



Request for Municipal Applications 2015 (RFMA 2015)

Number: BALADI - 2015

Title: Building Alliance for Local Advancement, Development, and Investment (BALADI) Project

Issuance Date: January 15, 2015 8:00 a.m. Lebanon Local Time

Application Submission Deadline: **March 5, 2015** 3:00 pm Lebanon Local Time

(The deadline for submission of applications is as stated above unless it is extended officially by the BALADI project through official announcements. Any applications received after the deadline will not be eligible for evaluation unless the BALADI project determines and officially announces that all similarly late applications will be evaluated.

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Obtaining RFMA Information

All RFMA information is available on the BALADI project website www.baladi-lebanon.org and is also available in hardcopies from any of the BALADI project offices (Table 1).

Possible Updates to RFMA 2015 before the Application Submission Deadline

There is always a possibility that the BALADI project may update the RFMA document during the submission period in order to correct any aspects or to add information that will clarify or simplify the process or answer questions. Therefore, interested applicants are strongly encouraged to regularly check the BALADI website to ensure they have the latest information pertaining to this RFMA.

Questions about this RFMA

Any questions regarding RFMA 2015 and its content can be directed to the BALADI RFMA email: rfma@baladi-lebanon.org

Deadline for Submitting Questions: February 13, 2015 3:00 pm Lebanon Local Time

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Table 1. BALADI Project Offices in Lebanon.

<u>Office Code</u>	<u>Location</u>	<u>Address</u>	<u>Telephone</u>
BAL01	Ashrafieh	Ashrafieh, Main Road, Facing Hotel Dieu, Al Mohameen 844 bldg, 6th Floor, P.O. Box: 468 Hazmieh, Lebanon	01- 613368 70- 001577
BAL02	Jdeideh (Metn)	Yammine Bldg., 4th Floor – Serail Street (facing Bank of Beirut) – Jdeideh, Metn, Lebanon	01- 901733 71- 467411
BAL03	Mejdlaya	Mejdlaya, Rene Moawad Foundation Center Building, P.O. Box: 11 Zgharta, Lebanon	70- 001533
BAL04	Halba	Halba, Main Road, Adel Ibrahim Building, 1 st floor	76- 011225 76- 011224
BAL05	Jbeil	Jbeil, Old Souk, Previous Municipal Building, 1 st Floor	76- 009455 76- 009533
BAL06	Baabda	Charles Helou Street, Chahine Building T.E.R.R.E. Liban	05- 923060
BAL07	Deir Al Ahmar (North Bekaa)	Caritas Building, Deir El Ahmar, North Bekaa	08-320 419
BAL08	Saghbine (West Bekaa)	Wakf of Church Notre Dame of Assumption, Saghbine, West Bekaa	08- 670 611
BAL09	Lebaa	Main Road- BLF Bank Bldg, 1 st floor.	76- 669958 76- 669959
BAL10	Qlayaa (Marjeyoun)	Qlayaa, Wakf of St. Georges Church	07- 835802 78- 812164
BAL11	Sour	Mina Street - Caritas Building	07- 348221 78- 812164
BAL12	Rmeish (Bent Jbeil)	Rmeich Notre Dame Couvent of Annunciation	07- 471199 78 812 164

SECTION 1: Introduction

The USAID-funded Building Alliance for Local Advancement, Development, and Investment (BALADI) project aims at assisting challenged municipalities implement needed community development activities that meet community priorities and that provide needed public services. Through the current announced Request for Municipal Applications (RFMA), municipalities can submit project applications to BALADI, and applications will be evaluated vis-à-vis the process and criteria listed in this RFMA. Successful applications selected by the BALADI project will receive in-kind support from the BALADI project, and will be implemented in cooperation with local Non-Governmental Organizations (NGOs), civil society organizations, and members in the community.

In 2015, the BALADI project updated the RFMA criteria (as compared to the first BALADI RFMA in 2013) mainly in order to receive municipal applications from challenged municipalities for projects that are: responsive to Lebanese host community needs, that can be implemented quickly, and that will have immediate and sustainable impact for a significant number of beneficiaries. The criteria still include that projects be formulated through a community participatory approach, that they be based on a needs assessment, and that the municipality is collaborating with local NGOs, private sector entities, and/or other entities implementing the project.

This RFMA document contains all the needed information for municipalities and communities to well prepare their applications and submit them to BALADI project.

Interested applicants should read this RFMA document and use its information and guidelines to formulate and submit their project applications. The information presented in the RFMA will be the basis of the BALADI project's evaluation of received applications.

SECTION 2: BALADI Project Overview

The 'Building Alliance for Local Advancement, Development, and Investment' (BALADI) project is a five year project that started in September 2012 and is funded by the United States Agency for International Development (USAID) and is implemented throughout Lebanon.

Due to financial and human resources constraints, municipalities throughout Lebanon face challenges in providing public services and improving the lives of Lebanese citizens. This challenge has worsened over the past two years with additional significant social and economic burdens being placed on Lebanese communities and municipalities. The USAID BALADI project aims at improving the capability of municipalities to work inclusively with NGOs, CSOs, and citizens to accomplish needed local development activities and public service delivery. Through the provision of in-kind competitive grants and technical assistance, the BALADI project is assisting municipalities to overcome financial and human resource constraints to implement needed community development activities.

Periodically, the BALADI project through Requests for Municipal Applications (RFMA) periodically opens the opportunity nationwide for municipalities and villages in Lebanon to submit project applications for competitive evaluation to receive support from the BALADI project.

Projects can vary in nature from one municipality to another because of different needs in various

regions. However all municipal projects that are sought by BALADI should be based on a recent needs assessment, and should be formulated in a participatory approach between the municipalities and the community, and should prominently have the objective of meeting a priority need in the community and provide or improve a public service.

Projects should include alliances between the municipality, local NGOs, CSOs, other community organizations and community members and/or public-private partnerships, and should develop social capital (a network of persons working together with the municipality to implement the proposed project and plan and implement other development projects in the future). At least one of the local NGOs partnering with a municipal applicant should meet the minimum organizational criteria (Annex H)

The project should also integrate gender aspects. The project concept should incorporate gender and women empowerment in all its aspects, in order to reflect awareness of the different roles, responsibilities, and expertise of women and men and engage each group as full and equal partners.

The number of low income beneficiaries should be significant and the impact it has on them should be notable; and proposed projects should benefit persons in a nonpartisan manner.

Proposed projects should not be redundant with existing activities in the village and could be innovative or could build on existing activities or services to improve them. Projects may address one or more cross cutting themes such as youth, diaspora, persons with disabilities, technology, and or the environment.

All proposed projects should have a sound local long-term management and operation plan, should be sustainable, and should be transparent. Long term operation and sustainability in proposed municipal projects should be the responsibility of the community and/or the municipality (based on the nature and components of municipal-community projects), and submitted municipal applications should clearly demonstrate how this will be done (including supporting documentation, business plans, budgets, or other documents that local resources and long term operational funding is available).

Under the current RFMA announced on January 15, 2015, municipal applications will be assessed per the process and evaluation criteria explained in Section 6 of this document.

SECTION 3: Award Information

BALADI Project Maximum Contribution and Type of Contribution per Selected Application: The BALADI project support per proposed municipal application under the subject RFMA 2015 can reach up to \$200,000.

Municipalities and unions of municipalities whose proposed projects are selected will receive in-kind support to implement their proposed projects. The BALADI implementers will be responsible for providing technical expertise, financial management, and procurement oversight to implement municipal-community projects. The BALADI project will not provide cash grants to municipalities, unions of municipalities, government entities, or individuals. In case a selected municipal project includes a local NGO partnering with a municipality to implement the proposed municipal project, a cash sub-award with this NGO will be assessed by the BALADI project on a case-by-case basis subject to due diligence and financial management assessment.

Required Local Cost Share: A local/community cost share of at least 20% per application is required

to demonstrate local commitment. Any local community cost share may be in-kind or in-cash.

Required Duration of proposed project implementation: The **duration** of project implementation should be less than or equal to 18 months.

Package of Additional Technical Assistance Provided through Other USAID-funded projects:

Municipalities and NGOs whose applications are selected will also receive, through other USAID funded projects, institutional capacity building training (such as for improving municipal and NGO procedures, planning, transparency, performance, and community engagement).

SECTION 4: Eligibility

The following two sections explain who are the eligible entities for submitting applications to the BALADI project, and what are the types of projects that are ineligible

4.1 The eligible entities that can submit applications under BALADI Project should have the following characteristics:

- a) Lead applicant type:
 - i. Municipality.
 - ii. Municipal Union.
 - iii. Municipality or a Municipal Union submitting on behalf of a village with no municipality
NGO submitting on behalf of a village with no municipality and has obtained the signature of the 'Mokhtar' and the 'Qaem Makam'.
- b) The Lead Applicant has not submitted a previously – funded application by BALADI
- c) The Lead Applicant has not submitted multiple applications in the same round of call for applications
- d) The Lead Applicant has adopted a participatory approach in assessing and prioritizing needs and designing the project.
- e) The Lead Applicant has partnered with a local community consortium (including local NGOs, CBOs, private sector entities, diverse groups, or economic groups and key community collaborators) to design **and/or** implement the project. The application includes a partnership declaration to implement the project.

4.2 Ineligible Project Types:

The following are projects that are **not eligible** for receiving BALADI project assistance:

1. Projects that require BALADI funding of excess of \$200K excluding cost-share.
2. Projects that support political movements.
3. Political party campaign activities.
4. Recurrent operational costs or recurrent salaries.
5. Project that cover costs that have been incurred in the past.
6. Academic research, strategic plans, or assessments.
7. Construction or irrigation projects in excess of \$200K excluding cost-share.
8. Irrigation and/or potable water projects without consent of relevant water establishment.
9. Drilling of Artesian Wells.
10. Dams or River Training (change of flow path) Works.
11. New Land Development.
12. Establishing roads, bridges and highways.
13. Agricultural projects, trainings, and equipment that involve or support pesticides or any other chemicals use.

14. Wastewater and solid waste management projects (due to lengthy environmental compliance procedures that require an Environmental Impact Assessment which is beyond the environmental scope of BALADI project).
15. Other projects that require an Environmental Impact Assessment as per Ministry of Environment Regulations (Annex E)
16. Luxury components and items that are not considered to be basic in nature or not essential for development purposes, for example: spa, swimming pool, sauna, Jacuzzi, etc.
17. Pure capacity building projects which could be covered by other programs. Capacity building, training and awareness sessions could be part of a project but not the main concept of the project.

SECTION 5: Application Submission

5.1 Where to Submit an Application:

Applications can be submitted to **BALADI project offices throughout Lebanon:**

For the districts of Akkar, Minieh- Dinnieh, Tripoli, Zgharta, Bcharreh, Koura, Batroun, Jbeil, Keserwan, Chouf, Jezzine, and Saida	Please submit your application at any of the following BALADI offices nearest to you: BAL01 – Ashrafieh (Beirut) BAL03 – Mejdlaya BAL04 – Halba BAL05 – Jbeil BAL09 - Lebaa Full addresses are found in table 1
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For the districts of Hermel, Baalbeck, Zahle, West Bekaa, Rashaya, Hasbayya, Aley, Baabda, Metn, Sour, Nabatiyeh, Bent Jbeil, and Marjayoun	Please submit your application at any of the following BALADI offices nearest to you: BAL02 – Jdeideh (Beirut) BAL06 – Baabda BAL07 – Deir El Ahmar BAL08 - Saghbine BAL10 - Qlayaa BAL 11 - Sour BAL 12 - Rmeish Full addresses are found later in table 1
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5.2 Collect Receipt upon Submission

Upon submission of an application, an applicant will receive a **date-stamped receipt** acknowledging submission. The receipt will contain the application **registration number** as well as the **Office Code Number** where the application was submitted.

5.3 Application Copies, Language, and Administrative Compliance:

Upon the closing date of the Request for Municipal Applications (RFMA), all submitted applications will be checked to ensure that each fulfills the application, language, and compliance requirements explained below in sections a and b. .

Applications that include significant deficiencies and do not meet the minimum requirements for administrative compliance will not be initially evaluated, and corresponding applicants will be given written notice of the deficiencies and provided 14 calendar days to correct these deficiencies.

Then if the applicant meets the administrative compliance requirements, the application will be evaluated by BALADI project.

a. How Many Copies and in Which Language?

The applicant must submit a project application **in a sealed envelope** as follows:

- **Four printed copies:** one original and three photo copies; and
- **One electronic copy** (on a CD) in a sealed envelope.
- **The application language** can be either in **English or in Arabic (whichever the applicant is most comfortable with)**.

b. What are the Administrative Compliance Requirements?

Administrative Compliance Requirements

1. The **Application should have the following format:**
 - a. Cover letter per the attached template.
 - b. The application has a technical section (project application description).
 - c. The technical Section has a **maximum number of 15 pages** of ‘Times New Roman’ font size 12 or greater font size.
 - d. The application has a cost section (project application budget). There is no page limitation for the cost section.
 - e. The application has annexes. The maximum number of pages for the total annexes is 15.
 - f. The application is **stamped and signed**.
2. The **duration of project** implementation is less than or equal to 18 months.
3. **The application includes a Partnership** document as an annex.
This document should be signed (and stamped when a stamp is available) by the partnering entities relevant to the proposed municipal-community project.
4. **The application includes a table listing all the needed permits/ government approvals** with required **timeframe** needed to implement and operate the project. If permit documents or approvals are already available, please provide copies. Annex F provides a useful template for such a table.
5. The application includes a BALADI requested budget of **not more than \$200K, and the community cost share is at least 20% of total project costs.**
6. The technical section of the application identifies the total number of direct beneficiaries. It is disaggregated by: gender and age (less than or equal to thirty; and above 30).
7. The application includes **municipal and other financial statements** that show why the proposed project cannot be implemented alone by the municipality, and other documents that show how the project will be financially sustained.
8. The application explains briefly how the proposed project **does not have a negative effect and** by not being in direct competition with other on-going projects/businesses in the same area.
9. The application should not require an **Environmental Impact Assessment Study as per the Ministry of Environment regulations (annex E)**

5.4 Disclaimer

The BALADI Program and USAID do not endorse any entity (individuals, organizations, companies, or others) that might assist or market itself to assist municipalities or any interested applicants in writing or formulating their applications. Furthermore, the BALADI program does not cover any cost or claim for costs that may be incurred by applicants in the preparation of their applications.

SECTION 6: Application Evaluation and Selection

6.1 Technical Evaluation

Applications that pass the Administrative Compliance Requirements above will be subject to Technical Evaluation per the technical criteria listed below. To facilitate the review of their applications, applicants may organize their technical application section narratives in the same order as the below technical selection criteria. Technical Evaluation is based on scoring against technical evaluation criteria stipulated in this document, whereby a complete score is 100/100. Evaluation criteria were assigned quantitative scores based on the criterion's relative importance and significance to the success of the project.

Below are the technical evaluation criteria and their scores (a table summarizing the main criteria is presented below followed by a breakdown per sub-criterion and descriptions):

Technical Evaluation Criteria	Points
1. Project Concept	60
2. Project Management and Operation	30
3.Past Performance	10
TOTAL	100

1. Project Concept (60 points)

<i>Sub- Criteria</i>	<i>Description</i>	<i>Points</i>
1.1 Needs Assessment	<ul style="list-style-type: none"> The proposed project is based on a socio-economic needs assessment (rapid or full-fledged). The application includes proof that a needs assessment was done and that the proposed project is based on the priority need. 	7
1.2 Host Community Needs and Rapid Implementation	<ul style="list-style-type: none"> The application describes how the project responds to host community priority needs. The application includes the number of Lebanese residents as well as the number of Syrian refugees within the project geographic area. The project can be implemented quickly to rapidly meet host community needs. 	12
1.3 Participatory Approach	<ul style="list-style-type: none"> The proposed project is based on a participatory approach. 	5

<i>Sub- Criteria</i>	<i>Description</i>	<i>Points</i>
	<ul style="list-style-type: none"> • The application includes proof that a participatory approach was done. 	
1.4 Municipal financial constraints	<ul style="list-style-type: none"> • The applicant has financial constraints that do not enable it to implement the proposed project on its own. • The application demonstrates this through supporting documentation such as available budget and spending plan for the current and upcoming year(s) 	5
1.5 Alliances	<ul style="list-style-type: none"> ▪ The project includes long-term collaboration between the municipality and civil society organizations or others who will work together for the goal of the project and address community needs. ▪ The project includes a mechanism to maintain and/or expand the long-term collaboration between the municipality and others so that it is/becomes the nucleus for collaborating on other future community projects (developing social capital) ▪ A municipal community development committee has been formed or is already working for such purpose. 	5
1.6 Public-Private Partnerships	<ul style="list-style-type: none"> ▪ The proposed project encourages or implements public-private partnerships. 	4
1.7 Beneficiaries	<ul style="list-style-type: none"> ▪ The application describes how many persons the project will directly benefit over time, their gender disaggregation, their age disaggregation (younger than 30 years or older) and how will they benefit. The application may include a table to assist in that (Annex G) ▪ The proposed project will benefit a large number of direct beneficiaries who are low income and/or poor persons. ▪ The application includes how much the income of beneficiaries will increase as a result of the project or other relevant information that shows how their socio-economy will improve. ▪ The project positive socio-economic outcome should be felt by beneficiaries no later than 12 months after project implementation. ▪ The project benefits people in a non-partisan manner. 	10
1.8 Gender	<ul style="list-style-type: none"> ▪ The application describes how women are involved in the project. ▪ The project provides more opportunity for women to be part of the project in all its phases: committees, planning, decision making, management, operation, and 	5

<i>Sub- Criteria</i>	<i>Description</i>	<i>Points</i>
	<p>impact.</p> <ul style="list-style-type: none"> ▪ The project will provide opportunity for women to increase their incomes and improve their livelihoods. ▪ The application indicates how many women will benefit from the project as compared to the total number of beneficiaries. 	
1.9 Building on existing activities or not redundant	<ul style="list-style-type: none"> ▪ The project builds on previously funded or ongoing USAID or other donor or local programs; or the project is a new innovative concept not redundant with other projects. 	4
1.10 Cross-Cutting Themes	<p>The project includes components which involve youth, Diaspora, people with disability, technology, and/or the environment in achieving the project objectives. Note: This sub-criterion will be evaluated on the depth and the impact that the proposed project addresses the cross cutting themes and not on the number of cross cutting themes it includes.</p>	3

2. Project Management and Sustainability (30 points)

<i>Sub-Criteria</i>	<i>Description</i>	<i>Points</i>
2.1 Collaboration and Partnerships	<ul style="list-style-type: none"> ▪ The roles and responsibilities of collaborating partners are clearly identified and explained. It is a sound needed collaboration --- as opposed to un-meaningful collaboration just to satisfy this criteria ▪ The type of collaboration between relevant proposed entities is clearly identified. For example, it could be one or more of the following: <ul style="list-style-type: none"> - Joint project development; - Joint implementation; - Joint staffing; - Joint financing. ▪ The applicant has collaborated with one or more local NGO for the purpose of the project. At least one local NGO meets the minimum organizational criteria (explained in Annex H). 	5
2.2 Management and Operation	<ul style="list-style-type: none"> ▪ The required resources such as land, any locally contributed material, local technical expertise and local cost shares for the proposed project are available. ▪ The application includes the long term management and operational plan and the long term organizational chart for the proposed project. ▪ The long-term management plan is sound and the roles and responsibilities of personnel, entities, or 	10

	<p>organizations who will manage the project on the long-term are clearly identified and appropriately assigned. There is also no personal or organizational conflict of interest within the proposed project.</p> <ul style="list-style-type: none"> ▪ A clear and comprehensive monthly implementation plan (workplan) for the implementation stage and the first year of operation is included (refer to template in Annex I) It reflects all the logical and needed stages for implementing and operating the proposed project. 	
2.3 Sustainability	<ul style="list-style-type: none"> ▪ The application soundly describes how the services provided by the proposed project will be sustained beyond donor support. The application soundly indicates how the positive socio-economic outcome for beneficiaries is sustainable and does not stop after BALADI project support ends. The project includes a realistic Profit and Loss (P/L) for the long-term operation phase and shows that the project is financially viable. It shows how local financial resources will be soundly used to sustain the project services. 	10
2.4 Transparency	<ul style="list-style-type: none"> ▪ The application soundly describes mechanisms for ensuring transparency within all aspects of the project. This includes but is not restricted to: <ul style="list-style-type: none"> • Competitive, fair, and accountable measures in implementing the project such as hiring staff and tendering; • Publically making available the project details throughout project implementation and operation stages; • Announcing to the public the details of project spending and operation budgets; and • Having in place systems to accountably manage and safeguard funds generated from the project. 	5

3. Past Performance (10%)

<i>Sub-Criteria</i>	<i>Description</i>	<i>Points</i>
Past Performance	<ul style="list-style-type: none"> ▪ The application included a list of projects by the applicant and the NGOs the applicant proposes to work with. The list includes projects implemented for the past three years- refer to template in Annex J. ▪ The applicant/partners have a history of successful use of grant funding and/or implementation of projects. If the applicant has no past performance history, then the applicant will not be penalized for this and the application will receive a neutral rating for this criteria. 	10

	<p>A neutral rating is when this criteria is not taken into consideration and the applicant score will thus be calculated on a total score of 90 (and then converted to the 100 scale)</p> <ul style="list-style-type: none"> ▪ BALADI project reserves the right to obtain past performance information from other available sources and use it in the determination. 	
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6.2 Cost Evaluation

Each application should include a cost section that has a budget table and a budget narrative. Annex C contains a useful template. Budget narratives should describe in brief sentences what the proposed cost is and how it was calculated by the applicant.

In evaluating cost, the BALADI evaluation committee will examine that the proposed project cost:

- a. Reflects a clear understanding for the work to be performed;
- b. Reflects a clear understanding of proposed project requirements; and
- c. Is consistent with the technical application.
- d. Is for something that the BALADI project can consider and not for ineligible items. Ex. BALADI project cannot consider costs for luxury items, for alcohol, for tobacco.
- e. Includes a local cost share of at least 20% of the total proposed project costs. Local cost share demonstrates the commitment of the applicant(s). Cost share may be in-kind or in-cash.
- f. No Value Added Tax (VAT), other taxes, or customs (on any goods that may need to be imported) are being requested from the proposed BALADI program share of budget in the application.

Municipal – private sector partnerships are encouraged at a 1:1 ratio, where such partnerships are proposed.

Only properly prepared, clear budgets that have reasonable and allowable cost items will be considered. Here are a few helpful tips for budget preparation:

- All costs must be reasonable and reflect the most recent fair market prices.
- All goods and services included in the budget must be necessary to carry out the activities described in the proposal.
- Only include costs directly related to carrying out the activity.
- Only labor which is required specifically for the project will be considered.
- If outside short-term technical assistance is needed then estimated costs should be based on the market compensation rate for similar activities.
- No operating costs (such as utilities, rent, overhead, etc.) can be proposed to be part of the BALADI project share. Such expenses should be included as part of the applicant’s cost-share or within the business plan of a proposed project.
- No Value Added Tax (VAT), other taxes, or customs (on any goods that may need to be

imported) are being requested from the proposed BALADI program share of budget in the application..

- Be specific when describing the assumptions you are making as you calculate the cost. Indicate unit cost, quantity, total cost, and cost-share for each line item.

6.3 Application Selection

The BALADI project will evaluate applications based on the technical criteria, and will register technical strengths and weaknesses; the BALADI project will also evaluate the proposed application costs. During the evaluation process, the BALADI project may contact and visit applicants on-site in order to verify and ground-truth presented technical and cost information aspects; however, such contacts and visits do not constitute in any way any promise of a possible award or an award.

Based on the resulting technical findings and groundtruthing, technical selection criteria scores, and cost evaluation results applications will be shortlisted for possible in-kind assistance/award. The recommendation and selection of an application for a possible award is subject to BALADI project fund availability and final USAID approval and does not in any way guarantee an award. The BALADI project reserves the right to integrate geographic considerations into the final selection of projects for possible awards to ensure assistance projects are as widespread as possible across Lebanon.

6.4 Informing Applicants in Writing of Evaluation Results

Upon completion of the above evaluation and selection process, applications that are either selected or non-selected are sent reply letters by the BALADI project. Non-selected applicants can request within one week after receiving the letter a debriefing letter detailing the weaknesses of the submitted application that did not lead to an award.

Annexes