**Introduction**

**General overview**

Qudra 2 is a 3-year programme co-funded by the European Union Trust Fund for the Syria Crisis, usually known as EUTF or Madad Fund, as well as the German Federal Ministry for Economic Cooperation and Development, and the Spanish Agency for International Development Cooperation. It is being implemented in four countries, namely Lebanon, Turkey, Iraq and Jordan, and implemented by various governmental agencies from European Member States, Expertise France being one of them. In Lebanon, the Ministry of Social Affairs is the key governmental partner of Qudra.

This programme started on 1st September 2019 and went through a 6-month inception phase. We are planning to start the implementation of the full-fledged programme from 1st July 2020, after we have contracted the NGOs that will partner with us for the implementation.

The focus of the application Guidelines and of today’s discussion is only one of the two components of Qudra 2 programme. There are two pillars: one that deals with systems strengthening of social protection / protection / child protection, primarily through the Ministry of Social Affairs. This one implies substantive capacity development. And a second pillar dealing with service delivery based in the Social Development Centres (SDCs), which also involves capacity development as well directed at the SDC staff who will be working very closely with the NGO partners that will be selected at the end of this selection process.

As provided for in detail in the Guidelines, we are mostly looking at delivering protection services to both Syrian refugees and members of the local host communities, but also any other vulnerable person located in the catchment areas of the 14 SDC where Qudra 2 Programme will be implemented. There is a long list of activities that will need to be implemented, but we will not go through them in detail now. If you need more information, I invite you to refer to the Guidelines. Because of the nature of the Programme, we are looking at local NGOs and CSOs that have a strong expertise of protection issues, be it for children or adults, including in the areas of violence against children, violence against women, etc. As much as the Programme is very detailed and prescriptive, as you can see from the Guidelines, we do not exclude innovation in the way the Programme will be implemented.

Implementation should start from 1st July over a 2-year period ending in August 2022. As already mentioned, the Ministry of Social Affairs is essential in this Programme because eventually when Qudra 2 comes to a close the intention is to hand over most if not all of what will have been done throughout these two years to MOSA through its SDCs. This implies, as I already said, substantive capacity development and an intention to ensure sustainability of what we are trying to do all together.

**Q&A**

Q1 - You did not specify the percentage of refugees and host communities and the percentage of the gender. You are giving all the targets that need to be achieved but without specifying the percentage of the beneficiaries from each nationality.

*Answer: The title of the Programme is about Syrian refugees, IDPs and local host communities. We do not have a set proportion of Syrians vs Lebanese population. What we are looking at is very much vulnerability. With the ongoing severe socio-economic crisis, we expect that more Lebanese people may be in need of the services provided through Qudra 2. Therefore, we expect that there will be an increase in the number of Lebanese being served. As of now, the proportion is roughly 70% Syrian refugees being reached vs 30% local communities, and there is also a very small percentage of other nationalities. It is not possible to prescribe a percentage because the situation is evolving, but we expect that there will still be more Syrians enrolled in our activities than Lebanese. Gender is very important in Qudra 2, like in any EU-funded project. But beyond gender, we are also looking at diversity and vulnerability. If it is not highlighted enough in the Guidelines, it is clearly our intention to reach out to more people with disabilities, more elderly and obviously reach out to women and girls. There are no set proportions, except for some indicators where there is a clear target to be reached.*

Q2 - I read in the Guidelines that there was a needs assessment completed by MOSA in cooperation with Expertise France. Could we have a copy of this assessment?

*Answer: At this point in time, we are not sharing any document with prospective applicants.*

Q3 - Will the Mobile Units Operations be managed directly by EF while the NGO will have its staff running the MU? In other words, is the NGO expected to cover the MU running costs?

*Answer: The applicant has to take the responsibility for the MU, including recruitment and the running costs of MU for sure. The MU are ready and currently in the field. The NGO partners will be responsible for hiring the drivers and for covering the running costs, such as fuel, small maintenance and things like that. However, registration, insurance and heavy maintenance costs will be borne by EF.*

Q4 - If an organisation wants to apply, does it have to apply for all activities mentioned in the Guidelines for a specific lot, or can it apply for a specific component, e.g. child protection or GBV?

*Answer: We currently have the case whereby two NGO partners complement each other in two SDCs; one providing general protection for adults / caregivers with a focus on GBV and the other one focusing on child protection because it is its area of expertise. So that can be arranged in relation to this next call for proposals. That being said, my personal preference would be for an NGO to provide the full set of expertise that is needed for this Programme. But nothing excludes an arrangement whereby two NGOs complement each other.*

Q5 - Is there a ‘best practices’ document from phase 1 of Qudra? Maybe it could be good to build on, to share common lessons learnt, and to build on previous practices.

*Answer: It is important to document good practices, if any, and this will need to be done for Qudra 2, especially with the aim of handing over the services that will be provided through this Programme under the full responsibility of the SDC Directors, their teams and the MOSA more generally. There is a report of an evaluation that took place during Qudra 1 that we usually refer to. When we launch the new partnerships under Qudra 2, we will take into consideration all the lessons learnt during the previous years. After Qudra 1, we conducted a ‘lessons learnt’ exercise with our NGO partners and MOSA. These lessons learnt will be looked into as the new NGO partnerships are established under Qudra 2. There is no document to share with prospective applicants for now.*

Q6 - The Guidelines state that NGOs cannot apply for child protection case management but only for GBV case management. Does this mean that we cannot put any target for CP case management?

*Answer: It is correct that the Guidelines state that the CP case management will be handled by MOSA staff. Only protection / GBV case management will be handled by NGOs. And if the NGOs do not have the skills, the resources to do that in full themselves, they will have to depend on other players present in the catchment area or even beyond and follow the referral pathways that have already been designed. For the CP case management, there is a very clear policy document developed with the support of UNICEF that is used by MOSA. Under Qudra 2, there will be staff seconded to 13 out of 14 SDC where Qudra 2 will be implemented. In other words, a trained social worker will be in charge of CP case management in each SDC.*

Q7 - We are a consortium of two local NGOs. Can each one of us apply for one geographic area within a same lot, each one implementing the full set of activities in one SDC (where there is more than one location / SDC within the lot)?

*Answer: Answer: We encourage NGOs to form consortiums, no problem with that.*

Q8 - When submitting the proposal, does it have to be soft-copy and hard-copy or the proposal can be sent via email only?

*Answer: The proposal needs to be submitted in hard copy to Expertise France office which is located at Lebanon, Beirut , Gemayzeh, Pasteur street, west end building, lebel 9 and in soft-copy to* *info.qudra2@expertisefrance.fr*

Q9 - You said that there is no format of concept note, but what information should be reflected there?

*Answer: There is no format for the concept note, but we listed in the Guidelines the criteria that will be assessed during the screening. So, it is important to ensure that your write-up contain elements that will help us to assess the relevance and quality of the design of your proposal. That being said, you should not be limited to that because your concept note might be very ‘dry’. Our advice is to ‘tell a story’ while keeping in mind the criteria that will be assessed. You need to refer to page 1 of the Grant Application Form, which will constitute the cover page of the concept note.*

Q10 - In the call for proposals, we did not see any activity related to Covid-19 in the Programme. Given the current situation, will there be any provisions for Covid-19 activities to be incorporated in the Programme?

*Answer: We started preparing those Guidelines with the Ministry of Social Affairs (MOSA) back in January 2020, long before the Covid-19 became part of our daily lives. We are hopeful that by 1st July 2020 the Covid-19 will have subdued and we will be able to resume gradually implementation with physical presence in the Social Development Centres (SDCs). Obviously, if the situation does not improve by then, we will have to be agile enough to adapt the implementation or probably – this cannot be excluded – postpone the starting date of the Programme. That is a decision that will be made in due time in close consultation with the funding partners and all other partners, in particular the MOSA. But for now, we do not expect to have any Covid-19 adaptation when we start Qudra 2 implementation in July.*

*Like many other organisations, Expertise France and its four NGO partners are currently delivering PSS and conducting emotional support groups through internet and telephone (WhatsApp) and will continue to do so until mid-June 2020. We will have to see what the situation will be then to decide whether this should be continued or not. In short, by 1st July we hope to be able to resume normal work slowly but surely, without any Covid-19 content or with continued dissemination of Covid-19 information.*

Q11 - Do we need to apply for all the types of activities listed in the Guidelines?

*Answer: There is a ‘set menu’ for Qudra 2 Programme, so prospective applicants are expected to deliver the full menu. But there is an opportunity for NGOs to form a consortium and in that case if one of the members of that consortium is more specialised in child protection, for instance, and another one has expertise and a track record with implementing GBV projects, then the two NGOs could complement each other. In fact, we have this setup already in place with two of our NGO partners at the moment. Each of them focusing on a set of activities in two SDCs where they work jointly. So, that is still an option. Personally, I would like to see NGOs apply for the full set of activities we have on the menu provided that they have the required expertise, experience and resources to do so.*

Q12 - Regarding the formation of the consortium, the Guidelines state that ‘the lead applicant may act individually or with co-applicant(s)’. Is there a possibility for the lead applicants to provide the services by themselves instead of forming a consortium?

*Answer: An applicant can apply individuallly for this call and within a consortium as well. This means that both options are available. Applying through a consortium is not an obligation. Feel free to apply on your own provided that you can demonstrate that you have all the required expertise, experience and resources to implement the full set of activities that have to do with child protection, protection, GBV, but also capacity development, outreach, and all the other activities that were detailed thoroughly in the Guidelines.*

Q13 - If an organisation does not have all the required expertise in the field of protection. For instance, our organisation has previous experience and expertise in child protection, but not in women’s protection. But in our consortium, there is an organisation that has this kind of expertise. Is it a requirement for the lead organisation to have expertise in both fields?

*Answer: If your organisation can demonstrate that it has all the required expertise and experience, then it can apply on its own. If you see that you can partner with or form a consortium with one or more applicants and have a ‘division of labour’ among yourselves, so to speak, one focusing on child protection and the other one on GBV, this is also acceptable. You can choose one or the other option. Either apply on your own or form a consortium as long as the two or three organisations that form the consortium have the demonstrated abilities to implement the full menu. It has to be noted that it is not only about child protection and GBV. You have read the Guidelines and therefore you know that it is more than that.*

*We are looking at organisations that are either rooted in the regions or areas where those 14 SDCs are located or have previous working experience in these areas and are very knowledgeable and connected to these areas because this is a success factor in how the Programme will be implemented. For instance, if you decide to work in Syr el Dennieh and you have never worked in this region before or you are not able to demonstrate that you know this region and its characteristics, then you may not have an added advantage if we are to compare you with an organisation that has the same skill set and expertise but also previous experience in this region or a presence there of some sort. In short, it is important to know well the region for which you apply.*

Q14 - When we mention the lot, do we particularly mean this area? For instance, lot 1 covers Tikrit and Akkar. Does that mean we should implement activities in Tikrit or in the area surrounding Tikrit?

*Answer: It is probably more accurate to talk of the catchment area of the SDC located in Tikrit. Geographically speaking, I don’t know if this catchment area is well delineated, but clearly for the MOSA we are looking at an area that can be more or less vast where the population is attached to the SDC, so to speak. In the past, we had a situation where one of our NGO partners wanted to implement activities beyond the catchment area of an SDC and we had to discuss this request with MOSA for them to approve. While Qudra 2 will be covering 14 SDCs, there are other players with whom we ought to collaborate and coordinate, e.g. UNICEF is supporting MOSA through 60 SDCs across the country, EFI is also supporting 11 SDCs, the Italian Cooperation will be supporting 25 SDCs, etc. So, we have to make sure that we do not overlap with others and instead complement each other.*

Q15 - At this stage, do we need to submit a concept note and a full application at once on 1st June? Is there a specific start date for the Programme implementation?

*Answer: Both the concept note and full proposal have to be submitted at once. The concept note will be less detailed because its maximum length is 4 pages. You will find information on the concept note on page 9 of Annex A Grant Application. There is no prescribed template, but the document should ‘tell a story’ in terms of what you will be doing, how you will be doing it, what resources you will mobilise, etc. There are two selection criteria that will be assessed, namely the relevance of the content and the design of the proposal. It is important to structure your concept note to ensure that there is a logical flow and that you provide the information we are looking for. The concept note will be reviewed first, and based on that first screening, we will review and assess the full proposal including the different annexes.*

*The start date is 1st July 2020. The timeline for the selection is very short. First June is the applications deadline and then Expertise France will have one month to complete the evaluation process in consultation with MOSA. It is our hope, although it may be over-ambitious, to start implementation from the beginning of July, if all goes well. The Guidelines provide a timeline that lists the different steps, including the information session of today. There is also a deadline for asking last questions to Expertise France, which is 23 May.*

Q16 - In lot 1, there is one SDC and one Mobile Unit. Do we have the freedom to organise activities in the area surrounding the SDC or can we use the MU to reach out to hard-to-reach people?

*Answer: You can use the MU to reach out to people for identification and enrolment, but also implement case management and conduct PSS. For the latter, the activities cannot take place inside the MU. Therefore, you will need to identify alternative venues where the beneficiaries can gather.*

Q17 - In the budget, do you cover indirect costs and if so, what is the percentage? What is the percentage for implementation direct costs and the personnel costs?

*Answer: Yes, indirect costs are covered and represent 7% of the budget. Annex B, budget template, provides for 7% indirect costs. Page 6 of the Guidelines state that other direct costs (e.g. support and coordination staff, finance, communication) should not exceed 20% of the total direct costs. There is a long list of criteria that we will be using to evaluate the proposals and the budgets, and one of them will be the cost-effectiveness or overall efficiency of the project.*

Q18 - What is a sworn statement (Annex H)?

*Answer: It is a declaration of honour on exclusion criteria. This document needs to be signed by the applicant. The document states that the NGO has never been bankrupt and has not committed any offence.*

Q19 - Concerning the budget, item #13 in the checklist (page 17) which talks about simplified cost options (“the amount of financing requested on the basis of simplified cost options is supported by appropriate justification in the "justification sheet" of the Budget and in case of other/recurrent SCO the methods are based on a priori obtained ex-ante assessment.”), what does ‘ex-ante assessment’ mean?

Answer: Ex-ante assessment is a process in which Expertise France needs to assess whether the proposed budget is well defined, clear, reasonable and able to achieve the project.

Q20 - Annex G has the following question: “quelle est votre volume d’activite”. What is the meaning of this question?

*Answer: What is the applicant annual budget.*

Q21 - Are you planning to extend the deadline for submission because people are working part-time now due to the Covid-19 situation? Having a concept note and a full proposal to prepare is a lot of work.

*Answer: Unfortunately, we do not expect the deadline to be pushed. We are very conscious of the fact that it is quite a task to prepare at the same time a concept note and a full proposal. The concept note is probably not the most difficult thing to produce. What is difficult to produce is the whole package of documents and the full detailed proposal. But I have to say that the Guidelines are so detailed, almost prescriptive, that you have a lot of information contained there that you could build on. Having said that, we are also looking at organisations that come up with innovative approaches. Yes, you will need to deliver protection services, but there is still ‘room for manoeuvre’ as to how you will deliver them. In short, we will not postpone the submission deadline, but we do understand the workload that this implies. We hope that you will be able to mobilise all the required resources to meet the deadline of 1st June. The intention is to start Qudra 2 implementation from 1st July. This means that Expertise France will have only one month to process all the applications and to make a final selection, in consultation with the Ministry of Social Affairs, and have the contracts ready for activities to start in early July. Indeed, it is a very tight deadline for all of us but we trust that you will manage.*

Q22 - Do we have to implement all the activities that are mentioned in the Guidelines or we can select them?

*Answer: In fact, there is a set menu in the Guidelines. Everything that is mentioned there will have to be delivered. Now, we are aware that maybe not all organisations have all the expertise required to implement that large menu. Therefore, this is why there is the opportunity for organisations to form consortiums. We expect NGO partners to implement the full set of activities listed in the Guidelines, as individual organisations or as members of a consortium. From Expertise France side, we also have to report on all those activities to our partners. So, no activity is optional.*

Q23 - Do we need to have a PADOR registration for this call?

*Answer: Yes, you will need to have a PADOR registration.*

Q 24 - Our organisation caters for persons with disabilities. Can we submit a proposal to cover only this category of vulnerable populations through this call?

*Answer: I’m very pleased that an organisation specialising in persons with disabilities expresses interest in this call for proposals. In the past, we noted that despite our stated intention to include more persons with disabilities among our beneficiaries, it was not easy to achieve that. We are looking at mainstreaming disability in what we are doing. Therefore, I see it difficult to have an NGO that would focus its attention only on children and adults with disabilities specifically. In your case, this means that you would not select a set of activities based on your expertise, but instead a sub-group of beneficiaries based on their disability status. I think this can be quite difficult, honestly speaking. It is up to you to decide to form a consortium with one or two organisations and your role would be to ensure that disability inclusion is there in what they are doing. That could be considered, provided that it is done in such a way that it does not add any unnecessary cost or complication in the implementation. But if you apply as an individual organisation, it would be difficult because you would focus only on people with disabilities.*

Q25 - Are coalitions of two or more organisations coming together acceptable under this call for proposals?

*Answer: Indeed, coalitions or consortiums – as we call it in the Guidelines – are acceptable. It may not be possible all the time, but if there is an organisation that can submit a proposal whereby it indicates that it can deliver all the services or implement all the activities listed in the Guidelines on its own, provided they have demonstrated that they possess the required expertise, experience and resources to do so, it is obviously easier to manage. But we do not discourage consortiums at all. As we speak, we have two partner NGOs that are working together in complementarity, one focusing on GBV working with adults / caregivers, and the other one working on child protection, in the same two SDCs.*

Q26- Is there any activity requiring renovation of an SDC or improvement in the physical environment of an SDC to allow access to persons with disabilities? Is physical rehabilitation of SDC acceptable?

*Answer: Expertise France conducted an assessment of SDCs which were selected for Qudra 2 new phase. There will be light renovation of SDCs, which my colleagues will be responsible for, but we do not expect the NGO partners to deal with that. This light renovation aiming at improving the facilities will be the responsibility of Expertise France, in close consultation and coordination with MOSA. Whether we will be able to make those SDCs accessible to people with disabilities or even elderly – those are two groups of vulnerable people we would like to reach out to – is not too clear. For some SDCs, it might be possible. For others, this might go beyond what we have planned and budgeted for in terms of renovation.*

Q27- For the activities that have been implemented since September 2019, how can we find out what has been done so that to avoid overlapping and propose something complementary. We looked at Qudra website and Facebook page, but we are not sure what is actually being implemented. Is there any document we could refer to?

*Answer: We encourage all prospective applicants to look out for additional information on Qudra through its website and social media platforms. That would help you in putting your proposal together. In the current context, we had to adapt our implementation modalities because we are not able to implement anything in the premises of the SDCs. So, through our four NGO partners we are providing PSS and awareness raising / sensitisation remotely, using internet, WhatsApp, voice messages, etc. But this will run only until mid-June. After that, those four NGOs will not be tied up to Qudra 2 anymore. This is when our current partnerships will end. We are now launching this new call for proposals to contract a new batch of NGO partners to work with us to implement Qudra 2 Programme from 1st July 2020 to 31st August 2022. This means that there will be no overlap.*

*That being said, Expertise France is clearly not the only organisation that is funded by the EUTF. There are many other organisations out there, big and small, including UNICEF, EuroMed Feminist Initiative, the Italian Cooperation, etc. So, the need to avoid overlap is very much in our mind. We are interested in coordinating what we are doing, sharing information, etc. But in terms of geographic presence we are in different locations. So, there should be no geographic overlap. And we are requested to coordinate with all other organisations implementing programmes related to Syrian refugees and vulnerable host communities.*

*There are many selection criteria that we will be considering when assessing the concept notes and the full project proposals and the validity of what is being proposed. We will be looking at the expertise, experience, financial capacity, operational capacity, etc. But we will also take into account the knowledge of the region where the NGO will be implementing Qudra 2. When NGOs select a location / lot, they will need to demonstrate that they know the geographic area, that they are rooted or grounded there, if not, that they worked there before and have a thorough knowledge of the dynamics and characteristics of that area. We don’t want to see an NGO parachuted in an area which it is not familiar with or where it does not have connections.*

Q28 - Can an NGO apply for more than one lot / location?

*Answer: The call is divided into multiple lots and the applicants have the possibility to apply for one or more lots, depending on their willingness and areas of interventions, but the minimum is one lot per application. If an NGO wants to apply for more than one lot/location, it will have to demonstrate its capacity to manage.*

Q29 - The Guidelines refer to a practical guide, but when opening the zipped file, this practical guide could not be found there. Could you please clarify what this practical guide is about? (“Potential applicants may not participate in calls for proposals or be awarded grants if they are in any of the situations listed in Section 2.6.10.1 of the practical guide.” Page 7 of the Guidelines; “An applicant believing that it has been harmed by an error or irregularity during the award process may lodge a complaint. See further Section 2.4.15 of the practical guide” page 23 of the Guidelines.)

*Answer: This practical guide should be found in the following link:* [*https://ec.europa.eu/europeaid/prag/document.do?nodeNumber=1*](https://ec.europa.eu/europeaid/prag/document.do?nodeNumber=1)

Q30 - The Guidelines also refer to ‘key findings and lessons learnt’ of the action of Qudra 1. There is no further indication as to what key findings and lessons learnt were made after Qudra 1. Could you please elaborate a bit on those key findings and lessons learnt? What is the history of Qudra as a whole, 1 and 2, and how do they complement each other or build upon each other?

*Answer: Phase 1 of Qudra came to an end in August 2019. There was an internal exercise conducted with our Government counterpart, i.e. the Ministry of Social Affairs (MOSA), and our four NGO partners (we still have the same four NGO partners at this moment and until mid-June 2020). The aim of this internal exercise was to review the results that were achieved, to discuss the challenges that were faced, and to build on what we learnt as we developed the design of Qudra 2. Unfortunately, this is not a public document. This exercise helped us to take stock of how the first phase went. Basically, phase 2 builds on phase 1 in the sense that we will be conducting more or less the same activities, but this time around there is an intention to really embed the sustainability of what we will be doing to make sure that at the end of the three years the MOSA will be able to carry over the set of activities under Qudra 2. This means to provide protection services in its SDCs in the 14 areas where Qudra 2 will be rolled out. The emphasis on sustainability would be the main difference with phase 1. Hence the decision to have one of the two pillars solely dedicated to ensuring that we contribute to strengthening the systems so that eventually the MOSA is in a better position to deliver the services that are offered now under Qudra.*

*Qudra 2 is not the only programme aiming at strengthening the SDC capacity to deliver protection services. There are other partners with whom we collaborate that are also supporting the MOSA. These include UNICEF, the Italian Cooperation, and EuroMed Feminist Initiative. Those are just few partners that are also supporting the MOSA.*

Q31 - You mentioned the areas of domestic violence, SGBV, and child protection. Within these areas, is there any specific type of issue the project would specifically like to target? As the name of our NGO would suggest, we would look at those through a legal lens in terms of legal awareness and legal aid provision. Within these thematic areas, would you be able to give us a bit more specifics or it is just under that broad umbrella?

*Answer: Indeed, among the topics that we will be addressing through our awareness activities, there will be issues related to protecting victims of violence. So far, the NGOs we have been working with, except for one, are not directly providing legal assistance or legal aid or legal representation to individual beneficiaries who may need those services. Instead, they are referring them to more specialized services. This does not exclude at all that an NGO could have this expertise in house and deal with those issues itself provided that this organisation also has the full set of expertise that is required to implement Qudra 2 Programme in full. As you can see from the Guidelines, the Programme is not that broad and is rather confined to few thematic areas. Child protection includes prevention and response to abuse, violence, exploitation, neglect and discrimination against children, so it can be quite diverse. For women, we are looking at domestic violence, discrimination, etc. Legal protection could be seen as an added skill set for an NGO, rather than something we would focus on exclusively. Legal protection would be the kind of responses we would expect to be put in place. So far, we have been doing that indirectly (external referrals) but I’m not excluding that it could be done directly, although it is really not the focus of what we are trying to do.*

Q32 - You mentioned that it is possible for an organisation to cover one or multiple locations / lots. Do you have a preference for people to apply in consortiums if they are potentially able to cover multiple areas if they combine forces? We are a partnership organisation and we have a number of different community-based organisations operating in those locations and I’m just wondering how I should advise them in terms of applications, whether they should try to coordinate together or whether you prefer to have individual applications. Maybe it’s easier for you to see who is doing what and where?

*Answer: We do not prescribe and that’s why we left this choice to prospective applicants to either submit an application on their own or to form a consortium with other organisations for various reasons. It could be that one organisation has demonstrated expertise in a given thematic area, e.g. legal aid, and another one is more specialised in community mobilisation, outreach, etc. These two organisations could pull their expertise and resources together and form a coalition. As I speak, we have a situation whereby two of our NGO partners work together, complementing each other, one specialising in adults / caregivers and the other one in children, providing protection services in the same SDCs. So, that is something we have already experienced. Obviously, for managerial purposes it is easier to have one NGO implement the full set of activities, provided that it has the required skill set, experience, expertise and resources. But again, we will be considering both modalities.*

Q33- In your introduction, you talked about capacity development under pillar 2 of the Programme. Could you reflect a bit? Do you have any kind of lessons learnt; interesting feedback related to that modality in terms of what has worked well during the first phase of the Programme?

*Answer: Yes, we can share some information at this point. During Qudra 1, we established what we call the pair work system. Basically, our NGO partners’ qualified staff (i.e. educators, social workers) would work in pair with a staff member of the SDC for that person to learn by doing (on-the-job learning), through sharing of experience of the NGO staff, especially in the area of child protection. Today, not all SDC have the required qualified staff to manage protection activities. So, through this pair work system, we use a kind of shadowing or mentoring approach involving NGO staff members with the required experience and one staff of the SDC identified by the SDC director and the MOSA head office. This is something we would like to build on and expand. Of course, it had its challenges. It was not always possible to identify a staff of the SDC who had the required profile, because* there are *very few trained social workers in the SDCs. We are looking at profiles that could benefit from this modality. Another aspect of the capacity building under Qudra 2 is that there will be a number of experts / consultants who will be mobilised throughout the programme implementation, including coaches who will work with the SDC staff in a team with the NGO staff. There will be different modalities to build the capacity of our partners. At the end of the day, what we want to see happen, hopefully, provided that we have the right people involved in the pair work system, is a transfer of knowledge, know-how, skills onto the SDC staff so that we are more likely to sustain what we are trying to do through the Programme.*

Q34 - Are you planning in Qudra 2 to continue collaborating with the same NGOs because I think they have higher chances than any other new NGO?

*Answer: This is a very valid question. Obviously, our current NGO partners have a comparative advantage since they have been partnering with Expertise France for a long time and this partnership will end by mid-June 2020. Although there will be a comparative advantage, we are not excluding at all to diversify our pool of partners. In fact, upon the request of the MOSA we have increased the number of SDCs from 9 to 14. This means that we need more NGO partners to help us implement this Programme across the country in very close consultation with the MOSA. The selection process will be very competitive and there is no given. It is not because there are four NGOs partnering with us now that we may not find more suitable and capable NGOs to select from this time around. It really comes down to what you will put on the table for us to consider. It will be very much about your ability to demonstrate previous experience, capacity, and also ability to innovate. Because as much as we have a very prescriptive menu, within that menu there is still ‘room for manoeuvre’ for you to come up with innovations. There are other aspects. In every programme or project, there are achievements and challenges. One of the challenges we faced is that we were not so successful in reaching out to persons with disabilities, elderly, etc. and enrol them in our Programme, and we hope to find ways to improve on that. So again, it will depend on what you have to offer.*

Q35 - We were in touch with some SDCs and they told us that they already have partnerships with NGOs under Qudra 1, so they were not really interested to partner with us in the call for proposals. I’m not sure that the SDCs are aware that they can partner with other NGOs.

*Answer: Thank you for bringing that to our attention. We are in direct contact and regular discussion with the MOSA at the level of the Director General and his team. The SDC directors may not be fully aware that the current partnerships with the NGO will come to an end by mid-June, which seems strange to me. Maybe the SDC directors assume that there will be a continuation of these partnerships. This may be due to the fact that after Qudra 1 we continued collaborating with the same NGO partners. This was primarily explained by the fact that we needed to avoid as much as possible an interruption of the activities that we were delivering at that time. In the meantime, we consulted with the MOSA, we agreed on the need to launch a new call for proposals to renew our pool of NGO partners and this call is done along the lines of the agreement reached with the MOSA. So, at this point it may be that the SDC directors are not up to date with the information. When an NGO will be selected for a lot / location, it will be for the MOSA to inform the SDC director in that location that this NGO will be the new Qudra NGO partner for that SDC.*

Q36 - You mentioned that the number of SDC was increased from 9 to 14. Could you share the list of SDCs that were not under Qudra 1?

*Answer: Those are six new SDCs that were assessed among a number of other SDCs. These include Zgharta, Chweifat, Baysour, Chhim, Tebnine, and Marj Ayoun.*

Q37 - If we choose lot 3, can we take Ein el Remmeneh (Baabda) and not Kesrouan, or we have to take both SDCs?

*Answer: It is not possible to select one location / SDC under one lot. The application has to cover both locations / SDCs. It is not possible to split the lot. Although you have the option to form a consortium with another organisation if you think that you need to complement your skills with those of another organisation and define a ‘division of labour’ among yourselves. But in that case, there will be one lead applicant and one co-applicant. This information is provided in the Guidelines.*

*It is important for us to make sure that the NGO that selects a location is familiar with that geographic area. We don’t want to see NGOs parachuted to locations where they have never been, where they have no connections, because sometimes it can be very difficult. Therefore, it is important that you be either grounded in this area, have roots there, or connections, have previous experience there. You need to demonstrate that you chose this location because you feel that you have the knowledge and network required to operate there. For instance, we expect the NGOs to have community volunteers in the different villages where the population will be mobilised to be enrolled in our activities. You could still build that knowledge, but you would have an added advantage if you had previous experience in that location.*

Q38 – would it be possible for international agencies to apply for this call?

Answer: International agencies who are registered in Lebanon can apply for this call