

**Local Works Mission Competition Frequently Asked Questions (FAQs)**  
**Updated April 10, 2020**

*This document contains questions and answers relevant for the 2020 Local Works Mission competition. Questions are based on past rounds of Local Works and individual inquiries. This document will be regularly updated. If you have a question that isn't addressed here, please don't hesitate to contact [localworks@usaid.gov](mailto:localworks@usaid.gov). Thank you!*

- The Local Works DC Team

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## **COVID-19**

### **Can LOIs propose approaches for addressing the COVID-19 pandemic?**

Yes, Local Works resources can be used to support COVID-19 related programming, and the normal selection criteria and legislative requirements described in the guidance apply. Local Works remains open to all good ideas centered around local priorities and leadership. It is likely that the impacts of the COVID-19 pandemic will be felt for a long time, in ways that are not yet understood. It is also likely that the comparative advantage of Local Works funding is on long-term, systems-strengthening programming - rather than immediate disaster response - and on challenges such as transitions from humanitarian relief to long-term development. As with any successful Local Works program, local leadership and flexibility will be key.

## **DEFINITIONS**

### **What do you mean by “locally led development?”**

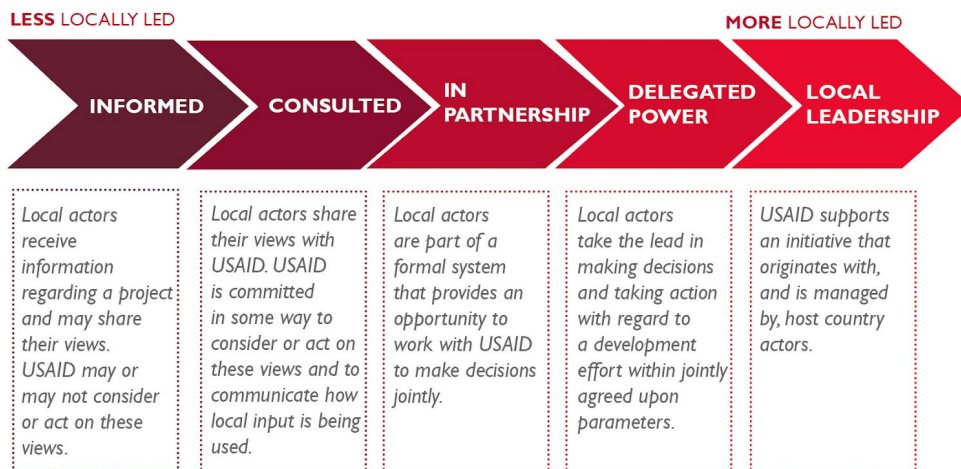
ADS 201 speaks about local leadership in this way: “The commitment and ability of local actors — including the governments, civil society, the private sector, universities, individual citizens, and others — to prioritize, resource, and implement development, so that development outcomes have a greater potential to be sustained and generate lasting change without USAID assistance.”

What we find important in the definition of local leadership is that priority-setting, control, decision-making, and agency rests in local hands. We are specifically seeking to avoid situations where USAID designs a program, then hands it over to a local implementing partner to run. We are also seeking to avoid situations where local participation and input in programming is limited, leading to outcomes that will not be sustained after USAID funding ends.

For the purposes of Local Works, and to side-step a debate on semantics, we use “local leadership” and “local ownership” interchangeably. The locally led development ‘spectrum’ graphic below can be used to help missions, their partners, and other local stakeholders understand the extent of locally led

development in a process or activity.

## What do we mean by locally led development?



### What does “downward accountability” mean?

Downward accountability means holding ourselves accountable to the organizations and individuals receiving (or intended to be impacted by) our assistance. Traditionally, “accountability” often means USAID holding awardees accountable for our funds. With Local Works (and ADS 201), we’d like to make accountability flow in both directions and ensure that local actors play a role in determining if our investments are efficient and effective in the local context.

## ELIGIBILITY

### What types of entities are eligible for Local Works funding?

The annual Local Works Mission competition is open to all USAID Missions seeking to advance locally led programming in their countries. Missions need to submit a letter of interest to the Office of Local Sustainability to apply for the competition (see [Local Works 2020 Guidance](#)). Selected Missions may then make awards of up to \$2M to “eligible entities.” According to the Local Works legislation, these are “small local, international, and United States-based non-governmental organizations, educational institutions, and other small entities that have received less than a total of \$5,000,000 from USAID over the previous 5 fiscal years. Departments or centers of such educational institutions may be considered individually in determining such eligibility.”

### May a regional Mission submit a LOI? What about a country office?

A regional Mission may submit one LOI for a regional program. Regional Missions must ensure that there is concurrence from all Missions that are part of the application.

Country offices are considered individual Missions for the purposes of Local Works. A country office may submit a LOI for its bilateral program. It is important to secure the buy-in of any regional Mission that will be providing services for a bilateral Local Works program. In such cases, the LOI should contain a discussion of any need and plans for coordination with a regional Mission.

**May a regional bureau apply to manage a Local Works program in its region?**

No. Local Works is a Mission-driven program, and the design and implementation of Local Works programs should take place in the field. Regional Bureaus may play a supporting role.

**Are Washington-based Operating Units eligible to apply for Local Works?**

No. Local Works is a Mission-driven program, and the design and implementation of Local Works programs should take place in the field. Washington-based Operating Units may play a supporting role.

**Can Missions collaborate in the submission of a single LOI?**

Several Missions within a region may team up and submit a joint LOI, which should clearly outline the roles that the various Missions would play. Note that Missions submitting a joint LOI *cannot* also submit individual LOIs or be included on a separate LOI submitted by a regional Mission.

**Can a Mission submit multiple LOIs? How about one LOI with multiple discrete ideas?**

Each Mission may only submit one LOI. However, an LOI may contain more than one discrete idea and selected Missions may use their Local Works funds for any number of mechanisms that advance locally led development. For instance, a Mission may propose to improve feedback loops in one program area and also test simplified grants to local organizations in another area. That said, interested Missions should avoid proposing a “laundry list” of ideas that will lead to siloed efforts within the Mission. Any Local Works effort within a Mission will require support from key players in the Mission - the Office of Acquisition and Assistance, the Program Office, the Front Office, etc. An LOI proposing more than one discrete idea should especially include a discussion of how these efforts will be supported across the Mission and lead to valuable outcomes.

**We are a current Local Works Mission - can we submit another Letter of Interest?**

When selecting Missions for Local Works funding, E3/LS looks for opportunities to expand the breadth and scope of the program, focusing on investing in learning opportunities that can advance the state of locally led development practice throughout USAID.

Current and past Local Works Missions may apply for additional funding. In all cases, Missions must propose approaches that will contribute to USAID’s overall ability to support locally led development, with an emphasis on the long-term local sustainability of results independent of donor funding. Missions may also submit proposals that build on what was learned and achieved through previous Local Works activities. For example, this may include focusing on a different aspect of a sector or a different approach to sustainability, such as increasing the role of private donors in a space where the previous focus was on civil society collective action.

Proposals to simply continue existing Local Works activities with additional funding -- without addressing the above, and particularly if the activities are otherwise unsustainable -- will not be accepted.

Factors E3/LS will consider:

- Mission's past Local Works performance.
- Feasibility of taking on additional Local Works activities.
- Whether or not the proposed approach will advance USAID's understanding of how to effectively support locally led development (see "Learning Priorities" section of guidance).

**My Mission has applied to Local Works during past rounds and was not successful. Does this affect our chances for this year? How can we increase our chances this time?**

Each Local Works round has been highly competitive, with total requests each year far exceeding the annual appropriation. Past submissions have no bearing on the evaluation of current submissions, and we encourage Missions who were not successful in previous rounds to apply again. A Mission should take a critical look at its LOI to ensure it is forward leaning and advances new learning that will benefit the Agency's understanding and practice of locally led development. Missions should also ensure that their submission for this round is focused on the specific criteria for successful LOIs in Round 5 (described in Section 5 of the 2020 Guidance).

Missions with any specific questions about this year's competition are encouraged to reach out to [localworks@usaid.gov](mailto:localworks@usaid.gov) and join our [Q&A webinars](#) on March 4th, 2020 8:00am-9:00am EST and 8:00pm-9:00pm EST.

**Who at the Mission should submit a Local Works LOI?**

The Mission Director often submits the LOI on behalf of a Mission. However, it can be submitted by anyone at the Mission, so long as the submission complies with the approval or clearance process required by your Mission. We ask that you copy Mission leadership on your submission to ensure their awareness.

**My country is a conflict/post-conflict country. Are we eligible for Local Works funding?**

Yes -- Local Works is open to all ideas that meet our evaluation criteria and advance locally led development in all geographic regions that USAID operates in. Please do keep in mind that we look to Missions and regional bureaus to ensure that there aren't any caps or other restrictions against receiving extra-budgetary funds like those from Local Works.

**LOCAL WORKS BASICS AND FOCUS**

**To what extent does a Mission's Local Works program need to be linked to a sector or strategy? Is it ok for a Mission to anchor programming to a specific theme?**

Local Works is very flexible and can support activities in any sector, including activities that are outside of a Mission's CDCS. Missions may approach this flexibility in whichever way is appropriate for their context.

Missions are not required to propose a fully designed program or even a specific challenge for Local Works. Missions may propose a process to identify and then act on solutions appropriate for the local context. For example, a Mission could suggest a period of listening to local constituents to surface local priorities. Missions may also identify a specific topic/challenge and approach that they'd like to undertake based on existing evidence of local priorities.

**Can a Mission propose a Local Works activity with gender as the primary focus, rather than just incorporating gender in an integrated way?**

Yes, if it is responsive to local priorities and the selection criteria.

**In previous rounds there was much emphasis on using a dedicated constituent listening process and other analyses to identify local priorities. To what extent has this expectation changed?**

While we continue to encourage Missions to engage in listening exercises with local constituents, we are no longer requiring this as a part of the process. The purpose of requiring listening in the past was to ensure that Local Works programming was based on local priorities, and that local voices were engaged throughout the program cycle. However, we recognize that Missions are approaching this opportunity from a wide range of backgrounds and with varying degrees of information about local priorities. It is still critical that Local Works activities reflect local priorities, but how Missions wish to establish and validate that is up to individual Missions. If a Mission wishes to engage in listening exercises, systems mapping, and other analyses as part of their program design, we are supportive, and Local Works funds can be used to support these activities.

**How long can a Local Works program be?**

Local Works funds expire after five years (for instance, fiscal year 2019 funds expire at the end of fiscal year 2023). The five-year funds allow Local Works Missions to engage in listening and analysis without the normal pressure to obligate funds, and to pursue programming that more closely matches local needs rather than US Government funding cycles. E3/LS holds the funds in DC and makes transfers in tranches to Missions based on need. Missions may also obligate funds into bilateral agreements, if available. That said, we do expect a bias towards action, and wish to avoid situations where the funds are sitting unused without a clear plan.

**LEARNING PRIORITIES**

**The guidance describes the list of learning priorities as neither exhaustive nor definitive - what does that mean? Can our Mission choose to focus on something else?**

While we believe that this list of learning priorities captures the broad range of challenges and opportunities USAID faces in successfully supporting locally led programming, there are certainly other issues we haven't anticipated. We welcome explorations of other challenges and opportunities that Missions may face. We just ask that your Letter of Interest clearly articulates why your area(s) of focus should be a learning priority, and how programming in those areas will advance the Agency's ability to support locally led development.



**Where can I find the E3/LS Research and Learning Agenda for Locally Led Development mentioned in the 2020 Guidance?**

E3/LS is developing a Research and Learning Agenda for Locally Led Development that will be launched in the coming months. We look forward to sharing those materials widely when they become available. In the meantime, learning priorities for Local Works can be found on pages 3-4 of the 2020 Guidance. Missions should focus on how their work can contribute toward USAID's learning around these priorities in their Letters of Interest.

**LOI GUIDELINES AND EXPECTATIONS**

**Should Missions conduct studies or consultations before drafting the letter of interest? Should we submit a detailed budget, a performance monitoring and evaluation plan, staff costs, partner commitment letters, and so on?**

No, there will be ample opportunity to do this work after a Mission is selected. However, if the Mission already has done research that is relevant to potential Local Works programming, it may certainly be referenced and become part of the program. That said, we are interested in good ideas, not whether certain work has already been done prior to selection.

Detailed budgets, MEL plans, and partner commitment letters are not required nor expected for the LOI. We ask for a very notional budget to help us with the assessment of the LOI relative to the overall global budget and requests. This can be at a very high level - a ballpark total amount. This is included as part of the feasibility criterion.

After selection, participating Missions will work with E3/LS to add more detail to the budget, which will become part of the Mission's Local Works work plan. Missions will also receive support from E3/LS to develop global and local-level learning agendas and performance indicators.

**You say “Missions are not expected to propose a fully designed activity or set of activities for Local Works” in the LOI - what does that really mean?**

This means that we do not expect Missions to have conducted all of the necessary design, analysis, consultation, and listening necessary for a “shovel ready” program. We don't expect Missions to have all of the answers. In fact, we think it's unlikely that a Mission will have something that meets the Local Works guidance criteria ready to go. But if your Mission does, that's great!

The flexible five-year discretionary funds removes some of the pressures of normal funding and reporting cycles, allowing Missions to take the time needed to do the consultations, engagement with local actors, collaboration, analysis, etc. in order to design a locally-owned program. Therefore, an LOI might outline an area of interest, a potential approach, and a list of issues/analyses that'll be addressed after selection (and which may draw on Local Works funds). The LOI should address the criteria in the guidance, and in areas where there is less clarity, the Mission should identify ways in which it plans to

address those issues. This will look different for each Mission, but we want to be clear that we are open to a full range of ideas and don't expect everyone to have all of the answers up front.

**My Mission is planning to submit a Letter of Interest. Can we set up a call with E3/LS to discuss our idea in greater detail and hear any initial feedback you may have?**

E3/LS is happy to hold calls with Missions to discuss the selection criteria and answer any questions you may have about the application process and post-selection considerations. However, in the interest of fairness, we are unable to provide specific feedback on LOI ideas while the competition is ongoing. We will regularly update this FAQ to ensure that all Missions have access to the same information shared by E3/LS.

**Should the Letter of Interest come from the Mission or can it also come from local partners?**

LOIs must come from the Mission. E3/LS selects participating Missions, and selected Missions are the lead for Local Works programming in their respective countries.

**Is there a set format or template for LOI submissions?**

Yes, please see page 6 of the 2020 Guidance.

**How long can the LOI be? Can we add appendices? What size font can we use? Margins?**

Please keep LOIs to five pages, not including the overview. Appendices above this limit are not allowed. Be reasonable with margins and font (nothing smaller than 11 size font, please).

**What would a good LOI for Local Works look like? Where can we find some examples?**

Local Works does not currently share examples from past applications. We encourage Missions to focus LOIs on the specific challenges and priorities in their local context.

However, we do have specific criteria in the guidance that we look for as we are reviewing LOIs. As you are planning for your LOI submission, consider especially how the Mission will use Local Works as an opportunity to advance locally led development, and how the agency can learn from this work to improve its practice of locally led development. LOIs are short: five pages max, and can articulate anything from a preliminary concept articulating a challenge or opportunity a Mission wants to address to a more fully fleshed-out proposal. All good ideas that advance locally-led development will be considered.

**My Mission is interested in X. How can I get additional support in developing my LOI?**

We recommend reaching out to USAID offices with expertise in the specific sector and/or technical area you'd like to focus on. A non-exhaustive list of E3/LS recommended contacts is below.

Systems Analysis and Practice

**Tjip Walker**

Senior Policy Analyst, Office of Policy, USAID Bureau for Policy, Planning and Learning, and USAID Local Systems Community Lead

Phone: 202.712.4842 / 202.251.8493

Email: [stwalker@usaid.gov](mailto:stwalker@usaid.gov)

Systems Analysis and Practice, Stakeholder Engagement, Co-Creation, and Human-Centered Design  
**USAID Innovation Design and Advisory (iDesign) Team, Global Development Lab**

Email: [labinnovation@usaid.gov](mailto:labinnovation@usaid.gov)

Political Economy Analyses (PEAs) & Thinking and Working Politically (TWP)

**David Jacobstein**

USAID Center of Excellence on Democracy, Human Rights, and Governance

Email: [djacobstein@usaid.gov](mailto:djacobstein@usaid.gov)

**Sarah Swift**

USAID Center of Excellence on Democracy, Human Rights, and Governance

Email: [sswift@usaid.gov](mailto:sswift@usaid.gov)

Gender

**Web resources:**

- [Internal Resources](#)
- [External Resources](#)
- [Advancing Women and Girls with Disabilities](#)

**Sylvia Cabus**

Senior Gender Advisor, USAID Office of Gender Equality and Women's Empowerment (GenDev)

Phone: 202.712.4713

Email: [scabus@usaid.gov](mailto:scabus@usaid.gov)

**Jennifer Hansel**

Women's Economic Empowerment Advisor, USAID Office of Gender Equality and Women's Empowerment (GenDev)

Email: [jhansel@usaid.gov](mailto:jhansel@usaid.gov)

**Administrator's Action Alliance for Preventing Sexual Misconduct**

Email: [aapsm@usaid.gov](mailto:aapsm@usaid.gov)

Youth

**Michael McCabe**

USAID Agency Youth Coordinator

Phone: 202.997.0189 / 202.712.1723 / 571.217.6303

Email: [mimccabe@usaid.gov](mailto:mimccabe@usaid.gov)

Website: [www.YouthPower.org](http://www.YouthPower.org)

Indigenous Peoples

**Vy Lam**

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**FUNDING AND PROCUREMENT****Can Missions use Local Works funds for research, analysis, studies, consultations, or other similar activities?**

Absolutely! This is strongly encouraged. Many Local Works Missions have undertaken listening exercises, network analyses, political economy analyses, and other studies to inform program design. Local Works Missions are encouraged to take the time to do the analysis necessary - this is part of the reason we have five year funds.

**What are Local Works “program support” funds?**

Up to 20% of the global budget may be used for operations and program support (including staffing, operating expenses (OE), travel, training, and events). This includes supporting OE-funded staff expenses. Program design and learning (PD&L) expenses can also be supported using Local Works funds, and when awarded to organizations that have not received more than \$5 million from USAID in the past five years, does not count against the 20 percent program support limit.

Program support funds are available to Missions on a first-come, first-served basis as needs are identified over the course of the project. This 80-20 ratio is a limitation imposed by the Local Works legislation at the global level. The actual breakdown of program funding to program support will vary from Mission to Mission. The specific amount of total funding available to each selected Mission will be based on the size and scope of the proposed activities and the needs of each Mission.

**Can program support funds be used for awards to ineligible entities?**

Eligible entities under Local Works are defined as small international or US organizations that have not received more than \$5 million in the last five years directly (as the prime) from USAID. It is the legislative intent of Local Works to support work led by local and non-traditional partners, including through spending of program support funds. E3/LS regularly reports how Local Works Missions are spending Congressionally directed funds to the Hill, and any use of funds for ineligible entities will undergo scrutiny by the Senate Appropriations Committee on Foreign Operations.

In very rare cases when a Mission provides clear and compelling justification to E3/LS that the capacity needed for a specific service(s) does not exist locally, awards may be made to ineligible organizations with program support funds. Missions that would like to pursue this option must first conduct thorough local market research, including issuing a well-advertised RFI to identify local or regional providers that may have previously been unknown or justify the use of Local Works funds for an ineligible awardee.

We also recognize that other specific circumstances in individual country contexts may merit the use of program support funds for ineligible entities. We are happy to discuss these situations on a case by case basis.

**Can a Mission put in its own funding for a split-funded activity with Local Works?**

Typically yes. However, Local Works funds can only be used for awards that meet the legislative criteria (awards of up to \$2M to entities that have received less than \$5M from USAID over the past five years). Therefore, Local Works funds can't be used to incrementally fund an award to an entity otherwise ineligible for a Local Works award. However, it's not a problem if Missions use other non-Local Works funds for entities ineligible for Local Works that are contributing to Local Works funded activities.

We can imagine scenarios where the answer to this question may not be immediately clear and could require clarification from General Counsel. We encourage Missions considering these arrangements to contact us to discuss specific scenarios.

**What does "first-in-first-out" mean? Don't Local Works Missions have five years to obligate funds?**

For Missions selected to participate in Local Works in 2020, E3/LS will transfer FY 2019 funds (which expire at the end of FY 2023). However, in situations where a Mission is ready to obligate funds earlier than FY 2023, E3/LS may choose to transfer funds from prior years. This will help ensure that older funds do not expire unused. Otherwise, Missions selected for Local Works 2020 will have until the end of FY 2023 to obligate funds.

Funds are transferred to Missions through OYB transfers in tranches on the basis of need - E3/LS will work with selected Missions to develop a transfer plan that is appropriate.

Note that if you are planning to use a portion of your Local Works funding for staffing to manage the activities, please keep in mind that normal USAID regulations do apply. In particular, if you design activities that extend beyond the expiration date of the funds, be aware of forward funding and other restrictions that might affect your ability to hire local staff to support them.

**Are eligible organizations who receive Local Works awards subject to any financial audit or controls verification?**

Yes. All standard ADS requirements for awards management apply to awards made with Local Works funding. Local Works funds have special dispensation regarding openness to all sectors/regions and the 5-year nature of the funds, but beyond that all typical regulations apply. Local Works funding may be awarded through any means that is allowable under the ADS, FAR, and CFR. We encourage Missions to explore approaches to minimize burdens for nontraditional partners, such as fixed amount awards (FAAs).

**Are there any limits to Acquisition and Assistance (A&A) under Local Works?**

The unique nature of Local Works provides many opportunities for the use of innovative A&A mechanisms. Participating Missions will have a substantial amount of flexibility in determining the most appropriate mechanisms to implement their own Local Works strategies. The Local Works legislation

limits the majority of the program's funding to awards of up to \$2M to entities that have received less than \$5M from USAID as a prime over the past five years. Other than that, any type of acquisition or assistance award allowed (or, not specifically disallowed) by the ADS, CFR, and FAR may be used.

**Can Local Works funds be used to support a local government?**

It may be possible to use Local Works funds to support local government(s), however this has not yet been done. ADS 220 requirements, including the PFMRAF, would still apply. ADS 220 does include a provision for an exception to the use of a PFMRAF assessment for awards less than \$750,000 (see section 220.3.3.1b on policy waivers and deviations). If you are interested in using Local Works funds to support a local government, please consult with your RLO. Supporting the government indirectly through NGOs is also a possibility.

**Can a Mission use Local Works funds to support an organization from another developing country, to promote south-south cooperation?**

Yes, as long as the entity to be funded meets the eligibility requirements (not having received more than \$5M from USAID over the last five years, and individual awards capped at \$2M). However, in order to strengthen the local system and to draw on local resources, we encourage Missions to look for capable entities within the country first.

**Our Mission has had funding cut in sector X. Can Local Works funds be used to fill these shortfalls?**

Only if the proposed use of the Local Works funds fits the criteria outlined in section 5 of the guidance.

**Can Local Works funds be used for existing mechanisms?**

It depends. It may be done if the existing mechanism meets the eligibility criteria (recipient organization has received less than \$5M from USAID over the last five years, and the award does not exceed \$2M) and the proposed use of the Local Works funds fits the five criteria outlined in section 5 of the guidance.

**Can a Mission contract with a local firm to do X under Local Works?**

Yes, so long as it's aligned with local development priorities and/or supports the implementation of the Mission's Local Works program.

**Would an assistance instrument be more suitable for Local Works?**

Awards under Local Works may be acquisition or assistance, but most so far have been assistance awards. When appropriate, Missions may choose acquisition with local partners. Several Local Works Missions have effectively used purchase orders and indefinite quantity contracts (IQCs), for example, to fund research activities and hire staff.

**SELECTION PROCESS**

**What are the regions most and least likely to receive funding? Will E3/LS select more than one Mission from the same region?**

Local Works is open to all Missions. There is no preference for any particular region.

**How many Missions will be selected?**

The Congressional conference report accompanying the legislation states that “...not less than three USAID Missions shall be competitively selected...to run a multi-year SGP<sup>1</sup> for their respective countries.” In the first round, four Missions were selected; in the second round, three Missions were selected; in the third round, nine Missions were selected; and in the fourth round, eight Missions were selected. In the next round, we anticipate selecting less than eight Missions, but the total number will depend on the distribution of Missions proposing smaller discrete activities versus larger, whole-of-Mission efforts.

**Are you able to extend the deadline for the Mission competition?**

We are unable to extend the deadline for the Local Works Mission competition. If you are unable to meet the deadline, please consider applying for future rounds.

**POST-SELECTION****What happens after selection?**

After confirming with the Mission and the relevant Regional Bureau that we are able to proceed with the new partnership, we will share this news in an Agency Announcement and update our public website. We will then share the [Local Works User Guide](#), which outlines key subjects like program design, theory of change development, MEL, budgeting, and other topics. The User Guide also includes a “Mutual Expectations Agreement” outlining Mission and E3/LS roles, responsibilities, and expectations under Local Works, to be signed by Mission and E3/LS leadership.

Each Mission will be assigned an E3/LS point of contact for technical support, a MEL point of contact, and alternate points of contacts. A kickoff call with the Mission will be held, usually followed by a TDY to the Mission to get things started. Our goal is to be as supportive as possible with the Mission’s locally led Local Works program.

**Would we need to develop a new Project Appraisal Document (PAD)?**

Ideally Local Works funds will support a Mission's strategy, and as such could be incorporated into a relevant Mission PAD through a PAD amendment. However that is not required. A Local Works activity could stand alone, outside of a PAD, if it supports a sector that is not currently embraced by the CDCS. This could be to target a hot topic, a window of opportunity, to test or pilot a new approach, or any other reason. The ADS supports this, as does the legislation. It is also possible to treat multiple Local Works activities as a coherent project themselves, and articulate how they work together to achieve a higher level result through a separate Local Works PAD. This "Local Works PAD" might fall naturally under one DO in a strategy, across DOs, or it may fall outside of the strategy, as the Mission determines. Regardless of whether Local Works activities are incorporated into a PAD, all Local Works Missions will create a Program Plan, which would describe the overall approach for analysis, design, implementation and learning for Local Works funds, and will be updated periodically over the life of the program.

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<sup>1</sup> Local Works is sometimes referred to in legislation as the Small Grants Program, or SGP

**What kind of support will E3/LS provide selected Missions?**

Missions run each Local Works program, but E3/LS will provide support when possible and as appropriate. Each Local Works Mission will have an E3/LS point of contact assigned to them, who can help with program design, MEL planning, contributing to TECs, TDY support, identifying resources and expertise, facilitation, etc. E3/LS will be in regular contact with participating Missions to identify positive deviants, potential case studies of interest, and lessons learned, which we will share with other Missions and contribute to broader Agency dialogues on strengthening local ownership.

**Will there be any guidance for developing an M&E framework to gauge the success of the program in a particular Mission?**

Yes, there is MEL (monitoring, evaluation, and learning) guidance for Local Works, which is detailed in the [User Guide](#). The MEL expectations for Local Works focus on the priorities of local partner organizations, emphasizing data and reporting that is useful for them to manage well and be accountable to local constituents. We recognize that Missions will need to report on whichever indicators are required at a Mission level, and we want to avoid adding to that reporting burden. For this reason, there are only three reporting requirements for Local Works: (1) documented use of the Locally Led Development Checklist, a CLA 'pause and reflect' tool, once each quarter; (2) annual reporting against three Local Works global indicators, as relevant to the Mission's Local Works programming; and (3) completion of the Sustainability and Local Ownership Key Issue Narrative in the PPR. Missions are welcome, but not required, to report against any Standard indicators or custom indicators that they deem relevant to measuring the success of their Local Works program and helpful in adaptively managing activities. Missions are encouraged to integrate MEL for Local Works into their existing MEL processes, including Mission learning agendas and performance monitoring frameworks.

**Are there particular reporting or monitoring requirements under Local Works?**

All Missions receiving Local Works funds with active activities are required to report on three global performance indicators annually, on the same schedule as the Mission's regular performance reporting processes. These indicators are intended to be fairly broad and relevant to working with local organizations:

- LLD-01: % locally led development activities achieving intended results.
- LLD-02: \$ value of non-donor resources mobilized for locally led development.
- CBLD-9: Number of USG-assisted organizations with increased performance improvement. This is in the F framework, and all Missions will be required to report on it during the next PPR as part of the Agency's New Partnerships Initiative.

Missions also select and report on at least one additional custom or standard performance metric relevant to their Local Works-funded programming, in collaboration with local partners and E3/LS. Finally, Local Works Missions are required to provide a Sustainability and Local Ownership Key Issue Narrative in the PPR.



### **Does Local Works have any special requirements for gender analysis or integration?**

Local Works does not have additional standard gender guidance. Missions must apply the same ADS-required gender analysis to the design of Local Works activities that they do for other activities.

Gender considerations are important to locally led development, and we encourage Local Works Missions to include local voices in the development of their gender strategy and to work with local partners if they are considering external support. Local Works may be used to support the integration of gender into activities, as is relevant to locally led development. We are also able to connect Local Works Missions with gender experts in the Office of Gender Equality and Women's Empowerment (GenDev) as the interest or need arises.

### **MISCELLANEOUS QUESTIONS**

#### **What is the difference between "Local Solutions," "Local Systems," "Local Sustainability," "Local Works," and the "Small Grants Program?"**

"Local Solutions" refers to an agency-wide effort focused on implementation and procurement reform, formerly a part of USAID Forward.

"Local Systems" is an analytical approach that is described in the [Local Systems Framework](#).

"Local Sustainability" ("E3/LS") is the name of the E3 office responsible for Local Works.

"Local Works" is the E3/LS program described in this document.

Finally, the "Small Grants Program" is the title that Congress gave to this program, which USAID subsequently renamed "Local Works." This name has since been enshrined in legislation. In rounds one and two, the program was referred to as "*localworks*."

#### **Who cleared on the guidance?**

The 2020 guidance was written by E3/LS staff and was cleared by E3 Acting Assistant Administrator Kimberly Rosen. Following clearance by the Bureau for Legislative and Public Affairs, it was reviewed and approved by the Senate Appropriations Committee for Foreign Operations in their oversight capacity, per program legislation.

#### **Can you provide a brief overview of what the round one, two, three, and four Local Works Missions are doing?**

Yes! See below:

#### **Local Works Round One (FY 2015)**

**Malawi:** To break the cycle of donor dependency and low levels of citizen engagement, USAID has conducted extensive listening sessions and partnered with Malawian research firms to study the roles of traditional authorities/chieftains and religious community leaders. USAID also issued a Broad Agency Announcement (BAA) for local awards focused on innovative and locally driven approaches to strengthen local leadership, capacity, and self-reliance to sustain development over time - and is co-creating several potential solutions to the country's most complex development challenges exclusively with local partners.

**Morocco:** USAID is supporting five civil society organizations (CSO) to build the capacity of 150 local NGOs and 10 elected women officials, to effectively engage with government in public policy and advocacy regarding women's rights, youth, and disabilities, as well as helping 80 associations to make and monitor territorial (state-level) policies.

**Serbia:** USAID is working to increase the positive role of local organizations in Serbia. Activities include increasing productive policy dialogue between the government and the private sector, improving community philanthropy, supporting citizen-led judicial reform, and promoting community initiatives to tackle development problems.

**Vietnam:** In collaboration with the Vietnamese government, USAID is helping to increase the ability of local organizations to sustainably resolve environmental health challenges of reducing air and water pollution, and serves as a model to increase the role of civil society to work with the government to solve development challenges.

#### **Local Works Round Two (FY 2016)**

**Bosnia and Herzegovina:** USAID is investing in the ability of local organizations to mobilize resources and address development challenges over time, without the need for international donor support. USAID is piloting efforts to support local youth initiatives through a youth-focused local resource organization with chapters across the country.

**Macedonia:** USAID is supporting local resource organizations to establish paths to self reliance, including promoting community mobilization and planning, facilitating local philanthropy, and assessing the impacts of these activities on community organization and mobilization. In partnership with a local research firm, USAID supported an organizational network analysis of the country in order to identify local partners with the greatest likelihood of having positive systemic impact.

**Philippines:** USAID organized a nation-wide listening tour with more than 500 stakeholders to inform its Country Development Cooperation Strategy and define local priorities, including livelihood challenges and insufficient access to basic services. The Mission is now designing activities to address these problems, including an approach to understand and improve community access to safe drinking water.

#### **Local Works Round Three (FY 2017)**

**Bangladesh:** USAID is co-designing activities with local actors in the areas impacted by the Rohingya humanitarian crisis to conserve and rehabilitate deforested areas and generate alternative livelihoods through interventions such as cash grants; training and support for small business development; and fish, crops, agriculture, and livestock support.

**Burma:** USAID/Burma will implement a systems-based approach to understanding and addressing the drug and HIV epidemic in Kachin State, a rural conflict zone. The Mission will engage local stakeholders to map the system and identify leverage points for introducing change. Interventions are likely to be cross-cutting and may link at-risk individuals and displaced persons with agriculture and economic livelihoods and enhance their employment potential to reduce susceptibility to drug use and addiction.

**Dominican Republic:** The Local Works program aims to improve livelihoods along the Dominican border with Haiti through listening to the priorities of local businesses, NGOs, government actors, and community members, then facilitating opportunities for these local actors to collaborate to address their most pressing issues. Currently, the program focuses on three areas: watershed management, biodiversity, and human rights for undocumented populations. By facilitating connections between local and national stakeholders and partnering differently with local communities and private sector actors, this project strengthens local systems and supports locally led development efforts.

**El Salvador:** USAID is supporting local leaders to expand a successful, locally led economic empowerment pilot program in El Salvador. This activity was recognized by the USAID Global Development Lab as an example of best practices in combating urban crime by working with local private sector partners. By empowering local partners and harmonizing USG and other donor activities, this project builds the capacity of Salvadoran actors to respond collectively to their own development challenges.

**Guatemala:** USAID/Guatemala's Local Works program will increase collaboration among government actors, indigenous authorities, and development partners while strengthening the capacity of youth and indigenous organizations to address and advance locally led development priorities that emerge through advisory councils.

**Honduras:** USAID is identifying approaches to reduce solid waste pollution through local waste collection organizations in areas of high crime and poor governance through systems mapping with local communities.

**Uganda:** USAID is strengthening the voices of local civil society, citizens, and academia to shape development decision-making and local governance. By supporting local leaders through Regional Steering Committees, building community partnerships, and linking actors to evidence through universities, USAID is putting local voices first. This initiative helps to ensure that Uganda's development reflects the priorities, challenges, and opportunities identified by its people.

**West Africa:** USAID is investing in the development of locally-owned, self-reliant, and effective business associations in the region. This activity will support a wide range of associations across different sectors

and will work not only to build a community of practice among associations and donors but also develop a body of knowledge and information on how to effectively develop locally-owned, effective, and financially viable associations.

#### **Local Works Round Four (FY 2018)**

**USAID/Azerbaijan** will facilitate partnerships among the local private sector, burgeoning groups of business and professional associations, and the government.

**USAID/Belarus** will strengthen indigenous foundations, facilitate partnerships among local actors, and promote private sector engagement - all in a traditionally restrictive space.

**USAID/Kenya** will support community conservancies to learn, adapt, and secure the investments and partnerships they need to grow and meet the needs of their communities.

**USAID/Kosovo** will co-design an approach for strengthening socioeconomic cohesion among marginalized communities and the private sector to work on a common initiative: recycling.

**USAID/Nepal** will identify and partner with marginalized members of society to collaboratively design solutions that increase community resilience.

**USAID/Paraguay** will work with grassroots organizations, with a focus on women and youth, to help them self-identify needs and determine their own development solutions.

**USAID/Timor-Leste** will partner with local youth groups to build sustainable solutions that address current and future socioeconomic challenges.

**USAID/Zimbabwe** will co-create and test inclusive, locally driven solutions that address the challenges facing young people in meeting their socioeconomic needs and aspirations.

#### **Can Local Works funding be applied towards PEPFAR's local partners targets?**

Local Works funds are non-sector specific and can be used for health programming but cannot be applied towards PEPFAR's new local partners targets.

However, we understand that many Missions are looking for support in meeting the targets, and we do see options for providing some support through Local Works. Letters of interest to Local Works that propose ways to enable a Mission to better work directly with local partners under PEPFAR and/or investigate potential solutions to the challenges posed by this shift will be considered. We recommend looking closely at the learning priorities articulated within the guidance and considering how a Local Works program could both support PEPFAR and meet the broader learning objectives.

**As this is the fifth round of Local Works, how has your thinking on the program evolved over the years? Are there any aspects of the program this year which are different than in previous rounds?**

The program has evolved a bit over the years and expanded its scope in Rounds 3 and 4. Now we are focused more broadly on supporting approaches that strengthen the agency's ability to advance locally led development. This can include approaches that incorporate a wide range of methodologies, learning priorities, development hypotheses, and more targeted efforts to address specific challenges, all tailored to the local context. Overall, the program is more open and flexible than it was in the past.