



USAID Lebanon Civic Action Accelerator Program (LEB-CAAP)

Request For Applications (RFA) **Crisis Management Strengthening for CSOs in Lebanon**

RFA No. LEB-CAAP 2022-002

Issue Date: May 24, 2022

Solicitation Workshop: May 31, 2022

Deadline to submit applications:
June 23, 2022 @ 5:00 pm Beirut Time

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I. Overview of the LEB-CAAP Program

The Lebanon Civic Action Accelerator Program (LEB-CAAP) is a five-year, United States Agency for International Development (USAID)-funded civil society strengthening program (2021-2026) implemented by Family Health International (FHI 360), a nonprofit human development organization dedicated to improving lives in lasting ways by advancing integrated, locally driven solutions.

LEB-CAAP is a continuation of USAID’s support to Lebanon’s vibrant civil society sector as well as emerging groups and informal actors who are mobilizing to respond to current priorities. Through a combination of grants, technical assistance, and partnerships, LEB-CAAP will:

- Increase the impact of civil society advocacy and activism by strengthening the sector’s organizational capacity and nurturing emerging groups to drive reform
- Accelerate locally-championed solutions for sustained collective impact
- Provide tools, resources, and support that enable LEB-CAAP partners to improve their effectiveness, measure their performance, and enhance their sustainability
- Assist civil society in balancing immediate, critical needs for relief and services and the need to advance long-term reforms and system change
- Promote the democratic principles of participation, inclusion, transparency, and accountability within civil society interventions and operations
- Strengthen linkages and collaboration opportunities among and within the civil society support landscape by leveraging previous investments, building on existing resources, and avoiding duplication of effort.

LEB-CAAP interventions were validated through a multisectoral, collaborative, refinement phase to ensure the program is responsive to the priorities of Lebanese citizens.

II. Overview of the Crisis Management Strengthening Program

Under this Request for Applications (RFA), LEB-CAAP is seeking to partner with a Lebanese intermediary support organization (ISO) specialized in capacity building and crisis management to design and deliver a customized training and coaching program to support nascent and established CSOs and community-based organizations working at the governorate level to withstand multiple ongoing crises. This intervention will focus on capacity strengthening in times of crisis, specifically related to (1) financial management and (2) human resources management and serve as a pilot that may be replicated in the future. Interested ISOs are expected to submit a technical narrative, detailed budget, and other required documents as per Section III. C “Application Package Requirements” and in accordance with the evaluation criteria in Section IV. A “Evaluation Criteria”.

A. Background

The context in which Lebanese civil society operates has drastically changed in the past few years. The unprecedented economic and financial crisis, the devaluation of the local currency, the global

health crisis and the Beirut blast have transformed the entire landscape. Soaring prices, currency and banking restrictions, infrastructure outages, deteriorating well-being of staff and the high scrutiny of civil society are adding daily pressure, constraints, and impediments to their most basic operations.

Lebanon needs more than ever strong, efficient, and effective civil society actors capable of answering emerging challenges, addressing growing poverty and vulnerabilities, driving economic recovery, and advocating for change. However, these same actors are constrained with a set of unprecedented challenges that have impeded their ability to operate and meet beneficiaries' basic needs. Although some civil society actors in Lebanon have developed strong technical and organizational capacities as the crises intensify, many are facing the growing pains of organizational and sustainability issues. In particular, the high degree of uncertainty in the financial context makes it difficult for civil society actors to plan and secure their medium-term viability. The dual burden of escalating needs and challenges of implementation have resulted in fragile teams, strained well-being of staff and a weak retention of human capital.

These constraints were validated and confirmed during LEB-CAAP's Refine Phase, the program's first activity, which constituted of a set of multi-sectoral assessments that reached more than 260 representatives of civil society organizations (CSO) through key informant interviews, focus group discussions, brainstorming workshops, and surveys to better understand the new environment. Human resources and financial management were repeatedly referenced by respondents as priorities for technical assistance, specifically:

- Participants raised the issues of burnout, stress, and the difficulty in managing amid the challenging context, particularly as their staff are now sharing similar personal day-to-day struggles as their beneficiaries. CSOs find it increasingly difficult to recruit and retain qualified staff as many are leaving the country or moving to international organizations and CSOs struggle to fill the gaps in expertise. On the other hand, a number of organizations grew exponentially to address the increased breadth and width of the emerging needs without a strong and solid foundation.
- From a financial management perspective, exchange rate fluctuations, banking restrictions and hyperinflation have constrained the financial operation of organizations. Several local CSOs reported challenges in liquidity, procurement, cash flow management, and financial planning amidst acute uncertainty. Most highlighted the gravity of the situation with the decreasing financial and in-kind donations at the local and international levels and the challenges in fundraising and resource mobilization due to the gradual impoverishment of the Lebanese and the prolonged economic crisis.

With the new set of challenges and the rapidly changing and uncertain environment, our approach to support civil society should not remain the same. Most of the CSOs in Lebanon are now struggling to survive, let alone thrive and expand their impact. Therefore, LEB-CAAP's approach to capacity building and crisis management at this time is focused on equipping CSOs with what they need to resolve key bottlenecks and address their daily struggles, primarily in finance and HR management to help them navigate through the crises. Recent initiatives related to "crisis management" have been targeting startups and small businesses across the country but

little has been done to address the increasing challenges of CSOs, who are facing the dual burden of escalating community needs and challenges of implementation. While we understand the complexity of the situation, we also believe that this is an opportunity for each CSO to rethink its strategies, strengthen its systems, optimize its processes, and innovate for both the short- and long-term.

A. Objectives

This intervention is designed to support nascent and established Lebanese civil society organizations to withstand these turbulent times and equip them with tools and resources to increase their viability and flexibility during the current crisis. The RFA scope consists of designing and delivering a customized training and coaching program for CSO managers as well as their finance and operations staff on crisis management and risk mitigation with the following objectives:

1. Strengthen the institutional capacity of CSOs in Lebanon to better manage and withstand the compounded crises and mitigate its impact on their operations, efficiency, and sustainability with a focus on financial management and human resources management in times of crises.
2. Assess common needs and opportunities among Lebanese civil society to develop sustainable solutions for CSO strengthening during the protracted crisis on a community/regional/or national level

LEB-CAAP is not looking for a traditional capacity building curriculum on general institutional strengthening. Instead, this intervention should answer the specific and unprecedented needs of CSOs as they manage their finances and human capital during this protracted crisis and help them overcome a set of operational challenges that may include but are not limited to:

- Planning finances, managing cashflow, securing liquidity and developing contingency planning in an uncertain financial context
- Accounting, pricing, and procuring with a devaluated currency and multiple exchange rates
- Fundraising, resource mobilization, access, and ability to respond to international donors' requirements
- Organizational restructuring (which could include optimizing staffing to reduce costs or recruiting new skills to launch new opportunities)
- Retaining talent, recruiting, managing, and building the capacities of volunteers in times of crises
- Leadership and staff management maintaining the wellbeing and productivity of staff who are experiencing burnout, stress, and anxiety
- Introducing new skills that were not present/needed before the crisis (remote workforce management and virtual teams)
- Finding ways to maintain productivity while reducing operating expenses

Through group and one-on-one support, the successful applicant will help CSOs increase their flexibility and agility to adapt, strengthen their systems and reinvent themselves where opportunities arise. The **expected outputs of this intervention** are therefore the following:

- Major capacity needs among CSOs are identified and a crisis management strengthening program is tailored to answer major gaps mainly in financial and human resources management
- Group and one-on-one support to relevant staff at managerial and operational levels is provided with individual action plans developed to achieve specific targets

As a result, CSOs are expected to have more robust financial systems to withstand the crisis and increased capacity to retain talent and grow healthy and committed teams in times of crisis. The increased access to tools and resources is expected to allow them to work independently on their organizational development and capacity strengthening during and beyond this program.

NOTE: All original resources created with LEB-CAAP support will be made publicly available on www.nqoconnect.net and other platforms targeting Lebanese civil society organizations.

B. Project Design

Following the objectives and expected outcomes of the program stated above, this section provides general instructions to guide the applicants in their program design with details of the proposed methodology outlined by the applicant in their technical proposal.

- **Outreach and geographic focus:** The selected ISO will be responsible for the outreach and the recruitment of CSOs. In their proposal, applicants must describe their plan for marketing the intervention, outreach, geographic focus (if any with a justification), and recruitment of participating CSOs. They must determine the number of CSOs targeted within each component of the intervention while maintaining a meaningful reach along with the quality and depth of intended outcomes. They must also demonstrate how they will attract and identify the CSOs with a real appetite and commitment for management strengthening and provide the CSOs that usually cannot access these types of programs, the tools and support needed to do so. (Examples include hosting in-person roundtables with CSOs at the governorate/regional level to explain the program, expectations, requirements and overcome barriers for participation). The ISO can determine their own recruitment strategy (open call for applications for potential CSOs as an example) or can build on existing programs and capacity building efforts to enhance the skills of an already selected pool of CSOs and in that case, must provide a solid justification for that selection.
- **Selection Criteria of CSOs:** The end beneficiaries of this program are Lebanese civil society actors and community-based organizations that generally do not have the systems, policies, or people in place to ensure sufficient segregation of duties and have limited access to capacity building resources to survive the crisis and sustain activities. Eligibility

criteria should include but are not limited to 1) Legally registered CSOs, 2) CSO with at least 5 employees, 3) In operation for more than 2 years, 4) With a proven social/economic/humanitarian/environmental impact. The full list of eligibility criteria will be developed by the ISO in accordance with their proposed program design and with LEB-CAAP approval.

- **Capacity Needs Assessment:** The program must include an element of capacity needs assessment in order to determine the level and maturity of CSOs, identify exact needs and inform the design and customization of the capacity building curriculum to tailor it to the target audience. The method and tools (whether a self-assessment, external assessment, through online tools or physical interaction, etc.) used to administer this capacity assessment will be determined by the applicant in conjunction with USAID LEB-CAAP.
- **Curriculum Development and Focus:** The curriculum must start with an introduction about crisis management and provide CSOs with the needed understanding of the crisis mechanism, frameworks, and elements of mitigation plans. The curriculum will then be focused on two key topics in order to provide in-depth support in these two areas within a limited timeframe, instead of a general overview on a variety of topics. The areas of focus that were selected based on the needs identified during LEB-CAAP Refine Phase are: Financial Management and Human Resources Management in times of crises. The ISO is expected to cover sub-topics relevant to the current crisis and address the gaps identified in the capacity assessment. Below are examples of sub-topics that could be included. Innovation in the design of a tailored crisis management curriculum and the administration of the training and coaching components must be outlined in the technical proposal of the applicants.

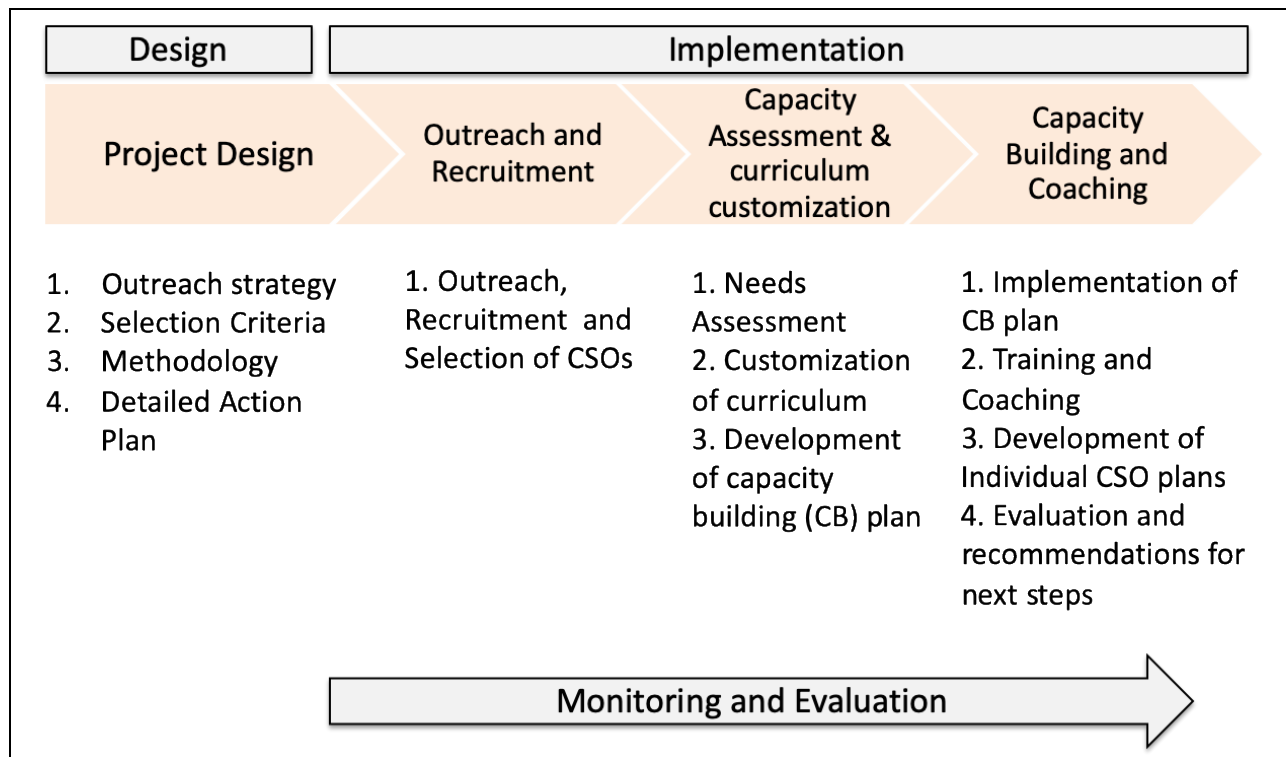
Financial Management: Financial planning in times of crises, cash flow management and forecasting, risk mitigation & contingency plans, pricing strategies with a devaluated currency, procurement and dealing with suppliers in times of crisis, resource mobilization and alternative sources of funding.

Human Resources Management: Leadership, workforce management and aligning teams in times of crises, talent retention, volunteer recruitment and management, organizational restructuring, culture change and innovation, stress management and effective communication in times of crisis.

In their proposal, the ISO must determine the key sub-topics they suggest to include in their program based on their experience and knowledge of the field and of the most pressing challenges of CSOs. The ISO should also specify in their application whether the expertise required is present within the organization or will be subcontracted to external consultants. ISOs are encouraged to partner with field experts to make sure they provide the quality and depth required in the material and the needed experience to provide practical tips and reference to useful resources and tools in the current context.

- Capacity building methodology:** The program will provide customized trainings in a mix of theoretical knowledge, best practices, and case studies, interactive group coaching promoting knowledge and experience sharing within the group, in addition to tailored one-on-one coaching program to all or selected CSOs. During the coaching program, coaches and CSOs will develop individual, clear action plans, and will provide in-depth and on-the job support to achieve tangible and sustainable results. The overall design of the intervention, the training, coaching, and the administration ways (whether physical or online, group, individual, regional, or national) and the process through which participating CSOs graduate into the different stages of the program (training, coaching, on-the-job training if needed) will be suggested in the ISO methodology in their application. The ISO is encouraged to provide innovative ways of designing and implementing this program that are relevant to the current and new context.
- Assessment and final recommendations:** The ISO will be responsible for monitoring and evaluation, which includes capturing the impact of their intervention, highlighting capacity building results as well as progress achieved at the level of each CSO participating in the coaching program. In addition, the ISO will present an aggregate analysis of the common needs, priorities, and strengths of participating CSOs, emerging from the in-depth work. The ISO is expected to present a follow-on plan to further strengthen the CSOs, build capacities in a sustainable and cost-efficient way and identify opportunities for linkages and partnerships.

The different elements of the program are summarized in the chart below:



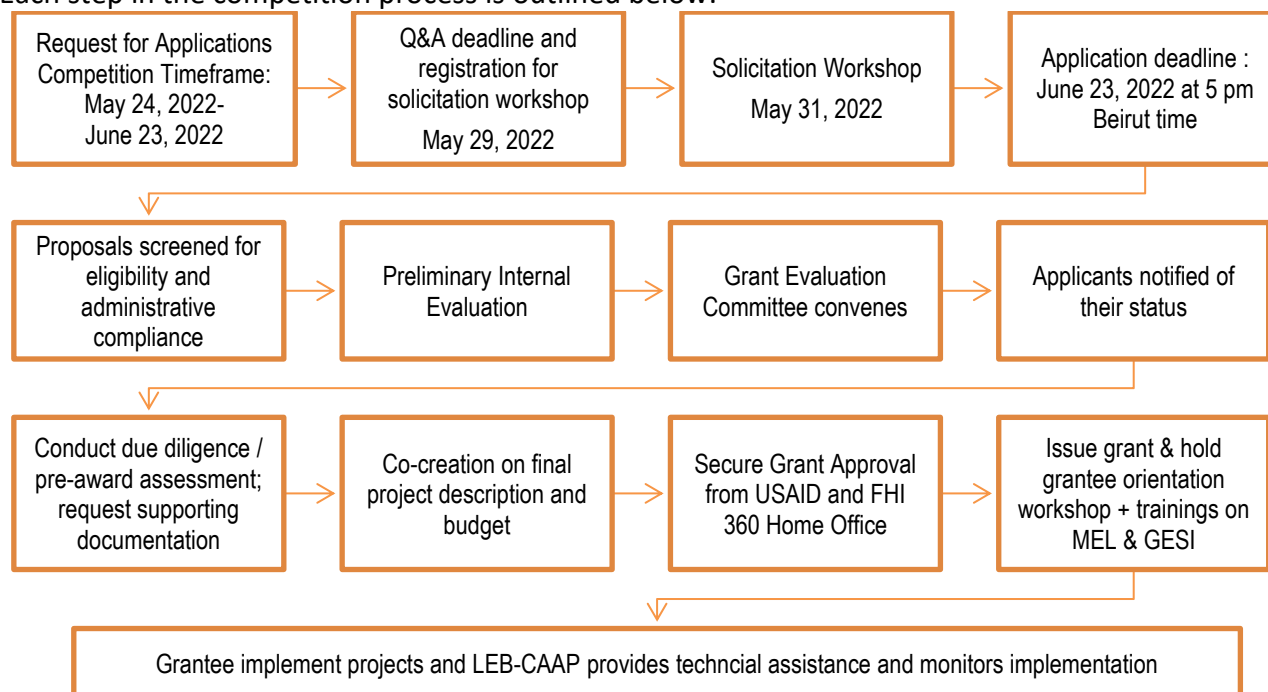
E. Grant Parameters

The chart below summarizes the award amount, potential types of grants, and requirements related to each. LEB-CAAP will decide on the type of grant to be used during the pre-award phase, after consultations with the applicant and based on the administrative and financial capacity of the applicant as well as the type of budget items in their proposal.

| | |
|-----------------------------|---|
| Award Ceiling | LEB-CAAP anticipates issuing one award up to \$50,000 USD |
| Period of Performance | Up to 12 months. |
| Types of Grants | <p>Fixed Amount Award (FAA). A grant type whereby the grantee is paid in pre-established tranches upon approval of pre-determined milestones. FAAs are used when there is a reasonable estimate for the costs, and where milestones can be clearly defined and verified.</p> <p>Cost Reimbursable. A grant type that reimburses the grantee for the costs of the inputs reasonably necessary to implement an approved project or project activity that helps to achieve the stated project purpose.</p> |
| Advances | Advances are allowed for Cost Reimbursable Awards, but not for Fixed Amount Awards. |
| Branding | All grants shall adhere to USAID and FHI 360 branding requirements. |
| Pre-Approvals | Equipment (in excess of USD 5,000/unit) as well as restricted commodities as per section III. E. below must be pre-approved by USAID. |
| Reporting Requirements | Narrative reports will be submitted on a monthly basis, including agreed upon M&E requirements as defined in the grant agreement. In addition, for cost reimbursable grants, financial reports with full supporting documentation will be required on a monthly basis. |
| U.S. Government Regulations | <p>For Fixed Amount Awards: Standard Provisions for Fixed Amount Awards to Nongovernmental Organizations - A Mandatory Reference for ADS Chapter 303 (usaid.gov)</p> <p>For Cost Reimbursable Subawards: Standard Provisions for Non-U.S. Nongovernmental Organizations - A Mandatory Reference for ADS Chapter 303 (usaid.gov)</p> <p>USAID Lebanon Partner Vetting: USAID Lebanon Mission Order 15-03 2018.pdf and PARTNER INFORMATION FORM AID 500-13 Final Revised.pdf (usaid.gov)</p> <p>Compliance with Prohibition on the Use of Forced Labor in the Performance of USAID Awards (Regarding procurement of solar equipment): Xinjiang Supply Chain Business Advisory - United States Department of State</p> |

D. Competition process

Each step in the competition process is outlined below:



III. ELIGIBILITY AND HOW TO APPLY

A. Eligibility Criteria

- Eligible applicants include non-governmental, academic institutions, not-for-profit or for-profit organizations (profit may not be included in the grant budget)
- Applicants must be locally registered and headquartered in Lebanon with minimum of 3 years of operation.
- Applicants must have a demonstrated experience in recruiting CSO beneficiaries, designing curricula on institutional development topics, delivering training and mentoring services to CSOs and have an existing network of qualified trainers, consultants and partners who can reach all governorates.
- Applicants may apply either individually or as a consortium. In the case of a consortium, the application must be submitted by the lead applicant and partner applicants' status and division of labor should be clarified in the technical narrative and budget documents.

The following are **not** eligible to receive grant support:

- Individuals
- Informal Groups (unregistered organizations)
- International not-for-profit and non-governmental organizations
- Political parties, groupings, or institutions or their subsidiaries and affiliates

- Government institutions (this includes entities that the Government of Lebanon owns at least 50% share of or receive at least 50% of their annual financial support from the Government of Lebanon)
- Faith-based organizations whose objectives are discriminatory and/or serve religious purposes, and/or whose main objective of the grant is of a religious nature
- Any entity that has been found to have misused USAID funds in the past (unless specifically approved by USAID)
- Organizations that advocate or promote anti-democratic policies or illegal activities
- Any entity included in any supplementary information concerning prohibited individuals or entities that may be provided by USAID
- Any entity whose principal governing officers appear on the Specifically Designated Nationals List administered by the Treasury’s Office of Foreign Assets Control, the UN’s 1267 Committee List on Al Qaeda and the Taliban and Associated Individuals and Entities
- Any entity whose principal governing officers refuse to complete the USAID Partner Information Form 500-13 or who fail to pass U.S. government partner vetting requirements, in accordance with the relevant USAID/Lebanon Mission Order requirements
- Any organization that refuses to sign all required certifications and assurances

Grant applications will first be checked for eligibility. Applications that are not eligible will not be considered by the Grant Evaluation Committee.

B. How to Apply

- **Deadline for submission:** Submissions are due by 5:00 pm on June 23, 2022 (Beirut Time).
- **Questions & Answers:** Requests for clarification should be sent via email to lebcaapgrants@fhi360.org by May 29, 2022, at 5pm; questions must include “CMS Q&A” in the subject line. Only written requests for clarification will receive a response. Questions will also be addressed during the solicitation workshop on May 31 and all consolidated Q&A will be posted on the CMS RFA page on Daleel Madani by June 3, 2022.
- **Solicitation Workshop:** LEB-CAAP will hold an in-person solicitation workshop to provide an opportunity for potential applicants to ask questions and better understand the activity, application process, budgeting, and grant parameters. Workshop will take place on May 31, 2022, from 10.00 am to 12.00 noon at Bechara El Khoury, BDD (Beirut Digital District) Building #1075 5th floor (rooftop). Interested applicants should register for the Solicitation Workshop via the following link: <https://forms.office.com/r/89Vrhp4gcA> by 5:00 pm on May 29, 2022. Applicants should consider attendance of both technical and finance personnel.
- **Language:** Applications should be submitted in English.
- **Submissions:** The complete application package must be submitted through the LEB-CAAP online grant portal by the deadline listed above via the following link: <https://forms.office.com/r/jPpPZK6gdr>

C. Application Package Requirements

In response to this RFA, applicants must submit a fully completed application package that includes the following items:

1. Submission Guidance (Attachment I) – Applicants must provide a comprehensive technical narrative responding to key questions provided in the proposal outline in Attachment I.
2. Detailed Budget and Budget Narrative (Attachment II) - See Section C below for guidance.
3. CVs of Key Personnel – CVs should be no longer than 2 pages per person.
4. References—List three donors/clients and/or partner organizations that can provide references for your organization’s ability to successfully carry out the financial, administrative, and technical requirements of the grant activity.
5. Organizational Cover Letter signed by the Authorized Signatory. The applicant is requested to add as an attachment to the Technical Narrative a cover page (on organizational letterhead) signed by a person duly authorized to submit an application on behalf of the Applicant and to bind the Applicant to the application. (Attachment III).
6. Certificate of registration or incorporation papers: شهادة تسجيل as well as Tax Identification Number: رقم مالي scanned Arabic photocopies (Original Arabic documents with English translation might be requested at a later stage).
7. Copy of the organization’s most recent annual narrative report outlining the organization’s activities and achievements.
8. Overview of previous projects implemented in capacity building and/or crisis management strengthening for SMEs or CSOs (Scope of work, budget, timeframe, number of end-beneficiaries, topics covered, outcomes).
9. Sample curriculum on at least one chosen topic relevant to this RFA including training and coaching guide.

D. Budget and Budget Narrative

The applicant must complete Attachment II of this RFA which is comprised of a detailed budget a budget narrative that provides a narrative description of the estimated costs listed in the budget.

The applicant shall include the following in the Cost Application:

- a) Budget Breakdown. Applicants must include a complete breakdown of the cost/price elements associated with each line item in the budget in order to conduct a cost analysis. The budget shall be denominated in United States Dollars (USD).

- b) Budget Narrative. Applicants must submit an accompanying budget narrative detailing the basis of estimates for the costs and linked to the proposed project activities. Applicants must ensure that the cost proposal and the technical narrative support each other and provide a direct correlation between activities and the cost for the activity.

Cost estimates must be submitted in **MS Excel format using the LEB-CAAP budget template**. The file must be unprotected and there should be no hidden columns/rows/cells. Each cost element must include a basis for estimate or rationale. Any budget submitted without explanatory notes or in a different template will not be accepted and the application will not be considered. Cost applications will be judged based on cost efficiency and reasonableness. The budget template contains the following budget categories:

1. Salaries and consultants' costs (Personnel). This is the amount of base pay per position. For each individual proposed, state his/her name, position, current salary, and the level of effort (LOE) to be provided under the grant. Applicants should clarify how the rate is calculated. If shortlisted, the applicant will be asked to provide supporting documentation (pay slips, receipts, employment contracts, etc.). This category includes only direct costs for the LOE of those individuals who will perform work directly under the activity. Please note that: (1) each proposed position should be commensurate with experience and that salaries reported have been in force for the last 12 months); and (2) full-time staff must be budgeted based on the proposed individual's salaried rate, not a consultancy rate.
2. Fringe Benefits. This includes insurances, pension, allowances, social security, and other benefits paid by an employer on behalf of its employees or paid directly to its employees. If shortlisted, applicants should provide relevant supporting documents for each budgeted line item.
3. In-Country Travel and Transportation. This covers activity staff and/or beneficiary travel costs. It should be broken down by traveler, number of trips and destination (from-to). Please explain each cost listed for travel in detailed budget notes and provide your organization's travel policy including per diem policy.
4. Equipment: Identify all equipment items to be purchased for the proposed project.
5. Other Direct Costs (ODCs). The applicant shall submit details of all other direct costs (ODCs) required for undertaking the grant, such as communication, expendable supplies and materials, office rent, communication costs, etc. Offerors must justify and explain these expenses. If shortlisted, applicants should provide relevant supporting documents for each budgeted line item.
6. Program Implementation Costs. As illustrative examples only, program implementation costs could include the following: Group meetings/sessions costs: This would include, for example, the cost of the venue and materials.

In case of applying as a consortium, division of labor and other budget line items should be clarified in the budget.

E. Ineligible Costs and Activities

Activities and costs that are ineligible for LEB-CAAP grant funding include:

- Activities that do not align with the objectives under this RFA;
- Any expenses related to ceremonies, parties, and celebrations;
- The purchase of any goods restricted and prohibited under USAID regulations such as alcoholic beverages, surveillance equipment, military equipment or arms whether new or surplus, police or law enforcement equipment, abortion equipment and services, weather modification equipment, luxury goods and gambling equipment. See [USAID Commodity Eligibility Listing](#);
- The purchase of goods from source countries that are designated by USAID as prohibited sources and other countries or suppliers as may be identified by USAID's consolidated list of debarred, suspended or ineligible sub-contractors especially those engaged in support of terrorist activities (these must be reported). See [Source and Nationality Requirements for Procurement of Commodities and Services Financed by USAID](#);
- Expenses related to purchases or activities which are illegal under Lebanese or U.S. law;
- Promotion of political parties, religion, or commercial interests;
- Fundraising;
- Payments made to government employees.

IV. SELECTION PROCESS

A. Evaluation Criteria

LEB-CAAP intends to award one grant resulting from this solicitation to an applicant whose proposal best conforms to the solicitation requirements after evaluation in accordance with the criteria listed below. Upon receipt, LEB-CAAP staff will screen all applications for eligibility and completeness. An application can be categorized as non-responsive if it is incomplete, does not respond to the RFA requirements, or is submitted after RFA deadline (June 23, 2022). All eligible applications will be reviewed by a Grants Evaluation Committee (GEC). GEC members will score eligible applications and meet to finalize their scores and shortlist applicants to be considered for grants with possible outcomes including:

- Fully fund the initiative
- Partially fund the initiative
- Fully fund the initiative, with conditions
- Partially fund the initiative, with conditions
- Not to fund the initiative

Once applicants have been shortlisted by the GEC but before signing grant agreements, the shortlisted applicants will be asked to submit full supporting documentation to illustrate that the organization has the technical capacity to implement the grant, as well as the financial and administrative systems in place to adequately account for the grant funds.

The evaluation criteria below are presented by major category with details below.

| Evaluation Criteria for Shortlisted Applicants | Score |
|--|--------------|
| Technical Approach and Feasibility of Design in Achieving RFA objectives | 30 |
| Demonstrated understanding of the challenges faced by CSOs and their needs during the compounded crisis | 20 |
| Organizational Capacity | 20 |
| Proven Track Record in Capacity Building and Crisis Management Strengthening | 20 |
| Cost Efficiency (Realistic costs for efficient implementation of proposed scope) | 10 |
| Total | 100 |

- **Technical Approach and Feasibility of Design in achieving RFA Objectives - 30 points**
 - The extent to which the proposed technical approach addresses the objectives of the RFA
 - The proposed methodology is feasible and expected to achieve the intended outcomes
 - The approach and methodology can be deemed innovative in terms of proposing new and creative ideas
 - The work plan is detailed and clearly reflects project objectives
 - The ability to reach as many CSOs as possible while ensuring a meaningful reach, impactful and tangible results
 - The ability of the applicant to use findings collected from the designed activity to be able to propose recommendations and sustainable solutions or expansion to the suggested program

- **Demonstrated understanding of the challenges faced by CSOs and their needs during the compounded crisis - 20 points**
 - Applicant understanding of the current context and its implications on CSOs
 - Applicant’s identification of the target group, understanding and addressing their priority needs during the compounded crises
 - Applicant’s familiarity with the capacity building ecosystem, existing solutions, tools and actors

- **Organizational Capacity - 20 points**
 - Applicant’s background, experience, qualifications and skills of key personnel among their staff. If recruitment of external experts or a partnership with another service provider is anticipated, the expert or the company must be properly qualified to perform the required tasks

- Applicant’s demonstration of their organizational capacity in project management, CSOs recruitment, training management and implementation, coaching, and M&E with the organization’s administrative and financial capability to undertake and accomplish the proposed activities
- Applicant’s approach to addressing Gender, Equality and Social Inclusion throughout the process of outreach, marketing the intervention, recruitment, training, and coaching, etc.
- **Proven Track Record in Capacity Building and Crisis Management Strengthening – 20 points**
 - Applicant’s experience and track record in the design and implementation of capacity building in general and crisis management strengthening in particular and should highlight the type of the previously targeted beneficiaries (CSOs, businesses, etc.)
 - Choice of topics to be included in the curriculum, the needs assessment methods, the tools and resources to be used in addition to the quality of the sample of relevant training curriculum and coaching guide.
- **Cost Effectiveness – 10 points**
 - The extent to which budgeting is clear and reasonable and reflects best use of organizational and grant resources

Each proposal will be quantitatively evaluated based upon the evaluation criteria set forth above. A proposal can be categorized as unacceptable when it has many deficiencies or gross omissions or both. Applicants should note that these criteria: (1) serve as the standard against which all applications will be evaluated, and (2) serve to identify the significant matters that applicants should address in their applications.

B. Co-creation Phase

At the conclusion of the Grant Evaluation Committee (GEC) selection process, LEB-CAAP’s team will work with the shortlisted applicant(s) to finalize the intervention through a series of meetings and/or a design workshop(s). Subsequently the applicant will be requested to revise their proposed project description and accompanying budget documents in order to finalize the application for USAID and FHI 360 approval.

C. Pre-Award Phase for Shortlisted Applicants

At the conclusion of the Grant Evaluation Committee (GEC) selection process, and in parallel with the co-creation phase, LEB-CAAP team will work with shortlisted applicants to undertake the due diligence process whereby the organization will demonstrate that it has the technical capacity to implement the grant, as well as the financial and administrative systems in place to adequately account for the grant funds. During this phase, shortlisted applicants will:

- Complete the Financial Pre-Award Assessment (to be conducted by LEB-CAAP staff during a scheduled site visit to the organization)
- Obtain a Unique Entity ID (UEI) through the Sam.gov website. (Instructions to be provided

by LEB-CAAP at a later stage)

- Provide Final Detailed budget and budget narrative along with detailed supporting documents for all budget items as requested by LEB-CAAP
- Provide Audited Financial Statements, if available. (English translation desirable, but not required). If no recent audit has been conducted, a revenue and expense statement and balance sheet for previous financial year must be attached
- Sign USAID’s Certifications and Assurances (to be provided by LEB-CAAP at a later stage)
- Provide information and documentation required for Debarment and Terrorist Financing Searches (to be conducted by LEB-CAAP)
- Fill in USAID Partner Information Form 500-13 and submit related documentation to LEB-CAAP to be vetted in accordance with USAID Mission Order 15/03 “National Security Screening of Awards”

D. Cost Evaluation

Costs/prices will be analyzed as part of the due diligence process. Applicants should note that the budget must be sufficiently detailed to demonstrate cost/price reasonableness and completeness, and that budgets including cost/price information determined to be unreasonable, incomplete, or based on a methodology that is not adequately supported may be deemed unacceptable.

Note:

- Only salaries of staff needed to deliver services or programming directly related to the proposed project are allowed.
- Staff must be budgeted based on the current proposed individual’s salaried rate.
- Applicants are encouraged to incorporate items/platforms related to improved accessibility for persons with disabilities in the budget.

E. Grantee Orientation and Monitoring

Upon award, LEB-CAAP will conduct a grantee orientation workshop and provide ongoing support to grantees as follows:

- Monitoring & Evaluation (M&E): During the negotiation period, LEB-CAAP will work with shortlisted applicants in developing a M&E plan to define how the project’s outputs, outcomes and overall impacts will be determined, and to assist grantees to manage the collection of performance data. LEB-CAAP will provide guidance and assistance to grantees to ensure that the M&E Plan contains the following:
 - Clearly defined M&E indicators based on intended results and objectives
 - The unit of measurement
 - The sources and methods of data collection
 - Frequency and schedule of data collection
 - Project team member responsible for ensuring data is available on time
 - Baseline, benchmarks, and targets

In addition, LEB-CAAP will share relevant indicators, as applicable, from its own performance monitoring plan against which grantees are required to report. Quarterly reporting on the approved indicators will be required once the grant is awarded.

- Gender & Inclusion: LEB-CAAP will provide the needed technical assistance to support all grantees in mainstreaming gender and inclusion of persons with disabilities into the project action plan and provide complementary capacity building support to ensure the grantees design and deliver programs that achieve its proposed inclusion strategies.
- Grantee Coordination: Grantees will be required to participate in “All Grantee Meetings” which are designed to improve communication and cooperation between grantees, and to assist in fostering a dialogue and consensus on different civil society initiatives.

VII. COVID-19 Restrictions

In designing their proposals, applicants must take into consideration the Covid-19 situation and plan their interventions accordingly (online or hybrid depending on the overall situation and number of cases at time).

VIII. DISCLAIMERS

- FHI 360 may cancel solicitation and not award
- FHI 360 may reject any or all responses received
- FHI 360 reserves the right to disqualify any offer based on Applicant failure to follow solicitation instructions
- This RFA presents only a definition of requirements. This is merely an invitation to submit applications and does not legally obligate FHI 360 to accept any of the submitted applications, in whole or in part. FHI 360 is not required to choose the lowest cost application
- FHI 360 reserves the right to negotiate with any applicant organization regarding costs and/or scope of activities
- FHI 360 will not reimburse Applicants for the cost incurred in preparation and submission of an application. All preparation and submission costs are at the Applicant’s expense.
- FHI 360 reserves the right to issue award based on initial evaluation of offers without further discussion
- FHI 360 may choose to award only part of the activities in the solicitation, or issue multiple awards based on the solicitation activities
- FHI 360 reserves the right to waive minor proposal deficiencies that can be corrected prior to award determination to promote competition
- FHI 360 reserves the right to fund any or none of the applications received
- FHI 360 reserves the right to check Applicant’s donor references.