions will include a discussion of the components below. Please note that each component aligns with a specific merit review criterion.

Local Ownership, Leadership, and Relevance to Local Priorities:

- What is the development challenge the concept addresses?
- How do local people experience the challenge, and what is important to them? How do you know?
- What is the proposed approach?
- How will local actors lead priority setting and response?
- How will any partners be involved in the approach?

Development Impact:

- How does the approach align with the addendum objectives?
- What is the theory of change?
- How does the approach integrate gender equality and female empowerment?

Learning:

- How will the approach enable and share learning to advance the practice of locally led development? What are the specific learning priority(ies)?
- How will focusing on the priority(ies) advance the overall goals of the approach?
- When realities shift in the local context, how will the approach adapt?

Strengthening Local Systems

- How does the approach contribute to local resources strengthening and greater country self-reliance?
- How does the approach strengthen a local system within a country or region to sustain a development result over time?
- How will the outcomes, results, and impacts, as well as any activities that need to continue beyond the duration of a USAID award, be sustainable without continued USAID funding or involvement after the award ends?

Section 6: Concept Review Process and Co-Creation

USAID/Philippines is responsible for the review process and management of any awards issued under this Addendum.

USAID/Philippines will confirm receipt of the concept within one week of submission.

If selected to co-create a full application with USAID/Philippines, the Applicant will be contacted by an Agreement Officer (AO) from USAID/Philippines and given a due date and template/instructions for the full application. Applicants not selected to advance will also be notified.

USAID/Philippines may also review all concept papers and decide to invite selected Applicants to enter a period of co-creation multi-stakeholder co-creation, in which they will collaborate on and refine approach(es) with one another. Individual Applicants and/or groupings of two or more Applicants will then submit full applications for consideration by USAID/Philippines.

Prior to submission of a full application, USAID/Philippines and the Applicant must have significant interaction in-person, via phone, and/or electronically to co-create the full application's programmatic approach.

The subsequent steps in the full application process and the award process can be found in Section 8: Concept Submission Instructions and Next Steps for Applicants of the Locally Led Development APS.

Section 7: Sharing of Concepts

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

Section 8: Questions and Further Assistance

Questions regarding the substance and objectives of this addendum may be directed to manila-roaa-rfa@usaid.gov.

Questions regarding the substance and terms of the Locally Led Development APS may be directed to LLD-APS@usaid.gov.

For additional information regarding guidelines and procedures to submit a concept, please refer to the Locally Led Development APS, which can be found at the following website:
<https://www.grants.gov/web/grants/view-opportunity.html?oppld=314757>

USAID/Philippines anticipates conducting a pre-proposal conference in Manila sometime in April 2020 to expand outreach for this opportunity and forthcoming solicitations. A pre-proposal conference is an event held by a USAID Mission to exchange information with industry and other stakeholders, especially interested applicants, about current or future procurements.