



Request for Applications

Strengthening the organizational capacity of
South Sudanese civil society

Funding Window: YES WE CAN

Request for Applications (RFA)

Building Strong and Resilient Civil Society in South Sudan

1.0 Summary of the Call

Project	Civil Society Facility (CSF)
Contracting Authority	Mott MacDonald
RFA release date	Wednesday, 31st July 2019
Deadline for questions	Wednesday 7th August 2019 (questions to be submitted via the email address: tenders@csfsouthsudan.org)
Answers to questions	Friday, 9th August 2019 (answers will be posted on www.csf-southsudan.org)
Deadline for proposals	Wednesday, 21st August 2019
Eligible applicants	South Sudanese Civil Society Organizations only
Geographic priorities	Aweil, Bor, Rumbek, Torit, Wau and Yambio
Contacts	tenders@csfsouthsudan.org
Annexes	Annex A: Proposal narrative template (Word format) Annex B: Budget template (Excel format)

Mott MacDonald seeks applications from qualified and eligible South Sudanese Civil Society Organizations, which, specifically National Non-Governmental non-profit organisations (NNGOs), to be supported under its Civil Society Facility (CSF) project. CSF seeks to strengthen the **organisational capacity** of South Sudanese Civil Society Organizations (CSOs) and increase their effective and sustained **engagement with local authorities and decision-makers**, so as to identify and jointly **address their communities' salient needs and priorities**. CSF envisages that enhanced capacity of CSOs will increase their organisational legitimacy gained through transparent practices and meaningful engagement with their constituents and decision-makers, making a vital contribution to the resilience of these organisations and of their communities.

The projects funded through this opportunity, therefore, will enable CSOs to catalyse their organisational development activities.

2.0 Application Instructions

- All proposals must be completed in English.
- Proposals may not exceed the stipulated 12-pages limit. Additional pages will not be reviewed.
- *Accepted font is Arial, font size 10 and single spacing.*
- All proposals must be submitted before the deadline. Late submissions will be rejected.
- Applicants must submit proposals via the email address provided below. The proposal narrative documents should be in Word while the budget should be in excel.
- Ensure all required supporting documents are submitted.

3.0 Submission of Proposals

Submission of full application consisting of proposal narrative and budget plus all supporting documents will be emailed to tenders@csfsouthsudan.org on or before **5.00 p.m. 21st August 2019**, South Sudan local time.

4.0 Background to Civil Society Facility (CSF)

South Sudanese CSOs have been playing a relevant role in supporting humanitarian and development initiatives in the country. However, despite their experiences and existing capacities, CSOs also face capacity constraints that jeopardize their ability to perform their roles effectively. In addition to a weak enabling environment, there are also challenges for organised civil society in terms of their own organisational development. Recent assessments and consultations confirm that capacity constraints are a major horizontal challenge faced by CSOs in South Sudan and affect their efforts to operate effectively in their various areas of work. Further, these capacity constraints continue to derail the CSOs' ability to reach their full potential in contributing to community resilience and development.

It is against this background that the Governments of The Netherlands, Norway and Sweden decided to establish the Civil Society Facility with an aim of providing long term investments in the development of South Sudanese civil society. Mott MacDonald is managing the Facility on behalf of the three donors.

CSF will support civil society organisations and groups by strengthening their capacity to better respond to community needs and engage constructively with authorities and decision makers. Recognising that South Sudanese CSOs are at different stages of organisational development, CSF will offer appropriate support through separate funding windows which are: Yes We Can, Small Beginnings, local CSO Forums and Partnership Facility. The "Yes We Can", window targets CSOs at the emergent and expanding stages of organizational development, i.e. a significant capacity is present, but there remain areas requiring further strengthening and development. Further, the CSOs targeted under the "Yes We Can" window will have demonstrated capacity to manage and implement grants and will have achieved some level of operational sustainability.

This request for applications is specifically for the "Yes We Can" Funding Window through which, CSOs in the emergent and expanding stages will receive significant capacity building support to optimise their capacities to do the following:

- Develop their organisational capacity to effectively perform their mandate as development actors;
- Strengthen their capacity to undertake local constituency building to ensure they are rooted in their communities or constituencies;
- Strengthen their capacity to engage with, and influence authorities and decision makers; and
- Develop their capacity to communicate and work collaboratively with other CSOs.

Participation in CSF calls for proposals and projects both as an applicant and as a grant recipient is a major learning and capacity-building process per se for a CSO. Conceptualising projects and drafting proposals - including preparing the narrative description, budget, and supporting documentation - foster clear and structured thinking among CSOs, especially regarding their plans for their organisational capacity development. This assistance will inter alia build the capacity of CSOs to apply for/implement/manage other organisational capacity development projects. "Learning by doing" approach that is encouraged by CSF will start right from proposal development.

5.0 Objective of the Call

The overall objective of this Call for Applications is to strengthen the **organisational capacity** of South Sudanese Civil Society Organizations (CSOs) and increase their effective and sustained **engagement with local authorities and decision-makers**, so as to identify and jointly **address their communities' salient needs and priorities**.

The support envisaged under the "Yes We Can" window will be provided through a mix of Grants and direct core organisational Capacity Building to selected CSOs. The projects funded through this opportunity, therefore, will enable CSOs to **catalyse their organisational development activities**.

5.1 The expected results

In the short term, it is expected that the support provided by CSF will enable the CSOs to:

- i) Improve organisational capacity ;
- ii) Deepen their links with communities and groups that they represent;
- iii) Increase their capacity to engage constructively with authorities and decision makers as well as purposefully engage in policy making processes; and
- iv) Form alliances between themselves and with other actors to work on issues relevant to the needs and priorities of communities/groups.

6.0 Eligibility Criteria

The following are the sets of eligibility criteria, relating to this call for applications:

6.1. Types of CSOs: This call is open to South Sudanese CSOs that are non-profit and legally registered in the country. CSOs should also demonstrate at a minimum, the existence of functional internal operations and systems and the capacity to manage and implement grants. Further the CSOs should demonstrate a coherent vision and strategy. CSOs that have a leadership (board and executive) who understand the value of capacity building and can demonstrate a well-articulated interest and commitment to build organisational capacity will be prioritised.

6.2. Geographic priority: CSOs that are recognised as operational in the following locations: Aweil, Bor, Rumbek, Torit, Wau and Yambio

6.3. Activities for which a grant will be awarded: The grants awarded under this call for applications are strictly for core organisational capacity development activities to enable CSOs to play their development roles effectively. Applicants are also allowed to utilise not more than 30% of their total budget for relevant advocacy activities. Grants can be used to develop and strengthen CSO capacity in some of the areas identified below:

- i. Effective leadership, strategic planning, management and governance.
- ii. Technical, financial and administrative capacity to effectively perform CSOs' mandate as development actors
- iii. Mobilisation and organisation of communities and groups to collectively identify and prioritise issues
- iv. Effective engagement of constituencies with development issues
- v. Facilitation of citizens to deliberate with local authorities and other decision-makers on issues affecting them
- vi. Effective social mobilisation and amplifying people's voice as a way of empowering local communities and groups to participate in public policy
- vii. Capacity to either generate or use available evidence for policy engagement and influencing
- viii. Research and advocacy skills for enhancing CSOs' contribution to policy dialogue in their sectors of intervention.

The above list is not exhaustive. Since each CSO will have unique organisational capacity needs, the individual organisational Capacity Assessments shall determine priority areas for capacity development.

Applicants may consider external forms of assistance such as peer mentoring or peer exchange elements, consultant services, coaching, or other third party methods for addressing their priority organisational challenges.

CSF particularly welcomes initiatives that clearly show how the proposed organisational capacity development activities will contribute to building resilience of the CSO. CSOs that have initiated organisational capacity development initiatives on their own are particularly encouraged to apply. Applicants are advised to describe how their organisation's leadership will maintain and continue to improve capacity development activities beyond the life of the project.

6.4 Gender considerations: Applicants are advised to ensure that their capacity development activities involve and benefit both female and male staff, develop women as well as men leaders in the organisation, and (where possible) promote gender equality. Applications that show how their proposed project will strengthen their capacity to represent the needs and interests of both female and male community members will be reviewed favourably.

7.0 Ineligible actions

The following types of activities are ineligible under this call for applications:

- Direct service delivery;
- Projects concerned only or mainly with individual scholarships for studies or training courses;
- Projects concerned only with payment of staff salaries and allowances;
- One-off workshops and conferences: workshops and conferences can only be funded if they form part of a wider range of activities to be implemented within a package of organisational capacity strengthening
- Projects which consist exclusively or primarily in capital expenditure, e.g. land, buildings (including construction and/or rehabilitation), and vehicles
- Projects which discriminate against individuals or groups of people on grounds of their gender or their ethnic origin;
- Activities supporting political parties.

8.0 Duration of the project

The initial planned duration of the project shall be 12 months.

9.0 Budget allocation

Applicants can apply for a maximum of US\$50,000 under this call for applications.

Ring-fenced budget for organisation capacity development: an indicative portion of 70% of the total amount budget should be foreseen by the applicants for organisational development activities. 30% of the total budget can be used to implement those activities described in section 6.3 items iii to viii.

10.0 Structure of the proposal

The structure and size of the proposal should be prepared using the proposal guidelines and format ANNEX-I: Narrative template.

The budget will be prepared using the budget guidelines and format ANNEX- 2: Budget template

These templates can be found on CSF website: www.csf-southsudan.org

11.0 Grant applications review process

Applications will be reviewed by a Grants Appraisal Committee composed of representatives from Mott MacDonald and representatives from organisations with a track record of CSO capacity development in South Sudan. The final approval will be given by Mott MacDonald Management.

Grant Appraisal Committee

- To ensure full transparency and equity of the process, Mott MacDonald CSF project will form a Grant Appraisal Committee that will review and select grant applications. The committee will comprise of CSF project staff, representatives from other units of Mott MacDonald and representatives from agencies with a track record of building the capacity of CSOs in South Sudan.
- The Grant Appraisal Committee will be approved by Mott MacDonald Project Director. The Grant Appraisal Committee will be an authorised body in charge of the review selection and recommendation of submitted grant applications. The Grant Appraisal Committee shall have the following tasks:
 1. Review and appraisal of all submitted grant applications;
 2. Recommendation of grant applications for funding or rejection.

- Mott MacDonald will conduct final approvals and conclude grant agreements with the winning civil society organisations whose applications will be recommended for funding by the Grant Appraisal Committee.
- Meeting(s) of the Grant Appraisal Committee will be held subject to submission of the project proposals. The Grant Appraisal Committee meeting will be organised and facilitated by CSF project staff and will be chaired by the CSF project team leader.

Selection process

- The Grant Appraisal Committee will first screen all applications and shortlist the eligible applications that meet all the criteria (proposal format, budget ceiling, geographic area etc.)
- The Grant Appraisal Committee will then select grant applications based on the evaluation criteria and recommend them for funding or rejection ;
- The CSF project staff will generate a short list of CSOs whose applications have been recommended for funding by the Grant Appraisal Committee;
- The CSF project staff will then conduct due diligence on the short-listed CSOs in compliance with Mott MacDonald internal procedures. The due diligence process may include: visits to potential grantees, telephone interviews, reference checks on potential grantees, analysis of information on potential grantees available from other sources.
- Based on the results of the short-listed CSOs’ due diligence CSF team leader submits the list of CSOs recommended for funding to Mott MacDonald Project Director for final approval.
- Mott MacDonald will then enter negotiations and conclude grant agreements with the CSOs approved for funding.

Grant awards will be announced in September 2019.

All applicants will receive a letter stating the decision on their application. An application may be declined, partially awarded, or fully awarded.

12.0 Monitoring, Evaluation and Acceptance: Applicants shall submit a monitoring and evaluation plan as part of the grant application. Monitoring and acceptance of all deliverables required hereunder will be performed by the CSO Executive Director or his/her designee.

13.0 Organizational Capacity Assessments

Mott MacDonald CSF project team will conduct organisational capacity assessment for all shortlisted applicants as part of the pre-award survey. The findings may lead to adding special conditions to the grant agreement especially for areas that require urgent capacity development within an organisation.

14.0 Evaluation Criteria

Applications will be examined and evaluated by the Grant Appraisal Committee. All applications submitted by applicants will be assessed according to the following steps and criteria. If the examination of the application reveals that the proposed project does not meet the eligibility criteria stated in paragraph 6.0 (eligible criteria), the application will be rejected on this sole basis.

Evaluation Criteria	Maximum Score
A. Technical proposal - 60%	65
Activities proposed are appropriate, practical, and consistent with the CSF’s objectives and expected results	15
The application proposes sound and feasible action plan for improving CSO governance, management and promoting organizational growth	20

The application has a well-thought-out project monitoring plan explaining clearly how they will measure progress in their organisational capacity development	15
The applicant demonstrates that it has capacity to manage and implement a grant of a similar size	10
The applicant has a clear plan to sustain the capacity development efforts after the project ends	5
B. Financial proposal - 40%	35
Adherence to budget ceiling	Yes/No
Activities appropriately reflected in the budget and costing of budget items is reasonable	15
Ratio between the estimated costs and the expected results is satisfactory (value for money)	10
Whether costs reasonable, allowable, and allocable	10

15.0 Complaints procedure

An applicant believing that it has been harmed by an error or irregularity during the award process may lodge a complaint. All complaints shall be addressed to the CSF Team Leader via this email address: tenders@csfsouthsudan.org