



Request for Applications

Local Capacity Development support to IPOs under the “Strengthening the Capacity of Indigenous Organizations in the Amazon” project

RFA No.: 18-RFA0001-SCIOA

Date of issuance: September 12, 2018

Closing date: October 15, 2018

Application (including technical proposal and budget) are due by 12 midnight Washington DC time on October 15, 2018 via email to Michael Sayre (msayre@pactworld.org) with copy to Diana Muratova (dmuratova@pactworld.org). Pact, Inc. is not receiving paper applications for this RFA. Emailed submissions must contain the subject “SCIOA CD Advisor – *name of organization submitting application and country.*”

Estimated award date: November 1, 2018

1. Background on Pact

At the heart of Pact is the promise of a better tomorrow. A nonprofit international development organization founded in 1971, Pact works on the ground in nearly 40 countries to improve the lives of those who are challenged by poverty and marginalization. We serve these communities because we envision a world where everyone owns their future. To do this, we build systemic solutions in partnership with local organizations, businesses, and governments that create sustainable and resilient communities where those we serve are heard, capable, and vibrant.

Pact is a recognized global leader in international development. Our staff have a range of expertise in areas including public health, capacity development, governance and civil society, natural resource management, poverty, fragile states, monitoring and evaluation, small-scale and artisanal mining, microfinance and more. This expertise is combined in Pact's unique integrated approach, which focuses on systemic changes needed to improve people's lives.

2. Purpose Statement

Pursuant to the authority granted under USAID award AID-OAA-A-16-00044, Pact, as a sub-awardee to Freedom House, is pleased to announce the release of a request for applications (RFA) for funding provided to support Pact's implementation of the "Strengthening the Capacity of Indigenous Organizations in the Amazon" project. Pact seeks three organizations to lead field-based activities with selected Indigenous People's Organizations (IPOs) in the Amazon regions of Peru, Brazil, and Colombia. The specific location of work within each country will be determined by the location and operational hubs of the IPOs selected to participate in the project. This RFA is issued as a limited public notice to ensure that all interested, qualified, and eligible organizations have a fair opportunity to submit applications for funding. For the purposes of this RFA, "organizations" are defined as non-governmental organizations (NGOs), civil society organizations (CSOs), community-based organizations (CBOs), or faith-based organizations (FBOs).

3. Program Description

The USAID-funded "Strengthening the Capacity of Indigenous Organizations in the Amazon" (SCIOA) project will strengthen the capacity of Indigenous People's Organizations (IPO) in the Amazon region to manage financial resources, thereby improving their ability to take ownership of their own development planning and priorities. Pact will do this by leading a robust, two-year effort to build the capacity of at least five IPOs so they can directly access international funding to more effectively advocate for indigenous peoples' governance of significant infrastructure and extractive activities in the Amazon; ensure that indigenous peoples' rights to free and informed consent are respected; and mitigate the negative environmental, social, and economic impacts of these development projects. The project's objective is divided among the following four Key Results areas:

Key Result 1: Activity design adapted by incorporating APEA results and social inclusion strategy.

Key Result 2: IPO's capacities gaps addressed and strengths cultivated.

Key Result 3: IPO's demonstrate improved performance

Key Result 4: At least one key tool or resource identified and developed to be shared with other IPOs.

The activity focuses on IPOs operating in the Amazon region, with current priority given to Colombia, Peru and Brazil. Pact seeks to situate capacity development efforts in each of the three priority countries in an understanding of the complex range of factors that influence the ability of IPOs and communities to effectively advocate and negotiate during major infrastructure and extractive projects.

3.1. Objectives

Pact seeks three organizations to serve as Capacity Development Organizations (CDOs) to lead field-based activities with selected IPOs in the Amazon regions of Peru, Brazil, and Colombia. The specific location of work within each country will be determined in part by the geographic area in which the selected

CDOs are active and results derived from applied political economy analyses (APEAs) currently being conducted in the three priority countries. Each CDO will assign a senior staff member, preferably leading existing capacity development efforts, to serve as the point of contact with Pact's Regional Capacity Development Activities Manager (RCDAM). This staff member will report to the RCDAM, based in Bogota, Colombia, and will be responsible for the coordination of their respective CDO's capacity strengthening activities with local IPOs. Activities that the CDOs will implement include, but are not limited to: an assessment of organizational capacities, coordination and delivery of institutional strengthening initiatives (trainings, mentorship, exchanges, etc.), co-design a small grant activity, assist in the monitoring of the small grants activity, contribute to the preparation of a resource material for IPOs.

3.2. Duties and Responsibilities

The CDO's implementation team will work with Pact's RCDAM, based in Bogota, Colombia, to learn Pact's CD approach and adapt it to the local context. The implementation team will then plan, implement, and monitor the full scope of the capacity development work on the project with the participating IPOs in their respective country with support from Pact's RCDAM.

3.3. Intended impact

By the end of this award, at least 5 IPOs across three priority countries (Peru, Brazil, and Colombia) are expected to have increased their capacity to manage financial resources and demonstrate improved organizational performance, as measured by Pact's Sub-Awardee Risk and Responsibility Assessment (SARRA) and Organizational Performance Index (OPI).

3.5. Expected role of sub-awardee in the program

The subawardee is responsible for implementation of all in-country CD activities. The following activities, including facilitation, expected travel, translation of materials, logistics, and report writing, are to be included in the proposed workplan submitted for review. It is expected the entire scope of work should take approximately 15 months. The initial kickoff activity (Activity 1) will be facilitated by Pact's RCDAM and involve a group of stakeholders in each country, including USAID mission staff, the selected CDOs, and other key stakeholders, such as donors, relevant government agencies, and representatives of local indigenous organizations. Activity 2 will take place in Bogota, Colombia and will be led by Pact's RCDAM. Attending the kickoff workshop will be each CDO's designated CD facilitator who will be tasked with facilitating Activities 2 and 3 with participating IPOs. Activities 2 and 3 will take place in the respective countries and will be carried out in collaboration with Pact's RCDAM for continued support and oversight of workshops. Proposed activities may include the following:

Activity 1: Review and Selection of IPOs

Each subawardee will participate in the IPO selection process in their respective countries. Potential candidates will be identified through the following: 1) results of stakeholder mapping process conducted as part of the ongoing Applied Political Economy Analyses (APEAs) in each country; 2) discussions with local USAID missions and other key stakeholders; and 3) suggestions made by the selected CDOs who provide ongoing CD support to IPOs in their respective countries and may have existing working relationships with IPOs, particularly at the subregional and community level. Final selection criteria will be defined in collaboration with the CDOs to ensure these incorporate any factors that reflect local contexts and the experience of the selected CDOs. Up to 5 IPOs in each country will be selected. Those chosen to participate will submit an expression of interest, a draft concept note describing an activity to be supported by a small-grant, and complete Pact's internal risk assessment, the Sub-Awardee Risk and Responsibility Assessment (SARRA), a tool developed to assess a potential sub-awardee's readiness for grant funding. The SARRA will provide an initial score that will serve as a baseline to measure each organization's readiness for grant funding over the life of the activity.

Activity 2: ITOCA and OPI Facilitators training

The subawardee's proposed facilitators will attend a 3-day training with Pact's Regional Capacity Development Activities Manager in Bogota, Colombia to be trained on Pact's Integrated Technical and Organizational Capacity Assessments (ITOCA) and OPI tools. This will provide an opportunity to both train

the subawardee staff and to begin the process of adapting and contextualizing the materials as needed to best fit the needs of the participating IPOs.

Activity 3: Partner Workshop to Contextualize ITOCA

Following the development of the adapted ITOCA for use in the Activity, the CDOs, with technical assistance from the AM, will hold a four-day contextualization and capacity assessment workshop with each participating IPO in their respective countries. The aim of the first day will be to adapt the Integrated Technical and Organizational Capacity Assessments (ITOCA) tool and ensure it is context specific in collaboration with a cross-section of each IPO's leadership and staff. This process will employ participatory methodologies that will facilitate partners' understanding of elements of the ITOCA and provide an opportunity to ensure that their current needs are considered in the adaptation. This will also engender participation in a tool design process and enhance partner's skills for joint planning.

Activity 4: Conduct ITOCA and OPI for each IPO

The following days of the workshop will be dedicated to conducting the ITOCA and developing Institutional Strengthening Plans (ISPs) - (see Activity 5 for more information on the ISPs). The subawardee will facilitate the ITOCA with the local IPOs (approximately 10-20 people per IPO). The ITOCA supports organizations to identify their own strengths, weaknesses and identify specific opportunities for technical and organizational capacity improvement. The workshop will also include completion of the baseline OPI assessments with partners at the start of the project. The OPI is a unique tool developed by Pact globally (and endorsed and adopted by USAID) to objectively measure outcome level change in organizational performance, (organizational performance in four key domains: Effectiveness, Efficiency, Relevance, and Sustainability). Each domain is broken down into two sub-areas and for each benchmark, supporting evidence is provided to guide the organization through self-scoring.

Activity 5: ITOCA and OPI Reports and ISPs

The subawardee will use Pact's Capacity Solutions Platform (CSP) to analyze data and produce reports on the ITOCA and OPI results, which will be used to develop Institutional Strengthening Plans (ISPs). The ISPs will be started as a part of the ITOCA/OPI workshop, but will be completed by the IPOs and will include relevant benchmarks through the life of the project. The full ISP for each IPO will be reviewed by the subawardee and updated in collaboration with the IPOs as needed. The final ISP for each IPO will be shared with Pact and SCIOA staff and will serve as the guide for all continued capacity development support that is provided to the IPOs.

Activity 6: Provide capacity development support based on ISPs

Based on the ISPs, the CDOs and the IPOs will jointly decide on the mechanisms to employ to address strengths and gaps. These may include workshops and trainings; direct technical assistance; fellowship programs, site visits, and other forms of knowledge exchange; and mentoring and coaching. Most activities will serve multiple purposes and, as applicable, will be tied to the small grant efforts to maximize learning by doing and effective grant design and implementation. The subawardee will support each IPO in their respective country to achieve targeted institutional strengthening objectives in collaboration with Pact staff and other stakeholders.

The subawardee will provide local mentorship to each IPO at least quarterly to follow-up on formalized training, mentoring, and self-directed capacity development. Pact's RCDAM and capacity development staff will also be available as technical or organizational development specialists to provide remote or in-person support as available.

Activity 7: Small-Grant Design

Each IPO will lead the design of their own small grants, with support from the CDOs, through a multi-step process that includes a concept note and a co-design workshop. The first step will be for the CDOs to review the draft concept notes submitted by IPOs as part of the selection process. CDOs will provide mentorship and coaching as needed to ensure a solid concept serves as the basis for a subsequent co-design workshop. The concept notes should focus on advancing each organization's priorities in relation to protecting their rights and mitigating the impacts of extractive industries and infrastructure development in the Amazon. The co-design workshops, led by the CDOs, will take each IPO's concept and expand it

into a fully designed grant activity that has a clear scope of work, a defined work plan, and realistic deliverables.

Activity 8: Monitoring of progress and adapting to needs

The subawardee and Pact staff will jointly undertake bi-monthly ISP reviews with each of the IPOs to check on progress with implementation of their individual ISP actions. These reviews will be conducted in-person or remotely with the IPOs via Skype, conference call, or webinar, with progress rated jointly by the subawardee, Pact, and the IPO. These meetings will also serve as an opportunity to provide mentoring on specific activities within their plans that are ongoing, and take the opportunity to identify success stories and best practices related to the capacity development support that can be documented and shared more widely. These ISP review meetings will also enable Pact and the IPOs to identify any new institutional strengthening needs to be added to the ISP.

Activity 9: SARRA and OPI re-assessment

The subawardee will work with selected IPOs in their respective country to do a re-assessment of the SARRA and OPI in Year 2 to track progress and help the IPOs update ISPs for continued support. This re-assessment will serve as the end line measure for the capacity development work (approximately 20 people per IPO for the OPI reassessment).

All data from the ITOCA, OPI, and CD support will need to be entered into Pact's Capacity Solutions Platform, an online platform that tracks and measures the results of organizations' capacity development efforts.

Key Deliverables

By the end of this agreement, the participating IPOs in each country are expected to have increased performance, as measured by the Organizational Performance Index and Pact's Sub-Awardee Risk and Responsibility Assessment (SARRA).

The key deliverables that the subawardee will be responsible for providing to Pact include the following:

- Translation of workshop materials into Spanish/Portuguese/indigenous language as needed
- Assessment baseline and endline scores (ITOCA and OPI) entered into Pact's CSP
- SARRA scores at baseline and endline
- Institutional Strengthening Plan (ISP) created and updated for all IPOs
- Training reports after each training workshop – entered into Pact's CSP
- Reporting on mentoring and coaching sessions – entered into Pact's CSP
- Regular check-in meetings with RCDAM (minimally done monthly)
- Contribution to SCIOA reports (done quarterly)
- Participation in annual Pause and Reflect session in Lima, Peru (two sessions are expected throughout the life of the activity)

3.6. Program indicators and data reporting for partners

Pact has identified several indicators to inform achievement of program results. Below is the list of program indicators to which sub-awardees under this RFA will contribute. Sub-awardees will be responsible for providing indicator data to Pact according to the frequency listed in the table below.

Indicator	Reporting Frequency
Number of selected IPOs that are implementing 2 or more actions in their ISP.	Quarterly
Number of human rights organizations trained and supported.	Quarterly
Number of human rights defenders trained and supported	Quarterly
Number of internal controls and standard operating procedures improved or developed by project partners	Annually
Number of targeted organizations demonstrating improved organizational performance	Endline

4. Application Submission

4.1. Grantee eligibility

This competition is open to any non-governmental organization or community based organization that is either a non-profit or for-profit entity that is established in one of the three priority countries (Colombia, Peru, Brazil). To be minimally eligible for funding, applicants must provide full, accurate, and complete information and comply with the following conditions. Organizations must:

- Be legally registered or otherwise authorized to conduct business in their respective country
- Have a DUNS number (a nine-digit identification number required for all procurement-related activities). A DUNS number is not required for application, but will be required for receipt of award
- Be able to complete implementation within the stated timeframe of November 1, 2018 to February 28, 2020
- Have previous experience of not less than 5 years providing capacity development support to indigenous peoples organizations
- Have current geographic coverage where program activities will take place (Amazonas and Roraima State, Brazil; Loreto and Ucayali, Peru; and Putumayo and Amazonas, Colombia) or prior experience in that area with the ability to quickly start up implementation

4.2. Funding

Pact anticipates three separate awards will be made (one per each priority country – Colombia, Peru and Brazil). It may be a cost-reimbursable or fixed amount award. Grant type will be based on the results of the partner’s pre-award risk assessment, which Pact will conduct prior to issuance of the award. Subject to the availability of funds, Pact intends an award of up to USD \$60,000 per award for approximately 15 months. Negotiations will be conducted with successful applicants only. Pact reserves the right to award any or none of the applications submitted.

4.3. Application submission deadline

Applications must be submitted by October 15, 2018 at 12 midnight Washington DC time.

4.4. Late submissions, modifications, and withdrawals of application

At Pact’s discretion, any application received after the exact date and time specified for receipt may be considered ineligible for consideration. Applications may be withdrawn by written notice via email or in person by an organization or the authorized representative.

4.5. Conflict of interest clause

Applicants must provide disclosure of any past, present, or future relationships with any parties associated with the issuance, review or management of this solicitation and anticipated award. Failure to provide full and open disclosure may result in Pact having to re-evaluate selection of a potential applicant.

4.7. Submission method for final application

Submit applications electronically to Michael Sayre (msayre@pactworld.org) with copy to Diana Muratova (dmuratova@pactworld.org). Pact, Inc. is not receiving paper applications for this RFA.

The email subject line should read “SCIOA CD Advisor – *name of organization submitting application and country.*” Technical applications and attachments must be submitted in Microsoft Word or Adobe PDF. Budgets must be submitted in Microsoft Excel.

5. Application Format

5.1. Overall requirements

Applicants will develop their applications based on their understanding of needs, their prior institutional experience, and their determination of the approaches that would be feasible and successful. In all cases, applicants shall clearly explain the rationale for the proposed approaches chosen. To facilitate the competitive review of the applications, Pact only will consider applications conforming to the following.

- The application narrative should be clear, concise, and properly organized.
- The document should be in 12 point Times New Roman font, single-spaced, with 1 inch/2.5 cm margins.
- Full applications should not exceed 8 pages; page maximums for specific parts are provided in sections 5.2 and 5.3.
- Applications should be written in English.
- Paper copies of the applications will not be accepted.
- Please note that technical and cost applications should be separate files.

All applications received by the deadline will be reviewed for responsiveness to the specifications outlined in these guidelines and the application format. Applications should take into account the evaluation criteria.

5.2. Technical application

Limit of eight (8) pages, including:

Sub-Awardee Risk and Responsibility Assessment Cover Page (one page)

I. Technical Approach and Feasibility of Program Design (2 and 1/2 pages)

- The applicant’s technical approach should include:
 - The proposed approach to implementing each activity listed in section 3.5, with particular emphasis placed on the approach to activities 6, 7, and 8.
 - Anticipated results of the activities, in line with indicators listed in section 3.6

II. Management and Staffing Plan (1/2 page)

- The management and staffing plan should show the roles and responsibilities of all staff who will participate in the program.
- Applicants should provide the CV of the staff member who will serve as the main point of contact for Pact’s RCDAM on this project.

III. Past Performance (one page)

- Describe the organization’s previous experience with capacity development with local civil society organizations, specifically highlighting work related working with indigenous peoples organizations in the Amazon region of their respective country.

- Demonstrate experience in building the capacity of any/all of the following: indigenous peoples organizations, indigenous communities, local government institutions, research, networks, and initiatives.

IV. Monitoring and Evaluation Plan (one page)

- Describe how the project will collect data and ensure data quality of the relevant indicators from Section 3.5 of this RFA.

V. Work Plan (two pages)

- Provide a detailed work plan for activities clearly identified in the program description and the applicable time frames.

5.3. Cost application

Limit of two (2) pages.

Please use the attached budget template for a detailed and summary budget. The summary budget should include all costs anticipated within the following line items:

- **Salaries/fringe benefits:** all costs associated with employees working under the proposed project, including the level of effort expected from each salaried employee and the costs of fringe benefits
- **Travel and per diem:** travel, lodging, and per diem for staff need to implement the project
- **Equipment rental:** equipment that must be rented to enable program implementation
- **Workshops/training/events:** workshops, development of information materials, information dissemination, etc.; other direct costs associated with implementing activities under the project
- **Operating/administrative costs:** rent, communications, electricity, telephone, audit, and office supplies; SCIOA will not fund office start-up costs or proposal development costs.

5.4. Relevant documents

Applicants are required to provide registration and other relevant documents, such as letters of support and recognition from local governments/authorities. These documents do not count toward the technical and cost application page limits.

6. Evaluation of Applications

6.1. Review process

Pact, Inc. will establish a technical review committee that includes representatives from various company departments. Evaluation will be based on the criteria set forth in sections 6.2, 6.3, and 6.4. The process will be completed within approximately 5 business days. The review panel, using the criteria detailed below, will rate applications and make funding recommendations to the program's grants management unit.

Pact reserves the right to make any number of awards or none at all. Pact is not responsible for any costs associated with the development of applications.

To facilitate the review of applications, applicants must organize the narrative sections of their applications with the same headings and in the same order as the selection criteria.

6.2. Evaluation criteria for the application

In evaluating the applications, Pact will examine overall merit and feasibility, as well as the specific criteria relevant to each component, as elaborated in the table below. Applicants should note that these criteria both serve as the standard against which all applicants will be evaluated and serve to identify the significant matters that applicants should address in their applications. Pact will instruct the technical review committee to evaluate all applications according to the criteria as established and weighted in the following table.

Evaluation Criteria	Points
I. Technical Approach and Feasibility of Program Design The review team considers a strong technical design to be one that is informed by local circumstances and needs. It should demonstrate coordination with other efforts or ongoing processes, including the efforts of other actors and/or programs addressing issues related to indigenous peoples in the Amazon. Proposals must be in line with the technical areas outlined in section 3.	25
II. Management and Staffing Plan The review team will evaluate the extent to which the management and staffing plans demonstrate the applicant's ability to effectively implement proposed activities responsive to this RFA. Reviewers will assess whether the organization has proposed sufficient level of effort to achieve stated results.	15
III. Past Performance Reviewers will evaluate whether the organization has managed successful projects of similar size and scope in the geographic areas specified.	15
IV. Monitoring and Evaluation Plan Reviewers will assess how the applicant intends to collect data, ensure data quality, and measure progress using the relevant indicators in section 3.5 and any additional custom indicators proposed by the applicant. Reviewers also will assess the feasibility of proposed indicator targets and consider the extent to which the application includes a plan to use the data for reflection and learning.	10
V. Work Plan Reviewers will assess the proposed timeline for implementing proposed activities for feasibility.	15
VI. Cost Evaluation The cost application will be evaluated for reasonableness, allocability, allowability, cost effectiveness, realism, and financial feasibility. Pact reserves the right to determine the resulting level of funding for the grants being selected for this RFA, regardless of what the applicant specifies in the cost application. The cost share plan will be included in the cost evaluation.	20
Total	100

6.3. Supporting documentation for Pre-Award Assessment/site visits

After the application evaluation process, any selected firm will be required to complete a Financial Pre-Award Assessment for Pact to determine if the organization has the capacity to perform successfully under the terms and conditions of the proposed grant. As part of the Pre-Award Assessment process, Applicants may be asked to submit additional documentation to illustrate that the organization has the capability to implement the grant. Site visits may be conducted by Pact staff to evaluate the organization in these areas.

7. Terms and Conditions

7.1. Standard provisions

The Standard Provisions for Non-U.S. Non-Governmental Organizations as applicable will apply to these grants. Applicants can find the provisions at <https://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf>. Printed versions of these provisions are available upon request.

7.2. Permission for use and disclosure

By submitting an application under this RFA, the applicant consents to the disclosure of the documents submitted by the applicant to the reviewers involved in the selection process. Please note that all reviewers are bound by non-disclosure agreements.

7.3. Disclaimers

- Pact may cancel the solicitation and not award any funds.
- Pact may reject any or all applications received.
- Issuance of solicitation does not constitute award commitment by Pact.
- Pact reserves the right to disqualify any application based on applicant's failure to follow solicitation instructions.
- Pact will not compensate applicants for their response to the solicitation.
- Pact reserves the right to issue an award based on initial evaluation of applications without further discussion.
- Pact may choose to award only part of the activities in the solicitation or to issue multiple awards based on the solicitation activities.
- Pact reserves the right to waive minor application deficiencies that can be corrected prior to award determination to promote competition.
- Pact may contact applicants to confirm contact person, address, and that the application was submitted for this solicitation.
- Pact may contact listed past performance references without notice to the applicant. Pact also reserves the right to contact other past performance information sources that the applicant did not list in the application.
- By submitting an application, the applicants confirm they understand the terms and conditions.

8. Attachments

The following documents are considered part of this RFA:

- A. Sub-awardee Risk and Responsibility Assessment cover page
- B. Budget template

To request for excel and word versions of the budget and SARRA Cover page, please email Diana Muratova (dmuratova@pactworld.org) or Veriscia Kambale (vmkambale@pactworld.org).