RAPID Fund sub-grant Decision and Management Process

March 2019

This document explain RAPID sub-grants decision making process, steps involved in RAPID response, sub-grant evaluation criteria and management process. The document also briefly explain post-award procedural requirements for the applicants to understand RAPID requirements to comply after sub-grant agreement.

Livestock fodder assistance to drought affected family in Tharparkar district Sindh, Pakistan. The assistance is made possible by the generous support of the American people through USAID/OFDA.

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RAPID Fund- An Overview

Concern Worldwide is a nongovernmental, 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 Fund program in Pakistan with the support of the United States Agency for International Development's Office of U.S. Foreign Disaster Assistance (USAID-OFDA). Established under a cooperative agreement between Concern Worldwide and USAID-OFDA, the 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 sub-grants to non-governmental organizations (NGOs). RAPID aims to complement the efforts of the Government of Pakistan towards relief and recovery assistance to disaster-affected populations.

The objective of the RAPID 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, the 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-grant for disaster response, RAPID includes targeted support activities for both national NGOs and DMAs to improve their disaster management capabilities and nurture lasting national capacities in Pakistan.

Small Grants Administration and Implementation

The major component of RAPID is to provide sub-grants in the aftermath of any disaster or protracted crisis meeting emergency humanitarian needs of the most vulnerable populations. Under this component, the RAPID utilizes small scale, short-term grant approach to support I/NGOs to respond to emergency needs throughout Pakistan. Concern manages sub-grants valued at $50,000-$500,000 to fund 2-6 month humanitarian response projects, for which all I/NGOs registered to operate in Pakistan with an established presence will be eligible to apply. RAPID receive sub-grant funding applications both through open/ restricted Call for Proposals and unsolicited proposals from humanitarian organization 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 disaster or emergency in Pakistan.
- Sub-grants 3-6 month duration projects
- Concern in collaboration with OFDA is responsible for administration and management of sub-grants.

Triggers for Activation of RAPID Response/Small Grants

The RAPID is for relief and recovery response, not for the development or chronic issues and provide assistance in response to humanitarian problems caused by natural and human induced disasters. As a guide; the RAPID activate sub-grant mechanism on following occasions;

- A large-scale sudden-onset emergency such as flood, earthquake etc. Emergency that warrants international assistance and the Humanitarian/Resident Coordinator declare 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 protracted displacement due to conflict and return;
- The situation reaches RAPID triggers for sectoral response – explained in Sectoral Guidelines (available on RAPID page).
- Hundreds of people have been killed;
- Tens of thousands of people have been deprived of basic needs;

- National government issues an appeal for international assistance or declares a state of emergency or the government request/allows UN and INGOs to assist the Government in responding to an emergency/crisis.

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

Target Sector, Geographic Area and Eligibility for Sub-Grants

Target Sectors: All proposals to the RAPID Fund must be in response to natural disasters/conflict in Pakistan and aimed at addressing needs in any of the sectors listed below. The eligible sub-sectors and interventions described clearly in the document *Sectoral Guidelines* (available on our webpage). As these sector pre-approved by USAID/OFDA, the target sectors and sub-sectors will not change.

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

Although there are nine pre-approved sectors for sub-grants, however based on following key criteria RAPID in consultation with OFDA, includes priority sectors in the Call for Proposals.

- The interventions under the sector, prioritized by the community as highlighted in UN, Government 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 needs that meet the sector response triggers mentioned in RAPID Sectoral Guidelines.

RAPID receive applications for the sectors that are included in on-going Call for Proposals. If there are justified needs for a RAPID approved sectors not included in 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*** (available on our webpage).

Due to short duration of project, RAPID prefer that the applicant submit an application targeting one sector however depending on needs, NGO capacity, the applicant can submit multi-sectoral applications. RAPID encourage integrated sectoral response however, the applicant must consider the short duration of project, its previous working experience and previous profile of managing multi-sector similar short-term projects.

Target Geographic Areas: RAPID can respond to critical humanitarian needs across the country. In response to any disaster or emergency and protracted crisis RAPID in consultation with OFDA Pakistan includes target areas (districts) in the Call for Proposals based on following overarching criteria;

- The area declared most affected in UN, Government and humanitarian organization assessment reports;

- The area prioritized in MIRA or HNO and HSP (if available);
- The area declared calamity affected by 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 selection of target area.

RAPID receive applications/proposals for the target areas (districts) mentioned in the Call for Proposals. The applicant should focus on remote areas with clear 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 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 following eligibility requirements:

- 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 have completed an external audit.

RAPID III Sub-Award Administration Chart

Sub-Grant Decision Making Process

RAPID regularly monitor humanitarian situation across the country through I/NGOs partners and collect/analyze humanitarian situation updates/reports from UN, Cluster, DMAs and other stakeholders. If the situation warrant a humanitarian response and meet the RAPID triggers for activation of sub-grant mechanism, the RAPID Program Management (including USAID-OFDA representative) activate RAPID sub-grant component.

1. Call for Proposals

In response to any major disaster, RAPID develop a Call for Proposals in consultation with USAID-OFDA and relevant DMAs to specify priority area/sectors and announced while keeping DMAs, clusters, I/NGOs, OCHA, National Humanitarian Network (NHN), and Pakistan Humanitarian Forum (PHF) informed. Concern upload the Call for Proposal on RAPID web page, circulated to I/NGOs through Humanitarian network (such as NHN and PHF), partners, OCHA and cluster. All information, including templates, guidelines for proposal and budget development, needs assessments, selection criteria, and frequently asked questions made accessible on the RAPID webpage.

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 lack of information during large-scale sudden crisis require rapid approaches to mobilize resources. RAPID approach to emergency response vary for sudden and slow onset emergencies as well as RAPID follow a different approach to sub-grants for 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 country, 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 engaged pre-qualified NGOs and suppliers through restricted Call for Proposals f and during recovery phase RAPID announced 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, instructions on how and where to submit funding application. RAPID announces both open and closed ended Call for Proposals with a deadline not more than 30 days. The deadline in Call depends on urgency for the assistance, type and nature of response. As RAPID conduct review of application on rolling basis – therefore the Call may close earlier if identified gaps fulfilled or the available funds allocated.

2. Sub-Grant Funding Application Submission

The applicant download proposal templates/forms and guidelines from RAPID web page http://www.concern.net/where-we-work/asia/pakistan/rapid-fund. This 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 applicant develop proposal using RAPID template and guidelines available on the web page. To avoid duplication and for an informed intervention, 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.). 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. RAPID acknowledges the receipt of the application and conducts an administrative check of the documents submitted with the application. If there are any missing documents, the applicant is advised to submit the missing documents within 2-3 days depending on urgency and deadline for the Call for Proposals. Incomplete application or if the narrative proposals and supporting documents are not according the guidelines/requirements (such as page limit etc.) will not be considered for further process.

3. Application Review/Evaluation Process

A panel consisting of at least three members with different areas/sectors 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. Prior to the panel review meeting, each member fills his/her application appraisal form (in line with Gender-Age Marker toolkit as well as protection guidelines) using the RAPID Management Information System (MIS). Based on the discussion and decisions made during the review meeting, RAPID provides feedback to the applicant either sharing queries (issue letter) for further clarification or declining the application. If queries (issue letter) 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 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 no further clarification is required, then the application moves to the next stage of the application review process. Applications reviewed on rolling basis, first come-first serve basis, however in case of urgent needs and influx of many applications, RAPID shortlist application as per pre-defined criteria and priorities 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 are 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 evaluation process, RAPID conducts a physical, in-person assessment of the potential organization's capacity where two-team member from RAPID visit applicant office to conduct due diligence exercise using pre-defied RAPID capacity assessment forms. RAPID will not conduct capacity assessment of pre-qualified I/NGOs as such due-diligence already 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 year passed from previous assessment and the applicant has not implemented any RAPID funded project during past two years. The objective of CA exercise is to assess applicant NGO capacity including previous experience documents, policies, internal controls, and identify the level of support required from RAPID once the project approved. CA is not 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 recognize that coordination with stakeholders is important for informed decision to avoid duplication and to ensure accountability. In order to verify the proposed needs and intervention, RAPID coordinate with the relevant cluster/working group (if operational) and coordinate with respective PDMA/FDMA or relevant district authorities of the proposed disaster affected district. In some cases, RAPID staff may conduct a field visit to the proposed area to verify the needs and proposed activities in the field.

4. Sub-Grant Application Finalization and Approval

To ensure effective management of multiple sub-awards responding to multiple crisis at the same time, RAPID have employed 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 incorporate the lessons from applicant and

RAPID previous response, finalize risk register with mitigation measures, draft work plan with stage plans, logical framework, and other documents required on Prince 2.

During the next stage of the application process, the application is forwarded to USAID/OFDA Pakistan for further review. If USAID/OFDA Pakistan has any queries, RAPID shares USAID/OFDA's feedback with the applicant Organization or USAID/OFDA may also decline application and RAPID will share feedback with applicant I/NGO accordingly. Meanwhile, the potential applicant 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 don't have Data Universal Numbering System (DUNS), RAPID support them in registration on DUNS. After USAID-OFDA Pakistan concurrence on application, RAPID share application pack with Concern's US office for formal/final submission to USAID/OFDA Head Quarter (HQ) for review and approval. On receiving consent form USAID/OFDA Pakistan, RAPID issue a Letter of Intents (LOI) to applicant NGO with no commitment for funding that allow applicant I/NGO to apply for project NOC and start initial preparation for the project. After receiving the approval letter from USAID/OFDA HQ, RAPID shares the approval with the applicant.

5. Criteria for Sub-Grant Application Review

RAPID conduct a merit review on all applications received that complies with the instructions in Call for Proposals and Guidelines/instruction available on web page. Applications reviewed and evaluated in accordance with the following criteria 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 and Program Approach/Technical Description:
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 understand that approach to emergency relief and recovery differ as during large scale emergency requiring quick response, the detail assessment during initial stage is not feasible therefore during the emergency relief phase RAPID is flexible to meet basic needs.
- The proposed intervention based on well-identified, immediate needs that are 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 evaluate each section of Narrative Proposal Form according the guidelines/requirements given for all sections in Proposal Form/template.
- 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.

- 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 cluster/working group (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 mandate is to address the unmet needs of the affected population and to fill the gaps where limited or no humanitarian assistance is being provided. Project proposals/application 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 course/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 target to measures achievements and success toward 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. In case proposed project implemented in the restricted or limited access areas, the applicant provides the suitable remote monitoring mechanism as well.

<u>Criterion 2: Previous Experience, Current Presence and Access to Target Area</u>

Using following key parameters, RAPID evaluates applicant 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 implementing humanitarian projects, particularly with institutional donors. Applicant need to demonstrate previous short-term emergency response experience and current competency to implement short duration emergency response program.
- Applicant 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 document submitted with the proposal.
- Previous working experience in the proposed target area, adjacent district 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 evaluate applicant's institutional capabilities and capacity, specifically existing core staff with sectoral expertise, established internal control, documented policies and procedures are in

place. The applicant has a documented Code of Conduct (CoC) and agree to comply with Concern CoC & associated policies.

Criterion 3: Cost Evaluation

Cost evaluation of application will consider 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 not 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 cost 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 detail; 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 applicant 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 written 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). 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 the 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 Fund for the review and consideration. The Director RAPID Fund 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 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 Director is considered final.

RAPID has a competitive mechanism for selecting partners for short duration projects, therefore there are 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

Duration of project depends on nature of response, mode of assistance (in-kind assistance or cash/voucher programing), project activities and the response area. Concern support and number of visits to Grantee/program area depends on pre-award assessment findings, type of project and response area. In case of acute emergency, where pre-qualified partners and suppliers are used, the delivery time of assistance reaching affected people can reduce to maximum 10-15 days of project start date.

Sub-Grants Management Process

After receiving approval letter for the project from USAID/OFDA, Concern's RAPID intimate the project board including sub-grantee about the approval of the project. RAPID also intimate 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 develop the initial work plan; divide the project activities into manageable stages, develop plan for each stage with responsibilities and work packages for the team involved in the project. The board review the risk register with mitigation measures, open the lesson register and the issue register for the proposed project. The Grant Management Process includes following phases however, 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 grant section prepare sub-grant agreement on standard template and share with the sub-grantee for review and consent. While sharing sub-grant agreement, RAPID also share 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 main pages are signed by sharing scan through email followed by original through courier. Upon signing of sub-grant agreement, RAPID transfer first installment of 10 percent of the total grant to Sub-grantee 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 RAPID Funds 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, start working on project deliverables. Due to emergency needs requiring immediate action, RAPID prefer that the sub-grantee have 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-grantee 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 orient sub-grantee staff on technical requirements during induction meeting and conduct 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 initiate procurement process for program supplies/services or preparation for voucher or cash transfer programing. RAPID relevant team in the project board, support the sub-grantee in review and finalization of procurement documents or strategy/modality of voucher or Cash transfer programing. 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 submit 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 (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-activate village committees, in consultation with community member, conduct 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 submit program, finance documents of the completed activities/stage, RAPID assigned team member conduct review and share feedback with the sub-grantee. The project board including a key representative from sub-grantee conduct a stage end meeting to review the progress, if the progress is on track and the justification for the project still valid, the project board approve the next stage. The board review the risk register, document the lessons in lesson register and if any issue is open in the issue register, the project board develop 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 complete selection of beneficiaries, formation of village committees and the Complaint Response Mechanism (CRM) is established. The sub-grantee continue 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 deliver 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 service), 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 conduct 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 expensed. 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 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 conduct regular monitoring visit and submit 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[1], RAPID use Remote Monitoring and Evaluation (RME) approach to collect and analyze required information. RME approach include collecting pre, process and post photos/videos, and meetings with village committee's member in adjacent settle 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 conduct a stage end meeting to review the progress. The board review the risk register, document the lessons in lesson register and if any issue is open in the issue register, the project board develop 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 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 evaluate 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 conduct pre-project completion visit to assure completion according 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) conduct desk review of program documents and final narrative report, share feedback with the sub-grantee and support in finalization of reports and completion of documents. The M&E unit prepare ToRs for project end verifications, share with the

[1] For travel to few districts currently tribal districts (former-FATA), even the national staff require travel NoC that takes about one month process

project board and based on agreed ToRs the M&E visits the grantee's intervention area to conduct final/end verification against the reported outputs/outcomes. In case of technical activities, the RAPID technical team support 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 visit the grantee's office (or request for submission of financial document) 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 conduct final stage meeting, update the lesson register and document lessons for future projects. RAPID shares the lessons within Concern and other stakeholders during regular coordination and with appropriate forums.

The fourth installment of 10 percent of the grant funds (or the remaining balance) 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 issue a project completion letter to sub-grantee.

Post-Award Procedural Requirements

The projects under the RAPID Fund are primarily implemented by sub-grantees with monitoring and support from Concern's RAPID Fund team. In case the sub-grantees, policies & procedures don not meet the minimum requirements of USAID-OFDA and Concern, the sub-grantees are required to adhere to the policies and procedures of Concern Worldwide. As per Concern's cooperative agreement with USAID-OFDA, Concern's policies govern the management and implementation of the project by the sub-grantee. The external auditor/donors and evaluators assess any project funded by the RAPID Fund 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 conduct an induction session to share procedural requirements with sub-grantees before the formal initiation of project activities. Concern's 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's RAPID Fund website.

Project Management Though PRINCE 2: 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). PRINCE 2 is a structured project management method based on the principles that originates from lesson learned from projects, both good and bad. PRINCE 2 helps to meet the over-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 project. For each project RAPID Fund, form a project board including a team member from grantee, who will be involved in all the decisions related to the project. For detail about PRINCE 2, please visit https://www.prince2.com/uk/what-is-prince2.

Counterterrorism Check: As per USAID-OFDA 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 director 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 counterterrorism check has been completed of the organization, its Board of Directors and five highest paid staff members.

Data Universal Number System (DUNS): USAID-OFDA requires that any entity receiving USAID-OFDA funds, either as a prime grantee or as a sub-grantee, must have a DUNS number. The prime grantee (i.e. the RAPID Fund) is not permitted to issue sub-grants unless that sub-grantee has provided the prime grantee with their DUNS number. It is the responsibility of the prime grantee (i.e. RAPID Fund) to notify their sub-grantee of this requirement, and it is the responsibility of the grantee (i.e. RAPID Fund) to collect and maintain this information. A DUNS number may be obtained from USAID's licensing company, Dun and Bradstreet, by telephone (US telephone number: +1 866-705-5711) or via online registration (http://fedgov.dnb.com/webform).

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 sign a sub-grant agreement with the sub-grantee using RAPID standard agreement template including USAID-OFDA 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 communications 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-OFDA, communities' rights and entitlements, and the Complaints Response Mechanism (CRM) established by the sub-grantee for beneficiaries and other stakeholder 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), into all programs. RAPID expect 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 intimate 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 crossed 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 duplicated.

Induction/Orientation: Once the project staff have been hired, the sub sub-grantee will share the staff list with relevant Concern RAPID Fund team members. The RAPID team will subsequently provide the sub-grantee with the date and time for project staff induction. A 1-2 day session will be conducted in the sub-grantee's field or head office. Sub-grantee staff will be orientated on procedural requirements relating to both programs and systems. At the end of session, project plan/stage plans and Monitoring and Evaluation (M&E) Plan will be finalised to ensure smooth implementation of the project. In the case of a WASH or shelter project, a technical orientation on hard components may 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-grantee and approved by USAID-OFDA. After approval of the project, RAPID share 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 initiate the procurement process for project supplies within one week of the project start date. RAPID relevant team member review the documents and participate 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 singing supplier's contract, the sub-grantee submit original procurements or original scan documents to RAPID. The relevant team member conduct a review of all documents, share review report for response and addressing points raised during such reviews.

Transportation: Upon approval of the project, the sub-grantee will be responsible for renting any vehicles and arranging for any fuel 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[2] 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 own 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), wear to the car, repair and maintenance, etc.).

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 after 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. The 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):

[2] Please refer to the procurement section of this document for more information regarding sealed quotations or open tenders.

- 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).

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

Financial Reporting: The sub-grant agreement includes reporting requirement for the project. The 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 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. RAPID share a written report of the verification process and its outcomes within one week of the verification visit. The sub-grantee required to respond to any issues raised in the review report and to share a response and actions taken within an agreed timeframe that will be communicated when the verification report is shared.

Record and Audits: The sub-grantee maintain the program, procurement, financial records, supporting documents, statistical records and all other records, to support performance of, and charges to sub-grant agreement. Such record 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 retained the record for a period of six years from the date of submission of the final expenditure report. The sub-grantee agrees to keep the records for a longer period if third party donor of Concern so require. The sub-grantee 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-OFDA requirement, the Non-US based sub-grantee must have an external Audit conducted in accordance with the "Guidelines for Financial Audits Contracted by Foreign Recipients" issued by the USAID Inspector General, 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 receipt, excluding fixed price contracts and fixed obligation grants. The US-based sub-grantee that expends USD 750,000 or more during their fiscal year in all USAID awards must have an external audit based on the requirements in 2CFR200 Sub Part F-Audit Requirements. In addition to Concern financial/program verification and internal audit during or close of the project, at the end of the fiscal year (for Concern, this is at the close of December each year), all the projects that Concern implemented during the fiscal year are subject to an external audit. 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 conduct 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 to monitor the progress and

quality of project deliverables as well to provide support to sub-grantee. The sub-grantee need to facilitate such visits, as will visits from others (e.g. Concern head office staff, USAID-OFDA 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 develop a report, discuss the finding and share 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 Fund program. The sub-grantee required to assist, as necessary, with both internal and external impact studies and external program evaluation.

Branding and Marking: As part of proposal/application to RAPID, all applicants are required to submit a Branding Strategy and Marking Plan (BSMP). The sub-grantee are required to follow the BSMP during project implementation. The sub-grantee 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 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 complaints investigation committee for dealing the compliant. 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/OFDA, 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 obligated 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. CRMs) 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.