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FROM THE AMERICAN PEOPLE

PAKISTAN

Issue Date: April 26, 2022
Pre-Concept Note Applicant Conference: May 18, 2022
Mode of Pre-Concept Conference: Virtual through Google Meet
Closing Date & Time for Receipt of
Concept Notes: June 17, 2022 at 16:30 (Pakistan Time)

Subject: Addendum #13 to Locally Led Development Annual Program Statement
APS no.: 7200AA19APS00007

Opportunity Title: Local Works Program in Pakistan

Dear Applicants,

The United States Agency for International Development (USAID) is seeking concept notes from eligible entities to implement the Local Works Program described in this Addendum to the Locally Led Development APS 7200AA19APS00007.

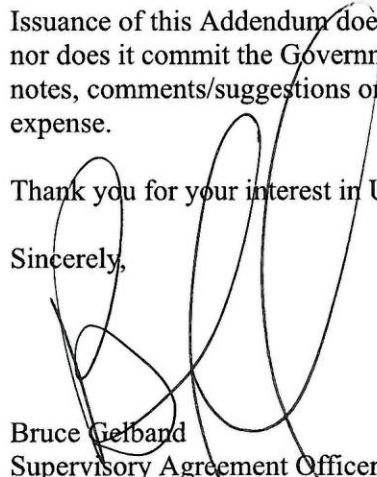
Eligible applicants interested in applying for this funding opportunity are encouraged to read this Addendum thoroughly, as well as its overarching APS, to understand the type of program sought, the application submission requirements, and the award selection process. USAID intends to issue one or multiple awards to the applicant(s) 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 funding opportunity is posted on www.grants.gov, and will be amended based on the applicants' questions and pre-concept conference. Amendment(s) to this Addendum will also be posted on www.grants.gov. It is the responsibility of the applicant to ensure that the entire Addendum and attachments, thereon, has been downloaded from www.grants.gov in its entirety as USAID bears no responsibility for data errors resulting from a transmission or conversion process. It is the responsibility of the applicant to regularly check the www.grants.gov to ensure they have the latest information pertaining to this Addendum.

Issuance of this Addendum 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 notes, comments/suggestions or an application. All preparation and submission costs are at the applicant's expense.

Thank you for your interest in USAID programs.

Sincerely,


Bruce Gelband
Supervisory Agreement Officer

ANNOUNCEMENT

CALL FOR LOCALLY LED DEVELOPMENT CONCEPTS THROUGH THE LOCAL WORKS PROGRAM IN PAKISTAN

ADDENDUM #13 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/Pakistan is making a special call to local actors for the submission of concepts focused on strengthening community cohesion and mitigating social intolerance in Pakistan. The deadline for concept submissions is June 17, 2022.

USAID will hold an online information session for all interested potential applicants to provide an overview and answer questions on May 18, 2022, 15:00 to 17:00 Pakistan Standard Time. The session will be recorded and the recording will be posted online after the event. All interested organizations must provide their name and participants email for registration purposes to the PakistanLocalWorks@usaid.gov by May 12, 2022. A separate meeting invite for the information session will be shared to the interested organization later.

USAID will work with formal and informal local Civil Society Organizations (CSOs) to strengthen community cohesion and mitigate social intolerance with the aim to reduce violence and conflict across diverse faiths/sects and communities in volatile areas in Pakistan, including southern Punjab and Karachi. USAID will support locally led efforts to promote resilience and address and counter the pervasiveness of hate speech, violent extremist narratives, and barriers between diverse communities that propagate intolerance, violence, and conflict by working with local actors such as youth leaders, multi-faith clerics, and other key individuals and building stronger local leadership. USAID also will strengthen and expand fragile local alliances that build bridges between different identity groups and resolve conflict through peaceful and traditional means.

Subject to the availability of funds, USAID may allocate up to USD 4 million over the course of the next year to make multiple awards (not expected to exceed \$2 million each, likely less) to one or multiple applicants. These funds may be used for organizational capacity support and strengthening (of the awardee, sub-awardees, and partner entities, as applicable), in addition to direct award activities. The proposed period of performance of each activity is for up to four years. Priority will be placed on supporting the most promising approaches to the objective described in this Addendum.

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

Section 1: Background

The Islamic Republic of Pakistan is a vibrant country of 220 million people with a GDP of \$270 billion. USAID/Pakistan seeks to achieve a more stable, peaceful, and prosperous Pakistan. USAID/Pakistan's [Country Development Cooperation Strategy \(CDCS 2018-2023\)](#) focuses on complex problems in some of the most politically dynamic regions of Pakistan. This includes a strong focus on preventing and countering violent extremism (P/CVE) and promoting more peaceful communities as one of the CDCS' critical Development Objectives.

USAID/Pakistan and its partners have worked to counter violent extremism in Pakistan for more than 14 years. The United States Government's (USG's) coordinated and sustained countering violent extremism (CVE) investments in Pakistan are making fragile progress toward an end state in which the country is able to identify, respond to, and mitigate violent extremist challenges on its own. Pakistani governance reforms in the border regions have allowed for significant forward progress and reflect a genuine commitment from the Government of Pakistan (GoP), but are not yet sustainable without the support of international partners and leadership from local stakeholders. USAID/Pakistan works with the GoP, international organizations, and implementing partners to provide technical and programmatic support to the national, provincial, and local governments, civil society, and the private sector.

Successful programming in these environments requires adaptive and flexible interventions. USAID/Pakistan has funded a variety of programs that endeavor to implement flexible, responsive, and iterative programming to counter violent extremism in the places where it is most likely to spread. USAID's approach to CVE strategy is based on adaptive, complexity-aware principles, and it is grounded in support for the GoP's strategic objectives. The [GoP's National Action Plan \(NAP\)](#) from 2014 highlights the government's commitment to enhancing peace and security by countering extremism. The 20-point NAP for countering terrorism and extremism was developed by the National Counter Terrorism Authority (NACTA)/Ministry of Interior in consultation with stakeholders and approved by the Parliament in December 2014. In 2018 the GoP released the [National Counter Extremism Policy Guidelines](#). These guidelines outline areas where civil society, civil institutions, citizens, and other institutions can be engaged, and if implemented, present Pakistan with a unique opportunity to more effectively prevent violent extremism and widen ownership at the national, provincial, and local levels. USAID seeks means to continue to support Pakistan's counter extremism policy.

USAID's [Local Works](#) program is Congressionally directed and advances locally led

development and self-reliance by enhancing USAID's ability to empower local actors to identify and solve their own development challenges. The core principle of Local Works is to learn about how to best identify local priorities, source local solutions, and support local implementation of programs to address those priorities. This program tests the premise that greater inclusion of local actors in the development process contributes to greater local ownership and sustainability of development outcomes.

Local Works supports programs that strengthen the performance of local actors and local systems to achieve and sustain demonstrable results. This is not about just building an individual organization's ability to receive and manage U.S. funding directly, but rather strengthening the system of local institutions and actors to interact and function effectively to drive systemic change and become more self-reliant over time.

Local Works activities are owned and led by local actors and are overseen by USAID/Pakistan, not by Washington. Within the broad boundaries of the program, USAID Missions have a great deal of flexibility to advance local leadership and sustainable development.

Section 2: Objectives

The goal of this program is to enable diverse local stakeholders at the community level to take action to counter violent extremism.

The purpose of this program is to source and test promising locally led approaches to countering violent extremism, including understanding the role social cohesion plays in violent extremism. The program aims to learn who to engage and how, what approaches resonate with communities, what approaches to avoid, and to build a body of knowledge that can be drawn on by local partners and USAID to develop actionable programming.

USAID values the knowledge of local stakeholders and local leadership to help in developing an approach that is responsive to local needs, mindful of challenges, and considers existing assets and relationships. Realizing that the leadership, participation, and contributions of local stakeholders of all backgrounds are key to sustainable, positive outcomes, the program will engage and collaborate with local CSOs, community notables, community influential women, the general public (rickshaw drivers, shopkeepers, laborers, milkmen, etc.), local government officials, and youth. Through Local Works, USAID aims to support local communities so that they can set their own development agendas, develop solutions, and mobilize the capacity, leadership, and resources necessary to make those solutions a sustainable, long-term reality.

The Local Works Program will strengthen community cohesion and mitigate social intolerance with the aim to reduce violence and conflict across diverse faiths/sects and communities in volatile areas in Pakistan, including southern Punjab and Karachi.

During December 2021 and January 2022, USAID partnered with a local research firm to study the social, cultural and economic dynamics relating to violent extremism in Multan, Bahawalpur, and Karachi - a study intended to inform this call for concepts. This study consisted of extensive direct engagement with, listening to, and learning from community members. The full study, and

further detail on each of the topics described below, can be accessed [here](#). Key findings and recommendations include:

1. **Conflict dynamics.** The types of conflict described by study participants can be divided into four broad categories: religious, political, social, and economic. Religious drivers included sectarianism and violence levied against a group due to their religious beliefs. Political drivers included conflicts that erupt due to political violence, corruption in leadership, unequal power distribution, and a poor law and order situation. Economic drivers included disputes resulting from poverty and unemployment. Social drivers include ethnic, linguistic, or gender-based violence.
2. **Create opportunities for positive youth engagement.** One of the most common community recommendations was the need for positive youth engagement, arising from concerns about youth susceptibility to negative societal influences, such as gangs, drugs, or extremism due to illiteracy, unemployment, and lack of purpose (among other issues). Further exploration of leadership roles of young women may be appropriate.
3. **Recognize the central role of community and religious leadership in curbing hate narratives.** Community members noted that religious leaders, elders, and – to a lesser extent – local elected representatives were the most influential and essential stakeholders in promoting inter-ethnic, interfaith, and inter-sect harmony (or division and violence) in the community.
4. **Decisions should lie with the elders, government, and local leadership to ensure regional priorities.** Community members noted that while donor-supported organizations could work effectively in the community, the involvement of local leadership in decision making and priority setting from the very beginning is critical.
5. **Provide engagement platforms for women that would help them take a greater role in the community.** Respondents frequently discussed the need to integrate women – an essential, but often marginalized part of the community – more in communal decision-making.
6. **Engage local government stakeholders in community peacebuilding.** While dissatisfaction with government entities was prevalent (particularly at the provincial or national level), interventions engaging elected officials rooted in local communities in peace promotion efforts were likely to help the community build more trust in government stakeholders and yield positive outcomes.
7. **Engage hyper-local partners within a particular community to implement activities.** Trust of local organizations and leaders far exceeds that of outside stakeholders. While hyper-local partner organizations may at times lack the capacity to conduct quality interventions, their credibility and local knowledge is of significant value. Capacity building of hyper-local stakeholders will also help sustain this work in the long run.
8. **Revive traditional structures to increase community ownership.** There is significant pride in community heritage and culture. When designing interventions, building on deeply rooted traditions of community engagement and dialogue can increase ownership. While some of these local structures have eroded over time, reviving cultural practices instead of setting up new ones is likely to encourage pride in the activities.

9. Shared community events as an effective hook to mobilize community members.

A common suggestion from community members was to hold events to bring the community together. Shared events like festivals, celebrations, or sports events could be an effective way in mobilizing communities and generating awareness towards a particular intervention.

10. Keep cultural sensitivities in mind, especially when engaging women. Due to cultural sensitivities in some communities, women's roles are often limited to the household. With men as key decision makers, their buy-in (along with, in some cases, that of community elders and local leaders) prior to engaging women is necessary to reach women stakeholders. Women should reach out to other women. In certain contexts, mixed gender events can be problematic. Activities not sensitive to these issues may see little to no participation of women.

11. Focus on *local* leadership: capacity building activities should empower community members to create and implement their own community action projects. Most respondents suggested capacity building initiatives for women, youth, and local religious and political leaders so that they could be engaged in community action projects. When designing capacity building activities to sensitize or train these stakeholders in peace promotion, it will be important to empower them to carry out civic engagement projects in their own community. Helping them design and implement their own community actions with limited supervision will strengthen ownership of their action plans and will be more likely to sustain them after the intervention is over.

In support of USAID/Pakistan's CDCS, this activity will contribute to Development Objective (DO) 2: "More Peaceful Communities in Key Areas." More specifically it will contribute to both Intermediate Results: IR 2.1 Key Leaders Advance Social Cohesion Initiatives and IR 2.2 Social Tolerance Bolstered.

USAID recognizes that it is impossible to fully understand the full range of a community's social, cultural, economic, political, and conflict dynamics before a program begins. Deeper engagement and further research (including of the ideas covered in the research cited above) will be a critical component of successful program design and implementation, and is an expected part of any resulting award. **Therefore, local organizations are not required to propose a fully designed activity for this addendum** -- a concept that suggests a process to identify, understand, and then act on solutions from the local context is fully within the intent of the Locally Led Development APS.

USAID does not expect individual applicants to have every skill and capacity to achieve a full range of objectives alone. Successful programming will likely come from collaborative partnerships between multiple organizations. These partnerships can be established during the application or co-creation process, or they can be developed post-award. For instance, an ideal applicant might be an organization able to complement its own capacities with the ability to identify and work with other local organizations through smaller sub-awards. If more than one organization works together under a single award, one organization will need to be designated as the "prime".

Section 3: Minimum Requirements for Concept Submissions

Applicant Eligibility

Eligible applicants:

1. Must be local actors in Pakistan. When determining if an entity is a “local actor” for the purposes of this APS, USAID will assess:
 - a. Whether the entity is legally organized under the laws of Pakistan;
 - b. Whether the entity is legally registered with the Economics Affairs Division;
 - c. Whether the entity has its principal place of business or operations in Pakistan;
 - d. Whether the entity is majority owned and controlled by individuals who are citizens or lawful permanent residents of Pakistan; and
 - e. Whether the entity is managed by a governing body, the majority of whom are citizens or lawful permanent residents of Pakistan.
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.

Locally Led Development Approaches

Concepts **must incorporate one or more** of the following approaches, **or** propose a different approach(es) that reflects the Applicant’s own locally led development learning goals.

1. **Feedback mechanisms** that improve the flow of information among local constituents, partners, and USAID to improve program effectiveness and to strengthen accountability to local constituents for achieving and sustaining results.
2. **Systems-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 shifting decision-making power and control to local actors and ensuring inclusive local leadership.
4. **Mobilizing local resources**, which includes community philanthropy; partnerships that leverage resources from the local private sector, faith-based organizations, government, civil society, and academia; and other sources of local skills and finances to replace those of international donors.
5. **Strengthening local networks**, which may include understanding and supporting existing and emerging networks/forums of local actors, supporting the work of local organizations, market facilitation, collective action, collective impact, and other demand-driven approaches to connecting local needs with local resources.
6. **Locally led approaches to design, monitoring, evaluation, and learning** that prioritize local definitions of success and enhance local actors’ role in managing and using data and learning related to development solutions, the development process, and the sustainability of results achieved.

7. **Supporting strategic transitions**, which includes strengthening the role of local institutions and actors to sustain development outcomes with an eye toward ending the need for foreign assistance.
8. **Locally led development in non-permissive environments**, which allows us to better understand how local actors adaptively manage and find creative ways of advancing local development objectives in complex environments where uncertainty, instability, inaccessibility, or insecurity constrain USAID's ability to operate safely and effectively. This may include environments such as those affected by natural disasters, inaccessible physical geographies, active conflict, corruption, closing political spaces, criminality, and pandemics, where local approaches are essential for long-term resilience and sustainability.

For further information on USAID's Locally Led Development Initiatives and locally led development approaches, please visit the [Local, Faith, and Transformative Partnerships Hub website](#).

Local Resources

While there is no specific local resource requirement, applicants that are able to provide access to leveraged resources or cost share towards the Addendum objectives will be favorably reviewed.

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 access to resources from the private sector or faith-based networks. Leverage can include anything of value that is measurable, including financial contributions, third party contributions, donated services or property, intellectual property, and other non-financial support from individuals and organizations the awardee is able to work with. Opportunities for leverage can be developed over the course of the award. Leverage cannot be audited.

Cost-share may include cash or in-kind resources or any combination of the two, to directly support the costs associated with the award. 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.

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 Sustainability

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 requirements will be evaluated based on the equally weighted criteria below:

A. Fostering Social Cohesion and Building Resilience to Violent Extremism

The Applicant demonstrates a thorough understanding of how violent extremism manifests in Pakistan's interconnected political, social, gender, economic, tribal, legal, provincial, and religious dynamics. The applicant demonstrates strong networks and partnership at the community level. The proposed approach is inclusive and demonstrates a localized understanding of the complex socio-economic, political, and cultural contexts, as well as aligning with the core principles of [USAID's Policy for Countering Violent Extremism Through Development Assistance](#). The Applicant and their proposed approach has a strong likelihood of advancing the goal and purpose as described in Section 2 of this addendum, which includes enabling diverse local stakeholders at the community level to take action to counter violent extremism.

B. 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 strategy substantively responds to local priorities or demonstrates a way to determine local priorities before beginning implementation. The proposed strategy and any teaming arrangements effectively shift the locus of development priority setting and response to local actors. The Applicant demonstrates a strong commitment to learning that advances the practice of locally led development for themselves, their constituents, and the wider development community.

C. Locally Led Development Approach and Impact

The proposed strategy lays out a logical path for utilizing a locally led development approach(es) to achieve anticipated results. The Applicant demonstrates a commitment to adaptive management in response to shifting local realities as they carry out the proposed strategy. The proposed strategy 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](#).

D. Strengthening Local Capacity

The Applicant presents a clear explanation for how their strategy will lead to sustainability of results. USAID's investment in this work is expected to strengthen the capacity of local organizations, networks, and/or communities to deliver results beyond the end of the funded activities.

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/Pakistan at PakistanLocalWorks@usaid.gov. Concepts must be submitted by June 17, 2022 to be considered.

Concepts must be submitted as a typed concept paper not exceeding five pages in total length, excluding the cover page.

Concepts must be submitted in English.

Applicants must provide the following information in concept submissions:

A. SUMMARY INFORMATION (to be included in the cover page of the concept submission, which does not count against the overall page limit)

A. Name and contact information of Applicant

B. Organization type and country of legal registration

C. Statement that the Applicant has not received more than \$5 million in direct funding 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 concept is submitted (USAID/Pakistan)

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

I. Brief description of the locally led development approaches included in the proposed activity (1-2 sentences)

J. Brief description of the approach to local resources included in the proposed activity, if applicable (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.

Fostering Social Cohesion and Building Resilience to Violent Extremism

- How will the proposed approach strengthen social cohesion and build resilience to violent extremism in a sustainable, locally led manner?

Local Ownership, Leadership, and Relevance to Local Priorities:

- How do local people experience the challenge(s) that the concept addresses, and what is important to them? How do you know?
- How will local actors, including any partners, lead priority setting and response?
- How will your strategy enable and share learning to advance the practice of locally led development? With whom?

Locally Led Development Approach and Impact:

- What is your strategy for addressing the challenge(s)?
- How will your locally led development approach(es) and activities lead to expected results?
- How will you adapt your strategy based on what you are learning during implementation, especially when realities shift in the local context?
- How does your strategy integrate gender equality and female empowerment?

Strengthening Local Capacity

- How do you define sustainability of results of your strategy? What will this look like in local communities?
- How does your strategy strengthen the capacity of local organizations, networks, and/or communities to deliver results beyond the end of the funded activities?

Section 6: Concept Review Process and Co-Creation

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

An auto response from USAID/Pakistan will confirm receipt of the concept.

If selected to co-create an activity with USAID/Pakistan, the Applicant will be contacted by an Agreement Officer (AO) from USAID/Pakistan and given instructions for the co-creation period and pre-award requirements. Applicants not selected to advance will also be notified.

USAID/Pakistan will review all concepts 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 and USAID for award consideration.

Prior to award, USAID/Pakistan and the Applicant must have significant interaction in-person, via phone, and/or electronically to co-create the activity.

The subsequent steps in the award process can be found in Section 7: Concept Submission Instructions and Next Steps for Applicants of the Locally Led Development APS. Section 10, Federal Award Information of the Locally Led Development APS includes the requirements that an applicant must meet if they are requested to co-create an activity and receive an award from USAID. Please note that **these requirements do not have to be met in order to submit a concept under the 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 this addendum may be directed to PakistanLocalWorks@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>