

ANNOUNCEMENT

CALL FOR LOCALLY LED DEVELOPMENT CONCEPTS ON COALESCING ORGANIZATIONS TOWARDS LOCALLY LED ACTIONS TO BOOST DEVELOPMENT (COLLABDev)

ADDENDUM #5 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?oppId=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 leveraging and mobilizing local resources by identifying existing local actors and resources in the Philippines and facilitating collaborative engagements among them. 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 facilitate coalition-building and collaborative action among stakeholders from different technical sectors through a systems approach to making sense of local actors, their resources, and their interrelationships.

Subject to funding availability, USAID/Philippines intends to provide a maximum of \$1.5 million in total USAID funding over a two-and-a-half-year period. USAID anticipates awarding one to two Cooperative Agreements or Fixed Amount Awards pursuant to this Addendum. USAID reserves the right to fund any or none of the applications submitted. Consortia that include organizations with expertise in facilitating partnerships and/or utilizing systems-and-networks-based tools or methods for understanding and working with complex systems¹ are welcome to apply.

¹ Some of the common tools to learn about systems used in different USAID initiatives include causal loop diagramming, the 5Rs, social network analysis, broad listening, constituent feedback, and political economy analysis.

Unless otherwise stated herein, all terms and conditions of the Locally Led Development APS apply (<https://www.grants.gov/web/grants/view-opportunity.html?oppId=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,² its operationalization of Local Works. LiLok aims to empower and support local actors through partnerships that entail mutual respect, a common vision, shared contribution, and joint accountability that guides action toward shared objectives.

At the heart of Local Works is the desire to enable local actors to be more self-reliant and mobilize local resources, gradually minimizing dependence on donor funding. Local actors' ability to leverage and mobilize existing and potential local resources increases the likelihood of sustained efforts and ultimately, sustainable development outcomes.

This Activity seeks to support activities that will facilitate and enhance partnerships and coalitions among different actors in various development sectors in the Philippines. This may include helping government agencies and business groups to form public-private partnerships and facilitating advocacy coalitions to effect policy reforms in critical areas.

Section 2: Objectives

USAID/Philippines is seeking applications from eligible organizations for an Activity that will identify relevant local actors, facilitate and enhance collaborative intra- and inter-sectoral engagements, and support multi-sectoral coalition building efforts. Anticipated tasks are as follows:

- a) Support the Mission's activities on improving human capital by facilitating collaborative engagements among various non-state actors (private sector, civil society organizations (CSOs), academic groups, think tanks, professional organizations) and with national and local governments. For example, in the education sector, this activity can support the Mission to facilitate public-private partnerships in selected regions for the benefit of the Department of Education and local school boards, and to strengthen coalitions among private sector actors. Such partnerships will be able to mobilize non-government resources to improve pedagogy and school facilities, thereby enhancing educational outcomes. The same tasks can be undertaken for the Mission's health initiatives, especially in the areas of family planning, tuberculosis, and maternal and child health.
- b) Support the strengthening or establishment of coalitions in the economic development sector. USAID/Philippines is implementing economic development activities that advocate

² "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).

for reform of economic policies that make it difficult to do business. The proposed Local Works activity will complement this work at the local level by facilitating partnerships and strengthening economic reform advocacy coalitions in priority regions and provinces³. While the range of advocacy organizations within Metro Manila are well-known, USAID/Philippines seeks to identify and collaborate with think tanks and economic advocacy groups in other regions of the Philippines. Building more effective economic reform coalitions and partnerships within and across the various geographic areas, together with national organizations based in the National Capital Region, will provide advocacy force multipliers.

The Mission is also interested in helping build “inclusive coalitions” that take into account diverse voices of stakeholders, including women and women’s organizations, to support the creation of an enabling environment for women’s activism and voices.

- c) Identify CSOs and CSO coalitions/associations/networks that serve as, or have the potential to serve as, local resource organizations (LROs)⁴, assess these, and identify recommendations for how these entities might provide greater value to their members and networks. This effort will help inform a forthcoming USAID/Philippines Local Works activity on strengthening civil society organizations that serve as LROs.
- d) Support the Mission’s activities on agricultural cooperatives and micro, small and medium enterprises by analyzing the current role and operations of perceived apex organization/s⁵ and large federations, and identify and implement recommendations for how these organizations might provide increased value and benefits to members.

USAID/Philippines anticipates the use of systems- and networks-based analytical tools to support the identification of relevant actors and, more importantly, to understand the dynamics between actors to better design appropriate and effective interventions, especially in facilitating networks, collaboration, and coalitions. For example, social network analysis (SNA) has proven to be a useful approach that can analyze the breadth of actors in a particular area or sector, their relationships, and their interconnections (e.g. Who provides assistance to whom? Which organizations do others in need of financing go to? Who among the actors seems to have the most influence and clout over other actors?). Understanding the relationships and interconnections within a system can identify leverage points for strengthening the system and

³ USAID/Philippines is currently implementing the Cities Development Initiative (CDI) which seeks to strengthen the economic competitiveness and resilience of selected cities outside of Metro Manila. For reference, please visit <https://www.usaid.gov/philippines/partnership-growth-pfg/cdi>.

⁴ 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.

⁵ In the case of cooperatives, an apex organization refers to the highest level of cooperative movements that represent and provide services across the different sectors/ types of cooperatives. The ‘umbrella’ organization is generally composed federations (composed of primary or individual cooperatives) or unions (organization of cooperatives at different geographic levels) but may include larger primary cooperatives. In the Philippines, there is no ‘accredited’ apex organization for the cooperatives sector, but a few organizations are perceived as apex or apex-like.

inform the design of interventions.⁶ To facilitate learning and adaptive management, Applicants are also encouraged to identify ways by which constituent feedback⁷ can be integrated in different points in the Activity.

Given the above-mentioned tasks, anticipated expertise and experience from applicant organizations or consortia would include the following sets of competencies:

Convening and Facilitating Dialogue and Networking: Convening stakeholders from national and local governments, business sector, academe, think tanks, civil society organizations, and faith-based organizations; facilitating dialogue and partnerships among these divergent stakeholders; and building coalitions for collaborative action.

Experience with Social Network Analysis or Other Systems Approaches: Significant experience (or evidence of potential) with using, managing, and maintaining digital systems-and-networks-based analytical tools (proprietary or open source); training users; and producing comprehensive analytical outputs using processes and results from tools.

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.

⁶ Ongoing Local Works-funded activities have utilized SNA tools. Examples include the Capacity 2.0 (<https://www.rootchange.org/2018/12/04/using-pando-to-strengthen-development-systems/>) and Local Systems Practice (<https://linclocal.org/portfolios/lsp/>) projects undertaken through Cooperative Agreements with the USAID Office of Local Sustainability (E3/LS) in Washington, which include activities that utilize SNA platforms.

⁷ Constituent feedback is a specific and targeted kind of listening with the goal of obtaining important information on how successfully partners and local organizations are working to meet the needs, aspirations, and hopes of constituents.

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. \$30,000 for a \$1,500,000 award) and a minimum leverage of non-donor resources of three (3) percent of the total award (e.g. leveraging private sector resources in public-private partnerships or coalitions).

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.

Leverage includes resources that the awardee brings to the partnership after the award is made, which otherwise would not have been accessible. For example, this could include things like access to resources in private sector or faith-based networks. Leverage can include anything of value that is measured, financial contributions, third party contributions, donated services or property, or intellectual property. It cannot be audited.

For more information on the difference between cost share and leverage, please visit <https://www.usaid.gov/india/partner-resources/infographic-cost-share-program-income-leverage>.

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 a legible typeset.

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); 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.

Concepts may be submitted in English.

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 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.