



# USAID Lebanon Civic Action Accelerator Program (LEB-CAAP)

Catalyst Fund for Relief and Response  
Annual Program Statement (APS)  
*Solicitation Workshop*

April 8, 2022

# **LEB-CAAP**

## **Introduction**

# Key Dynamics Affecting Civil Society in Lebanon

Contextual and organizational constraints impede CSOs ability to adequately respond to compounded country crises amidst ongoing uncertainty

Civil society struggles to balance increased demands for relief with long-term, strategic program goals

Nascent organizations with inventive approaches to rights and citizen demands face growing pains

Public mobilization in support of socioeconomic needs and reforms is prioritized over other human rights issues (including those of marginalized groups).

Collaboration between civil society actors – exchanges to collective action – has had promising results but is not widespread.

Traditional methods in advancing rights-based change are not as effective in current operating context

Multiple donor and implementer mechanisms remain at the level of coordination rather than intentional strategic collaboration.

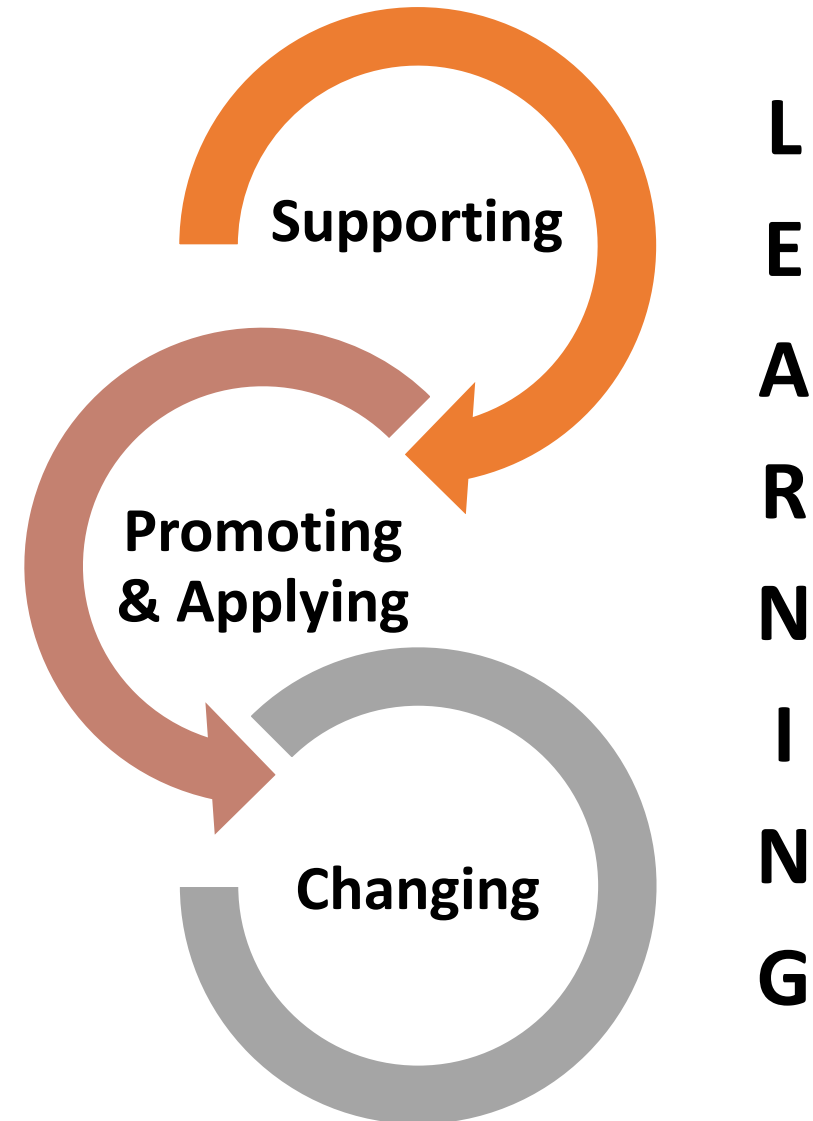
**LEB-CAAP Goal:**

***Enhanced civil society responsiveness to locally-driven demands to accelerate inclusive rights-based policies, practices, and services***

**Obj. 1: Strengthened organizational & technical capacities of civil society**

**Obj. 2: Improved civil society solutions to community priorities through innovative approaches and models**

**Obj. 3: Increased strategic collective action by civil society to advance rights-based change**



# LEB-CAAP Program Principles

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- Integrating Participation, Inclusion, Transparency, and Accountability across all interventions
- Promoting evidence-based strategies and tactics to advance rights
- Expanding advocacy ecosystem with social change innovations and strategic collective action
- Designing programs with long-term goals as change takes time
- Building on and complementing what already exists / previous investments
- Facilitating continuous learning
- Remaining practical and inclusive across interventions
- Being flexible and responsive

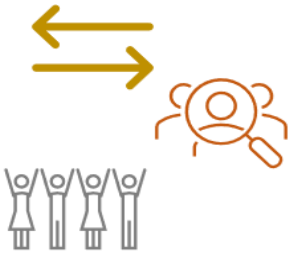
# LEB-CAAP Strategic Approach

Three tracks to support CSOs to respond to immediate community priorities while setting the foundation for long-term structural reforms and behavior change



## **1. Community Priorities:**

Support partners to respond to urgent community priorities by strengthening the capacities of relief and response actors to continue their essential efforts and helping community-based actors to implement actions that promote transparent local governance.



## **2. Strategic Advocacy, Innovation, and Exchange:**

Support strategic advocacy partners to experiment with innovative approaches to long-standing challenges, while facilitating exchange opportunities that bring together relief and rights actors working on common priorities.



## **3. Strategic and Collective Action:**

Enable civil society actors to strategically and collectively take action to advance rights and reforms that both respond to community priorities and advance much-needed structural improvements in Lebanese systems.

# Upcoming Activities in 2022

## Civil Society Initiatives

- Catalyst Fund for Relief & Response
- Community Action Grants for Advocacy & Accountability
- Advancing Disability Rights & Inclusion

## Technical Assistance

- Mental Health Support for Civil Society Frontliners
- Crisis Management
- Technical & Organizational Strengthening

## Linking & Learning

- Collaboration & Exchanges by Theme & Geography
- Social Change Innovations
- Expanding Youth-Led Civic Action

# **Catalyst Fund for Relief and Response APS**



# Overview of Today's Workshop

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- What is an APS?
- An overview of the Catalyst Fund for Relief and Response
- Application Process
- How will your Application be evaluated
- Next steps for shortlisted applicants
- Questions and Answers

# What is an APS?

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Guidelines for prospective grant applicants on:

- Available Funding
- Types of Projects
- Application Process
- Evaluation Criteria
- Competition Period
- Submission Deadlines

# Annual Program Statement

- **Competition Timeframe:** April 1, 2022 – January 31, 2023
- Applications accepted on a **rolling basis**
- **Evaluation Schedule:** Applications be evaluated quarterly, over 4 **rounds**, as per the schedule below

Rounds	Application Deadline
Round 1	May 9, 2022
Round 2	July 31, 2022
Round 3	October 31, 2022
Round 4	January 31, 2023

# **An Overview of the Catalyst Fund for Relief and Response**



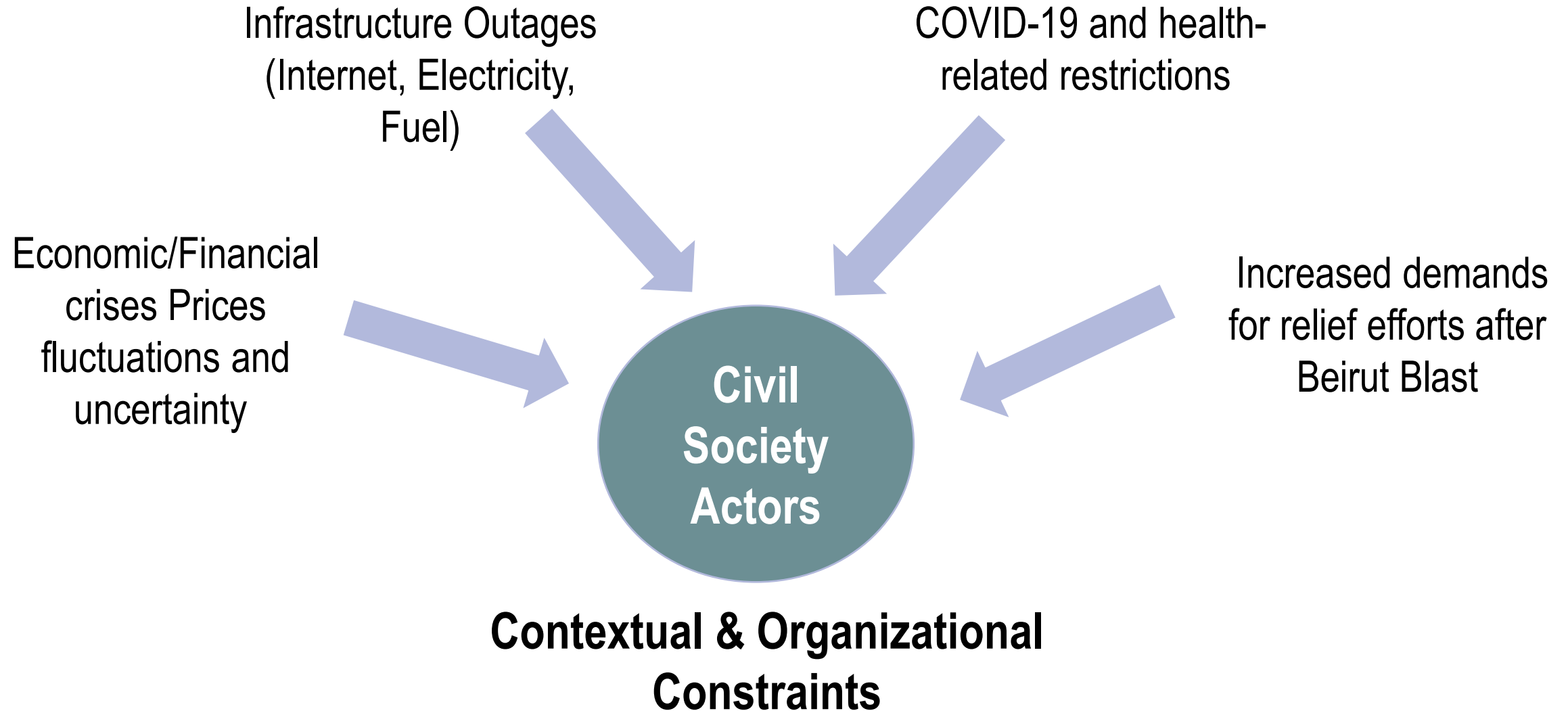
# Definition: Relief and Response

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- Provision of humanitarian support during or immediately after a disaster/crises to meet the basic subsistence needs of those people affected.
- It can be of an immediate, short-term, or protracted duration.
- Support includes basic service provision (food, access to water), education, shelter, hygiene, energy, and healthcare, among others.

**Note:** *In this APS, Relief and Response does not cover livelihood activities*

# Why the Catalyst Fund?



# Goals of Catalyst Fund

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- Improve the ability of civil society actors to continue and/or improve their existing services related to relief and response that respond to the increased needs and challenges facing communities
- Strengthen institutional capacity of actors to improve the effectiveness, efficiency, quality, and inclusivity of their relief and response services
- Maintain a flexible funding mechanism to respond to emerging capacity-related needs of Lebanese relief and response actors

# Answering the priority needs of Relief and Response Actors

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Through Refine, we learned that:

- Around 50% of CSOs in Relief and Response reported an expansion of operations to new target groups and new geographical areas
- Shift of focus from development to relief work due to economic crisis and impact of the blast
- Change in programming to be able to adapt and operate remotely due to COVID-19
- Fast increase in number of staff/volunteers and challenge to build their capacity / new skills and retain them
- Poor access to electricity, fuel and internet connection increasing strains on the operational level
- Challenges in data management due to increasing number of beneficiaries and complexity of the crisis. Software for financial management and data management reported as important needs
- Expected decrease in relief funding

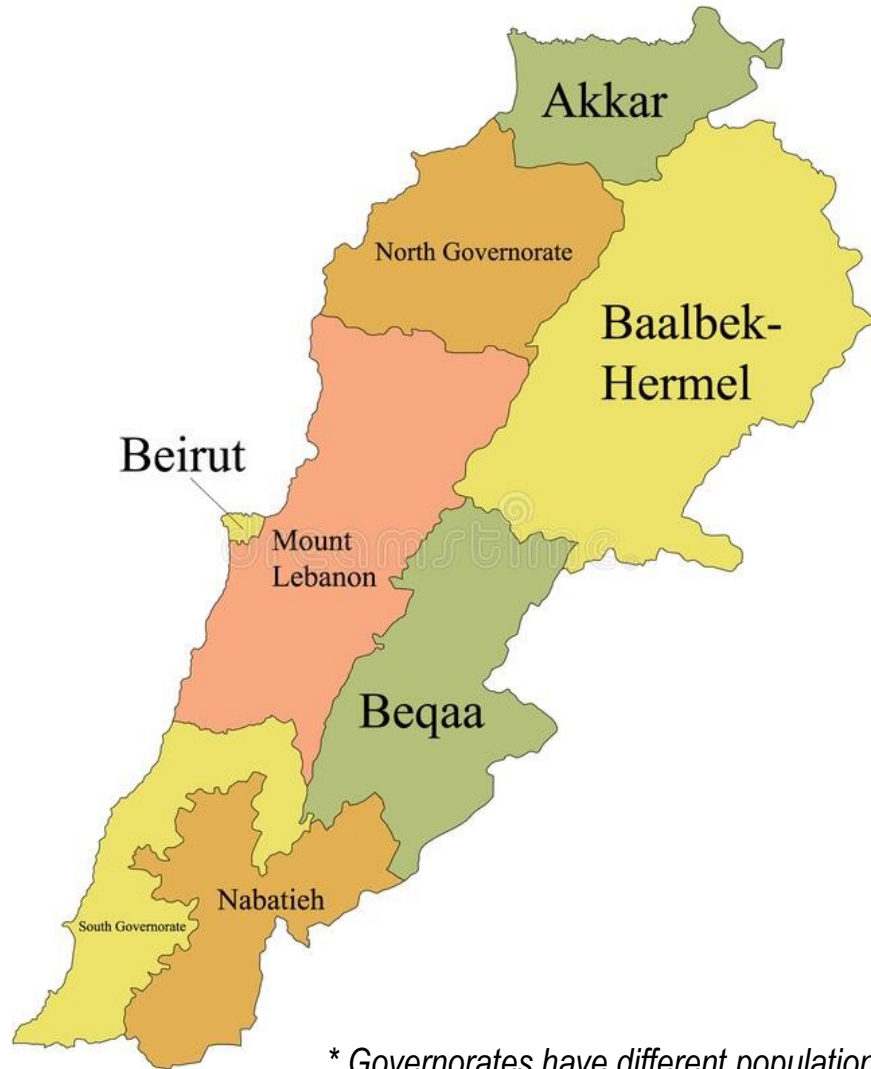


# What do we intend to achieve through CFRR grants?

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- **Relief services** are sustained and/or expanded to new target groups and geographies
- **Quality of relief services** is improved
- **Organizational capacity** and systems are strengthened
- **Staff and volunteers are better prepared** and equipped to conduct relief operations
- **Community engagement and inclusion** are enhanced

# Competition by Geographic Zone



- \* Governorates have different population sizes
- \* Governorates have different poverty levels and needs
- \* Governorates have been subject to different crises / level of impact

8 Governorates in 5 Geographic Zones +  
1 National

Zone 1  
Beirut

Zone 2  
Beqaa &  
Baalbeck

Zone 3  
Nabatieh &  
South

Zone 4  
Mount  
Lebanon

Zone 5  
North &  
Akkar

Zone 6  
National

# Who Can Apply for a CFRR Grant?

- Not-for-profit, FBOs, and other NGOs registered as legal entities in Lebanon and headquartered in the geographic zone from which they apply and will implement their project
- CSOs working in relief and response for at least 2 years of operation
- CSOs serving a minimum number of 200 regular beneficiaries per year
- CSOs operating with an annual budget below USD 750,000
- CSOs whose services target one or more of the following marginalized groups: women, LGBTQIA, youth, and/or persons with disabilities.

# Who Cannot Apply for a CFRR Grant?

- Branches of national NGOs
- Individuals
- Government and semi-governmental entities
- International not-for-profit and non-governmental organizations
- For-profit entities
- CSOs who operate sporadic relief activities that are outside of their core mission

# Award Parameters

<b>General</b>	<ul style="list-style-type: none"><li>• Individual Award Amount : Up to USD \$24,000</li><li>• Applications evaluated at a geographic zone level</li><li>• Rolling applications with quarterly deadlines (4 rounds)</li><li>• Estimated # of awards: 24 total (An estimate of up to 6 grants per round)</li></ul>
<b>Foci</b>	CSOs in all governorates providing services at a community, governorate or national level
<b>Period of Performance</b>	Up to 12-month implementation period

# Award Parameters

**LEB-CAAP and the selected applicant will determine the specific type of award that is appropriate during the pre-award phase.**

Three potential types of awards:

## **Fixed Amount Award (FAA).**

A grant type where grantee is paid in pre-defined amounts based on approval of pre-determined milestones. Used when there is a reasonable estimate for costs and where milestones can be clearly defined and verified.

## **In-Kind Grant (IKG).**

A grant type where LEB-CAAP procures goods and services required to implement the activities and provides them directly to the grantee to execute their project.

## **Cost Reimbursable.**

A grant type that reimburses the grantee for the costs to implement and achieve the project purpose.

~ **Advances** are allowed for Cost Reimbursable Awards, but not for In-Kind or Fixed Amount Awards ~

# Award Parameters

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<b>Branding</b>	All activities and products shall adhere to USAID and FHI 360 branding requirements.
<b>Capacity Building</b>	Applicants are required to budget 10% for institutional strengthening, technical assistance and/or capacity building that supports implementation of the proposed initiative.
<b>Reporting Requirements</b>	Narrative reports will be submitted on a quarterly basis, in addition to a final report, including agreed upon monitoring and evaluation requirements as defined in the grant agreement. Monthly financial reports will be required for cost reimbursable grants.

# What can the CFRR cover?

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- CFRR is meant to support the ability of CSOs working in relief and response to maintain, improve and/or expand their services to new target groups or communities within the geographic zone in which they are headquartered.
- It will mainly cover the costs of technical assistance and equipment needed to maintain or improve the work of relief actors.
- It will support existing solutions that are already underway or for which resources have been secured.



# What Costs & Activities Can Be Funded?

## Examples

- Software that will help a grantee set up a management system to streamline intake, follow-up, and monitor cases
- Equipment such as UPS or renewable power sources that will help a grantee continue to operate during electricity shortages
- Equipment such as ovens to expand services or food distribution in support of increased demand
- Technical assistance to enhance more efficient and effective service delivery, such as strategic planning, resource mobilization, psychosocial support for staff, volunteer management, etc.
- Organizational restructuring to adapt to increasing number of staff and new roles as a result of the crises
- Training on virtual facilitation skills to help a grantee more effectively engage its beneficiaries in online settings

# What Costs & Activities Can Be Funded?

## Examples

- Costs to improve accessibility and inclusion of people with disabilities (PWD), including but not limited to physical adaptations for persons with physical disabilities (i.e., ramps); sign language interpretation; braille printing; assistive technologies for persons with visual disabilities, etc.
- Outreach and advertising activities to promote the relief services and enhance the reach to marginalized groups
- Salary of staff to deliver services or programming directly related to the relief and response intervention supported by the CFRR grant (with a maximum of 25% of total budget)
- External assessment of existing services/programs among beneficiaries and redesign of interventions to respond to the findings

# What Costs & Activities Cannot Be Funded?

- Goods such as food ingredients so an actor can deliver food boxes.
- Services or programming for its beneficiaries, such as costs for organizing a general campaign or an event.
- Overhead costs such as rent, telephone expenses, etc.
- Purchase of Motor Vehicles
- Visit [USAID's list of ineligible and restricted items](#) (Refer to page 12 Section M6)

# Application Process



# Overview of the Grant Timeline

## Step 1: Application

- APS released April 1
- Solicitation Workshops and Q&A sessions April 8
- First Q&A posted online on April 12, 2022
- Applicants fill and submit an online Microsoft Form application by May 9, 2022

## Step 2: Shortlist

- Eligibility checks after the first deadline and then quarterly
- Grant Evaluation Committee reviews applications per APS criteria (by geographic zone) to determine final shortlist

## Step 3: Due Diligence and Pre-award Assessment

- LEB-CAAP conducts pre-award assessment & due diligence and site visits
- LEB-CAAP provides support to finalize subaward package (plan/budget) for approval

## Step 4: Award & Implementation

- Grants issued and Orientation Workshops
- Ongoing technical support (gender and inclusion, MEL)
- Close out

# How Can You Apply?

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- Complete the **online application form** on the online portal
- Submit the **required supporting documents** through the online form
- Applications may be submitted in **English or Arabic** (English language is preferred)

# Application Requirements

1. Online Application Form
2. Detailed Budget and Budget Narrative (+ Procurement Supporting Documents, i.e. Quotations)
3. Organizational Cover Letter signed by the Authorized Signatory
4. 'Certificate of registration' or incorporation papers: شهادة تسجيل  
as well as 'Tax Identification Number': رقم مالي
5. Organization's most recent annual report (if available) and/or Monitoring and Evaluation reports including details on number of beneficiaries served and the organization's annual budget.

# Budget Details

## Allowable Budget lines in the [Budget Template](#)

- Equipment and supplies
- Project operating expenses (technical assistance, capacity building, etc.)
- Relevant staff salaries

### Important Notes

- Only salaries of staff needed to deliver services or programming **directly related to the relief and response** operations in the CFRR proposed project are allowed.
- Staff must be budgeted based on the current proposed individual's salaried rate. And the proposed **salaries cannot exceed 25%** of the total budget amount.
- Applicants must allocate **10% of the total budget for institutional strengthening, technical assistance, or capacity building** .



# Budget Instructions

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- In the budget table, list the specific requested items or activities, with any necessary specifications, number of units and price.
- In the Budget Notes column, provide descriptions and explanation of calculations.
- Applicants are encouraged to incorporate items related to improved accessibility for persons with disabilities in the budget excluding construction works.

[Budget Template](#)


# Procurement Requirements Remarks

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- Three quotes and a [selection matrix](#) must be submitted for each cost that exceeds \$1,000/unit (supporting documents for anything under \$1,000/unit will be discussed at later phase)
- Specifications of items must be identical in the 3 quotations and must include supplier's full name, address, telephone number and dates within three months of the application period.
- Refer to the section of the APS titled: "CFRR grant may not be utilized for the following" and ensure that none of the proposed items are unallowable.
- Items above \$5,000 USD and restricted items must be pre-approved by USAID for equipment and review the selection for cost reasonableness and geographic code.

*~ We expect organizations to follow their own procurement procedures except where indicated above ~*

**How will your application be  
evaluated?**



# Evaluation Criteria

Evaluation Criteria	Score
<b>Community Problem</b> <ul style="list-style-type: none"><li>Urgency and relevance of the community problem (20 points)</li></ul>	20
<b>Organizational Challenge and Suggested Solution</b> <ul style="list-style-type: none"><li>Priority level of the organizational challenge (10 points)</li><li>Urgency, relevance, and potential impact of the suggested solution (20 points)</li><li>Ability to sustain the service beyond the grant timeframe (10 points)</li></ul>	40
<b>Organizational Capacity and Reach</b> <ul style="list-style-type: none"><li>Proven financial/administrative capacity to implement the proposed project (10 points)</li><li>Number of beneficiaries served/affected (5 points)</li><li>Vulnerability level of location and geography served (5 points)</li></ul>	20
<b>Engagement and Inclusion of Marginalized Groups</b> <ul style="list-style-type: none"><li>Already engaging and serving marginalized groups (10 points)</li><li>Impact of CFRR funds on applicant's ability &amp; readiness to expand services to marginalized groups (10 points)</li></ul>	20
<b>Total</b>	<b>100</b>
<b>Additional Points</b> <ul style="list-style-type: none"><li>Linkages/support to informal groups in marginalized and vulnerable areas (5 points)</li></ul>	5

# Evaluation considerations

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- CSOs located in underserved areas, addressing pressing community problems and catering for marginalized and vulnerable geographies will receive higher scores.
- Applications will be evaluated per geographic zone
- Cost has not been assigned a score, but the cost application will be assessed for general reasonableness and cost-effectiveness
- [Application Link](#)

# Gender and Inclusion

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- Applicants should indicate how gender and inclusion have been taken into consideration when designing their activity and how marginalized groups - gender (women, LGBTQIA), youth, persons with disabilities - are benefiting from the activity.
- LEB-CAAP will provide successful applicants with technical assistance in developing plans for gender and social inclusion to improve access of marginalized groups to services or to expand the ability of the applicant to serve marginalized groups.
- Applicants are encouraged to incorporate items related to improved accessibility for persons with disabilities in the budget. Physical adaptations such as ramps excluding construction work, sign language interpretation, braille printing, assistive technologies, etc.

# Linkages with Informal Groups

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Registered entities are encouraged to engage with informal groups (unregistered) and involve them in their CFRR-supported intervention.

Examples include involvement and participation at:

- outreach level to extend their services to vulnerable, marginalized, and remote areas
- capacity building level to transfer skills to their members throughout implementation by involving them in the actual delivery of services

# **Next steps for shortlisted applicants**





# Pre-Award Phase for shortlisted applicants

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- LEB-CAAP staff to Complete the Financial Pre-Award Assessment
- Submit supporting documents for all budget items
- Submit Audited Financial Statements, if available. If not, a revenue and expense statement and balance sheet for previous financial year must be attached.
- Finalize the detailed project scope, activities, budget, and MEL plan
- Negotiate the final budget and provide supporting documentation as required
- Obtain a [Unique Entity ID \(UEI\)](#) through the Sam.gov
- Organizations that receive a grant must sign USAID's Certifications and Assurances

**~ Short-listed applicants may be invited to deliver an oral presentation to the Grant Evaluation Committee ~**

# Award Phase for successful applicants

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When awarded a Grant, the Grantee must abide by the Grant Agreement which includes the final program description, the final budget, deliverable due dates, payment processes, and submission of reports.

If terms of the agreement are not met, an award may be terminated.

## Notes:

- Occasional Grantee meetings may be required throughout the life of the grant
- MEL indicators (Contribution to program targets)

# Multiple Applications and/or Awards

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- Only one application per organization is allowed
- Unsuccessful applicants may re-apply in subsequent rounds
- Successful grant recipients are not eligible to apply for multiple grants under the CFRR APS. However, they can apply to other award opportunities under the LEB-CAAP program

# Requests for Clarification

- Written requests will be accepted via email to [LEBCAAP\\_CFRR@fhi360.org](mailto:LEBCAAP_CFRR@fhi360.org) until April 12, 2022
- All consolidated Q&As and Frequently Asked Questions will be posted on April 14, 2022: <https://daleel-madani.org/node/271106>
- Check FHI 360's page on Daleel Madani <https://daleel-madani.org/civil-society-directory/fhi-360> for updates to the Annual Program Statement, including questions and answers, modifications, and solicitation workshop opportunities