



REQUEST FOR APPLICATIONS (RFA) UNDER THE USAID LEBANON DAWERR ACTIVITY



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Deadline for Submission of Questions:	May 28, 2023 - 5:00 p.m. Beirut Time
Closing Date for Submission of Expressions of Interest:	June 12, 2023 - 5:00 p.m. Beirut Time
Submissions to:	grants@dawerr.org

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List of Acronyms

C&O	Communication and Outreach
COR	Contracting Officer's Representative
DAWERR	Diverting Waste by Encouraging Reuse and Recycling
EOI	Expressions of Interest
FAA	Fixed Amount Award
FAQ	Frequently Asked Questions
FAR	Federal Acquisition Regulation
GTM	Go-to-Market
IC23	Innovation Challenge 2023
MSW	Municipal Solid Waste
MVP	Minimum Viable Product
OFAC	Office of Foreign Assets Control
PM	Project Manager
PPP	Public–Private Partnerships
Q&A	Questions and Answers
RFA	Request for applications
RVC	Recycling Value Chain
SAM	System for Award Management
SBC	Social Behavior Change
SDN	Specifically Designated Nationals
SME	Small and Medium Enterprises
SWM	Solid Waste Management
TEC	Technical Evaluation Committee
UN	United Nations
USAID	United States Agency for International Development

Section 1 – Background

On June 30, 2020, United States Agency for International Development (USAID)/Lebanon awarded ECODIT the Diverting Waste by Encouraging Reuse and Recycling (DAWERR) Activity, a five-year project that will establish sustainable and replicable integrated solid waste diversion and valorization solutions in rural areas of Lebanon, leading to improved social and economic well-being for Lebanon’s population. The Activity aligns with USAID/Lebanon’s desire to introduce financially sustainable solutions that increase the reuse, recycling, and monetization of solid waste to reduce the amount of solid waste that goes into landfills. The Activity has the following three objectives:

1. Build the capacity and commitment of municipalities to provide improved Solid Waste Management (SWM) services either directly or indirectly;
2. Empower communities to sort at the source and participate actively in various stages of the Recycling Value Chains (RVCs); and
3. Develop successful business models that create green economic opportunities and generate net incomes along the value chains.

The DAWERR Activity’s period of performance is August 1, 2020 to July 31, 2025.

DAWERR is implemented by ECODIT LLC and its local subcontractors including Berytech, Compost Baladi, and ECODIT Liban.

Section 2 – Purpose, Objectives, and Expected Results

The purpose of this Request for Applications (RFA) is to solicit grant applications for funding available through the USAID DAWERR Activity (*the Activity*). Under DAWERR Objective 3, Activity 3.3.1 of the Year 3 Annual Work Plan – Complete Incubation Program under the Second Iteration of the Ideathon and Launch the Third Iteration of the Ideathon, and following Years 1 and 2 Ideathons, DAWERR will launch the Year 3 edition under a new brand name “DAWERR Innovation Challenge 2023 (IC23)” to attract startups (registered or non-registered) and Small and Medium Enterprises (SMEs) with a Minimum Viable Product (MVP) to submit Expressions of Interest (EOIs).

DAWERR will accept, review and evaluate EOIs, invite up to 10 entities to take part in an innovation bootcamp that will be organized by Berytech in June 2023, and then shortlist up to six winning entities to undergo Phase I of an incubation program.

Under the three-month incubation program (Phase I), DAWERR will provide business and technical assistance for the six winning startups or SMEs for them to grow further, validate their solutions and further develop their MVP, along with financial assistance as in-kind grants of up to \$750 for each entity. This stimulus will provide equal opportunity for all the selected entities to validate their business and pursue their operations with a more compelling product/service. This would also increase the success of the entity even if not selected to move on to Phase 2 of the incubation program.

Out of the six short-listed entities, DAWERR will select up to three startups or SMEs (the three finalists) to move on to the second phase of the incubation program and provide them with in-kind grants of up to \$5,000 each to be spent on further developing and scaling their solutions.

Since its inception, DAWERR has been assisting municipalities to improve their SWM services. Subsequently, and for IC23, DAWERR identified two key challenges including (1) sorting at source by community members and businesses, and (2) selective collection of pre-sorted waste, with a focus on organic waste, by the municipality/private sector operator. These two challenges increase the burden on

municipalities to properly collect and treat the different solid waste streams in their areas. There are several factors that contribute to these challenges including poor sorting practices; lack of engagement in sorting at source; technical difficulties in composting organic waste set out in plastic bags, including so-called compostable plastic bags; lack of incentives to sort at source; increasing costs of collection services (fuel, maintenance of equipment, etc.); unavailability of collection vehicles for selective collection; and the economic situation that rendered the overall services in the SWM sector inefficient and costly at the local level.

Accordingly, applicants to DAWERR IC23 must have solutions and existing MVPs to address one or both challenges, including challenge statements (in bullets).

Sorting at Source. Solutions that target sorting at source should aim to:

- Address sorting practices, behavior change **and/or** scalability challenges. In most areas, solutions should be able to encourage people to start sorting at source and separate their waste into organic waste, recyclables, and rejects. For new and existing sorters, this solution should also aim at facilitating practices by the waste generator to either (1) set out the pre-sorted waste into three (3) bins for selective collection or (2) drop off the pre-sorted recyclables and organic waste at designated drop-off or community composting kiosks;
- Change a fundamental aspect of SWM which is people's behavior. The solution should enable more effective Social Behavior Change (SBC) campaigns -i.e., facilitate more impact and a greater reach for every dollar spent on SBC campaigns.¹ In other words, when the solution is implemented, areas and communities targeted by SBC campaigns would register an increase in the percentage of people who sort their waste at the source and have changed their behaviors as compared to the pre-solution situation; and/or
- Scale up an existing successful SBC model to new areas or possibly into a national level model. Solutions must show results from existing markets, and ease of adaptability, and where applicable, an in-depth understanding of the new targeted area(s).

Selective Collection. Solutions that target selective collection of pre-sorted waste should aim to:

- Amend and optimize existing solid waste collection operations to make them more cost and resources efficient. Solutions should adjust, upgrade, change, innovate or automate any or all aspects of the operations in a way that lowers risks and the impact of negative change. Solutions must clearly demonstrate efficiency and effectiveness by optimizing resources utility, lowering costs, or delivering more results;
- Mobilize communities where people adopt a drop off approach. Solutions must enable people to have options where they can drop off their pre-sorted solid waste at certain designated fixed or mobile locations. This should complement or replace existing collection schemes and routes. Where applicable, solutions must also guarantee that the required changes in existing collection methods to accept source separated waste; and/or
- Reduce the adverse impacts of the informal sector, also known as scavengers, in SWM especially for recyclables. Solutions should propose approaches by local authorities to regulate or integrate scavengers in the proposed SWM system while maintaining acceptable profits for all stakeholders.

¹ Social Behavior Change campaigns usually have a certain budget to reach a targeted number of people. Applicants would be encouraged to find an efficient way to reach more people for same budgets or same number of people for less budgets

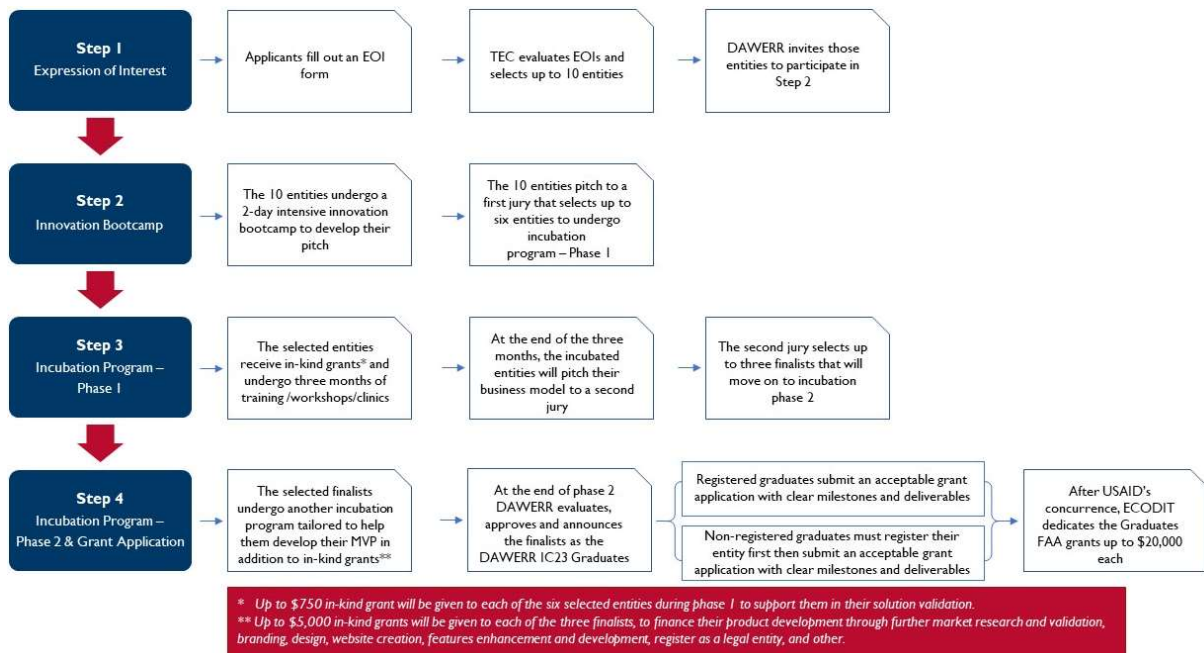
While solutions should aim at SWM in general, those that target or include organic waste are preferable. For example, one solution could address the challenges of: (1) sorting at the source and setting out pre-sorted waste for selection collection, and (2) selective collection of pre-sorted waste. Another solution could address the challenges of sorting at source and of dropping off the pre-sorted recyclables and organic waste at a drop off or community composting kiosk.

It is DAWERR's intent that the solutions to the challenge statements outlined above serve to (1) support municipalities in diverting a significant portion of the Municipal Solid Waste (MSW) stream away from landfills and decreasing the costs of SWM services, and (2) support private sector entities to create viable local or regional RVCs in the MSW sector. Specifically, solutions under the IC23 will feed into DAWERR's overall objectives and targets. The challenges also remain broad enough to allow the participants to scale up and expand their operations outside the municipalities targeted by DAWERR.

We provide here below, and in Exhibit 1, a summary of steps for DAWERR IC23:

- **Step 1:** DAWERR will give the opportunity to interested unregistered and registered startups and SMEs to submit their ideas in EOI. DAWERR will form a Technical Evaluation Committee (TEC) that will review, score and shortlist up to 10 entities. DAWERR will then invite those shortlisted entities to an innovation bootcamp.
- **Step 2:** DAWERR will organize a 2-day innovation bootcamp to help the shortlisted entities fine tune their proposals/solutions through Go-to-Market (GTM) and Pitching workshops. They will also work on preparing a presentation for their solution. DAWERR will assess the pitches, evaluate them, then shortlist up to six entities (of the up to 10) to move on to Incubation Program – Phase 1.
- **Step 3:** During this phase, Incubation Program – Phase 1, the six shortlisted entities will receive training sessions, workshops, and one-on-one clinics under the 3-month program. Each entity will also receive an in-kind grant of up to \$750 to validate its solution. At the end of phase 1, the six entities will prepare another presentation/pitch to highlight their development stage and findings. A second jury will evaluate those pitches and shortlist up to three (3) finalists that will move to Incubation Program – Phase 2.
- **Step 4:** The three finalists will then receive up to \$5,000 in-kind grants each to finance their product development through further market research and validation, branding, design, website creation, features enhancement and development, register as a legal entity (if not done already), and other. DAWERR will also hold one-on-one, customized follow-up sessions with the three winning entities, and offer them technical and business consulting to work on their MVPs, test their business models on the ground and adjust them if needed. At the conclusion of Incubation Phase 2, DAWERR will evaluate the extent to which the startups and MVPs align with DAWERR objectives. We refer to those startups as the “DAWERR IC23 Graduates”. Of the DAWERR IC23 Graduates, registered entities will be eligible to receive a grant of up to \$20,000 from DAWERR to pilot and scale their solutions and accelerate their business operations and market penetration and growth along the RVCs. These startups will each submit grant applications which DAWERR will review. If accepted, DAWERR will request USAID's approval to award grants up to \$20,000 each. For non-registered entities, they must first register as a legal entity in Lebanon, and then follow the same steps of the registered ones.

EXHIBIT I. DAWERR IC23 PROCESS



The activities to be financed through this grants fund are those that will contribute to overall DAWERR objectives and specifically the following results:²

- Six (6) Public–Private Partnerships (PPPs)/business agreements established to support improved SWM;
- Twenty (20) individuals receiving training;
- 15% female participation in programs designed to increase access to productive economic resources; and
- Six (6) local actors are engaged in community, regional and national programs.

Strategic communications will be critical to announce DAWERR IC23, solicit EOIs, secure buy-in for the activities and ensure public interaction. Upon approval of this RFA, Berytech will develop a communication, outreach and content plan, validate it with DAWERR and share it with USAID for review and approval.

The primary objectives of the Communication and Outreach Plan are:

- To increase and renew buy-in for SWM initiatives in Lebanon among startups and SMEs interested in solving challenges in the waste management sector;
- To increase recognition by key Lebanese partners and the public that USAID assistance is from the American people and is enhancing economic opportunities, protecting the environment, and stabilizing poor and underserved areas in Lebanon;

² This is subject to change based on the selection of the winners and development of grant applications (related specifically to each idea). A dedicated MEL table tailored to each grant award will be included in the final grant package that will be submitted to USAID for approval.

- To raise awareness on SWM and promote sustainable social behavior change around sorting at source, reducing, reusing and recycling among women and youth; and to promote early success stories from young entrepreneurs willing to engage in SWM solutions.

Section 3 – Application Process, Eligibility Criteria and Evaluation Criteria

Step I – Expression of Interest (EOI)

Application Process

Applicants must express interest in the DAWERR IC23 program using the EOI form provided in **Annex A** of this solicitation. Completed EOI forms should be submitted by email to grants@dawerr.org **and on** the IC23 landing page, which will be developed under the DAWERR IC23 Communication and Outreach (C&O) Plan. DAWERR also will organize a Questions and Answers (Q&A) online session, on **May 20, 2023**, to answer inquiries on the spot. However, applicants may submit any questions they might have prior to **May 28, 2023, 5:00 p.m. Beirut Time**. DAWERR will compile all the questions, sort them by relevance and topic, and provide answers. DAWERR will then post the Q&A under a Frequently Asked Questions (FAQ) section on the landing page.

Eligibility

EOIs must be submitted by startups or SMEs (hereinafter referred to as *entity*). Each startup / SME can submit more than one EOI but not more than one EOI for a given challenge statement. An applicant must meet the following eligibility criteria:

- Registered or non-registered entities with at least an MVP addressing (one or more) challenges;
- Team members residing in Lebanon with at least two co-founders per team;
- Team should include multidisciplinary experts; and
- The EOI must propose a solution to solve one or more of challenge statements.

Eligible applicants that submit an interesting solution to solve a challenge in the MSW sector outside the scope of the challenges will be disqualified. Solutions that target or include organic waste will be preferable.

Evaluation

DAWERR will form a TEC comprised of representatives from the DAWERR team and other experts as necessary to evaluate the eligible EOIs. The TEC will conduct this evaluation based on the set of criteria listed in Exhibit 2 below and shortlist up to 10 entities. DAWERR will invite the up to 10 shortlisted entities to move to the next step of the program to participate in the DAWERR IC23 innovation bootcamp. DAWERR will inform, by email, those applicants that were not shortlisted.

EXHIBIT 2. DAWERR IC23 TEC SHORTLISTING CRITERIA

Criteria	Description	Value
Product Innovation	The MVP employs innovative technological or business model components which are unique to the project, feasible and n can't be easily copied by competitors	25%
Integrated Solution	The solution addresses different challenge statements	5%
Validation	Problem Validation - The team has a clearly identified problem that is valid and needs a solution	20%
	Solution Validation - The entity has a solution addressing the problem identified	15%

Criteria	Description	Value
	Market Validation - The startup has proven to attract real customers or have garnered significant interest and/or order pipelines awaiting fulfillment	5%
Business Model	Scalability - The business model is efficiently scalable to other markets and segments	10%
	Financial Model - The startup has a clear path to profitability and sustainability	10%
Team	Expertise - The team has the skills required to succeed	5%
	At least one of the team members is from any of the municipalities that DAWERR signed an MoU with	5%
Total		100%

Step 2 – Innovation Bootcamp

Process

The shortlisted entities (up to 10) resulting from Step 1 will participate in a 2-day innovation bootcamp comprised of GTM and Pitching workshops and training sessions – see program in Exhibit 3. The exact days, location and venue for the innovation camp will be determined by early Junr 2023. In the case any circumstance prevents the event from taking place physically, DAWERR will shift the process to hold the bootcamp virtually, similarly to DAWERR Ideathon 2021 and 2022. Circumstances include, and aren't limited to, COVID-19 related regulations and restrictions, security challenges, national fuel shortage issues, among other.

EXHIBIT 3. DRAFT SCHEDULE OF THE INNOVATION BOOTCAMP

Days	Time	Description
Day 1 <i>Date: TBD</i>	3:00 P.M.	Registration
	3:30 P.M.	Introduction and Challenge Presentation Teams will receive all the information they need and discover the opportunities and challenges in the Lebanese Market through a Panel discussion.
	4:30 P.M.	Networking
	5:00 P.M.	Coffee break
	5:30 P.M.	Pitching Workshop Entities will receive all the information they need to create their pitch deck.
	7:00 P.M.	End of Day
Day 2 <i>Date: TBD</i>	9:00 A.M.	Breakfast
	10:00 A.M.	GTM Workshop Startups will receive all the information they need to set a plan to release/expand their product into the market and attract the right type of customers. They also learned how to target their potential customer and onboard them to become their clients.
	11:30 A.M.	Pitch Deck Finalization – One-on-One Clinics Startups will train and rehearse their pitch, receive feedback and finalize their pitch deck.
	1:00 P.M.	Lunch

Days	Time	Description
	2:00 P.M.	Pitching in front of Jury Entities will pitch their solution to a first jury (Jury I) which will evaluate and score the pitches and select up to six startups to move on to DAWERR IC23 Incubation Program – Phase I. After each pitch, startups may leave the venue.
	4:00 P.M.	End of Day

Evaluation

By the end of the innovation bootcamp, all entities will have prepared a 3-minute pitch to share their proposed solution to the specific challenges in the form of sustainable business model to a jury of experts (Jury I).

The jury may include representatives from USAID (e.g., the COR), Berytech and other members of the DAWERR team, and other experts such as investors, industrialists, etc. The Jury will evaluate pitches based on the criteria listed in Exhibit 4.

EXHIBIT 4. INNOVATION CAMP PITCHES JUDGING CRITERIA

Criteria	Description	Value
Product Innovation	The MVP employs innovative technological or business model components which are unique to the project, feasible and not easily replicable	10%
Validation	Problem Validation - The team has a clearly identified problem that is valid and needs a solution	15%
	Solution Validation - The startup has a solution addressing the problem identified	20%
	Market Validation - The startup has proven to attract real customers or have garnered significant interest and/or order pipelines awaiting fulfillment	15%
Business Model	Scalability - The business model is efficiently scalable to other markets and segments	15%
	Stickiness - The model is designed to encourage repeat transactions/orders	5%
	Financial Model - The startup has a clear path to profitability and sustainability	15%
Team	The team has the skills required to succeed	5%
Total		100%

The pitch will be followed by a 10-minute Q&A in front of the same jury who will select up to six (6) entities that DAWERR will invite to participate in Step 3 - Incubation Program – Phase I. Entities that were not selected to take part in the Incubation Program will be informed via e-mail.

Step 3 – Phase I Incubation Program

DAWERR, through Berytech, will hold one-on-one sessions with the six shortlisted entities to design workshops tailored to their specific needs whether unique to each or common for all. Through those workshops, Berytech will provide business and technical assistance and other needs to support the

incubated entities to support them in validating their MVP. In addition, the incubated entities will benefit from a \$750 in-kind grant each to support in validation (Berytech will manage and administer these in-kind grants). Moreover, Berytech will pair each entity (up to six) with an advisory team, for them to have access to industry professionals and receive training as well as one-on-one feedback clinic sessions. It is important to mention that the startup will sign an Incubation Agreement with Berytech (**Annex B**) to further ensure their commitment to the program.

Incubation will proceed in two phases, as described next. DAWERR will hold all sessions, workshops and clinics virtually.

Incubation Phase I

Process (six months duration)

The objective of Phase I of the incubation program is to help entities validate their proposed solution or MVP, enhance it, and set GTM strategy and action plan to start execution.

Under Berytech leadership, DAWERR will conduct several activities including:

- **Workshops:** online sessions provided by an expert to the group; sessions are engaging and alternate knowledge and group work in break-out rooms. A mix of teaching lectures relevant to early-stage startups, case studies, videos relevant to the SWM sector and hands-on activities will be presented. Typically, external professionals will deliver these workshops and work with the Berytech Project Manager (PM) under DAWERR to tailor the content based on the objectives/description of each workshop as mentioned in the table below. Shortlisted entities will be required to review some material, fill out worksheets to get them prepared prior to the workshop sessions. DAWERR will cover different key topics in the workshops, where startup leaders and members will acquire the needed entrepreneurial skills to advance their MVP and business.
- **Homework Assignments:** At the end of each workshop session, trainers will give assignments to the entities to work on their team's venture development. They will then discuss their proposed solutions and action points with the experts who will provide tailored feedback in one-on-one Clinic sessions.
- **One-on-one Clinics:** Experts will provide sessions to target specific topics to review progress, provide feedback and suggest improvements. Experts play a key role in assisting the startups individually with crucial feedback sessions. These clinics are facilitated and followed up by Berytech PM under DAWERR and an advisory team set up by Berytech.
- Ongoing support through the Berytech Advisory Team (the advisors are sector/industry specific experts).

At the end of Phase I, the six entities should have a better in-depth understanding of the problem they are solving, the solution they have enhanced, who their customers are, what the next steps of their MVP should look like, their GTM strategy, human resources (number and expertise) needed to scale up, how much money it will cost them to execute it, how to get this money, and other entity-specific outcome.

Evaluation

DAWERR will host a "selection day" to assess the entities at the end of Incubation Phase I. Entities will prepare a pitch deck and present it to a second jury (Jury 2). The latter may include a mix of business professionals, technical experts, and investors as well as DAWERR team members and Berytech representatives. Jury 2 will use the selection criteria listed in Exhibit 5 to evaluate the startups based on

the pitches made by them on selection day, supplemented by input from expert evaluations and the Berytech Advisory Team.

EXHIBIT 5. PHASES 1 & 2 PITCHES JUDGING CRITERIA

Criteria	Description	Value
Product Innovation	The MVP employs innovative technological or business model components which are unique to the project, feasible and not easily replicable	5%
Validation	Problem Validation - The team has a clearly identified problem that is valid and needs a solution	10%
	Solution Validation - The startup has a solution addressing the problem identified	10%
	Market Validation - The startup has proven to attract real customers or have garnered significant interest and/or order pipelines awaiting fulfillment	15%
Business Model	Scalability - The business model is efficiently scalable to other markets and segments	20%
	Stickiness - The model is designed to encourage repeat transactions/orders	15%
	Financial Model - The startup has a clear path to profitability	10%
Team	Expertise – The team has the skills required to succeed	5%
	Commitment and motivation - The team is committed and motivated to make their startup a success	5%
	Strategy to attract critical people – The team have a clear strategy to address skill gaps	5%
Total		100%

Using the Incubation Program – Phase 1 evaluation tool – **Annex C**, Jury 2 will use both qualitative and quantitative data to recommend none or some (up to three) startups to move to Incubation Program – Phase 2, where they will get additional business, financial and technical support needed to further develop or enhance their MVP.

Step 4 – Phase 2 Incubation Program, and Grant Applications & Grants Awards

Incubation Phase 2

Process (three months duration - to be developed based on Jury 2's assessments and MVP needs)

The objective of Incubation Phase 2 is to help the entities to further develop or enhance their MVP product/service and test their business models on the ground. DAWERR, through Berytech, will tailor the business and technical support during Incubation Phase 2 (over six months) building on the assessments and recommendations of Jury 2 that selected those entities for Incubation Phase 2.

During this phase, entities will take the lead and have a hands-on experience to manage their process to further develop their MVP such as time management, project management, resources management, and other technical aspects that will move them to become market ready.

DAWERR will award in-kind grant of up to \$5,000 to each entity on a need and rolling basis. These in-kind grants will assist the entities in further market research and validation, branding, design, website

creation, features enhancement and development, register as a legal entity, and other. Berytech will manage and administer these in-kind grants.

DAWERR will also assist the entities in identifying and building their network in the industry. Based on Berytech's assessment, activities will include continuous advice on demand and connection to relevant experts based on the proposed solution.

Evaluation

At the conclusion of Incubation Phase 2, and using the same criteria in Exhibit 5, DAWERR will organize another "selection day" to evaluate the extent to which the startups and MVPs align with DAWERR objectives. DAWERR will select those entities that will be eligible to receive a grant from DAWERR to scale their solutions and accelerate their business operations and market penetration and growth along the RVCs - we refer to those startups as the DAWERR IC23 Graduates.

Grant Applications & Grants Awards

DAWERR will invite the DAWERR IC23 Graduates (up to three) to submit a Grant Application with budget using the templates in **Annex D** and **Annex E**, respectively. DAWERR IC23 Graduates who apply for the grants must fulfil the following:

1. Successfully completed DAWERR IC23 Incubation Program (nine months including phases I&2);
2. If not already registered, successfully register their startups with the Lebanese commercial registry;
3. Met the eligibility criteria below; and
4. Submit an acceptable grant application in accordance with the templates in Annex D and Annex E.

At the end of the program, DAWERR will prepare and submit to the COR a report summarizing the proceedings and results of Steps 1 through 4, attaching the final grant applications received from the up to three (registered) DAWERR IC23 Graduates, with our evaluations and recommendations for making grants under contract awards to those entities, and seeking COR's concurrence for awarding such grants. ECODIT, and after USAID's concurrence, will award DAWERR IC23 Graduates a grant **up to \$20,000** each.

Eligibility Criteria

- Business outcomes and results consistent with and linked to DAWERR objectives.
- Registered private sector entities.
- Provide evidence that they are recognized by the Government of the country in which they operate, and that formal registration has been completed.
- Obtain a Unique Entity Identifier Number, when required, which can be requested online at <https://sam.gov/content/entity-registration>.
- Do not have active exclusion in the System for Award Management (SAM) (www.sam.gov), do not appear on the Specifically Designated Nationals (SDN) and Blocked Person List maintained by the U.S. Treasury for the Office of Foreign Assets Control, sometimes referred to as the "Office of Foreign Assets Control (OFAC) List", and are not listed in the United Nations Security designation list.
- Are vetted by Lebanon Vetting Support Unit (for grants exceeding \$25,000).

The following types of organizations are not eligible for funding:

- Public International Organization
- Organizations with active exclusions in the SAM – refer to www.sam.gov;
- Any municipal/city, provincial and national government;
- Organizations that advocate, promote or espouse anti-democratic policies or illegal activities;
- Political parties or institutions;
- Organizations that intend to use the grant for religious objectives;
- Organizations that are on the list of parties excluded from federal procurement and non-procurement programs or the United Nations (UN) Security Sanctions Committee;
- Any entity whose name or individual executives appears on any exclusions lists maintained by the U.S. Treasury's OFAC or UN's master list of prohibited individuals or entities.

DAWERR reserves the right to fund any or none of the applications submitted. Issuance of this RFA does not constitute an award commitment on the part of the Project, nor does it commit the Project to pay for costs incurred in the preparation and submission of a concept paper or application. Further, the Project reserves the right to reject any or all applications received if such action is in the best interest of the US Government. Applications are submitted at the risk of the applicant; should circumstances prevent making an award, all preparation and submission costs are at the applicant's expense.

Section 4 – Grant Award and Administration

Pursuant to 2 CFR 700.13, it is USAID policy not to award profit under assistance instruments. However, all reasonable, allocable and allowable direct expenses, which are related to the grant activity and are in accordance with applicable cost standards (2 CFR 200 for non-profit organizations and educational institutions, and the Federal Acquisition Regulation (FAR) Part 31 for for-profit organizations), may be paid under the grant.

Any resultant award will be subject to the terms and conditions of the Prime Contract for the USAID DAWERR Activity, Standard Provisions for Non-U.S. Non-Governmental Recipients.

Administering and Managing the in-kind Grants up to \$750 and \$5,000

In line with ECODIT Grants Manual, DAWERR, through Berytech, will award in-kind grants of up to \$750 to each of the six entities invited to participate in the incubation program phase 1 (Step 3) to assist them in validating their solutions and develop their MVP. Additionally, DAWERR, through Berytech, will award in-kind grants of up to \$5,000 to each of the three startups invited to participate in the Incubation program phase 2 (Step 4) to assist the entities in further market research and validation, branding, design, website creation, features enhancement and development, register as a legal entity, and other. Berytech will be administering and managing the in-kind grants, procuring goods (if any) and services and making payments to vendors, under the direction of ECODIT.

Administering and Managing the Grants up to \$20,000

In line with ECODIT Grants Manual, ECODIT will award grants of up to \$20,000 to each of the DAWERR IC23 Graduates selected during Step 4 to receive a grant under the contract. The purpose of these grants will be to assist the DAWERR IC23 Graduates, by then legally registered as a business entity with the Commercial registry, to pilot and scale their solutions, and accelerate their business operations and market penetration and growth along the RVCs.

Prior to grant implementation, ECODIT will provide grantees with information and technical support on grants management, reporting and communications. Regular project monitoring and evaluation visits by DAWERR staff to the grantees will commence shortly after the award.

Award Type

ECODIT will award the grants as Fixed Amount Award (FAA) to each of the DAWERR IC23 Graduates. An FAA grant is a type of assistance award that provides a specific level of support and where payment is based on specific deliverables, achievement of milestones, and not upon the actual costs incurred by the recipient. Accountability is based primarily on performance, results, and compliance.

Grantee Expenses

The grantee shall not procure any of the following goods or services without the prior written approval of the USAID Contracting Officer, which shall be requested through ECODIT, USAID's Implementing Partner for the DAWERR Activity: agricultural commodities; motor vehicles; pharmaceuticals and contraceptive items; pesticides; fertilizer; used equipment or U.S. government-owned excess property; military equipment; surveillance equipment; police and law enforcement equipment; abortion equipment; luxury goods; gambling equipment; and weather modification equipment.

Monitoring and Evaluation

The Project will use a variety of mechanisms to monitor grantees' performance, including evaluating end-of-activity results, conducting site visits of activities underway, and reviewing periodic reports. Grantees will be required to report data to feed into the Project's Monitoring and Evaluation Plan. The grant agreement will detail the type and frequency of reports required.

Environmental Compliance

The Project will evaluate the potential environmental impacts of all proposed grant activities prior to award. All grants will be screened to determine whether the activities fall within the definition of a categorical exclusion as set forth in 22 CFR 216.2 (c) (2) or may present a (a) moderate or (b) high risk to the environment.

For any activity that may affect the environment, the Project will work with the grantee to ensure that required environmental compliance documentation is completed and submitted to USAID. Furthermore, additional monitoring and reporting may be necessary to ensure compliance with environmental mitigation plans.

Section 5 – Requests for Clarification and Assistance

Prospective applicants requesting explanation, interpretation, or assistance in responding to this RFA must send their questions in writing, in English or Arabic, to grants@dawerr.org and on the IC23 landing page, by May 28, 2023.

Applicants may also request assistance with grant application from DAWERR. DAWERR will consider providing one-on-one assistance with activity and project development, and with the application package. Additionally, pre-proposal training sessions and briefings may be organized, and applicants who have expressed interest in this RFA will be informed of such events. It is expected that the timeframe for clarifications during the application process and the evaluation process will be about 1-2 weeks.

ANNEX A. SHORT AND LONG FORM APPLICATIONS

Short form application will include:

- Name and legal status of the startup/entity;
- Is it a registered or non-registered entity;
- Areas of operations (governates);
- Website [if available];
- Short description about startup/entity [75 words limit];
- Describe the problem your organization is trying to solve;
- How does your solution address the problem you are trying to solve;
- What is the product level readiness of your solution & attachments of MVP;
- Team members information (co-founders: name, nationality, age, education, country of residence and gender).

Long form application will include:

- Name of the startup/entity;
- If registered, date of incorporation & attachment of the registration form;
- What is your short-mid/long term goals;
- How long have your team members worked together, and how did you meet?;
- Explain why your team is qualified to solve this problem;
- Why do you want to be part of the DAWERR Innovation Challenge 2023;
- Who are your target customers;
- Are you currently selling your solution? If not, which stage are you in?
- What has your startup/entity achieved to date (bullet points);
- Describe the competitive landscape for your solution/innovation;
- Provide the names of 3 direct or indirect competitors (along with websites if available);
- In 50 words or less describe what makes your solution unique?;
- Have you previously joined an accelerator? If yes, provide more details;
- If accepted into the program, are the co-founders and/or members committed to attend the accelerator full-time?; and
- What are the resources needed to enhance your solution and/or help you scale in the market?

ANNEX B. BERYTECH STARTUPS INCUBATION AGREEMENT - TEMPLATE



Berytech Incubation
Services Agreement.

ANNEX C. INCUBATION PROGRAM – PHASE I EVALUATION TOOL



Incubation Program
– Phase 1 Evaluation

ANNEX D. GRANT APPLICATION TEMPLATE (FOR STEP 4 ONLY)

1. Name of Organization	
2. Legal Status of Organization	
3. Background on the Organization:	<i>Mission, activities, and primary technical sectors of organization's operation. Indicate estimate yearly budget and number of staff employed by the organization.</i>
4. Address	
5. Telephone and Email	
6. Contact Name/Position/Tel/Email	
7. Project Name	
8. Period of Performance (# months)	
9. Priority Thematic Area(s) Addressed	
10. Project Location	
11. Grant Goal and Objectives	<p><i>The overall goal and specific objectives of the proposed activity that support the objectives of the USAID DAWERR Activity found in Sections X and X of RFA...</i></p> <p><i>List objectives that lead to the larger, general goals (specific objectives should be measurable and have a time frame).</i></p>
12. Grant Activities and Methodology	<p><i>Outline the proposed activities to be implemented under each objective listed above.</i></p> <p><i>Include an explanation of the methodology you will adopt and provide details on the proposed technical approach.</i></p>
13. Expected Grant Results	<i>State expected results to be achieved that support the overall project results found in Sections X of the RFA.</i>
14. Number of beneficiaries	Include direct beneficiaries, as well as indirect

	beneficiaries.				
15. Timeline of Activities	<p>Include a short narrative explanation in this form and send separately a visual Gantt Chart, using the software of your choice, clearly showing the timeline of all activities</p>				
16. Management & Institutional Capacity	<p>Brief description of the technical and financial capacity to implement and monitor the proposed activities.</p> <p>Elaborate on the financial and administrative management of the organization. Please state any need for additional technical support.</p> <p>Budget Narrative /Business Plan: Please describe the budget that supports the activity or expanded business plan</p>				
17. Team	<p>List staff members and consultants (if any) that will be working on this grant and provide their CVs as annexes</p>				
18. Past Performance	<p>List projects that best illustrate your experience as it relates to this RFA and to DAWERR main objectives, by decreasing order of completion date. Please use the table below as a template.</p>				
	Client/Funder Name, Title, Phone, Email Address	Project Name	Brief Description Activities, Services provided, location, etc.	Project Duration Start/end dates	Contract/ Grant Value In USD
21. Total Budget for Grant (in USD)					
22. Organization Representative Name & Signature					
Date:					

ANNEX E. SAMPLE BUDGET TEMPLATE



Budget Template.xlsx