

Lebanon Civic Action Accelerator Program (LEB-CAAP)

Request For Applications (RFA)

Strengthening Financial Sustainability of Civil Society Organizations Through Social Entrepreneurship Models

RFA Issue Date	January 19, 2024
In-Person Solicitation Workshop	January 29, 2024 from 10:30am-12:30pm (Location TBC to registered participants). Register by January 25, 2024, 3:00 pm (Beirut Time) via https://forms.office.com/r/Wa1VPug9zc
Deadline to submit Questions	February 2, 2024 3:00pm (Beirut Time) via https://forms.office.com/r/PxfkCAFdFA
Q&A posted	February 7, 2024 on Daleel Madani (https://daleel-madani.org/civil-society-directory/fhi-360) and @lebcaap Facebook, Instagram, and https://linktr.ee/lebcaap
Deadline to submit Applications	Complete applications due by February 28, 2024 @ 3.00 pm Beirut Time via https://ee.kobotoolbox.org/x/DYQEMMYv

The contents of this Request for Applications are the responsibility of FHI 360 and do not necessarily reflect the views of USAID or the United States Government.

I. Overview of the LEB-CAAP Program

The USAID-funded Lebanon Civic Action Accelerator Program (LEB-CAAP) is a five-year (2021-2026) \$16M program which aims to enhance civil society responsiveness to locally driven demands to accelerate inclusive rights-based policies, practices, and services. LEB-CAAP is implemented by FHI 360, a nonprofit human development organization dedicated to improving lives in lasting ways by advancing integrated, locally driven solutions in the fields of health, education, nutrition, environment, economic development, civil society, gender, youth, research, and technology, and serving more than 70 countries.

LEB-CAAP interventions were validated through a multisectoral, collaborative, refinement phase to ensure the program is responsive to the priorities of Lebanese citizens. To date, LEB-CAAP has connected 550 unique civil society organizations and 2,185 unique local actors from across Lebanon¹. Through grants, technical assistance, and partnerships, LEB-CAAP:

- Accelerates locally championed solutions and strategic collective efforts to advocate for rights and reforms.
- Provides tools, resources, and support that enable LEB-CAAP partners to improve their impact, effectively measure their performance, and enhance their sustainability.
- Assists civil society in balancing immediate, critical needs for relief and service delivery, with the need to advance long-term reforms and systemic change.
- Promotes the democratic principles of participation, inclusion, transparency, and accountability within civil society interventions and operations.
- Strengthens linkages and collaboration among and within the civil society landscape by leveraging previous investments, building on existing resources, and avoiding duplication of effort.

II. Overview of the RFA

Under this Request for Applications (RFA), LEB-CAAP is seeking to partner with a Lebanese intermediary support organization (ISO) that specializes in the field of social entrepreneurship to deliver a customized capacity strengthening program that furthers the financial sustainability of civil society organizations (CSOs). The program will specifically target CSOs that have integrated elements of social entrepreneurship (SE) to fund their social impact but are facing challenges in maintaining or expanding this revenue generation stream.

Through co-design and collaboration with LEB-CAAP, the ISO partner will be responsible for **(a)** outreach, selection, design and delivery of a three-day bootcamp for up to 20 CSOs from across Lebanon, **(b)** business plan development for up to 12 CSOs, **(c)** in-depth coaching and monitoring of up to 8 CSOs that will receive grants directly from LEB-CAAP for the implementation of their business plans, and **(d)** evaluation and reporting of program results and learning, including hosting a national close-out event to highlight program impact and CSO success stories.

LEB-CAAP anticipates issuing one (1) subaward (either a fixed amount award or cost-reimbursable grant) of up to \$150,000 for an 18-month period of performance. Interested ISOs are expected to submit a technical narrative, detailed budget, and other required documents as outlined in “Section VI. Grants Selection Process and Award” and in accordance with the evaluation criteria in “Section V. Evaluation Criteria”.

¹ To learn more about our program, visit <https://daleel-madani.org/civil-society-directory/fhi-360> and our social media pages on Facebook and Instagram @lebcaap.

A. Background

Civil society organizations in Lebanon primarily rely on donor funding, however, in the past years, these funding streams have been extremely volatile, fluctuating based on national, global events, and changing priorities. With these unstable and unpredictable revenue sources, many CSOs are looking for alternative, stable and sustainable funding to maintain their social impact. Social entrepreneurship has shown to be one potential revenue source that allows CSOs to increase their financial independence and their control over their revenues and spending.

Despite the absence of a legal status for social enterprises in Lebanon, a number of CSOs are successfully adopting social entrepreneurship models, creating their own revenue generation streams from the sales of a product or a service that offer an added value to its users while supporting their pool of beneficiaries in return. Many CSOs in Lebanon have achieved success stories with these models, with some of them registering a legal for-profit entity to conduct commercial transactions. While CSOs need to exert additional efforts to have the adequate legal framework to conduct these operations, the potential of this sector and of organizations adopting these models is promising and could present a sustainable financing mechanism for a number of CSOs.

During the past year, LEB-CAAP has monitored the evolution of Lebanon's social entrepreneurship ecosystem through the work of its own grantees and through its participation in the national Social and Solidarity Economy Task Force, chaired by the Lebanon Social Enterprise Association (LSE), which aims to promote the advancement and implementation of a social entrepreneurship policy agenda in Lebanon. This effort brought together national sector stakeholders and resulted in the co-creation of an Ecosystem Advocacy and Action Plan (EAAP). In parallel, local and international actors have worked together to develop a social enterprises database and learning platform (<https://www.seenplatform.com/>) for support entities, industry experts, and service providers to provide tailored support to social entrepreneurs and serve as a centralized resource for social entrepreneurs to find relevant support and guidance for their enterprises. LEB-CAAP is contributing to the EAAP by focusing on the financial sustainability of CSOs to enhance their social impact.

B. RFA Goals and Objectives

Through this RFA, LEB-CAAP aims to build on the success stories of CSOs integrating SE models in Lebanon and leveraging the existing expertise and experience of stakeholders in the local ecosystem. The overall goal of this LEB-CAAP grant is to strengthen self-reliance capacities of CSOs that seek to diversify their sources of funding, reduce dependence on traditional donor support, and strengthen their financial sustainability through social entrepreneurship models, through these objectives:

1. Expand resource mobilization efforts of CSOs and exposure to diverse sustainability models.
2. Strengthen the financial sustainability of selected CSOs through social entrepreneurship models to help scale their social impact.
3. Increase linkages and leverage the efforts and expertise of the main local actors shaping and driving the social and solidarity economy (SE) sector forward.

C. Statement of Work

In collaboration with LEB-CAAP, the successful ISO partner will target CSOs that have already started to integrate social entrepreneurship models into their organizations and help them expand their own revenue generation streams to support their social impact activities, specifically those CSOs whose mission is to advance the rights of marginalized groups. The program will expose those CSOs that have adopted SE models to specialized topics, experts, tools and networks that will help to increase

their revenues from the sales of products or services, strengthen their sustainability models, explore potential linkages that create value and catalyze the efforts of CSOs as well as support actors in the SE ecosystem. The specific tasks of the ISO are outlined below by each phase of the project.

Phase 1: Preparation, Outreach and Selection of CSOs participating in the program

The ISO will work with LEB-CAAP to refine and finalize the selection criteria for CSOs whose profile aligns with the RFA objectives, such as:

- Are registered as a non-governmental organization or civic company that generate revenue to support their social impact activities.
- Demonstrate that they are compliant with Lebanese financial and taxation laws and reallocate generated revenue to support their social impact activities.
- Have at least two years of operation with a demonstrated social impact at the community, governorate or national level.
- Implement an established social entrepreneurship initiative that has started to generate revenue in support of their social impact activities.
- Have a feasible business model that has proved to work and has the potential to grow and scale.
- Employ a dedicated team that is working on expanding revenue generation from these SE activities and a demonstrated priority for impact and financial sustainability.
- Work in key sectors that are aligned with LEB-CAAP areas of intervention and priorities (to be shared by LEB-CAAP at a later stage)

The ISO will submit a preliminary list of selection criteria for each phase. The design of the final CSOs selection criteria at each phase of the program will be the responsibility of the ISO who will present them to LEB-CAAP for approval during implementation.

Note: In all their communications throughout the program, the ISO should provide a clear definition of social impact and of social entrepreneurship, clarify the status of the SE legal framework in Lebanon and the challenges and benefits of this model in the Lebanese context.

The ISO will be responsible for managing an open competition to select up to **20 CSOs** to participate in the program. This includes but is not limited to raising awareness about the program among the target audience, developing an application process, marketing and promoting the program among potential applicants, processing applications for eligibility against the defined criteria and evaluating the applications in coordination with LEB-CAAP.

In close coordination with LEB-CAAP, the ISO will prepare the detailed agenda of the bootcamp, the topics and case studies that will be covered, develop the content, reach out to speakers, engage trainers and handle all event logistics for implementation of the bootcamp.

Phase 2: Bootcamp and CSOs pitch

The selected pool of up to 20 CSOs will be engaged in an intensive three-day bootcamp where they will be trained on key topics and areas related to social entrepreneurship such as: business model canvas, financial planning, legal support, social impact measurement, private sector partnerships, business planning, pitching, organizational restructuring to accommodate social enterprise functions (marketing, sales, business development, etc.). Leveraging the ISO network, the sessions and talks will be delivered by the ISO team of experts and by key players in the sector, including representatives of successful CSO social enterprises to provide real experiences, challenges and lessons learned from the Lebanese context. Testimonials of these CSO leaders will inspire other organizations and allow sharing experiences and solutions to the local challenges.

The bootcamp will be an opportunity to bring together different actors, institutions, individuals, partners to create opportunities for in-country learning and exchange, sharing of best practices, and creation of potential linkages throughout the program based on regional priorities, business functions or other factors. These linkages could take the form of a peer-to-peer mentoring network whereby well-established SEs could mentor other emerging SEs in key areas relevant to their experience and expertise or activate other forms of linkages and partnerships.

At the end of the bootcamp, participating CSOs will pitch their sustainability models to a jury (including LEB-CAAP and other SE actors), highlighting their needs and priorities. Twelve CSOs will be selected by the jury based on a set of evaluation criteria (to be developed by the ISO in coordination with LEB-CAAP) to receive advanced technical support. LEB-CAAP will approve the detailed selection criteria and will sit on the jury.

Phase 3: Advanced support and development of CSO business plans

The third phase consists of advanced technical support to the **12 CSOs** with the highest potential to achieve impact. The ISO will assign business coaches to the selected SEs based on relevant expertise to work on developing their business plans with concrete, feasible actions to increase sales, reduce costs, and expand their revenues for increased social impact. The support will consist of one-on-one coaching to understand the specific organizational challenges of each CSO and devise clear and feasible solutions to achieve sustainability at the financial and social impact levels. CSOs will work with experts over a three-month period and identify a set of actions that will generate tangible and measurable results in terms of revenue generation and social impact. The ISO should also allocate the time of a legal expert to advise participating CSOs on how best to integrate social entrepreneurship in line with the current Lebanese laws. These business plans will then be presented to the ISO and LEB-CAAP for review and assessment as part of a small grants competition to be issued directly by LEB-CAAP, pending USAID approval.

Phase 4: Technical Assistance and Monitoring CSO Grant Recipients

Based on a defined set of selection criteria, **up to 8 CSOs** will be selected to receive a grant for up to six months (in-kind and/or financial) to implement elements of their strategic plans that expand their social impact. The financial assistance could consist of (1) individual grants to cover the cost of main activities in the business plan (up to \$20,000) and/or (2) a pool of shared services or other in-kind support based on the needs identified. The form and details of the financial assistance will be co-designed with the ISO and LEB-CAAP to respond to the results of the business plans and best answer the common and specific needs of CSOs with the available resources. The ISO should anticipate engaging local actors, involving them in technical assistance when needed, to leverage the tools and resources available in the ecosystem.

Although the CSO grants will be administered and contractually managed by LEB-CAAP to ensure compliance with FHI 360 and USAID rules and regulations, the ISO will provide ongoing technical assistance and monitoring to successfully implement the business plan priorities and guide the CSOs on organizational development topics and systems strengthening to advance the CSO sustainability plans. LEB-CAAP will engage the ISO in all aspects of the grant competition and selection and will work closely with the ISO to define clear roles and responsibilities related to subaward monitoring.

Phase 5: Program Evaluation, Capturing of Success Stories & Closing Event

The ISO will produce a final report that captures the achievements, challenges and the lessons learned related to the design and implementation of the overall program and profiles for each of the 20 CSOs, the progress of the selected 12 for business plan development and the 8 selected CSOs for funding. The ISO will identify trends, common needs and priorities of CSOs transitioning or integrating SE models and highlight opportunities for linkages or future programming.

The ISO and LEB-CAAP will co-host a closing event to highlight the achievements of participating CSOs, the resulting impact of the program, and raise awareness among CSOs of the potential benefits and success factors of SE models in Lebanon as well as how CSOs addressed challenges in their journey to self-reliance. Organized by the ISO, the event will be another opportunity to bring actors together, discuss the progress of the sector in general and highlight partnerships or linkages that resulted in greater impact. The ISO will be responsible for producing a success story video that will be showcased during the event and on social media platforms to increase visibility about the successes of the participating CSOs. This public event should attract all sector stakeholders and present a space for the CSOs as well as SE actors to exchange ideas, learnings and recommendations for the sustainability of CSOs and social enterprises in Lebanon.

Ongoing: Coordination, Outreach and Linkages

Throughout design and implementation, the ISO is expected to coordinate with national stakeholders and remain aligned with the ecosystem action plan that was devised for the sector and led by the Lebanese Social Enterprise Association. This includes increasing linkages and leveraging the efforts and expertise of the main local actors shaping and driving the sector forward through profiling their work in the bootcamp, as mentors to support CSO business planning and technical assistance, as well as in ongoing learning opportunities and the project final event.

In addition, the ISO will be responsible for promoting and increasing the visibility of the program phases utilizing social media and other outreach methods. This includes but is not limited to preparing and posting promotional content for recruitment, bootcamp, progress reporting and the closing event to mark the milestones of the program. All outreach and project materials must be pre-approved by FHI 360 and USAID in line with branding and marking guidelines.

III. Grant Parameters

The chart below summarizes the award amount, potential types of grants, and related requirements.

Award Ceiling	LEB-CAAP anticipates issuing 1 award up to \$150,000; this does not include the value of the financial assistance that will be potentially provided to the selected 8 CSOs.
Period of Performance	Up to 18 months
Expected Award Type	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. 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.
Advances	Advances are allowed for Cost Reimbursable Awards.
Branding and Marking	All grants shall adhere to USAID and FHI 360 branding and marking requirements. “Branding” refers to how a program or project is named and positioned, who it is from, and identifies the sponsor of the work. “Marking” refers to applying graphic identities or logos to program materials or project signage to visibly acknowledge contributors; it identifies organizations supporting the work. Branding and marking requirements for USAID-funded grants are contained in 2 CFR 700.16.USAID and are incorporated into the grant agreement.
Pre-Approvals	Equipment (in excess of USD 5,000/unit), restricted commodities and participant support costs must be pre-approved by USAID.

Reporting Requirements	Narrative reports will be submitted on a regular basis, including agreed upon M&E requirements per the grant agreement. Cost reimbursable grants require monthly financial reports with full supporting documentation. A final report is also required.
U.S. Government Regulations	For Cost Reimbursable Subawards: Standard Provisions for Non-U.S. Nongovernmental Organizations - A Mandatory Reference for ADS Chapter 303 (usaid.gov) For Fixed Amount Awards (FAA): Standard Provisions for Fixed Amount Awards to Nongovernmental Organizations - A Mandatory Reference for ADS Chapter 303 (usaid.gov) 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

IV. Eligibility Requirements

Only applications that meet the eligibility criteria listed below will be evaluated. To receive funding under this grant program, the applicant must meet the following eligibility criteria:

- Eligible applicants include non-governmental, academic institutions, not-for-profit or for-profit organizations (NOTE: Profit may not be included in the grant budget).
- Applicants must be locally registered in Lebanon with minimum of 3 years of operation.
- Applicants must have a demonstrated experience in social entrepreneurship, including designing curricula on institutional development topics and business planning, delivering training and mentoring services to CSOs and/or social enterprises, have an existing network of qualified trainers, consultants and partners, and the ability to recruit CSO beneficiaries from across the country.

The grant may be awarded to an individual organization or a consortium that demonstrates a diversity of technical expertise required to effectively implement RFA Statement of Work, however, the consortium must designate a lead organization that will serve as the fiscal agent responsible for the award. Financial and technical accountability will rest with this Lead applicant, and that organization must have the capacity to effectively manage the consortium, ensure results, and ensure sound financial management of the award.

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 USAID due diligence phase, in accordance with the relevant USAID/Lebanon Mission Order requirements
- Any organization that refuses to sign all required certifications and assurances
- Any entity debarred from doing business with the US Government

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

V. Evaluation Criteria

LEB-CAAP intends to award the ISO whose proposal best responds to the requirements of this RFA. Eligible applications will be scored separately in accordance with the following criteria:

Evaluation Criteria	Score
<ul style="list-style-type: none"> • Demonstrated Understanding of Social Entrepreneurship landscape in Lebanon and challenges/benefits of CSOs in adopting this model • Proposed methodology to achieve the objectives of the RFA • Existing partnership and linkages with other sector stakeholders 	30
<ul style="list-style-type: none"> • Approach to Capacity Building for CSOs and to implementing this Statement of Work • Proven track record in building capacities of CSOs and/or social enterprises to develop and implement social impact and revenue generating activities • Portfolio of projects implemented, and social enterprises supported in Lebanon 	30
<ul style="list-style-type: none"> • Proposed Management Structure and Key Personnel Capacities • Qualifications and experience of the proposed team in institutional and business plan development 	20
<ul style="list-style-type: none"> • Established systems, processes and experience in subgrant management and monitoring 	10
<ul style="list-style-type: none"> • Cost effectiveness and reasonableness • Details and clarity of actual costs proposed 	10
Total	100

LEB-CAAP reserves the right to fund any or none of the applications submitted. Possible outcomes of the evaluation committee review include one award for either the: Full Statement of Work or Partial Statement of Work; Full Statement of Work, with conditions or Partial Statement of Work, with conditions; or not to fund the application.

VI. Grant Selection Process and Award

The steps below illustrate LEB-CAAP’s process for evaluating applications, engaging the shortlisted applicant through co-design and due diligence, and obtaining requisite approvals to launch the grant.

STEP 1: Evaluation

All submitted applications will be assessed for completion and eligibility per the requirements included in this RFA. Eligible applicants will be assessed based on the Evaluation Criteria described above through a Grant Evaluation Committee (GEC).

STEP 2: Oral Presentations

Based on the results of the GEC, shortlisted applicant(s) will be invited to make an oral presentation to the GEC. During this presentation, applicant(s) will present their proposal, including their methodology to implement the statement of work and capacity statement (previous work, partnerships, etc.). The GEC will then rescore each applicant per the above evaluation criteria, at which time only

the apparently successful applicant will move to the next step in this process, pending USAID concurrence.

STEP 3: Co-Design Workshop & Due Diligence with the shortlisted applicant

The applicant with the highest score will be invited to a co-design workshop with LEB-CAAP to further develop their methodology, action plan, and budget. In parallel, LEB-CAAP will conduct assessments of the shortlisted applicant and due diligence to assess the applicant's capacity to manage a USAID award. Required steps in the due diligence process include:

- 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. (NOTE: The UEI is required to receive a USAID award. As it takes time, LEB-CAAP is requesting applicants to start the process as part of their application.).
- 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).
- Sign Federal Funding Accountability and Transparency (FFATA) Certification (to be provided by LEB-CAAP).
- Provide information and documentation required for debarment and terrorist financing searches (to be conducted by LEB-CAAP).
- Submit all documentation required for USAID grant approval, including the completed Partner Information Form (PIF) and supporting documents.

As a result of the project design and due diligence process, FHI 360 can decide on the following: fully fund the project; fund the project, with conditions; and not to fund the project

STEP 4: Grant Approval and Implementation

The LEB-CAAP team will finalize the grant package for FHI 360 review and USAID approval. Grant orientation session will be held with the grantee which include mandatory grant management requirements; monitoring and evaluation (MEL) reporting; branding, marking, and communications guidelines; etc. The grantee implements the intervention with ongoing technical assistance and support from LEB-CAAP with specialized coaching and mentoring on gender and social inclusion, etc.

VII. Submission Deadline and Instructions

Applicants must submit all of the following documents for an application to be considered complete:

- Organizational Cover Letter signed by Authorized Signatory (Attachment I)
- Technical Application (Attachment II)
- Budget Template and Budget Narrative Instructions (Attachment III)
- CVs of Key Personnel
- Tax Identification Number: رقم مالي
- Verification of Unique Entity Identifier (UEI) or Submission Request² (if applicable)

² The applicant should attach a screenshot from SAM.gov of the organization's UEI number or attach a screenshot from SAM.gov of the incident opened in response to your organization's request for a UEI. This video may aid in requesting a UEI: Get a Unique Entity ID in SAM.gov (<https://www.youtube.com/watch?v=C87wSCYKTcE>).

- Certificate of registration or incorporation papers: شهادة تسجيل with scanned Arabic photocopies (Original Arabic documents with English translation might be requested at a later stage).

Only applications submitted using the LEB-CAAP templates provided will be considered. It is important to answer all the questions included in the attached technical application form, as selection will be based on responses to these questions. Additionally, it is important to carefully complete the cost application using the attached budget template and include detailed line-item budget notes to clearly describe how the budgeted amounts were calculated. For shortlisted applicants, LEB-CAAP will request supporting documentation to determine if the costs are fair and reasonable.

- **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 January 29, 2024 from 10:30am-12:30pm. Interested applicants should register for the Solicitation Workshop via the following link: <https://forms.office.com/r/Wa1VPuq9zc> by January 25, 2024 by 3:00 pm (Beirut Time). Applicants should consider attendance of both technical and finance personnel. The workshop will take place in Beirut; exaction location will be shared via email prior to the workshop.
- **Questions & Answers:** Questions about this RFA are due by February 2, 2024 at 3:00 pm (Beirut Time) and should be submitted via <https://forms.office.com/r/PxfkCAFdFA> . Answers to all questions will be posted on [FHI 360's page on Daleel Madani \(daleel-madani.org\)](https://www.daleel-madani.org) as well as @lebcaap social media platforms (Facebook, Instagram and <https://linktr.ee/lebcaap> by COB on February 7, 2024.
- **Deadline for submit Applications:** The complete application package must are due by 3:00 pm on February 28, 2024 (Beirut Time) and must be submitted through the LEB-CAAP online grant portal via the following link: <https://ee.kobotoolbox.org/x/DYQEMMYv>

VIII. Disclaimers

- Applicants will not be reimbursed for the cost incurred in preparation and submission of an application. All preparation and submission costs are at the Applicant's expense.
- This RFA represents only a definition of requirements. It is merely an invitation for submission of applications and does not legally obligate FHI 360 to accept any of the submitted applications in whole or in part, nor is FHI 360 obligated to select the lowest priced application.
- FHI 360 reserves the right to negotiate with any or all organization, both with respect to cost and/or scope of activities.
- FHI 360 reserves the right to independently negotiate with any applicant, or to make an award without conducting discussion based solely on the written applications if it decides it is in its best interest to do so. FHI 360 reserves the right to fund any or none of the applications received.
- FHI 360 reserves the right to disqualify any application based on applicant failure to follow application instructions.
- FHI 360 may choose to award only part of the activities in the application, or issue multiple awards based on the application activities.
- FHI 360 reserves the right to waive minor application deficiencies that can be corrected prior to award determination to promote competition. FHI 360 reserves the right to check applicant's donor references.