RAPID Fund Proposal Development Guidelines

March 2019

This document provides guidelines related to narrative proposal and supporting documents required for sub-award application to RAPID.

The applicant must also refer to RAPID Sectoral Guidelines for important guidelines, requirements related to needs assessment and proposal development.

WASH assistance for the Temporarily Dislocated Persons (TDPs) returned to North Waziristan Tribal district Khyber Pakhtunkhwa - Project funded by USAID-OFDA

Contents

RAPID Fund: An Overview 3
Required Application Documents 4
Narrative Proposal 5
Needs Assessment Report 9
Cost Proposal 10
Code of Conduct 12
Risk and Mitigation 13
Exit Strategy and Sustainability Plan 14
Branding Strategy and Marking Plan (BSMP) 15
Short Profile 17
Monitoring & Evaluation Plan 17
Logical Framework 18
Implementation Plan 18
Accountability to Affected Population 18
Registration Certificate (NGOs)/ MoU 19
Last External Audit Report 19

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 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, 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 non-governmental organizations (NGOs). RAPID aims to complement the efforts of the Government of Pakistan towards providing relief and recovery assistance to disaster-affected populations.

The objective of 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 Disaster Management Authorities (DMAs), the relevant clusters, I/NGOs, target communities 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 awarding sub-grants for disaster response, RAPID includes targeted support activities for both national NGOs and DMAs to improve their disaster management capabilities and facilitate sustainable national capacities in Pakistan.

Target Sectors: Under small grants' administration and implementation component, RAPID has the following nine target sectors for its sub-grants:

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

RAPID receives applications against targeted sectors that are included in the on-going Call for Proposals. If there are justified needs for any RAPID-approved sector/s not included in the Call, then applicants can submit an unsolicited application with a strong justification for the proposed intervention. However, priority will be given to the sectors included in RAPID Call for Proposals and meeting RAPID's sectoral response triggers, as explained in *Sectoral Guidelines* (available on our webpage). Due to short duration of the project, RAPID prefers that the applicant submits an application targeting one sector. However, depending on the needs and NGO's capacity, the applicant can submit multi-sectoral applications. RAPID encourages integrated sectoral response; however the applicant must consider the short duration of the project, its previous work experience and previous portfolio of managing similar multi-sector, short-term projects.

Target Geographic Areas: Based on consultation with relevant Disaster Management Authorities and Government approval, RAPID can respond to critical humanitarian needs across the country. RAPID receives applications/proposals for the target areas (districts) mentioned in the Call for Proposals. Funding applications to RAPID should focus on those districts where there are clear needs and gaps and where no other organization is currently providing similar assistance to affected populations. 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 the RAPID Call for Proposals.

Eligibility Requirements for Sub-Grantees: 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 having completed an external audit.

How to apply? RAPID monitors the humanitarian situation in the country through local partners (NGOs in disaster/crisis prone districts across the country) and collates/analyzes situation updates/assessment reports from the relevant Disaster Management Authorities (DMAs), Clusters, UN agencies, and other humanitarian actors to accurately identify the extent of damage, vulnerabilities, nature of needs, including protection needs/concerns, and any other gaps. If the situation meets RAPID's response triggers, the Call for Proposals is announced in close consultation with the DMAs, USAID-OFDA, relevant clusters, affected community and other humanitarian actors. The Call for Proposals posted on RAPID's web page and circulated through relevant clusters, partners and NGO's forum. The overall approach differs for a slow onset emergency, protracted crisis and large-scale sudden disaster. As a guide, for relief phase RAPID may engage pre-qualified NGOs and suppliers through restricted Call for Proposals and during recovery phase RAPID announces open Call for Proposals. However, it also depends on a number of factors, including but not limited to, humanitarian access, scale of needs/response and number of sub-grants. For further details, please refer to RAPID Sub-Grant Decision Making and Management process.

Required Application Documents

The applicant is required to submit the following documents when applying for a sub-grant from the RAPID Fund:

1. Narrative Proposal
2. Needs Assessment Report
3. Cost Proposal
4. Logical Framework
5. M&E Plan
6. Short Profile
7. Code of Conduct
8. Branding Strategy and Marking Plan
9. Risk Mitigation
10. Transitional/Exit Strategy and Sustainability Plan
11. Implementation Plan
12. Accountability of Affected Population
13. Last External Audit Report
14. Registration Certificate
15. Memorandum of Understanding (MoU) with Government of Pakistan

The list of required documents may vary depending on the type of emergency and requirements at the time; therefore applicant must refer to the on-going Call for Proposals for required documents and instructions mentioned therein.

The template for all applicable documents are available on RAPID web page. In addition to the instruction given under all sections in each template, the following section of the document provides detailed guidelines on narrative proposal and supporting documents required for application/proposal submission to RAPID Fund.

Narrative Proposal

The template for the narrative proposal is available on RAPID web page. To ensure an equitable review of all applications, the narrative proposal should not exceed five (5) pages (font – Times New Roman 11 Justified Text) when filled – applicant must remove instructions/guidelines given under each section of the proposal template.

The proposal has two main sections (as well as further sub-sections), and the applicant needs to address all the sections. Below are details on each required section and sub-sections:

Section 1: Cover Page

All applicant organizations must provide the following basic information listed under this section:

Organization Name: Provide the complete name of the organization as listed in the Government of Pakistan registration certificate/letter or Memorandum of Understanding (MoU).

Point of Contact/Contact Person: Provide the complete name, designation, email address and contact number of the contact person at the organization. When submitting the proposal through email, the contact person who is listed in the proposal should send the email application. All correspondence related to the proposal receipt and process will be made with the contact person named in this section of the proposal. If the head of office and point of contact are not the same person, please distinguish positions and their contact within this section.

Mailing Address: Provide the complete mailing address of both country and field offices.

Data Universal Numbering System (DUNS): If an applicant organization already has a DUNS number, please provide it under this section. 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. Concern Worldwide) is not permitted to issue sub-grants unless that sub-grantee has provided the prime grantee with their DUNS number. 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). The feasible and convenient way to secure the DUNS is through online registration. During registration, make sure to provide organizational email address, office address and other details.

National Tax Number (NTN): Provide the National Tax Number of the organization.

Disaster Response Information: List the name of the disaster that the application/project is responding to along with the date. For example, Sindh Drought Response, March 2019.

Project Title: Provide the title of the intervention. The title should be clear, concise and relevant to the proposed activities. RAPID discourages overly descriptive details in title, such as specific locations and beneficiary numbers.

Project Budget: Please provide the total budget with a breakdown of any matches/in-kind support outside of USAID-OFDA/RAPID funds. The 'Amount Requested from RAPID Fund' plus 'Amount from Other Sources' should equal the 'Overall Cost of Intervention.' Amounts should be mentioned in Pakistan Rupees (PKR). Applicants can request the entire cost of the intervention from RAPID Fund. If there are in-kind donations from other donor(s) or if the applicant is contributing to the project in the form of assets or funds, these should be listed with the source.

Project Duration: Provide the proposed start and end dates of the project. It should be noted that the RAPID Fund supports interventions up to 3-6 months in duration to meet immediate needs. For potential/shortlisted applications, RAPID may negotiate the duration of a project to incorporate the

unfunded time required for obtaining project's No Objection Certificate (NoC) – particularly for those projects being implemented inside the tribal districts and having lengthy project NoC processes.

Project Sectors and Sub-Sectors: List the name of the sector and sub-sector/s of the intervention. Refer to the Call for Proposals or Sectoral Guidelines for the correct names of sectors and sub-sectors. Due to short duration of the projects, RAPID prefers that the applicant submits an application targeting one sector, however depending on the needs and NGO's capacity, the applicant can submit multi-sectoral applications. RAPID encourages integrated sectoral response; however the applicant must consider the short duration of the project, previous working experience and portfolio of managing multi-sector similar short-term projects.

Target Location: Provide the name of the targeted Province, District, Tehsil, Union Council (UC) and Villages (if available, or justify when the list of villages are available). If the proposal is for an on-going Call for Proposals, the proposed district(s) should be covered under the Call or otherwise justification should be provided for selection of intervention for districts/area not included in the Call. Keeping in view the short duration of the project, applicant must consider the scale of response, target area as well as the priority needs and gaps.

Target Beneficiaries: Provide the number of target families, target beneficiaries and vulnerable population segregated by sex (male/female) and age (under/over 18). If exact numbers are not known at this stage, estimates may be used but provide justification/basis for estimation. In addition, provide details of vulnerable populations (disaggregated by sex) including Elderly (i.e. 60 years or older), Disabled, Children etc. If the details are not known at this stage, applicant must explain how such details will be collected/considered prior to implementation of proposed intervention. The targets should be realistic and achievable in the proposed timeframe.

Section 2: Technical Narrative Sections

All applicant organizations must provide the following basic information listed under this section of the narrative proposal:

Background: Applicants should provide a background for the proposed activities, describing the disaster context, vulnerability of affected populations, as well as the operational context and constraints relevant to the proposed activities. The information must focus on proposed program/context instead of a comprehensive history of the country/region or problems not related to the proposed program. Please note, RAPID is for emergency response, not for mitigation of development or chronic issues. Assistance is only provided in response to humanitarian problems caused by natural and human induced disasters. This section may include a brief overview of the problem, its causes, impact and why it needs immediate attention.

Project Justification: This section provides justification for the proposed intervention. There is no need to provide an overview or description of the general situation in the proposal. This section relates entirely to the location where the intervention will be executed and the needs of the specific target group. This should describe the specific location and context of the project and clearly identify and prioritize the specific needs of men, women, boys and girls to be assisted. The section must correlate to the Needs Assessment and should cover the following;

- How the identified needs existed due to the impact of disaster/emergency and are not development or chronic issues?
- The needs are prioritized by community and are within the mandate of RAPID to respond. Please explain and justify community involvement in prioritizing needs rather than general statements that the communities have prioritized the proposed needs. Why are these specific needs prioritized among other sectoral needs?
- Justify the selection of specific target area and communities for needs assessment.
- Ensure that the specific needs, capacities and priorities of women, girls, men and boys including

children, elderly, PWDs are identified and that assistance adequately targets the persons and groups most in need.

- Identify the specific vulnerabilities within the target community through appropriate vulnerability assessments and protection risk assessments to identify specific needs and protection issues of vulnerable people through consultative processes.
- How are the communities currently coping with the prioritized needs?
- Why are the communities, other humanitarian actors and Government unable to address the identified needs?
- Why do the identified needs require immediate attention?
- Why is USAID-OFDA/RAPID support/funding needed for the proposed project?

Project Description: This section describes the overall proposed project including proposed sector(s), sub-sector(s), activities, project outputs and expected outcomes. The project description also covers the beneficiaries' selection criteria for the proposed interventions, coordination with the stakeholders, cross cutting themes and the Monitoring & Evaluation (M&E) approach for the proposed project. Following are the sub-sections in Project Description.

a) Proposed Sectors, Sub-Sectors, Outcomes, Outputs, and Activities: This section is very important and can be more descriptive and longer than the other sections in the template. The applicant can provide descriptive information by output/activities, such as the type of activity, how it will be implemented, etc. and ensure this section references the supporting documentation, such as log frame, budget, and budget narrative.

   Mention the name of sector, proposed sub-sectors and provide technical description of the proposed activities under each sub-sector. Description of each sub-sector should include methodologies, processes, or steps the applicant will undertake to implement each proposed activity within project timeframe. Applicant must also justify that the proposed solution/activities are appropriate to address the identified needs/problem.

   Narrate the core project activities with separate headings and explain the technical details/design and implementation process for each activity. Applicant must refer to *Sectoral Guidelines* on information to be included in the technical design. The technical details/design must cover all relevant requirements in sectoral guidelines for all proposed sub-sectors. Failure to do so may lead to rejection of the proposal. Proposals must demonstrate protection mainstreaming strategy in a separate heading for each sector (if the proposal is for WASH and health activities, articulate protection mainstreaming strategies for each). Assistance activities should mainstream protection by analyzing the protection risks confronting a disaster-affected population in relation to each specific programming sector. An analysis of the risks should inform how assistance is designed to minimize them. Please refer to page 4 of RAPID *Sectoral Guidelines* (adopted from USAID-OFDA guidelines) and requirements listed for each sector in Sectoral Guidelines.

b) Beneficiary Selection/Criteria: This section specifically covers the following key points:

- Provide the justification/criteria for selection of target geographic area (tehsil, UCs and villages) amongst many affected areas.
- Provide beneficiary selection criteria for each of the proposed program activity under separate sub-heading. This includes criteria that focuses on the most vulnerable populations (e.g. women, children, the elderly, disabled, and female- and/or child-headed households, among others) for each intervention.
- If the proposed project includes infrastructure rehabilitation/construction activities such as hand pumps, etc., in addition to beneficiaries' selection criteria, the applicant should also provide site selection criteria.
- Explain the process of beneficiary selection (identification and verification) and how the participation of women and marginalized groups will be ensured in this process.

- Explain how the criteria is inclusive, impartial and does not exclude any particular segment of the community – especially the most vulnerable.
- Explain if the criteria is prepared in consultation with the target community or how the beneficiaries will be involved in finalization of the criteria prior to project implementation.
- How the target communities (including those with limited access to information due to their differing capacities such as elderly, disabled, children women etc.) will be informed about the selection criteria.

c) Coordination: The interventions supported by RAPID must be coordinated with all relevant stakeholders including target communities, local government authorities, cluster/working groups and other humanitarian organizations working in the area to ensure complementarity, accountability and avoid duplication. This section should cover the following key points:

- Provide details of organizations (name and sectors) already present/working in your proposed target Tehsils, UCs and villages.
- Provide details of all stakeholders who have indirect interaction with the project. For example, UN clusters, working groups, Government of Pakistan Ministries (national and provincial levels), local government officials/offices, and other NGO partners working in the project target locations. Explain your existing coordination for the proposed intervention with these stakeholders (local authorities, cluster/working groups, communities and other humanitarian actors) to identify critical gaps in terms of target areas, sector and proposed activities. Share documented proof (e.g. letter, email or meeting minutes) of coordination with relevant stakeholders.
- Share how you intend to coordinate with the stakeholders, including relevant clusters/working group (if operational) or district government departments during the implementation of the project and how you will avoid duplication (i.e. what are your plans/strategies for future coordination with other humanitarian organizations/stakeholders or government).

d) Cross Cutting Themes: Please integrate protection, humanitarian accountability, and gender within the project activities. Provide information on how the following themes will be implemented within the project:

- Humanitarian Accountability/Complaint and Response Mechanism (CRM) Process
- Gender Considerations
- Inclusion of Person with Disabilities and Older People

Applicant must refer to page 3-5 in RAPID Sectoral Guidelines on information regarding cross cuttings themes.

e) Monitoring & Evaluation (M&E): This section must cover:

- Describe indicators and key methodological information.
- Provide how the project will be monitored, what and when M&E activities will take place, and provide creative solutions on how activities will be monitored in difficult to reach target locations.
- How will the beneficiaries be involved in the monitoring process?
- Justify an adequate monitoring system to verify the data collected by M&E team, progress against the indicators in M&E Plan and Logical Framework.
- Please ensure that all information references the Log-frame, M&E Plan/template, budget, and budget narrative.
- USAID-OFDA and RAPID would like to see M&E costs for designated sub-partner staff and M&E activities (assessments) outlined in both the narrative section, the budget, and budget narrative.

Needs Assessment Report

The template for the needs assessment is available on RAPID web page. To ensure an equitable review of all applications, the assessment report should not exceed ten (10) pages (font – Times New Roman 11 Justified Text) when filled – applicant must remove instructions/guidelines given under each section of proposal template. The needs assessment template provides guidelines regarding each section of the assessment report. The applicant must refer to the needs assessment requirements in RAPID Sectoral Guidelines.

The proposed intervention should be based on the needs assessment conducted by the applicant in the proposed geographical areas. It is mandatory to submit a separate Needs Assessment Report to justify the proposed intervention. The needs assessment should relate entirely to the location where the intervention will be executed and to the specific target group of beneficiaries. This assessment is the base of any project as it represents the underlying need that exists in the proposed area and which the applicant organization aims to target.

The Needs Assessment Report should describe the specific location and context of the project and clearly identify and prioritize the particular needs of the target groups to be assisted. Below is a brief outline of the necessary components of a needs assessment:

- The Needs Assessment Report should present findings that are based on the actual situation of the target area and which reflects the present situation of the affected men, women, boys and girls.
- It should include a brief description of surveys, assessments or other descriptive and analytical tools that have been used to identify the problem/s facing the target communities and the need for the intervention.
- The assessment must cover how the identified needs exist due to the impact of disaster/emergency and are not development or chronic issues. The needs are prioritized by community and are within the mandate of RAPID to respond.
- The Needs Assessment Report should include information on data collection tools, methodologies used to collect information about the target area and beneficiaries' current situation and composition (including gender breakdown) of the assessment team. Applicant are strongly encouraged to use published assessment tools to inform the required damage and needs assessment report. For example, in the livestock sector, partners should use the LEGS Initial Assessment Checklists.
- Where possible and appropriate, the assessment should provide specific and separate information related to vulnerable and marginalized groups, such as women, the elderly, disabled, minorities, etc. The specific needs, vulnerabilities, capacities and priorities of such groups should be identified to ensure that assistance targets the persons and groups most in need. The data should include responses from both genders (males and females) and demonstrate separately the needs of each group.
- The needs assessment is expected to reflect the extent of damage and both the pre- and post-disaster situation. It is preferred that the extent of damage is shown through factual data, which makes the situation easier to verify and project achievements are easier to measure.
- Both primary and secondary data should be used in the assessment (for secondary data, please provide sources and references from where the data was obtained).
- Overall, the Needs Assessment Report should identify gaps in the relevant sector of the proposed project, key findings and recommendations that support the overall proposed intervention and activities.

It is particularly important to justify the proposed intervention of the application, and therefore this explanation should explain why:

- The current situation demands a humanitarian response.
- The specific interventions proposed are the most appropriate to meet those needs; and
- The identified beneficiaries, sector(s) and sub-sector(s) are the current priorities to meet the needs of the target community.

If the applicant fails to demonstrate the justification and prioritization of need for the proposed project, the proposal may not be eligible to move forward in the application review process. Applicants can also refer to the following additional guidelines:

- Humanitarian Needs Assessment; The good enough guide: https://www.acaps.org/sites/acaps/files/resources/files/humanitarian_needs_assessment-the_good_enough_guide_2014.pdf
- Guidelines for Multi-Sector Initial RAPID Assessment (endorsed by NDMA): http://www.ndma.gov.pk/files/MIRA%20GUIDELINES.pdf

Cost Proposal

It is mandatory that applicants submit a *Cost Proposal Template* with the narrative proposal using the budget template available on Concern's RAPID webpage. The budget is the financial plan for the project, including the funds needed to implement the project activities. The budget should correlate with the information provided in the project proposal/narrative and logical framework. The budget should be shared as an Excel document and be denominated in Pakistani Rupees. There are four sheets in the cost proposal worksheet i.e. applicant budget, partner budget, budget narrative, and budget guidance sheets. The applicant budget sheet should be used for budgeting for the primary applicant organization; the budget narrative should explain in detail each component of the proposed budget. If the project will have implementing partner(s), the applicant should also complete the partner budget sheet. The guidance sheet in the template provide details guidance for each section of the budget and budget narrative.

Quantity: The total numbers for a budget line (e.g. 1 shelter, 2 staff, 3 offices or 15% LOE, etc.).

Unit: A standard for measurement of the line item (e.g. months, number, visit etc.).

Unit Rate: The unit rate is the cost per unit of the proposed unit (i.e. per month, number, visit etc.).

Number of Units: For staff/office rent, this will be the number of months required to complete the project. For other activities, the number of units will be considered ONE.

Total: This column represents the multiplication result of quantity, unit Rate and number of units. Use formulae for calculating the total.

Sector 1-9: There are nine sectors under RAPID Fund, and the applicant may propose activities in one or more than one sector as per the narrative proposal. All the project cost should be split into the proposed sector(s). Please hide/delete sector(s) columns that are not needed/applicable to the project proposal.

Currency: Please make sure that all the budget information is in Pakistani Rupees (PKR).

Personnel: Personnel costs include the salary of both national and international staff. Salaries should be based on a defined salary scale, which RAPID can request to review. Consultants should not be included under this category. Staff expenditures (expressed as percentages of a staff person's salary) can only be charged to RAPID on the basis of monthly timesheets.

International and local staff: This section should include cash/paid salaries of all international and local staff necessary for the implementation of project, including technical, administration, logistics and finance staff. If charging a proportion of the staff person's time, please show the full unit cost (i.e. their full salary) and the proportion of their time/ level of effort on the project in quantity column (e.g. as 10% or 20% LOE, etc.).

Fringe Benefits: These benefits should be split into two sub-categories: international and local staff. This should include non-salary benefits provided to employees as per your organization's policy, such

as health/life insurance, EOBI etc. If fringe or non-salary benefits are not provided to staff as per their organization policy, then please do not list any costs in this section.

Travel: Travel expenses should cover the cost of any in-country flights and per diems for field visits by management staff. It also covers the cost of project orientation/induction, baseline, Pre KAP, post KAP study etc., which relates to the project. Vehicle rentals and/or costs of program supplies/goods transport should be included in the 'OTHER' category of the budget.

Supplies: The 'Supplies' section of the budget should cover costs for direct deliverables provided to beneficiaries. The direct program-related supplies can include the purchase of any hard components, such as shelter and latrine materials, labor costs, fodder, tender advertisements, costs of soft activities (e.g. community awareness trainings, dissemination, etc.). Please include separate and detailed BoQs, designs, cost estimates and kit breakdowns for any direct deliverables that are proposed in this section of the budget. Office supplies or low value equipment will be covered in 'OTHER' category of the budget.

Contractual: If any part of the project will be implemented through a partner organization, the contractual line in the budget should provide a summary of the costs in applicant budget sheet that are detailed in the partner budget sheet. If no sub-partner/recipient are proposed please leave this section blank.

Other: Other costs cover non-staff implementation costs for the project (e.g. office supplies, utilities, vehicle rental and fuel, Oil Lubricant (POL), goods transportation, low-value office equipment, office rental, branding and marking, Recipient Contracted Audits (RCA), etc.). Please note that RAPID does not cover lump-sum administration costs. Please split any lump-sum costs into different budget lines, such as office rent, utilities, etc., including the quantity, unit, unit rate and number of units' information. Please further itemize and describe the unit, unit cost and quantity for lump-sum items, such as furniture, branding and visibility, etc. In the case of rented vehicles, please provide the specification/model of the rented vehicle in the budget narrative. For country office shared cost benefitting more than this project, such as the cost of facilities, general administrative expenses, etc., these should be applied to the project on an equitable and justifiable basis (reasonable, allowable and allocable). The managerial and support staff salaries, based in the country office(s) and providing partial support, should be included in the 'Personnel' category.

RCA Audit: Non-profit organizations that expend US$ 750,000 or more in USAID awards (i.e. organizations that receive USAID funds either directly or through a recipient) during their fiscal year must have an annual audit conducted of those funds as per USAID standard provision 2 CFR 200- part F from the list of approved audit firms.

Indirect Cost (NICRA): NICRA stands for the Negotiated Indirect Cost Rate Agreement. Few international organizations claim NICRA costs based on their NICRA certificate. Applicants are requested to share their NICRA certificate for any percentage charged to the RAPID; otherwise, please do not charge any indirect costs to RAPID project.

Cost Share: Cost-Share is the amount/resources in addition contributed from other sources, such as communities, the applicant organization's own funding or donors other than RAPID/USAID-OFDA. Applicants are free to propose cost share and RAPID/USAID OFDA may view cost share favorably in making an award decision. Cost share can either be cash or "in-kind" donations such as volunteer staff time or donated equipment. Just remember that if you promise to obtain cost share contributions, you will be responsible for meeting those commitments as a condition of your RAPID/USAID OFDA award. So only commit the cost share you can reasonably attain.

Partner Budget

This sheet is used to show projected costs for implementing partner(s). The same guidelines used in the

Applicant Budget should be followed for partner budget in this sheet. There is no fixed proportion applicable to local implementing partners required for the project.

Budget Narrative

A budget narrative should justify the costs that are included in the Applicant Budget and Partner Budget worksheets (if applicable) and should explain the rationale of all proposed budget lines. It is extremely important that the figures in the budget narrative match with the figures in the budget spread sheet lines.

Budget Line: In this column of the budget narrative worksheet, please write down all the budget lines mentioned in Applicant and Partner Budgets along with the quantity required e.g. 2 staff, 1 office etc.

Justification and Basis: In this column, please explain in words/narrative the justification for each proposed budget line item. If the costs are being shared among more than one project, please provide the cost percentages for staff, travel and other costs to RAPID project. Please include the office location/base station of any staff proposed in budget. Please detail the basis of your estimate, such as market value, quotations received, historical records, policies and procedures in the 'Justification' column. Please ensure the cost share/in-kind/matching details are included in this column for cost share line items like Staff XYZ is 50% funded by RAPID/USAID-OFDA and 50% from own funds.

Level of Efforts (LEO) or % charged to this project: Please list the percentage level of efforts charged to RAPID project (e.g. 10%, 100% LEO, 100% office rent etc.).

Note: As per Concern Worldwide's MOU with the Government of Pakistan, the administrative/ overhead expenses should not exceed 30% of the total project cost. The Government of Pakistan defines administrative/overhead costs to include: shared personnel cost, fringe benefits, travel, and other shared office costs. To ensure compliance with Concern Worldwide's MOU with the Government of Pakistan, RAPID can only allow a reasonable level of overhead costs incurred at the country level to be budgeted and incurred on this project. All administrative and overhead costs will be discussed during the proposal process.

HR and Procurement strategy: At the end of the budget narrative sheet, please share your organization's human resource management and procurement strategies to be followed for the proposed project. Please specify which positions will need to be recruited and the timeline for recruitment and procurement should also be reflected in the implementation plan.

Code of Conduct

The applicant organization must have a documented code of conduct. As per RAPID/USAID-OFDA requirements, each applicant must submit a Code of Conduct using RAPID sub-award *Code of Conduct Template.* The Code of Conduct should be no longer than three (3) pages (font – Times New Roman 11 Justified Text) when filled – applicant must remove instructions/guidelines given under each section of the template. The organization can use their own template but must ensure that the policy covers the key contents of the template and does not exceed three (3) pages. There are six sections in the template and guidelines are provided for each section.

The policy must be consistent with IASC Task Force ((https://interagencystandingcommittee.org/) on PSEA in Humanitarian Crises, which includes the following core principles:

1. Sexual exploitation and abuse by humanitarian workers constitutes acts of gross misconduct and are therefore grounds for termination of employment;
2. Sexual activity with children (persons under the age of 18) is prohibited regardless of the age of majority or age of consent locally. Mistaken belief in the age of a child is not a defense;

3. Exchange of money, employment, goods, or services for sex, including sexual favors or other forms of humiliating, degrading, or exploitative behavior is prohibited. This includes exchange of assistance that is due to beneficiaries;
4. Sexual relationships between humanitarian workers and beneficiaries are strongly discouraged since they are based on inherently unequal power dynamics. Such relationships undermine the credibility and integrity of humanitarian aid work;
5. Where a humanitarian worker develops concerns or suspicions regarding sexual abuse or exploitation by a fellow worker, whether in the same humanitarian aid agency or not, s/he must report such concerns via established agency reporting mechanisms; and
6. Humanitarian workers are obliged to create and maintain an environment that prevents sexual exploitation and abuse and promotes the implementation of their Code of Conduct. Managers at all levels have particular responsibilities to support and develop systems that maintain this environment.

The organization must also provide implementation details in the last section of code of conduct. The section specifically addresses **how** the organization will implement policy/commitment to safeguarding within the organization and across all programs. The description of the Code of Conduct implementation details must be specific to the country or region of the proposal. This description must consist of a paragraph or more describing:

- How the program participants, particularly the beneficiaries, will be protected from abuse, exploitation (including sexual exploitation) or any type of inappropriate behavior that may result due to power imbalance or exploitation of power and vulnerabilities.
- How the staff, contractors, visitors, consultants or any one engaged by the organization will be made aware about the Code of Conduct and about the action resulting from non-compliance.
- How violations of the Code of Conduct against beneficiaries will be reported and followed up on in a safe and confidential manner.
- How the beneficiaries will be made aware about their right to standards of behavior expected of all staff and anybody engaged by partner/ sub-grantee and a mechanism to report any violations.
- Whether or not there is a focal point in the country or regional office for the Code of Conduct.

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 any one engaged in program delivery or in direct contact with the beneficiaries to comply with Concern's CoC and its associated policies.

For more information on Protection from Sexual Exploitation and Abuse, and sample codes of conduct, see the following resources:

- The IASC Taskforce on Protection from Sexual Exploitation and Abuse (https://interagencystandingcommittee.org/product-categories/protection-sexual-abuse-and-exploitation)
- InterAction (https://www.interaction.org/)
- Core Humanitarian Standards (https://corehumanitarianstandard.org/the-standard)
- Concern Code of Conduct and its Associated Policies
- https://www.ohchr.org/EN/ProfessionalInterest/Pages/CoreInstruments.aspx

Risk and Mitigation

The project involves inherent risk that an uncertain event or condition that, if occurs, may effect the project objective(s). The identification of all associated risks and the mitigation measures at the design stage will help in successful implementation, achieving the desired results and project outcomes. The organization must submit a Risk and Mitigation document using RAPID *Risk and Mitigation Template*.

Keep this document to a maximum of five (5) pages (font – Times New Roman 11 Justified Text) when filled – applicant must remove instructions/guidelines given under each section of the template.

Identify all potential risks related to program, operations, finance, procurement, stakeholders, proposed activities and security that could hamper the project's timely closure and the proposed strategies to manage/mitigate each risk. Depending on the nature of the program, operating context/environment, the organization can identify the risks in following categories and may include additional categories/risk type based on project context. The potential applicant will also be required to incorporate risks and mitigations strategy for the risks identified by Concern RAPID Fund during review/evaluation of proposal, due diligence and the potential risks based on lessons learned/experience of working in similar context/projects with other sub-grantees.

Programmatic Risks: Applicant needs to focus on the risks associated with service delivery including social mobilization, targeting beneficiaries and areas of fraud, waste, and abuse associated with the proposed activities, protection, environmental risks and challenges that affect the program deliverables and provide description of how the organization proposes to reduce such risks within the proposed program/project.

Systems/Operational Risks: Applicant needs to focus on the risks associated with Human Resource, Logistics, Procurement, cost and quality aspects of the projects as well as compliances to government, donor and internal procedures/policies.

Humanitarian Access: Applicant needs to focus on the risks associated with humanitarian access, obtaining project and travel NoC, risks related to monitoring of the on-going activities and remote monitoring strategy (if required).

Safety and Security Risks: Applicant needs to focus on the risks associated with safety and security risk that may affect the program implementation, staff and assets.

Fiduciary Risks: Applicant needs to focus on the risks associated with risk of financial fraud including conflict of interest, procurements, expenditures, financial payments and bribery.

For the risk identified under each category, applicant must provide a brief description of the risk (if not clearly defined/understood it would be difficult to measure the probability, impact and to identify mitigation measures). Measure the probability (the chance/likelihood that the identified risk will occur) based on trends/context and the applicant can rank probability high, medium or low based on its previous occurrence trends in the context. For each risk define the impact (the consequence of risk results/occurrence of identified uncertain even) in terms of cost, time, benefit, quality, scope and rank the impact as high, medium or low based on applicant/organization exposure to risk and consequences. After identification of risk, its description, probability and impact define the mitigation measures depending on the risk appetite of the organization/applicant.

Please explain the mechanism for reporting the risk events. If a risk is matured or identified being potential to be occurred. Applicant needs to provide information on the reporting mechanism that risk management process is adequately reported to inform decision and ensure accountability of risk (how, when and to whom the risk can be reported).

Exit Strategy and Sustainability Plan

The applicant must include a transition or exit strategy and sustainability plan to identify the milestones and end state activities for exit or transition from RAPID Fund and what conditions/approaches will ensure the sustainability of project achievements or what can be done to ensure future sustainability. The applicant transition/exit strategy must include a scheduled process that facilitates a gradual and systematic transition or hand-over of project outputs /results to respective local institutions and/or

government authorities. The applicant must develop the plan using RAPID *Exit Strategy and Sustainability Plan*. The exit strategy and sustainability plan should be **no longer than two (2) pages** (font: Times New Roman 11 Justified Text) when filled. Applicant must remove instructions/guidelines given under each section of this template. As a guide the exit and sustainability plan must consider the following points:

- Provide description of those activities/services/results, which your organization has planned to deliver in the target communities/areas and will strive to ensure their sustainability when sub-ward ends. For example, this could be knowledge and skills, physical infrastructure (drinking water pump, shelter etc.), micro-enterprise, community organizations etc.
- Based on the context, for each planned activity/service/results, please describe the approaches, which will ensure continuity of services/benefits. For example, integrating disaster risk reduction (DRR); capacity building/institutional strengthening; assets recovery (individual/communal); linkages development with existing public or private sector institutions etc. How the activities will involve local authorities, humanitarian and development actors to ensure sustainability of project deliverables, rehabilitation/recovery efforts and Linking Relief Rehabilitation and Development (LRRD).
- How the community will be engaged to ensure that project deliverables such as water infrastructure continue to operate after project exits. List specific activities/actions, which will be undertaken to ensure continuity /sustainability of planned outputs/results. For example, the village organizations formed/existing in the communities will be supported by Operation & Maintenance committees formed during the course of the project for ensuring sustainability. In the context of your organization, provide details of each relevant stakeholder/s (particularly beneficiaries) specific responsibilities along with timelines for the handing-over processes.
- Provide criteria/conditions, which will trigger the transition/exit. Who will be responsible for the continuation of project achievements/deliverables after applicant exits from the project area? For example, achievement of project outcomes' indicators or benchmarks can sometimes be used as exit criteria. Sufficient local institutional and human resource capacity to sustain the delivered outputs/services/results. Communities' higher ownership/commitment to continue project outputs/results. Relief/recovery projects have limited time dictated by funding cycles. Time limit may increase a project's focus in establishing a system of sustainability. Describe the criteria in your own context.
- Provide how the transition/exit strategy will be communicated to relevant stakeholders during sub-award cycle.

Branding Strategy and Marking Plan (BSMP)

RAPID/UDAID-OFDA requires that the applicants submit a Branding Strategy and Marking Plan (BSMP). The applicant must develop the BSMP using RAPID *Branding Strategy and Marking Plan Template*. The BSMP should be no longer than two (2) pages (font – Times New Roman 11 Justified Text) when filled – applicant must remove instructions/guidelines given under each section of this template. The organization must ensure that appropriate costs of the branding and marking activities are included in the budget. The BSMP template includes three main sections: Branding Strategy, Marking Plan and Presumptive Exceptions. Please also refer to the USAID Checklist for Preparation of Branding Strategies and Marking Plans.

The Branding Strategy describes how the proposed program, project, or activity should be named and positioned, and how you will promote and communicate about the proposed program, project, or activity to beneficiaries and stakeholders. The branding strategy must cover following points:

- Positioning Identification of intended name of project or activity. As per Concern's BSMP submitted to USAID-OFDA, apparent security considerations, as well as Concern's policy to promote community ownership of the program, Concern feels it is inappropriate to use sponsor's

(USAID) name in the program title. Due to successful implementation over the past decade, the name "RAPID Fund" is well positioned and attributed with USAID-OFDA/Concern Worldwide. It also has established repute among the stakeholders. The applicant can use RAPID Fund's name to identify the project. It is not required to develop a separate logo for this project, and the logos for USAID, Concern Worldwide and organization (your) will be used to identify this program. Please also explain the reason for not using the donor's (USAID-OFDA) name in the project title.

- Program Communications and Publicity: Explain the primary and secondary audiences for this project. Such as the primary audience are the beneficiaries receiving assistance and the secondary audience for the project can be the general host population, along with the elected representatives, local elders, local and national government authorities, UN and other I/NGOs. Identify the Communication or program materials to be used to explain or market the program to the beneficiaries. Depending on the nature of the project, identify the relevant communication material or program materials that can be used to market the program such as posters, pamphlets, public service announcements, billboards, websites, etc. The main message of the program that will be conveyed to stakeholders, such as the Government, the UN, and other international and national NGO partners will be to create awareness that the assistance was made possible through the generous support of the American People (USAID). This will be conveyed by the program staff during program implementation, coordination meetings at district, provincial, and federal level as well as in the Pakistan Humanitarian Forum and National Humanitarian Network meetings.
- Acknowledgements: Indicate that the organization/applicant acknowledges the support of USAID during the intervention. As USAID is the major program donor, the USAID logo will be larger in size and placed on the materials/reports produced under the program. The only other groups whose logos or identities will be used in the communication and program materials are applicant organization and Concern.

The Marking Plan details the public communications, commodities, activities, program materials, and other items that will visibly bear the USAID Standard Graphic Identity (logo). Based on the nature of activities/project, identify all event/deliverables including program supplies/services that will be marked with USAID identity, Concern and organization logo. Provide a descriptive plan identifying the following:

- Deliverables/ events that will be marked with logo(s) such as NFI kits,
- Type of marking/ Materials used to mark the item/deliverables such as logo(s) on bag containing kits.
- When the materials/events will be marked such as the bags will be marked before handing over to the primary audience.
- Where the materials will be marked? The bags will be marked with USAID identity on visible places/upfront.

In the presumptive exemptions, provide details about the waiver/exceptions required from branding/marking and list of the materials that cannot be marked. Please justify/provide reasons for exception/waiver and not marking the program supplies. RAPID/USAID marking requirements may not apply if they would have the following undesirable results:

- Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials;
- Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent ;
- Impair the functionality of an item, such as sterilized equipment or spare parts;
- Incur substantial costs or be impractical, such as items too small or otherwise unsuited for individual marking, including food in bulk;

- Offend local cultural or social norms, or be considered inappropriate on such items as condoms, toilets, bed pans, or similar commodities that conflict with international law.

Short Profile

Applicants are required to submit a short profile using RAPID *Short Profile Template*. The filled document should be no more than **two (2) pages** (font – Times New Roman 11 Justified Text) when filled – applicant must remove instructions/guidelines given under each section of the template. In addition to providing brief organizational information/background, the applicant must briefly demonstrate its capacity and capability to undertake the proposed project. This includes applicant's presence in, or access to, the target area, previous sectoral experience, previous experience in the target or surrounding area, institutional capacity, financial portfolio of managing similar projects and previous experience of managing similar short-term humanitarian programs. The applicant must avoid providing long history of the organization and instead must focus on demonstrating relevant institutional capacity and capability relevant to the proposed intervention. Applicant must also demonstrate its capability to secure project NoC (if required).

In the second section of the short profile document, the applicant has to provide details of relevant projects implemented in Pakistan during the Last Five (5) Years (maximum 3 projects in number). Provide required information (as noted in template) for each project starting with the most recent. Applicant must provide detail of the projects that reflects organization's previous geographic, financial and sectoral experience related to the proposed project submitted to RAPID.

Monitoring & Evaluation Plan

The M&E Plan describes how the monitoring and evaluation activities will take place under the proposed project. M&E plan includes specific requirements for each indicator (both USAID/OFDA standard and customized) that help the project staff to design tools and collect information on set frequencies at the field level to track progress towards specific targets. The applicant organization must submit M&E Plan using RAPID *Monitoring & Evaluation Plan Template*. The M&E Plan includes the following key sections:

Indicators: Applicant must include the RAPID/USAID-OFDA mandatory standard indicators for the proposed sector(s) in M&E Plan. The mandatory standard indicators are provided under each sub-sector in RAPID *Sectoral Guidelines*. If a mandatory indicator is not used, the applicant must justify and provide reasons for not including the mandatory indictor (s). In addition, one or more customized outcome indicator(s) relevant to proposed activities must be included in M&E Plan (should be disaggregated by sex and age, as relevant). The applicant can develop additional relevant indicators for the proposed intervention that are reasonable and measurable.

Indicator definition: Define any key terms in the indicator that need further detail for precise and reliable measurement. It should also explain precisely how the indicator will be calculated, such as the numerator and denominator of a percent measure. This column should also note if the indicator has to be disaggregated by sex, age, ethnicity, or some other variable.

Target: Indicate the target value for the indicator (s) i.e. what will be the total value of this indicator by the end of this project?

Baseline: Indicate the baseline/Pre-KAP value for each indicator(s), if the values are known at this stage please indicate when this will be collected such as during project baseline/Pre-KAP. The baseline information will provide the status of the indicator, which will then be compared with Post-KAP/End-line survey to gauge the performance of the indicator.

Data Collection Method: Indicate how the data related to the indicators will be collected describing

the specific methods such as Household Survey, Focus Group Discussions (FGDs), interviews and document review etc.

Data Collection Source: Indicate the sources where the data related to indicators will be collected. From where will you collect the data related to this indicator? (i.e., records of health care officials, sign-in sheets, survey responses).

Data Collection Frequency: How often will you collect the data related to the indicator (i.e. monthly, pre and post stage of project etc.?)

Position Responsible for Collection: Indicate the team member (designation) in your organization responsible for collecting the data related to this indicator.

Logical Framework

The logical framework articulates the pathway of expected results with outcomes, outputs, and indicators with assumptions and risks. The applicants are encouraged but not required to submit the logical framework with the application; however the shortlisted/potential applicants will be later required to submit the logical framework prior to the submission of proposal/application to USAID-OFDA for further process. Applicant must use RAPID *Logical Framework Template*. The logical framework starts with the identification of project key activities, the desired outputs of the activities and the expected outcomes. The Applicant must include the RAPID/USAID-OFDA mandatory standard indicators for the proposed sector(s) as defined/included in your M&E Plan. Provide one or more custom indicator(s) relevant to the proposed activities, outputs and in line with overall objective(s) of the project. The indicator(s) must be specific, measurable, achievable, relevant, and time-bound. Please refer to logical framework template for guidance on each section and a filled sample.

Implementation Plan

The applicants are required to submit Project Implementation Plan using RAPID *Implementation Plan Template*. Based on the nature of the project, identify all key activities and sub-activities; provide the implementation plan for each sub-activity. For example, the staff hiring may be a main activity and the sub-activity includes preparation of JDs or transfer letter, advertisement or memo, test/interview etc. The implementation plan must correlate to the proposed project defined in Narrative and Cost proposal. Keeping in view the short duration of the project, the project plan should provide a schedule of activities on weekly basis with assigned responsibility and duration of each main and sub-activity.

Accountability to Affected Population

The applicants are required to submit Accountability to Affected Population Plan/Framework using RAPID APP *Plan/Framework Template.* The Accountability to Affected Population Plan/Framework should be **no longer than one (1) page** (font – Times New Roman 11 Justified Text) when filled – applicant must remove instructions/guidelines given under each section of template.

Please provide an overview of how your organization will include Accountability to Affected Population Plan/Framework in the project. Partner/Sub-grantee needs to submit an Accountability to Affected Population Plan/Framework that is specific to the sector included in the proposal. This plan/framework should describe the following:

- How the affected population was involved in the program design?
- What mechanisms (such as Complaint Response Mechanism) are in place to provide program information and receive beneficiary feedback throughout the duration of the project?
- How will beneficiary feedback be incorporated into program implementation and what approach will be proposed that involves the affected community in monitoring and evaluation of the project progress and designing course corrections as needed.

- How partner/sub-grantee will ensure that feedback and information mechanisms are safe, accessible, and what are the preferred mechanisms for beneficiaries?
- How will the partner/sub-grantee ensure confidentiality and respond to any critical or sensitive protection issues that arise?

We encourage partners/sub-grantee to align their Accountability to Affected Population plan/framework with the IASC's Five Commitments to Accountability to Affected Population. USAID/OFDA will consider funding activities aimed at incorporating beneficiary feedback as part of overall program budgets.

Registration Certificate (NGOs)/ MoU

Organizations registered and legally permitted to work in the country by the Government of Pakistan are eligible for RAPID Fund support. National NGOs must provide a scanned copy of their registration certificate and the MoU with the Government of Pakistan (Economic Affair Division), and international NGOs must provide a scanned copy of their complete MoU (issued by the Ministry of Interior). Please note that if the registration or MoU has expired, it is the applicant's responsibility to submit a copy of the renewal certificate. If the applicant has submitted a request for the MoU or renewal of the MoU/registration, then supporting documents pertaining to the organization's renewal/MoU request should be submitted along with the application.

The applicant must only submit proposal/application for the program, activities, and geographic areas permissible/approved in their MoU/registration with the Government. It is the applicant's responsibility to meet the MoU requirements.

Last External Audit Report

It is mandatory to submit the latest and updated audit report reflecting the applicant's portfolio of projects. Applicants should submit a scanned copy of the complete and latest external audit report. If the latest audit report is in process, the organization can indicate this in the email when submitting their application and submit their latest available external audit report. If the latest audited financial statement is not available, the applicant can submit the preceding year's audit financial statement along with the letter from the Auditor mentioning the tentative date of the Audit report for the latest year or the justification/clarification why the latest audited financial statement is not available. The audit report must meet following minimum requirements:

- An auditor should be duly qualified, under the Chartered Accountants Ordinance, 1961, or any other law for the time being in force, eligible to be an auditor of a public company or a private companies and/or association not for profit under section 42 of Companies Act;
- Must be enlisted in the panel of auditors maintained by Institute of Chartered Accountants of Pakistan on their website;
- Auditor report should be in accordance with ISA 700 of the International Standard on Auditing (ISA);
- Financial statements should be complete in all respect and should be accompanied with the Statement of Financial Position, Statement of Comprehensive Income, Cash Flow Statement and Notes to Accounts.