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## RAPID Sub-grants Decision and Management Process September 2022

This document explains the RAPID sub-grants decision making process, steps involved in RAPID response, sub-grant evaluation criteria and management process. It also briefly explains the post-award procedural requirements of RAPID that sub-grantees have to comply with after sub-grant agreement.



*Livestock fodder assistance provided to a drought affected woman in district Tharparkar, Sindh, Pakistan. The assistance is made possible by the generous support of the American people through USAID/BHA.*

# Contents

RAPID Fund – An Overview .....	3
Small Grants Administration and Implementation .....	3
Triggers for Activation of RAPID Response/Small Grants .....	3
Target Sectors, Geographic Area and Eligibility for Sub-Grants .....	4
RAPID III Sub-Award Administration Chart .....	6
Sub-Grant Decision Making Process .....	7
1. Call for Proposals.....	7
2. Sub-Grant Funding Application Submission .....	7
3. Application Review/Evaluation Process .....	8
4. Sub-Grant Application Finalization and Approval .....	8
5. Criteria for Sub-Grant Application Review .....	9
6. Decision on Applications – Right to Appeal.....	11
RAPID III Sub-Award Management Chart .....	13
Sub-Grants Management Process .....	14
1. Sub-Award Agreement /Project Initiation Phase .....	14
2. Procurement of Supplies, Services or Voucher/ Cash Transfer Programming .....	14
3. Supplies, Services Delivery or Voucher/ Cash Programing .....	15
4. Project Completion – Handing Over to Community.....	16
5. Formal Closure of Sub-grants .....	16
Post-Award Procedural Requirements .....	17

## RAPID Fund – An Overview

Concern Worldwide is a non-governmental, international, humanitarian organization dedicated to the reduction of suffering and working towards the ultimate elimination of extreme poverty in the world's poorest countries. Concern is implementing the RAPID program in Pakistan with the support of the United States Agency for International Development's Bureau for Humanitarian Assistance (USAID-BHA). Established under a cooperative agreement between Concern Worldwide and USAID-BHA, RAPID is a mechanism that seeks to address the urgent relief and early recovery needs of natural and human-induced disaster-affected populations in Pakistan by awarding sub-grants to international and local non-governmental organizations (I/NGOs) operational in the affected area. RAPID aims to complement the efforts of the Government of Pakistan towards relief and recovery assistance to disaster-affected populations.

RAPID's objective is to assist the most vulnerable populations in the aftermath of any natural or human-induced disaster across the country. In close coordination with the relevant clusters, I/NGOs, target communities, Disaster Management Authorities (DMAs) and working alongside existing humanitarian mechanism, RAPID provides timely, flexible, effective, and needs-based sub-grants to national and international NGOs through a systematic short-term small grants mechanism. In addition to sub-grants for disaster response, RAPID also includes targeted support activities for both national NGOs and DMAs to improve their disaster management capabilities.

### Small Grants Administration and Implementation

The major component of RAPID is to award sub-grants in the aftermath of any disaster or protracted crisis in order to meet the emergency humanitarian needs of the most vulnerable populations. Under this component, RAPID utilizes the small scale, short-term grant approach to support I/NGOs to respond to emergency needs throughout Pakistan. Concern manages sub-grants valued between PKR 6,000,000 (six million) to 60,000,000 (sixty million) to fund 3-6 month humanitarian response projects<sup>1</sup>. All I/NGOs that are registered to operate in Pakistan and have an established presence will be eligible to apply. RAPID receives sub-grant funding applications through both open and restricted Call for Proposals, along with unsolicited applications from humanitarian organizations working in Pakistan.

Concern, in collaboration with OFDA, is responsible for the administration and management of sub-grants to humanitarian organizations to provide a rapid response to humanitarian emergencies.

#### Key Points:

- Sub-grants to I/NGOs in response to any disaster or emergency in Pakistan.
- Sub-grants with duration between 3-6 months.
- Concern, in collaboration with OFDA, is responsible for the administration and management of sub-grants.

### Triggers for Activation of RAPID Response/Small Grants

RAPID is designed for relief and recovery response, not for development or chronic issues. Its programmatic focus is on responding to humanitarian emergencies caused by natural and human-induced disasters. As a guide; RAPID activates its sub-grant mechanism on the following occasions:

- A large-scale, sudden-onset emergency such as flood or earthquake. Any crisis situation that warrants international assistance and the Humanitarian/Resident Coordinator declares that a humanitarian situation exists, or has deteriorated to the point that (additional) international assistance is required, or that an ongoing crisis needs continued support;
- Slow onset emergency such as drought;
- Protracted crisis such as long-term displacement due to conflict;
- The situation reaches RAPID triggers for sectoral response – explained in [Sectoral Guidelines](#) (available on RAPID webpage);

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<sup>1</sup> The Call for Proposals will specify the sub-grant funding limit and duration.

- Hundreds of people have lost their lives;
- Tens of thousands of people have become deprived of basic needs;
- National government issues an appeal for international assistance or declares a state of emergency or the government requests/allows UN and I/NGOs to assist the Government in responding to an emergency/crisis.

The decision to initiate RAPID response and its timeframe is subject to a number of factors including, but not limited to, scale and type of damages, length of emergency (such as prolonged displacement or drought etc.) type of disaster, vulnerability of target area, coping capacities of affected community, availability of resources, presence of other governmental/humanitarian actors and access to target area.

### **Target Sectors, Geographic Area and Eligibility for Sub-Grants**

**Target Sectors:** All proposals submitted to the RAPID must be in response to humanitarian needs as result of disasters in Pakistan and aimed at addressing needs in any of the sectors listed below. The eligible sub-sectors and interventions are clearly described in the document [Sectoral Guidelines](#). As these sectors are pre-approved by USAID-BHA, the target sectors and sub-sectors will not change.

1. Health	2. Multipurpose Cash Assistance (MPCA)	3. Shelter and Settlements
4. Water, Sanitation and Hygiene (WASH)	5. Economic Recovery and Market Systems (ERMS)	6. Agriculture
7. Nutrition	8. Protection	9. Humanitarian Coordination and Information Management (HCIM)

Although there are nine pre-approved sectors for sub-grant allocation; in consultation with OFDA and based on the following key criteria, RAPID includes priority sectors in the Call for Proposals:

- The interventions under the sector prioritized by the community as highlighted in UN, Government or other stakeholder assessment reports or situation updates.
- Sector prioritized in Multi-Sector Initial RAPID Assessment (MIRA) conducted by Humanitarian community or Humanitarian Needs Overview (HNO) and Humanitarian Strategic Plan (HSP).
- The interventions under the sector prioritized by the community during assessments conducted by RAPID.
- Nature and type of disaster (flood, drought, earthquake, displacement due to conflict etc.)
- The situation and humanitarian needs that meet the sector response triggers mentioned in RAPID Sectoral Guidelines.

RAPID receives applications for the sectors that are included in an on-going Call for Proposals. If there are justified needs for a RAPID approved sector not included in the Call, applicants can submit an unsolicited application strongly justifying the proposed intervention. However, priority will be given to the sectors included in RAPID Call for Proposals and meeting RAPID sectoral response triggers explained in [Sectoral Guidelines](#).

RAPID encourages integrated sectoral response; however the applicant must consider the short duration of the project, its past work experience and previous profile of managing similar multi-sectoral, short-term projects. Due to short duration of a project, RAPID prefers that the applicant submits an application targeting one sector only. However, depending on needs, and institutional capacity, the applicant can submit a multi-sectoral application.

**Target Geographic Areas:** In coordination with relevant Government Disaster Management Authority and other stakeholders, RAPID can respond to critical humanitarian needs across the country. In response to any disaster or emergency, RAPID in consultation with OFDA Pakistan and respective

Disaster Management Authority, includes target areas (districts) in the Call for Proposals based on the following over-arching criteria:

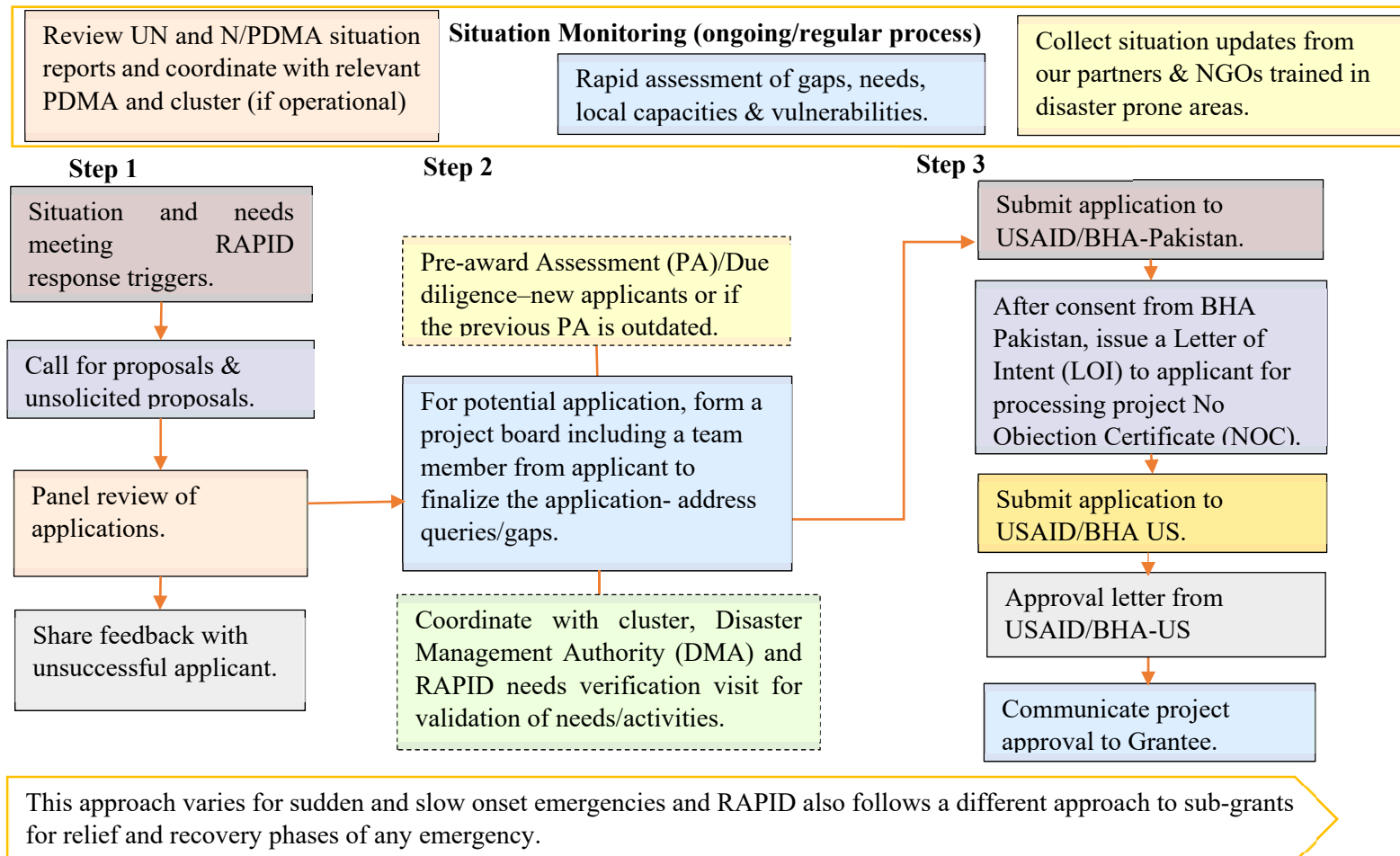
- The area is declared most affected in UN, Government and humanitarian organization assessment reports;
- The area is prioritized in MIRA or HNO and HSP (if available);
- The area is declared calamity affected by the Government;
- The area that received limited humanitarian assistance after a disaster/protracted crisis as assessed during coordination with stakeholders including UN, I/NGOs and Disaster Management Authorities;
- Consider poverty, vulnerability and coping capacities of target area, prior to its selection.

RAPID receives applications/proposals for the target areas (districts) mentioned in the Call for Proposals. The applicant should focus on remote areas with clearly articulated needs and gaps. The priorities of RAPID may change from time to time, keeping in view the needs and gaps in affected areas. If there are justified needs for an area not included in the Call, applicants can submit an unsolicited application strongly justifying the proposed intervention. However, priority will be given to the area included in RAPID Call for Proposals.

**Eligibility Requirements for Sub-Grants:** Applicants for RAPID sub-grants must meet the following eligibility criteria:

- National or international NGOs that are registered and legally permitted by the Government of Pakistan to work in the country; and
- Organizations with at least two years of previous experience in humanitarian work and having completed an external audit.

## RAPID III Sub-Award Administration Chart





## Sub-Grant Decision Making Process

RAPID regularly monitors the humanitarian situation across the country through I/NGOs partners and collects/analyzes humanitarian situation updates/reports from UN, Cluster, DMAs and other stakeholders. If the situation warrants a humanitarian response and meets the RAPID triggers for activation of sub-grant mechanism, the RAPID Program Management (including USAID-BHA representative) activates RAPID sub-grant component.

### 1. Call for Proposals

In response to any major disaster or humanitarian situation meeting RAPID's response triggers, RAPID develops a Call for Proposals to specify priority areas, sectors, number of expected sub-grant and funds available for the response. The purpose of the Call for Proposals is to complement the efforts of Provincial Disaster Management Authorities (PDMAs) and fund humanitarian organizations to implement short-term relief and early recover projects. Concern uploads the Call for Proposal on RAPID webpage, circulates it to I/NGOs through humanitarian networks (such as NHN and PHF), partners, OCHA and cluster. All information, including templates, guidelines for proposal and budget development, needs assessments and frequently asked questions are available on the Concern [website](#).

The overall approach to a slow onset, protracted crisis and large-scale sudden onset disaster differ, as the scale of need requiring quick response and limited information during large-scale sudden crisis requires rapid approaches to mobilize resources. RAPID's approach to emergency response varies for sudden and slow onset emergencies and a different approach is followed for sub-grants during relief and recovery phases of emergency. It is difficult to define a specific approach or set timelines for transition from relief to recovery. The length of time it takes to recover depends on the magnitude of the disaster, the preparedness of the community/relevant stakeholders, the vulnerability and accessibility of the affected location, and the resources that are immediately or locally available. As a guide, for relief phase RAPID may engage pre-qualified/pre-identified NGOs and suppliers through restricted Call for Proposals, and during recovery phase RAPID announces open Call for Proposals. However, it also depends on number of factors including, but not limited to, humanitarian access, scale of needs/response and number of sub-grants.

The Call for Proposals contains guidelines target areas, sectors and instructions on how and where to submit funding application. RAPID announces both open and restricted Call for Proposals with a deadline of not more than 30 days. The Call's deadline depends on urgency of the assistance, type and nature of response. RAPID conducts review of applications on rolling basis; therefore the Call may close earlier if identified gaps are fulfilled or the available funds are allocated.

### 2. Sub-Grant Funding Application Submission

The applicant downloads proposal templates/forms and guidelines from RAPID [webpage](#). It is mandatory for the applicant to conduct rapid needs assessment to identify the extent of damages, consult with the community and stakeholders on the prioritized needs and solutions/interventions to meet identified needs. Based on assessed needs the applicant develops a proposal using sub-grant template and guidelines available on our webpage. Applicant must coordinate the proposed needs and identified intervention with the relevant stakeholders (Government line department, DMAs, I/NGOs working in the target area etc.) to avoid duplication and for an informed intervention. Applicants should submit the application pack including required documents (**as listed in the checklist of required documents at the end of the Narrative Proposal Form and mentioned in the Call for Proposals**) by email to [rapid.applications@concern.net](mailto:rapid.applications@concern.net). RAPID acknowledges the receipt of the application and conducts an administrative check of all documents submitted with the application. If the application is submitted within the deadline but there are any missing documents, RAPID informs applicant to submit the missing documents within 2-3 days depending on urgency and deadline for the Call for Proposals. Incomplete applications or if the narrative proposals and supporting documents are not according to the

guidelines/requirements (such as page limit etc.), the application will not be considered for further process.

### **3. Application Review/Evaluation Process**

A panel consisting of at least three members with different areas of expertise conducts a review of the application, sharing their observations and comments in a joint application review meeting. The panel conducts the application review based on RAPID's documented Review Panel TORs and evaluation criteria. The panel evaluates each application using RAPID sub-grant appraisal form (in line with sub-grant guidelines, Gender-Age Marker toolkit as well as protection guidelines).

Based on the discussion and decisions made during the review meeting, RAPID provides feedback to the applicant by either sharing queries (issue letter) for further clarification or declining the application. If queries (issue letter) are shared with the applicant, RAPID advises the applicant on how to submit a revised application based on the feedback from the review panel. The revised application is reviewed following the same sequence; feedback (issue letter) may again be shared with the applicant either requesting further clarifications or sharing feedback explaining the reasons why the application was declined. If further clarifications are not required, then the application moves to the next stage of the application review process. Applications are reviewed on rolling basis, first come-first serve basis, however in case of urgent needs and influx of many applications, RAPID shortlists application as per pre-defined criteria and prioritizes review of potential applications targeting urgent needs, most affected/vulnerable population with adequate intervention and capacity.

All proposals/applications appraised against set criteria. However, the selection process is not solely based on the best proposal, as RAPID understands that being able to write a good proposal is one skill, but demonstrating the technical ability/understanding and previous experience is also of crucial value. Where necessary and timeframe permitting, the appraisal process will include Project Board discussions with applicants to ensure that a fully informed decision is reached.

As part of the evaluation process, RAPID conducts a physical, in-person assessment of the potential organization's capacity where two team members from RAPID visit applicant's office to conduct due diligence exercise using pre-defined RAPID capacity assessment forms. RAPID will not conduct capacity assessment of pre-qualified I/NGOs as such due-diligence has already been conducted during pre-qualification process. If the applicant I/NGO has already implemented a RAPID funded project, and there has been a satisfactory pre-award selection process of the previous project, or no major issues identified during program, procurement and financial aspects of the previous project, RAPID may not repeat the Capacity Assessment (CA) exercise unless otherwise agreed by the review panel. RAPID may repeat the CA exercise if two years have passed from previous assessment and the applicant has not implemented any RAPID funded project during the past two years. The objective of CA exercise is to assess the applicant NGO's capacity including previous experience documents, policies, internal controls, and identify the level of support required from RAPID once the project is approved. CA is not the sole criteria for selection of I/NGOs for sub-awards, as in some remote areas the local NGOs may not possess adequate capacity however their local presence/access is a value addition.

RAPID recognizes that coordination with stakeholders is important for informed decision-making to avoid duplication and to ensure accountability. In order to verify the proposed needs and intervention, RAPID coordinates with the relevant cluster/working group (if operational) and coordinates with respective PDMA or relevant district authorities of the proposed disaster affected district. In some cases, RAPID staff may conduct a field visit to the proposed area for validation of needs and proposed activities.

### **4. Sub-Grant Application Finalization and Approval**

To ensure effective management of multiple sub-awards responding to multiple crisis at the same time, RAPID practices a project management method (Project in Controlled Environment-Prince2) of



working through establishment of project board for each sub grant. For the potential application, while sharing the queries (issue letter) during the first or subsequent reviews of revised application, RAPID management appoints a project board, including relevant sector specialist from RAPID and a team member from the applicant organization to finalize the application through in-person meeting or skype/phone call. The project board incorporates the lessons from applicant and RAPID previous response, finalizes risk register with mitigation measures, drafts work plan with stage plans, logical framework, and other documents required for PRINCE2. The potential applicant is required to submit detail of organization key personnel and board of directors to conduct Counter Terrorism and System for Award Management (SAM) check and if the applicant NGO does not have Unique Entity ID UEI (SAM), RAPID supports them in processing of UEI (SAM).

During the next stage of the application process, the application is forwarded to USAID/BHA Pakistan for further review. If USAID/BHA Pakistan has any queries, RAPID shares USAID/BHA's feedback with the applicant organization or USAID/BHA may also decline application and RAPID will share feedback with applicant I/NGO accordingly. After USAID/BHA Pakistan's concurrence on an application, RAPID shares application pack with Concern's US office for formal/final submission to USAID/BHA Head Quarter (HQ) for review and approval. On receiving consent from USAID/BHA Pakistan, RAPID issues a Letter of Intent (LOI) to applicant I/NGO with no commitment for funding that allows applicant I/NGO to apply for project NOC and start initial preparation for the project. After receiving the approval letter of sub-grant from USAID/BHA HQ, RAPID shares the approval with the successful applicant.

## **5. Criteria for Sub-Grant Application Review**

RAPID conducts a merit review of all applications received in compliance with the instructions in Call for Proposals and guidelines/instructions available on webpage. Applications reviewed and evaluated in accordance with the following criteria is shown in descending order of importance. Therefore, Criterion 1 will be assigned the most weight during the evaluation and Criterion 3 will be assigned the least. The sub-criterion listed under each criterion are ranked in order of importance and evaluated in determining the evaluation for that criterion.

### Criterion 1: Needs Assessment, Program Approach/Technical Description and M&E:

RAPID shall evaluate the application from a technical perspective in terms of:

- The needs assessment include credible information using both primary information and credible secondary sources (cited in the report). A clear need assessment's methodology (i.e. targeted area selection, sample size, gender desegregated information) articulated in the report. The identified needs prioritized by the community and are within the mandate of RAPID to respond. The applicant has explained and justified community involvement in prioritizing the needs.
- Ensuring that the specific needs, capacities and priorities of women, girls, men and boys including children, elderly, PWDs are identified and that assistance targets the persons and groups most in need. Specific vulnerabilities within target community identified through appropriate vulnerability assessments and protection risk assessments to identify special needs and protection issues of vulnerable people through consultative processes. RAPID understands that approach to emergency relief and recovery differ as during large scale emergency requiring quick response, the detailed assessment during initial stage is not feasible therefore during the emergency relief phase RAPID is flexible to meet basic needs.
- The proposed intervention is based on well-identified, immediate needs demonstrated, prioritized and justified in the Needs Assessment Report. The proposed activities must be the best, most appropriate fit to meet the identified needs and should supplement existing coping mechanisms of affected communities. The applicant organization should also demonstrate its capacity to implement the proposed activities in order to address the identified needs. The beneficiaries and site selection criteria for communal infrastructure clearly demonstrate an inclusive approach targeting most vulnerable population.
- The proposed intervention and approaches are in line with the RAPID Sectoral Guidelines and RAPID review panel will evaluate each section of Narrative Proposal, required annexures and

supporting documents (Application Pack) according to the guidelines/requirements given for all the sections in Proposal template, annexures and RAPID proposal development guidelines available on RAPID web page.

- The approaches and systems for the proposed activities are clearly articulated, logically sound and efficient methods that reflect a clear understanding of the humanitarian context including a strong understanding of the risks for harm, exploitation and abuse faced by the affected population and adaptable to the prevalent challenges, constraints, and risks associated with humanitarian activities in proposed target area. Applicants must provide a clear and logical description of proposed activities, implementation approach and local community involvement etc.
- RAPID believes in well-informed and coordinated humanitarian interventions to ensure the most effective and efficient interventions. The RAPID review panel evaluate that the applicant has coordinated the proposed needs and activities with the relevant clusters/working groups (if operational) or relevant provincial Disaster Management Authority (DMA) or district authorities for coordination and needs verification purposes. In addition, applicant needs to demonstrate how the proposed project will be coordinated with the community and stakeholders after approval or during implementation.
- RAPID's mandate is to address the unmet needs of the affected population and to fill the gaps where limited or no humanitarian assistance is provided. Project proposals/applications should define these gaps, clearly describing the proposed area and providing information on interventions being undertaken by other organisations in the target area.
- In case of technical activities such as WASH, agriculture (irrigation channels/water courses/culverts) etc. the application must be supported with applicable designs/drawings, estimates/BOQs that must be technically sound, worked out on the basis of market survey, local contexts and as per relevant cluster/working group guidelines/recommendations
- The technical/infrastructure design must also integrate gender, age, disability, protection and environment in all its proposed activities. The technical design must ensure an inclusive approach specifically describing innovative and context specific approaches for integrating Disaster Risk Reduction (DRR), protection, accountability, humanitarian principles and Sphere
- The proposed Monitoring and Evaluation methodology is technically sound and present an effective and robust monitoring mechanism for the proposed project. RAPID will evaluate the M&E approach and plan with relevant and quantified indicators, benchmarks and targets to measure achievements and success towards stated objectives. Demonstrated ability to monitor the process, progress, participatory monitoring and justify an adequate monitoring system to verify data collected by M&E team, progress against the indicators in M&E Plan and Logical Framework.

#### Criterion 2: Previous Experience, Current Presence and Access to Target Area

Using following key parameters, RAPID evaluates applicant's previous experience, current presence and access to target area;

- The interventions supported by RAPID are of a short duration (2-6 months). Given this timeframe, RAPID is keen to support applicants with relevant previous experience of successfully implementing humanitarian projects, particularly with institutional donors. Applicants need to demonstrate previous short-term emergency response experience and current competency to implement short duration emergency response program.
- Applicants need to demonstrate previous sectoral experience and current competency in the proposed sector. The previous sectoral experience and competency must be evident from the proposed activities, proposed methodology and technical documents submitted with the proposal.
- Previous working experience in the proposed target area, adjacent districts or similar context or established capacity to mobilize in a short period. Have current access to the proposed areas of implementation and demonstrate previous record of project NoCs. If the applicant organization has already implemented a RAPID-funded project, the previous experience will be considered during the application review process.
- Preference will be given to local organizations who demonstrate their capacity to implement the proposed project intervention. However, non-local organisations with strong sectoral expertise and previous work experience or those which are currently implementing projects in the proposed area

will also be considered; particularly for technical interventions in health, nutrition, water, sanitation and hygiene (WASH), agriculture and shelter sectors.

- RAPID evaluates applicant's institutional capabilities and capacity, specifically existing core staff with sectoral expertise, established internal controls, documented policies and procedures are in place. The applicants should have a documented Code of Conduct (CoC) and agree to comply with Concern CoC & associated policies.

### Criterion 3: Cost Evaluation

Cost evaluation of the application will be based on the following key aspects;

- All budget sheets reviewed to evaluate direct and indirect costs. RAPID expects that the direct program cost (The percentage of the overall budget that goes to direct assistance for beneficiaries) be a major portion of the budget rather than the administrative or overhead costs. The cost for both direct (program) and indirect (support) activities should be realistic and justified. The proposed budget for the project should not exceed the budget limit set in Call for Proposals/RAPID guidelines with no less than 75% share for program suppliers/services.
- The significance of the program impact in terms of the number of beneficiaries and/or cost per beneficiary;
- Applicant provided Bill of Quantities (BoQs), cost breakups and cost estimates for proposed activities and budget lines. Cost estimates are realistic for the proposed activities and proposed target area. All costs will be analysed in term of reasonableness, completeness, and credibility.
- Sufficient and relevant staffing allocated to provide technical oversight in proposed sectors and for monitoring and evaluation; adequacy of budget details; and cost realism and consistency with narrative proposal. In addition, the organization must demonstrate adequate financial management capability in line with proposed budget
- Applicants must have sufficient previous financial portfolios to manage and meet the audit requirements of the proposed project. Previous financial portfolios of the applicants will be critically reviewed and analysed with the proposed budget of the applicant.
- Submitted latest credited external audit report, reflecting the reported previous project
- Proposed procurement and Human Resource (HR) strategy for the proposed project.

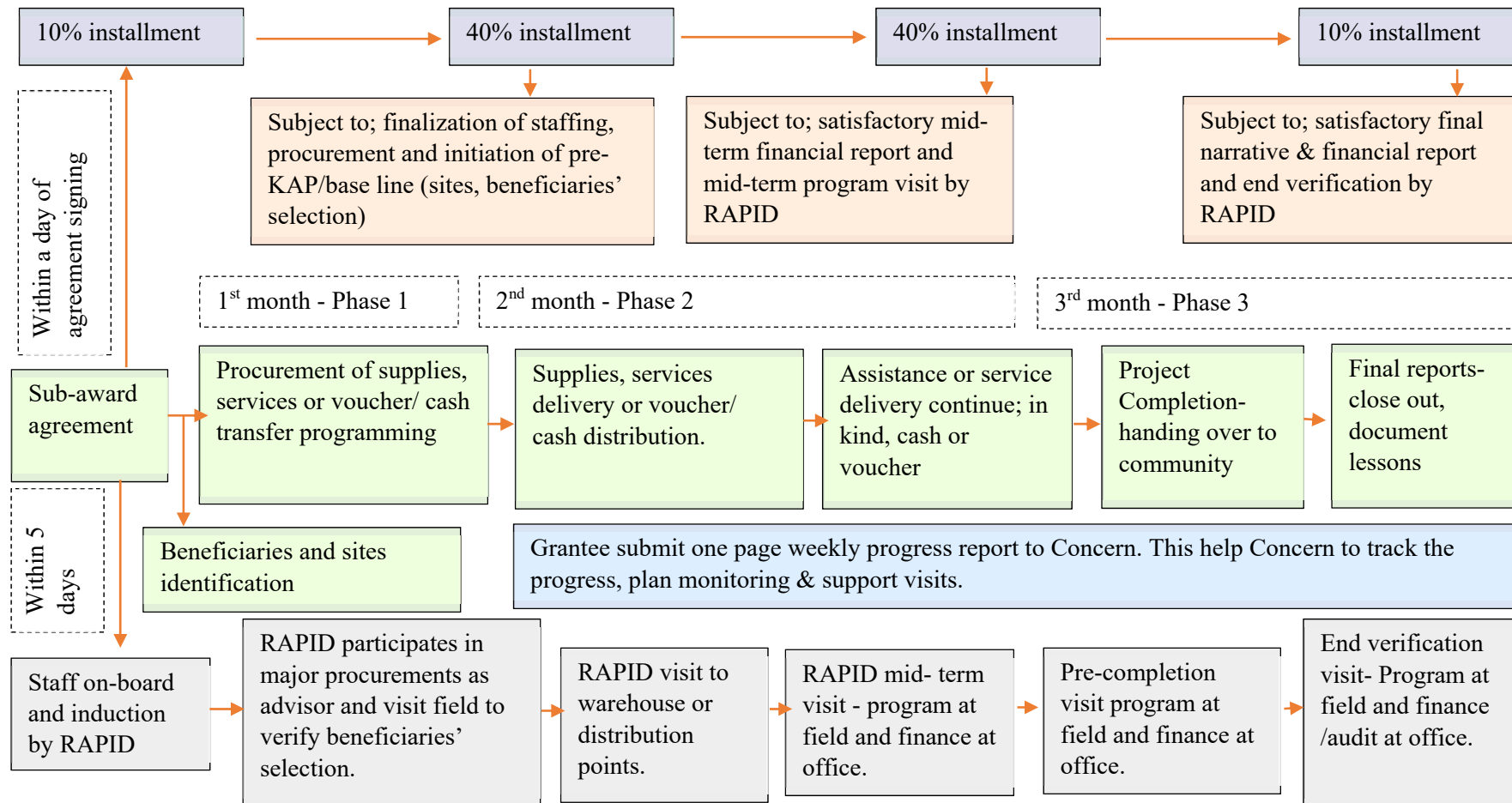
### **6. Decision on Applications – Right to Appeal**

RAPID has developed ToRs for the Review Panel which has been approved by Concern's Country Management (CMT). All applications are reviewed as per the approved ToRs and the set criteria. The decisions of the review meetings are documented and communicated to the applicant. The feedback does not only include the major reasons for application decline but also includes the minor problems /adjusting feedback on the application. These are shared so that applicants can learn and avoid similar mistakes in their future proposals to RAPID Fund or other donors.

If any applicant disagrees with the Review Panel's decision, they may appeal to the Director RAPID (not part of the initial review meetings). The appeal must be emailed, within three working days after the feedback has been shared, to the Grants Coordinator ([rapid.applications@concern.net](mailto:rapid.applications@concern.net)). The applicant must also include all the relevant material as evidence to support their position. The Grants Coordinator (not part of the review panel) will review the appeal, the evidences and justification submitted by the applicant. If the appeal is not based on clear justification and does not include material evidences, the Grants Coordinator will not consider the appeal for further process and shall communicate the same to the applicant. However, appeal with clear justification for disagreement with the panel decision will be submitted to Director RAPID for review and consideration. The Director RAPID will review the panel minutes, feedback shared with applicant and the justification/appeal submitted by the applicant. Director RAPID may discuss the appeal with the Review Panel Lead and the applicant before making the final decision. Based on appeal review and the evidences, Director RAPID will share the final decision with the applicant. Director RAPID will notify the decision to the applicant within a week, depending on the nature of appeal, other commitments and time required to process. The decision by the Director is considered to be final.

RAPID has a competitive mechanism for selecting partners for short duration projects; therefore there are a number of factors that are considered during review of the applications (refer to above criteria for application evaluation). Before appeal, RAPID expects the applicant to consider all the factors – the shared feedback and the guidelines given on the website. Please note that the applicant's response to the feedback, revised application and the additional documents (those not submitted with application pack) against the feedback will not be considered for the appeal process.

## RAPID III Sub-Award Management Chart



## **Sub-Grants Management Process**

After receiving approval letter for the project from USAID/BHA, Concern RAPID intimates the project board including sub-grantee about the approval of the project. RAPID also intimates the cluster/working group (if operational) and DMAs about the approval of projects by sharing details of activities and target area. The project board formed during project review/design stage develops the initial work plan: divides the project activities into manageable stages, develops plan for each stage with responsibilities and work packages for the team involved in the project. The board reviews the risk register with mitigation measures, reviews the lesson register and the issue register for the proposed project. The Grant Management Process includes following phases; however a number of stages for the project depends on nature of activities, response type and length of the project.

### **1. Sub-Award Agreement /Project Initiation Phase**

RAPID grants section prepares sub-grant agreement on standard template and shares with the sub-grantee for review and consent. While sharing sub-grant agreement, RAPID also shares Grantee System Pack (GSP) through email or web link including reporting formats, templates, and policies/procedures. On behalf of Concern, Country Director and from sub-grantee the head of organization will sign the agreement. For distant sub-grantees (out of Islamabad), agreement's main pages are signed by sharing scan copy through email followed by original through courier. Upon signing of sub-grant agreement, RAPID transfers first installment (10 percent of the total grant) to sub-grantee's specific bank account maintained solely for the project funds. The Grantee can use their existing bank account with zero balance (or minimum balance required by bank). After receiving funds from Concern there shall be no transaction until the end of project in specified bank account other than the funds received from Concern. However Grantee can process shared cost (if any) from organization pooled accounts.

Being a short-term project, the sub-grantee is required to complete the staffing for the project within 10 days of project start date; however, the sub-grantee core staff and those transferred from sub-grantee existing setup, can start working on project deliverables. Due to emergency needs requiring immediate action, RAPID prefers that the sub-grantee has adequate capacity to mobilize project staff within the organization in short span of time. Concern has also developed "Standard Operative Procedures (SoPs) Human Resource (HR)" for its sub-grantees including basic HR management practices for short duration projects to support sub-grantee to comply with the best practices.

Once the sub-grantee staff is on-board, the approved project staff, the relevant appointed RAPID team members visit the sub-grantee's office to conduct the induction session. During the induction session, the staff is oriented about procedural requirements for Program, M&E and Reporting, Procurement, cross cutting themes like protection/code of conduct, finance, the project's Detailed Implementation Plan (DIP) divided into stage plans, and work packages for each of the project activity are finalized. In case of technical nature project, RAPID engineering unit orients sub-grantee staff on technical requirements during induction meeting and conducts separate session with the technical staff during on-going field visits.

### **2. Procurement of Supplies, Services or Voucher/ Cash Transfer Programming**

Depending on the nature of the project, program activities and mode of assistance, the sub-grantee initiates procurement process for program supplies/services or preparation for voucher or cash transfer programming. RAPID relevant team in the project board, supports the sub-grantee in review and finalization of procurement documents or strategy/modality of voucher or Cash transfer programming. Concern participates in all major procurements (procurements above PKR 500,000 or depending upon procurement complexity, risk/gaps identified during sub-grantee capacity assessment/due diligence) of sub-grantee as advisor/observer to ensure compliances. Within a week of signing contract with the supplier/service provider, the sub-grantee submits procurement documents to Concern. RAPID grant section conducts a review of the major procurement documents and shares its findings/report with the sub-grantee. The purpose of the review and report to sub-grantee is to ensure transparency, settle all observation/queries at this stage to avoid any issues in closure of the project in later part of



audits/financial review. In addition, the purpose is to build the capacity of sub-grantee staff to avoid similar observations/gaps in their future procurements.

Subsequently, the sub-grantee conducts the baseline or Pre Knowledge, Attitudes and Practices (pre-KAP) survey (based on the nature, type of response (relief/recovery) and duration of the project). RAPID provides support during this process by reviewing the questionnaire and finalizing the methodology for the baseline/pre-KAP survey. The sub-grantee submits the baseline/pre-KAP report to RAPID's M&E department. During baseline/pre-KAP, the sub-grantee forms/re-activates village committees, in consultation with community member, conducts household survey to select the target beneficiaries as per agreed criteria in their proposal, select the sites and distribution points within community.

RAPID appointed staff visits the field/project sites to monitor/verify the beneficiary selection (or site selection, in case of communal infrastructure like water supply scheme) process to ensure the agreed criteria are being followed by the sub-grantee staff. RAPID supports the sub-grantee to prepare/refine any necessary technical/project documents, such as beneficiary entitlement, branding & marking, Complaint Response Mechanism (CRM), tokens, muster rolls (format to record acknowledgement of program supplies by beneficiaries), community resolutions etc., required to implement activities.

The sub-grantee submits program, finance documents of the completed activities/stage. RAPID assigned team member conducts review and shares feedback with the sub-grantee. The project board including a key representative from sub-grantee conducts a stage end meeting to review the progress. If the progress is on track and the justification for the project is still valid, the project board approves the next stage. The board reviews the risk register, documents the lessons in lesson register and if any issue is open in the issue register, the project board develops appropriate strategy to cater potential risk and issues.

The second installment of 40 percent of the sub-grant funds is transferred to the sub-grantee, subject to the completion of the hiring of project staff, selection of supplier/s for major program supplies (after completion of the procurement process), and initiation of the baseline/pre-KAP survey (where applicable).

### **3. Supplies, Services Delivery or Voucher/ Cash Programing**

The sub-grantee program team completes selection of beneficiaries, formation of village committees and the Complaint Response Mechanism (CRM) is established. The sub-grantee continues to orient beneficiaries about their entitlements in village committee meetings and banners displayed at prominent places, orientation on how to share feedback/complaints, mode and type of assistance. Depending on the nature and mode of program, if the program deliverable includes in-kind assistance or rehabilitation work, the selected supplier delivers the supplies to sub-grantee warehouse or starts work for provision of a service (e.g. installation/rehabilitation of hand pump). A relevant RAPID Logistics & Finance field team member (technical team member in case of technical supplies or services), visits the sub-grantee's warehouse to monitor the quality of supplies in accordance with approved sample/contract specifications delivered or physical work) and prepares a report accordingly with appropriate actions, as required. In technical projects, RAPID engineering unit also conducts monitoring visit on regular basis to provide technical support and monitor the quality of supplies/services as per agreed standards.

The sub-grantee submits an interim financial report, once 40% of the total budget is expended. Around the midpoint of the project, the assigned RAPID team member (technical/program staff) conducts a monitoring and support field visit, and a RAPID finance team member visits the sub-grantee's office to verify the expenses in the interim financial report. In case of distribution projects (such as NFIs), RAPID program team participates and monitors the distributions. In case of technical projects, the technical team member plans their visits to project sites at regular intervals to monitor and support the sub-grantees on technical aspects. As per RAPID's grant agreement with the sub-grantee, RAPID receives weekly updates from the sub-grantee on every Friday. Based on the sub-grantee's weekly progress reports, an assigned RAPID program staff person or a technical/sectoral specialist conducts field visits

to monitor the progress of the project. The RAPID M&E team circulates the consolidated weekly updates within the RAPID team, RAPID management and the program team conducts bi-weekly meetings to discuss the progress of on-going projects and any gaps/challenges in the field.

The sub-grantee monitoring team conducts regular monitoring visits and submits reports to RAPID assigned team member for review and feedback, if any. The monitoring visit to sub-grantee office, field area depends on nature of project, gaps/risk identified during sub-grantee assessment and target area. For the target area with restricted and delayed access due to lengthy travel NoC process<sup>2</sup>, RAPID uses Remote Monitoring and Evaluation (RME) approach to collect and analyze required information. RME approach includes collecting pre, process and post photos/videos, and meetings with village committee members in adjacent settled districts (Concern will bear the transportation cost). RAPID will also seek support from and involve Disaster Management Authorities (DMAS) and line department staff (with necessary data collection tool and orientation to the visiting staff), and peer monitoring through other I/NGOs or sub-grantees working in the area.

The project board including a key representative from sub-grantee conducts a stage end meeting to review the progress. The board reviews the risk register, documents the lessons in the lesson register and if any issue is open in the issue register, the project board develops appropriate strategy to cater potential risk and issues.

After the sub-grantee has incorporated feedback on the interim financial report, the third installment of 40 percent of the grant funds is transferred to the grantee, subject to the satisfactory field/program visit report by the RAPID team member and financial report assuring the sub-grantee has successfully addressed all major observations and recommendations made on the interim financial and visit reports.

#### **4. Project Completion – Handing Over to Community**

On project completion, the sub-grantees will comply with the transition or exit strategy and sustainability plan agreed upon during the design stage of the project and as updated during implementation. Based on agreed sustainability/exit plans, the sub-grantee will undertake potential activities/measures to ensure the durability of the outputs/results for the target beneficiaries. The program will hand-over completed outputs (e.g. physical infrastructures) to respective village committees or local community based organizations (CBOs) and relevant government departments that already exist in the target area. The exit strategy depends on type and nature of assistance. If the project activities include physical activities such as rehabilitation of water supply infrastructure, the strategy may be to handover the deliverables to village committees with necessary training and tools for operation & maintenance.

Before completion of the project activities, an assigned RAPID program staff member conducts a field visit to monitor the progress of activities and evaluates their status towards completion. RAPID finance and logistics staff visits the grantee's office to verify the supporting documents and provide support and technical backstopping regarding project documentation and closure. Similarly, technical staff depending on the nature of the project also conducts pre-project completion visit to assure completion according to the approved BoQs and technical design.

#### **5. Formal Closure of Sub-grants**

The sub-grantee submits their final narrative report (standard template) and program documents (as agreed in sub-grant agreement). RAPID Monitoring & Evaluation (M&E) unit (not involved in direct implementation/management of sub-grant) conducts desk review of program documents and final narrative report, shares feedback with the sub-grantee and supports in finalization of reports and completion of documents. The M&E unit prepares ToRs for project end verifications and shares them with the project board. Based on agreed ToRs, the M&E team visits the sub-grantee's intervention area

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<sup>2</sup> For travel to few districts currently tribal districts (former-FATA), even the national staff requires travel NoC that takes about one month process time.

to conduct final/end verification against the reported outputs/outcomes. In case of technical activities, the RAPID technical team supports the M&E team during the end verification visit to verify the quality and agreed standards.

Similarly on submission of financial reports (standard template), RAPID's finance team visits the grantee's office (or requests for submission of financial documents) to review the supporting documents and verify the expenses reported by the grantee in the final financial report. Based on a satisfactory program and financial verification, RAPID will formally close the project and transfer the remaining funds to the sub-grantee. In addition to on-going review/verifications by program/finance team, the RAPID internal auditor will conduct review of all sub-grants and share their reports with the management

The project board conducts final stage meeting, updates the lesson register and documents lessons for future projects. RAPID shares the lessons within Concern and other stakeholders during regular coordination and at appropriate forums.

The fourth installment of 10 percent of the grant funds (or the remaining balance) is transferred to the sub-grantee subject to satisfactory end verification visit, final narrative report, final financial report and submission of required project documents ((original in scan). Upon completion, RAPID issues a project completion letter to the sub-grantee.

## **Post-Award Procedural Requirements**

The projects under RAPID are primarily implemented by sub-grantees with monitoring and support from Concern RAPID team. In case the sub-grantees, policies & procedures do not meet the minimum requirements of USAID-BHA and Concern, the sub-grantees are required to adhere to the policies and procedures of Concern Worldwide. The external auditor/donors and evaluators assess any project funded by RAPID against Concern's policies and procedures. Therefore, unless a sub-grantee organization has in place its own policies and procedures that are pre-approved by Concern, the sub-grantee is required to follow the project implementation minimum standards set by Concern.

The sub-grant agreement includes key compliances and procedural requirements. RAPID team conducts an induction session to share procedural requirements with sub-grantees before the formal initiation of project activities. Concern RAPID Fund team will also provide on-the-job capacity-building support to sub-grantees throughout project implementation. It will be the responsibility of the sub-grantee to implement the project in compliance with signed grant agreement of the project.

Following key points are included in this document for I/NGOs (RAPID sub-grantees) to develop understanding about the procedural requirements of RAPID sub-grants. Therefore, by submitting application/proposal to RAPID, the applicant acknowledges that they have understood all the guidelines and basic procedural requirements herein and outlined on Concern [website](#).

**Project Management Though PRINCE2:** Keeping in view the short duration of the projects in complex environment with high expectations from all stakeholders, RAPID Fund has adopted PRINCE2 project management approach for all RAPID funded projects. PRINCE2 (short for "Projects IN Controlled Environments") is the de facto standard in the United Kingdom (UK). PRINCE2 is a structured project management method based on the principles that originates from lesson learned from projects, both good and bad. PRINCE2 helps to meet the ever-increasing demand of the dynamic business scenario while dealing with the challenges presented by the risks and complexities of project management. It achieve this through a controlled, structured and systematic way of managing projects. For each project, RAPID Fund forms a project board including a team member from the sub-grantee, who will be involved in all the decisions related to the project. For further details about PRINCE2, please visit <https://www.prince2.com/uk/what-is-prince2>.

**Counter-terrorism Check:** As per USAID-BHA requirements and Concern policy, the names of all the sub-grantee's senior staff and board of directors will be checked against the excluded parties list. To this end, the RAPID Fund requires all sub-grantees to submit the details of all directors on their board and five highest paid staff members (international organizations will need to provide the five highest paid staff working in Pakistan). The sub-grant agreement will only be signed after a successful counter-terrorism check has been completed of the organization, its Board of Directors and five highest paid staff members.

**Unique Entity ID (UEI/SAM ID):** If an applicant organization already has a UEI, please provide it under this section. USAID-BHA requires that any entity receiving USAID-BHA funds, either as a prime grantee or as a sub-grantee, must have a UEI. The prime grantee (i.e. Concern Worldwide) is not permitted to issue sub-grants unless that sub-grantee has provided the prime grantee with their UEI number. A UEI number may be obtainable from the U.S. federal System for Award Management website ([www.sam.gov](http://www.sam.gov)).

**Computerized National Identity Card (CNIC) or Passport:** The sub-grantee is required to submit a copy of the CNIC of the head of the organization (i.e. the individual from the sub-grantee organization who is signing the grant agreement, usually the Country Director, Chief Executive Officer, Executive Director, etc.) prior to signing the agreement. If that person is an expatriate, a copy of his/her passport is required.

**No Objection Certificate (NOC):** The government of Pakistan requires that NOCs be secured from relevant government departments for working in specific locations in the country. It is the sub-grantee's responsibility to secure any NOCs necessary from the relevant departments before initiating project activities. The sub-grantee must submit a copy of the NOC to the RAPID Fund for its records.

**Grant Agreement:** Concern signs a sub-grant agreement with the sub-grantee using RAPID standard agreement template including USAID-BHA standard provision within a week of project approval. The agreement covers the compliances and the project to be implemented by the sub-grantee in accordance with the Narrative Proposal and Cost Proposal documents submitted and approved during the sub-grant application process. The sub-grant funds are only to be used during the time period that is agreed upon and written in the grant agreement. Any proposed changes to the project area, target group, activities, objectives or implementation (as stated in the grant agreement) must be formally agreed in writing between the designated sub-grantee's senior staff and Concern's Director RAPID Fund. If any article of the agreement is inconsistent with the sub-grantee's established policies and/or is difficult to implement, the sub-grantee can request prior approval from Concern for deviation from the agreed terms and conditions.

**Program Introduction Document:** Defining a communication strategy for providing information about the project to target communities and stakeholders can enhance implementation of the project. The RAPID Fund has developed a template for program introduction document that will be shared with the sub-grantee upon approval of a project. The sub-grantee is required to develop its own program introduction document for their project based on the RAPID Fund template. The program introduction document will be used by sub-grantee staff to share information about the support provided by Concern and USAID-BHA, communities' rights and entitlements, and the Complaints Response Mechanism (CRM) established by the sub-grantee for beneficiaries and other stakeholders to lodge complaints. The sub-grantee will need to translate the program introduction document into local languages (where required) to ensure that all staff fully understand the process and requirements for sharing key project information with stakeholders. The sub-grantee should submit its program introduction document to the RAPID Fund within one week of signing the sub-grant agreement.

**Security and Safety Plan:** The sub-grantee must take all reasonable precautions to minimize risks to all staff and operations funded by RAPID. While risk can never be fully eliminated, RAPID expects its partners/sub-grantees to be adequately prepared to work in any environment for which they submit a proposal. The sub-grantee must incorporate operational security management systems, appropriate to

their organization and operational area(s), in all programs. RAPID expects that the sub-grantee has updated security and safety plans for proposed operational areas. RAPID can provide support to sub-grantees in development of Security and Safety Plan by sharing template, review of the plan and induction/training for the staff on basic concepts.

**Human Resources (HR):** Upon the approval of the project RAPID intimates the sub-grantee to initiate the project staff hiring. Keeping in view the short duration of the project, the sub-grantee must complete the process within 10 days of agreement signing. Based on the approved budget/cost proposal, the sub-grantee can adopt one of the following types of hiring process:

1. Internal Transfer/Direct Selection
2. Shared/Core staff
3. External staff/New Recruitment and Selection

The sub-grantee can follow their own documented HR policy. RAPID has also developed a “Standard Operative Procedures (SoPs) Human Resource (HR)” for its sub-grantee including basic HR management practices for short duration projects to support sub-grantee to comply with the best practices. Concern may require the job descriptions and may participate in selection process of key positions depending on the support required by sub-grantee and gaps identified during pre-award due-diligence process. As per the requirements, the sub-grantee should maintain a centralized payroll for shared staff instead of a project-wise payroll. All staff must be paid through direct bank transfers or cross cheques and must have a complete and clear paper trail. Concern reserves the right to share HR information with other donors to confirm that staff costs/charges are not being double funded.

**Induction/Orientation:** Once the project staff have been hired, the sub-grantee will share the staff list with relevant Concern RAPID team members. A 2-3 days session will be conducted in the sub-grantee’s field or head office. Sub-grantee staff will be oriented on procedural requirements relating to both Program and System. At the end of the session, project plan/stage plans and Monitoring and Evaluation (M&E) Plan will be finalised to ensure smooth implementation of the project. In case of a WASH or shelter project, a technical orientation on hard components will be conducted along with the above-mentioned session or later in the project prior to the start of starting physical work. Sub-grantee is required to prepare of report of induction session and submit within a week time.

**Procurement:** The sub-grantee is responsible for all procurements for the project. RAPID has developed a procurement process documents for its sub-grantees and it is approved by USAID-BHA. After approval of the project, RAPID shares the procurement process documents with the sub-grantee. Unless the sub-grantee’s own procurement procedures pre-approved for use in RAPID Fund projects, the sub-grantees are required to follow RAPID “Procurement Process Document for sub-Grantees”. Following are the thresholds for RAPID sub-grantee’s procurement:

Procurement Method	Threshold
	Limit in PKR-for Supplies/services
Petty Cash	1 to 10,000
Single Quote	10,001 to 25,000
Open Quotes (Three Quotes)	25,001 to 100,000
Sealed Quotes (Three Quotes)	100,001 to 1,500,000
Open Tender	Above 1,500,000

The sub-grantee initiates the procurement process for project supplies within one week of the project start date. RAPID relevant team member reviews the documents and participates in all major procurements (above PKR 500,000 or depending upon procurement complexity, risk/gaps identified during sub-grantee capacity assessment/due diligence) of sub-grantee as advisor/observer to ensure compliances. Within a week of signing supplier’s contract, the sub-grantee submits original procurement documents or original/coloured scanned documents to RAPID. After completing the review, RAPID staff develops a report, discusses the findings and shares observations (if any) with the sub-grantee to take appropriate action (where required).

**Transportation:** Upon approval of the project, the sub-grantee will be responsible for renting any vehicles and fuel arrangements, as necessary, for project implementation and as agreed upon in the Cost Proposal. The sub-grantee will be required to follow the sealed quotation process or open tender<sup>3</sup> for hiring the budgeted vehicles (based on budgeted amounts and tendering requirement thresholds). For vehicle fuel, the RAPID Fund prefers that a proper contract be agreed with a fuelling station. The sub-grantee cannot charge the rent for its organisation owned vehicle; however, if the sub-grantee vehicle is used for the RAPID project, the sub-grantee can charge the running cost of the vehicle (e.g. Petrol Oil Lubrication (POL), minor routine repair and maintenance, depreciation, vehicle insurance and driver salary as per the requirements/use in project).

**Project Payments:** Project payments will be disbursed to the sub-grantee as per the terms and condition of the grant agreement. Concern disburses the funds to the sub-grantee upon written request from the sub-grantee. The sub-grantee will acknowledge the receipt of each transfer of funds with a separate letter to Concern. The funds will be disbursed in accordance with the following schedule:

- First payment (10 percent of total approved budget) to be initiated by a bank transfer following the signing of the sub-grant agreement;
- Second payment (40 percent of total approved budget) subject to completion of the recruitment process, completion of procurement process for program supplies/services and initiation of the baseline/pre-Knowledge, Attitudes and Practices (pre-KAP) survey;
- Third payment (40 percent of total approved budget) subject to the satisfactory project interim financial report and program visit. New funds may not be transferred until unused funds fall below 20% of the last transfer unless agreed otherwise by Concern; and
- Fourth payment (10 percent or the balance of the total approved budget), which is subject to the satisfactory final financial and narrative reports and submission of all project documents.

Failure to produce timely and adequate reports and satisfactory responses to the issues highlighted in the narrative and financial verification reports will result in delays in processing the next funding transfers.

Unless a pooled account is specified in the sub-grant agreement, the sub-grantee will maintain a separate bank account for project funds (preferably a non-interest-bearing account). The sub-grantee can use their existing bank account with a zero balance (or the minimum balance required by the bank). Where a separate bank account is required by the sub-grant agreement, then the sub-grantee may use an existing bank account so long as, after receiving Concern funds, there are no other transactions with this account (other than project transactions with Concern) until the end of the project. However, the sub-grantee can process shared costs (if any) from the organization's pooled accounts.

**Narrative Reporting:** The sub-grant agreement includes reporting requirement for the project. RAPID will share the required reporting formats and guidelines with the sub-grantee. Below is the standard reporting requirements and schedule (however these may vary depending on the nature and duration of the project):

- Submit a baseline report or pre-KAP study to RAPID within 20 days of the project initiation (the questionnaire and methodology for the baseline should be shared prior to initiation of the baseline for review and necessary corrections);
- Weekly progress reports (using the prescribed RAPID Fund format) to be provided to Concern before 2:00 PM every Friday; and
- Submit the final project completion narrative report with all required accompanying documents (e.g. beneficiary list, schemes etc.) using the agreed formats within two calendar weeks of the end of the implementation period (if a pre-KAP was conducted, the sub-grantee must submit a post-KAP survey with their final narrative report).

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<sup>3</sup> Please refer to the procurement section of this document for more information regarding sealed quotations or open tenders.



RAPID provides feedback to the sub-grantee within one week of submission of the report. The sub-grantee is required to respond to any observations made on the report.

**Financial Reporting:** The sub-grant agreement includes reporting requirements for the project. RAPID will share financial reporting formats and guidelines with the sub-grantee. Below are the standard reporting requirements and schedule (however these may vary depending on the nature and duration of the project):

- The Interim financial report is to be submitted once 40% of the total budget has been expended. This report is due immediately upon consumption of 40% of the total budget.; and
- The final financial report should be submitted within two weeks of the end of project date, as specified in the grant agreement.

A RAPID designated staff person will verify the actual expenditures within the given timeframe as outlined above. RAPID embosses with a stamp all documents reviewed and verified with regards to funded activities. After completing the review, RAPID staff develops a report, discusses the findings and shares observations (if any) with the sub-grantee to take appropriate action (if required).

**Record and Audits:** The sub-grantee maintains the program, procurement, financial records, supporting documents, statistical records and all other records, to support performance of, and charges to sub-grant agreement. Such records must comply with accounting principles generally accepted in the U.S., Pakistan or by the International Accounting Standards Board (a subsidiary of the International Financial Reporting Standards Foundation). Unless otherwise notified by Concern, the sub-grantee must retain the record for a period of seven (7) years from the date of submission of the final expenditure report. The sub-grantee will maintain the original record of the project activity and submit scan copies to RAPID as per the requirements in sub-grant agreement.

As per the USAID-BHA requirement, the Non-US or US based sub-grantee must have an external Audit, for any sub-grantee fiscal year in which the sub-grantee expends a combined total of USD 750,000 or more in all USAID awards, either directly or through USAID contractor or recipient, excluding fixed price contracts and fixed obligation grants. The audit is conducted in accordance to the requirements in 2CFR200 Sub Part F-Audit. In addition to above reviews and audits, the project will also be reviewed during Concern's annual statutory audits. The sub-grantee will support this audit by providing necessary documentation, as required by the auditor, and by facilitating field visits for the auditor for verification of activities.

**RAPID Monitoring and Support Visits and End Verification:** RAPID conducts monitoring and support visits to field or sub-grantee offices depending on the level of support required to ensure the smooth implementation of the project. During the visits, the staff will meet with beneficiaries and verify the actual activities of the project. The purpose of these visits is to monitor the progress and quality of project deliverables as well as to provide support to sub-grantee. The sub-grantee needs to facilitate such visits, as well as visits from others (e.g. Concern head office staff, USAID-BHA representatives, external auditors, and other partners, etc.) as requested by Concern at mutually agreed upon times. The expected minimum numbers of monitoring and support visits to the sub-grantee by RAPID are as follows:

- Visit to the sub-grantee office for induction and orientation to sub-grantee staff;
- Visit to the sub-grantee office for observing the tender opening processes;
- Visit to the sub-grantee warehouse and distribution points;
- Visit during or after the selection of the beneficiaries;
- Mid-term field visit to observe the progress of the project;
- Mid-term visit by finance staff to the sub-grantee office;
- Program/technical/system staff capacity-building visits;
- Final program field verification visit; and
- Final financial verification visit.

After completing the visit, RAPID staff develops a report, discusses the finding and shares observations (if required) with the sub-grantee to take appropriate action (where required).

**Program Evaluation:** In order to ascertain the effectiveness, impact, and efficiency of the RAPID program as a whole, Concern conducts a mid-term and end evaluation of the RAPID program. The sub-grantee is required to assist, as necessary, with both internal and external impact studies and external program evaluation.

**Branding and Marking:** As part of the proposal/application to RAPID, all applicants are required to submit a Branding Strategy and Marking Plan (BSMP). The sub-grantees are required to follow the BSMP during project implementation. The sub-grantee is required to mark project supplies and activities with USAID and Concern logos, and internal communications (e.g. reports) shall contain USAID and Concern logos. The sub-grantee can also use their logos in reports, on program supplies and during project implementation. Currently, Khyber Pakhtunkhwa (KP) province is waived from the public branding and marking requirements in the project intervention areas; however, the sub-grantee must still follow the branding and marking plan in internal communications and reporting.

**Complaint Response Mechanism (CRM):** Concern is committed to having an effective, accessible, safe, and non-retaliatory CRM available to its beneficiaries, partners, and staff. If the sub-grantee does not already have an established CRM, Concern's RAPID Fund team will share a brief document on CRMs as an annex to the sub-grant agreement. The sub-grantee is required to ensure that an effective and efficient CRM is in place during the project intervention. Non-sensitive complaints are usually handled by the sub-grantee; in the event of sensitive complaints, the sub-grantee must inform Concern. If Concern directly receives a sensitive complaint, it may form a complaint investigation committee for dealing the complaint. The sub-grantee will then be required to provide any necessary support to investigate the complaint.

If Concern receives a non-sensitive complaint, it may ask the sub-grantee to form a complaint investigation committee, investigate the complaint and submit a report to Concern. The sub-grantee is required to keep records of complaints in a complaints register and submit the soft copy of the complaint sheet to relevant Concern team members on regular basis

**USAID Standard Provisions:** As per Concern's cooperative agreement with USAID/BHA, the sub-grantees need to follow the USAID standard provisions during project implementation. USAID standard provisions will be part of sub-grant agreements, and the sub-grantees are required to follow those standard provisions as outlined in USAID Automated Directives System (ADS) applicable to cooperative agreements.

**Accountability to Beneficiaries, Programme Participants and other Stakeholders:** Concern is committed to the principles of downward accountability, as laid out in the Core Humanitarian Standards. As such, both Concern and its sub-grantees are obliged to inform beneficiaries as well as other stakeholders about the project and their rights within the project. To this end, Concern expects the sub-grantee to integrate mechanisms (e.g. CRM) into the project design and implementation phases that can improve the overall accountability of the work of Concern and the sub-grantee.

Concern's accountability commitments to each of its stakeholder groups will be set out in the Accountability Commitments part of the grant agreement. With respect to its sub-grantees, Concern is committed to supporting them to improve their accountability to target communities and will do this by:

- Improving transparency and information sharing;
- Establishing CRMs in consultation with beneficiaries, target communities, and partners;
- Improving the participation of beneficiaries throughout the programme cycle; and
- Monitoring and documenting lessons learned and disseminating them to all relevant stakeholders.

**Anti-Fraud Policy:** Concern is committed to the highest possible standards of openness, transparency and accountability in all its affairs. We wish to promote a culture of honesty and opposition to fraud in all its forms. Concern's Anti-Fraud Policy will be included in all sub-grant agreements as an annex.

**Concern Code of Conduct and its associated policies:** Concern has a Code of Conduct (CoC) and its associated policies (the Programme Participant Protection Policy, the Child Safeguarding Policy, and the Anti-Trafficking in Persons Policy). This is mandatory for partner/sub-grantee, their staff, visitor, contractor, consultant or anyone engaged in program delivery or in direct contact with the beneficiaries to comply with Concern's CoC and its associated policies. As part of sub-award requirements, the sub-grantee is also required to submit a code of conduct.