Proposal Development Guidelines (revised April 7, 2014)

Concern Worldwide is implementing the Responding to Pakistan’s Internally Displaced (RAPID) Fund, which supports local and international non-governmental organizations (NGOs) to address the urgent and unmet humanitarian needs of people affected by disasters in Pakistan through the provision of funding for life-saving and innovative humanitarian interventions. RAPID Fund is funded by the United States Agency for International Development’s Office of US Foreign Disaster Assistance (USAID/OFDA).

Managing the RAPID Fund for USAID/OFDA, Concern receives sub-grant proposals—both solicited through advertisement and unsolicited—and reviews the proposals, submitting them to USAID/OFDA for final approval or otherwise.

All applicants to the RAPID Fund are strongly advised to read these Proposal Development Guidelines prior to completing an application for support from the RAPID Fund. The purpose of these Guidelines is to enhance the effectiveness of the application process and ensure openness and transparency.

Who is eligible to apply?
Applicants for RAPID Fund sub-grants must satisfy both of the following eligibility requirements:
- national or international NGOs that are registered and legally permitted by the Government of Pakistan to work in the country; and
- organizations with at least two years of previous experience in humanitarian work and have completed an external audit.

How to apply?
Please visit http://www.concern.net/where-we-work/asia/pakistan/rapid-fund and download the proposal forms and guidelines. Based on the Needs Assessment Report, please complete the Narrative Proposal Form and Cost Proposal. Then submit the application along with other required documents (as listed in the checklist of required documents at the end of Narrative Proposal Form) and submit the application by email to rapid.applications@concern.net.

RAPID Fund supports:
RAPID Fund supports interventions that fulfill all of the following requirements:
- interventions up to three-months duration to meet immediate disaster relief and early recovery needs; and
- interventions ranging from minimum PKR 500,000 (US$ 5,000) and maximum PKR 30,000,000 (US$ 300,000); and
- interventions that meet humanitarian needs in areas declared by the National Disaster Management Authority (NDMA)/Federal Disaster Management Authority (FDMA)/United Nations (UN) agencies as being severely affected by any disaster.

What are the target sectors?
There are eight target sectors for RAPID Fund sub-grants. These are:
- Health
- Logistics Support and Relief Commodities
- Shelter and Settlements
- Water, Sanitation and Hygiene (WASH)
- Economic Recovery and Market Systems (ERMS)
• Agriculture and Food Security
• Protection
• Humanitarian Coordination and Information Management

These sectors have been pre-approved by USAID/OFDA and all proposals must be related to one or more of these sectors. There are certain sub-sectors within each sector that RAPID Fund will support. The eligible sub-sectors are all described clearly in the document Sectoral Guidelines (available on our website). As these have been pre-approved by USAID/OFDA, the target sectors and sub-sectors will not change. For priority sectors, please see the most recent ‘Call for Proposal’ available on Concern’s RAPID Fund website.

What are the target areas?
The RAPID Fund will accept applications for immediate response to disaster-affected areas throughout Pakistan. The priorities of RAPID Fund may change from time to time, keeping in view the needs and gaps in affected areas. For priority areas, please see the most recent ‘Call for Proposal’ available on Concern’s RAPID Fund website.

Deadline for applications submission
There is no set deadline for the submission of applications to the RAPID Fund; the RAPID Fund’s ‘Call for Proposals’ is open-ended until a discontinuation notification is posted on Concern’s RAPID Fund website.

Helpful documents for applicants
The Frequently Asked Questions (FAQs) (available on website) document will answer many questions regarding the RAPID Fund. For any further information, please contact the RAPID Fund at rapid.applications@concern.net.

Prior to submission of an application for funding from the RAPID Fund, applicant organizations are also advised to read the following documents available on Concern’s RAPID Fund website:
• Program Participant Protection Policy and Code of Conduct (both English and Urdu versions available)
• RAPID Fund Grants Decision-Making Flow Chart
• Post-Award Procedural Requirements
• RAPID Fund Grants Management Flow Chart
• Branding and Marking Plan
• Concern’s Anti-Fraud Policy (both English and Urdu versions available)

Required application documents
The applicant is required to submit following documents when applying for a sub-grant from the RAPID Fund:
• Narrative Proposal Form (please use the RAPID Fund format available on the website)
• Cost Proposal Form (please use the RAPID Fund format available on the website)
• Needs Assessment Report (conducted by the applicant)
• Evidence of Registration with the Government of Pakistan (for national NGOs) or a Memorandum of Understanding (MoU) (for international NGOs)
• Organogram (document showing human resource structure of the organization)
• External Audit Report (most recent/latest complete audit report of the applicant organization, not of the project)

Note: In addition, applicants are advised to submit Bills of Quantity (BoQs)/drawings/designs where appropriate. If there will be an implementing partner in the project, please also submit the
registration certificate and latest external audit report of the partner organization.

Below please find guidance notes regarding the documents listed above.

Narrative Proposal
The proposal has 13 sections (as well as sub-sections), and the applicant needs to address all the sections. Below are details on each required section and sub-section.

Section 1: Applicant Organization Details
All applicant organizations must provide the following basic information listed below under each section:

Section 1.1 Organization Name: Provide the complete name of organization as it is listed in the Government of Pakistan registration certificate or MoU.

Section 1.2 Contact Person: Provide the complete name and designation of the contact person at the organization. When submitting the proposal through email, the contact person who is listed in the proposal under Section 1.2 should send the email application. All correspondence related to the proposal receipt and process will be made with the contact person named in Section 1.2 of the proposal.

Section 1.3 Email Address: Provide the email address of the contact person listed in Section 1.2; please make sure that the email application is submitted from the email address mentioned here. All correspondence related to the proposal receipt and process will be made to the email address listed in this section of the proposal. When submitting the application through email, RAPID Fund encourages copying (CCing) one or more relevant staff from the applicant organization in the email to avoid issues in correspondence in case there are any technical problems with the email of the sender.

Section 1.4 Phone Number(s): Provide the land line number of the office and cell number of the contact person who is listed in Section 1.2. If there is a project field office, please also provide the field office contact numbers.

Section 1.5 Mailing Address: Provide the complete mailing address of both country and field offices.

Section 1.6 Memorandum of Understanding (MoU): International organizations are required to provide proof of their registration with the Government of Pakistan. Usually this will be with the Economic Affairs Division (EAD) (which is part of the Ministry of Finance, Revenue, Economic Affairs, Statistics, and Privatization). The organization should also include the date of registration plus the country where their head office is registered. If the registration with the Government of Pakistan is still in progress, please indicate that in the application.

Section 1.7 Registration Certificate: Please write the registration Act under which the organization is registered, date of registration and city/District/Province in which the organization is registered.

Section 1.8 Head of Organization: If the contact person listed in Section 1.2 is not the head of the organization, please provide the name, designation and email address of the head of the organization.

Section 1.9 Fiscal Year of the Organization: Provide the fiscal year used by the organization and by which the organization is audited.
Section 1.10 Name of Audit Firm of Last External Audit: Provide the name of the audit firm that conducted the latest external audit of the organization.

Section 1.11 Experience and Qualifications of Staff Person Managing the Project’s Finances: Provide the qualifications, years of experiences (i.e. number of years worked in a relevant field) and the names of organizations where he/she has worked in the past.

Section 1.12 National Tax Number (NTN): Provide the National Tax Number of the organization.

Section 1.13 Data Universal Numbering System (DUNS): If an applicant organization already has a DUNS number, please provide it under this section or otherwise write N/A. Please refer to the document Post-Award Procedural Requirements (available on our website) for information related to DUNS number.

Section 2: Table of Experience (Relevant Projects)
Section 2.1 Last Five Relevant Projects: Please provide details for the last five projects relevant to the current application (e.g. same sector or type of activity). If an applicant has not implemented similar projects before, please still provide details of the organization’s five most recent projects. International organizations are advised to provide this information for the last five projects implemented in Pakistan.

Specifically, please provide the: name of project; period (start/end date) of the project implemented; the main sectors covered; where the project was implemented; major activities; names of international organization(s) that supported or funded the project; and contact details of the donor/organization that funded the project.

Section 2.2 Local Partner Name (if any): If the applicant intends to work through local partner organizations, they should list the names of the partner organizations here or otherwise write N/A. Please list the organization names in full (as well as any acronyms/abbreviations) and mention whether the partner operates at the national, regional, provincial, District or community level.

Section 2.3 Call for Proposals or Unsolicited Proposal: RAPID Fund usually receives applications through our ongoing Call for Proposals. If an organization is submitting an application through an active Call for Proposals, please list the reference number of the Call in this section. This reference number can be found in the Call for Proposals available on Concern’s RAPID Fund website.

If there is an urgent unmet need and the on-going call is not covering the thematic proposed area, organizations may submit unsolicited applications. Applications that are not submitted in response to a specific Call are considered as unsolicited proposals. For unsolicited proposals, there is no need to refer to a Call for Proposals reference number.

Section 3: Summary of Proposal
Section 3.1 Brief Outline of Proposed Intervention: Provide a brief outline of the proposed intervention that will enable the application reviewer to quickly understand the overall intervention.

Section 3.2 Title of Intervention: Provide the title of the intervention. The title should be clear, concise and relevant to the proposed activities.

Section 3.3 Location of Intervention: Provide the name of target Province, District, Tehsil, Union Council (UC) and Villages. If the proposal is for an on-going Call for Proposals, the proposed District
should be covered under the Call.

Section 3.4 Project Start and End Dates: Provide the proposed start and end dates of the project. Note that the RAPID Fund supports interventions up to 3 months in duration to meet immediate needs.

Section 3.5 Proposed Sector: List the name of the sector of the intervention. Please refer to the Call for Proposals for the sectors covered under the on-going Call. Keeping in view the short duration of projects funded by RAPID, it is preferred that projects target one sector based upon the applicant’s capacity and the needs in the target area.

Section 3.6 Proposed Response (Disaster Name): List the name of the disaster that the application/project is responding to. For example, if the application is for response to floods, state in this section that the project is for flood response.

Section 3.7 Target Beneficiaries’ Details: Provide the number of target families and number of target beneficiaries segregated by sex (male/female) and age (under/over 18). If exact numbers are not known at this stage, estimates may be used. Include the name of response (Flood, complex emergency or earth quake etc.) under the category. Because the RAPID Fund supports short-term project (three months maximum duration), the targets should be realistic and achievable in this timeframe.

Section 3.8 Financial Overview: The separate full budget should be completed, and Section 3.8 should state the specific ‘Amount Requested from RAPID Fund,’ which should be the same as what appears in the budget attached to the proposal. The ‘Amount Requested from RAPID Fund’ plus ‘Amount from Other Sources’ should equal the ‘Overall Cost of Intervention.’ Amounts should be shown 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 or receiving any other funding for the project from other donor(s), these should be listed under ‘Amount from Other Sources.’ If the proposed intervention is also being funded by other donor(s), please ensure that the more than 50 percent of the funding will be contributed by the RAPID Fund.

Section 4: Extracts from the Needs Assessment Report

This section should provide key information from the Needs Assessment Report that justifies the need for the proposed project. There is no need to provide an overview or description of the general situation in Pakistan in the proposal. This section relates entirely to the location where the intervention will be executed and the needs of the specific target group. Under this section, applicants should include a clear Problem Statement for the proposed project. 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. Please note that a separate Needs Assessment Report should have proper methodology, tools for data collection and contextual analysis with prioritization and justification of proposed needs. The timeframe (months and year) of the data collection should be mentioned.

Section 5: Previous Sectoral and Geographic Experience

Under this section, the applicant should state the current and/or previous projects details in the sector and geographical area of the proposed project. It is important that the applicant or the implementing partner have a presence on the ground in the location of the proposed intervention and have existing capacity and expertise in the sector of the proposed project. It is the responsibility of the applicant to demonstrate the sectoral and geographic experience relevant to its proposal.
Section 6: Coping Mechanisms
In this section, applicants should explain how men, women, boys and girls in the target area are coping with the situation without the proposed intervention and how the proposed intervention will supplement the existing coping mechanisms. The existing coping mechanisms should be aligned with the finding of the Needs Assessment Report of the applicant. RAPID Fund seeks to avoid inadvertently undermining local coping mechanisms by providing external assistance, and therefore the applicant should explain/demonstrate how the proposed interventions will supplement the existing coping mechanisms and assist/help the affected population.

Section 7: Coordination
It is important that RAPID Fund activities are coordinated with, and do not duplicate, the efforts of other actors, including the government and both international and national NGOs. Under this section, the applicant should demonstrate that it is aware of any other assistance being provided to the target population/geographic areas and in the sectors of the proposed project. The applicant should note how it will coordinate its efforts with these other actors’ activities.

Applicants are expected to share the name of organizations (local and international) working in the proposed target area along with their sectorial interventions. If there is no organization working in proposed Villages/UCs, then provide the details (names/sectors/geographic area) of organizations working in the adjacent Tehsil/Taluka, District, or Agency.

The organization needs to share the proposed intervention idea with the relevant cluster/working groups (if operational) or relevant district government department and submit the details of its communication with the relevant stakeholders (e.g. a letter, email, or meeting minutes) along with the proposal in order to validate the needs and gaps that the proposed project will address. The applicant should coordinate with relevant actors/bodies prior to the needs assessment to identify gaps in existing assistance and, after the needs assessment, the applicant should also share the assessment findings and proposed activities to validate that the proposed activities meet existing needs without duplication of existing efforts by other actors.

Please also share how your organization intends to coordinate with other stakeholders (including any relevant clusters that are operational) during the implementation of the project and how duplication will be avoided in the future (e.g. plans and strategies for future coordination with other humanitarian organizations/stakeholders or the government).

Section 8: Beneficiary Selection Criteria
Under this section, the applicant should define the beneficiary selection criteria for the proposed intervention. This will include criteria that focus on the most vulnerable populations (e.g. women, children, the elderly, disabled, and female- and/or child-headed households, among others) for each intervention. The applicant should also explain the process that it uses for beneficiary selection, including how the participation of women and marginalized groups will be ensured during this process. The proposed beneficiary selection criteria should be concrete and specific to each activity.

Section 9: Indicator Table
Please use the objectives and indicators provided in the sectoral guidelines. It is preferred that the wordings of the indicators are followed and not changed, although the applicant organization can also propose additional indicators for its proposed activities. The applicant should provide realistic, quantified targets for each indicator. Please note that the targets should be specific, measurable, and achievable during the duration of the project and given the number of beneficiaries.
Section 10: Activities and Implementation

Under this section, the applicant will provide a holistic description of the proposed activities, the implementation process, the work plan, processes for procurement and human resources (HR), branding and marking plans and an exit strategy.

Section 10.1 Activities and Execution Process Please briefly explain the proposed activities with realistic targets and timelines for each activity. The applicant is expected to clearly explain the processes for executing/implementing each activity; in other words, provide a logical, sequential and practicable strategy for the implementation of the proposed project. If the proposed activities include construction, any designs and technical specifications if available should be included as Annexes. USAID/OFDA’s mandate is to return affected people to their pre-disaster conditions, therefore proposals should avoid introduction of new technology or new construction. In line with USAID/OFDA’s mandate, the focus should be on activities that provide immediate relief and early recovery assistance to the affected people. The proposed activities should be realistic and based on the finding of Needs Assessment Report.

Section 10.2 Human Resource Applicants should briefly explain the organization’s strategy to fill staffing requirements for the proposed intervention.

Section 10.3 Procurement Process If any procurement is involved in the proposed activities, please explain the process that the organization will follow for procurement.

Section 10.4 Work Plan Please includes a work plan/Gantt chart for the duration of the project mentioning each activity in a logical sequence (it is preferred that the work plan is broken down by each week for the proposed project). The work plan should include all project activities including the hiring of staff, baseline study, procurement, beneficiary selection, distribution/execution, monitoring, reporting, etc.

Section 10.5 Branding and Marking Briefly define how the organization intends to brand and mark the project (refer to Concern Branding and Marking Plan for RAPID Fund available on the RAPID Fund website). Please note that any activities proposed for Khyber Pakhtunkhwa (KP) and the Federally Administered Tribal Areas (FATA) are exempt from public branding and marking requirements; however the sub-grantee will be required to follow the branding and marking requirements in its internal reports and communications.

Section 10.6 Exit Strategy Explain the exit strategy/plan for the project. For example: ‘Operating and Maintenance (O&M) Committees will take regular care of rehabilitated hand pumps after the project completion,’ etc.

Section 10.7 Contingency Planning Provide a contingency plan in the event of any significant change in the project context (e.g. the return of Internally Displaced Persons during the project implementation, etc.).

Section 11: Risk Management and Security and Safety Plan

Section 11.1: Include an analysis of the risks specific to the proposed intervention. How could the risks identified affect the ability of the applicant and/or the implementing partner to access the beneficiaries throughout the intervention? What strategies will the applicant use to manage/mitigate each risk? All potential risks that could hamper the project activities should be identified, with respect to the geographic location and operating environment of the proposed project.
Section 11.2: Provide a brief explanation of the existing security situation of the target area. Provide information on vulnerabilities and threats in the target area. Explain whether any challenges or issues with accessing targeted populations (men/women) or geographic areas are anticipated. Also please explain what measures the applicant and/or implementing partners propose to overcome these access issues. Based on the security situation, vulnerability analysis and level of threats please provide a security and safety plan for the organization’s staff and implementing partner’s staff.

Section 12: Monitoring & Evaluation (M&E)
Under this section, applicants should provide comprehensive plan for M&E. The applicants should explain the tools and processes for collecting qualitative and quantitative data against the indicators agreed in Section 9 of the proposal. Explain the involvement of target communities (men and women) in the design, implementation and monitoring of the proposed activities.

In addition to output monitoring, applicants need to provide a mechanism for monitoring outcome-level indicators. A logical M&E plan should:
- clearly define the planned activities;
- define targets for each activity and use appropriate output/outcome-level indicators against each activity in order to measure progress over time;
- provide realistic means of verification;
- develop tools for collecting and analysing quantitative and qualitative data;
- provide a plan for documenting the impact of the intervention (e.g. success stories, case studies, impact studies, etc.); and
- provide a schedule for reporting both qualitative and quantitative results.

Section 13: Program Participant Protection Policy (P4) and Complaints Response Mechanism (CRM)
The applicant should read and familiarize itself with Concern’s P4 Policy (available on the Concern RAPID Fund website). It is a requirement that the staff and consultants who will interact with beneficiaries understand, agree to and sign Concern’s P4 and Code of Conduct (available in English and Urdu on the website).

Under this section of proposal, the applicant should explain how the organization will ensure that the P4 is adhered to by the officers involved in the proposed intervention. Explain the measures that will be adopted to maximize the protection of the project beneficiaries, with a particular focus on reducing/mitigating protection risks for women, children and/or other vulnerable groups. Applicant organizations need to explain any of their own relevant organizational policies/codes of conduct. If the applicant organization has sound policies for protecting beneficiaries, then they can follow their own policy. Otherwise, the applicant must follow Concern’s P4 policy if the project is approved.

If the applicant organization has a CRM in place, it should be noted in this section. Please provide details on how the beneficiaries and other project stakeholders will be informed about their right to complain and how the organization will manage and address the complaints that they receive.

Restricted and Ineligible Commodities
Restricted Commodities The following commodities provided in the list below are restricted or ineligible for funding, unless they are approved in advance and with sound justification. They may be permitted if recipients have an applicable waiver that is in compliance with USAID/OFDA’s procedures for restricted commodities.
- Agricultural commodities (for seeds, refer to the Agriculture and Food Security section in the
Sectoral Guidelines (document available on Concern’s RAPID Fund website)

- Pharmaceuticals
- Pesticides
- Used Equipment
- Fertilizer

Ineligible Commodities and Services: The recipient must not, under any circumstances, procure any of the following under a project funded by the RAPID Fund:

- Military Equipment
- Surveillance Equipment
- Commodities and Services for Support of Police or Other Law Enforcement Activities
- Abortion Equipment and Services
- Luxury Goods and Gambling Equipment
- Weather Modification Equipment

In addition, there are restrictions about the purchase of pharmaceuticals and seeds. Organizations proposing procurement of these items should read the guidance sheets on Health and Agriculture and Food Security, respectively.

Cost Proposal

It is mandatory that applicants submit a Cost Proposal with the narrative proposal using the budget format that is available on Concern’s RAPID Fund website. There are three sheets in the cost proposal worksheet. The applicant budget sheet should be used for budgeting for the primary applicant organization, and 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. Below please find guidance for each section of the budget sheet and budget narrative sheet.

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

Quantity: The total numbers of units in numbers (e.g. 1, 2, 3 or 15%, etc.).

Unit Rate: The unit rate is the cost per unit of the proposed activity/line item.

Time Quantity: For staff, this will be the number of months required to complete the project. For activities, the time quantity will be considered ONE.

Objectives 1-8: There are eight objectives of the RAPID Fund, and the applicant may propose activities in more than one objective, which should be reflected and explained in the proposal narrative. All costs should be split into proposed objectives. Please hide/delete objectives columns that are not needed/applicable to the project proposal.

Fed: Fed, which stands for Federal Share, is the amount requested from RAPID Fund to implement the program activities.

Non-Fed: Non-Fed, which stands for the Non Federal Share, is the amount contributed from other sources, such as communities, the applicant organization’s own funding or other donors.

Currency: Please make sure that all budget information is in Pakistani Rupees (PKR).
**Personnel:** Personnel costs include the cash/paid salary of both national and international staff. Salaries should be based on a defined salary scale, which RAPID Fund can request to see. Consultants should not be included under this category. Staff expenditures (expressed as percentages of a staff person’s salary, either Federal or Non-Federal) can only be charged to the RAPID Fund on the basis of monthly timesheets.

**International Personnel:** This section should include cash/paid salaries of all international 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 on the project in time quantity column (e.g. as 0.10 or 0.20, etc.).

**Fringe Benefits:** These benefits should be split into two subcategories: international and local staff. This should include non-salary benefits provided to employees as per your organization’s policy, such as health/life insurance, etc. If fringe or non-salary benefits are not regularly provided to staff, then please do not list any costs in this section.

**Travel:** Travel expenses should cover the cost of any in-country flights, per diems, etc., that relate to the project. No international travel is allowed under RAPID Fund projects. Vehicle rentals and/or costs to transport goods should be included in the ‘Other’ section 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, tender advertisements, costs for the baseline survey and soft activities (e.g. community awareness trainings, publications, dissemination, etc.). Office supplies or equipment will be covered in ‘Other’ section of budget. 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.

**Contractual:** If the project will be implemented through a partner organization, the contractual line in the budget should provide a summary of the costs that are detailed in the partner budget sheet.

**Other:** Other costs cover non-staff implementation costs for the project (e.g. office supplies, utilities, vehicle rental and Petrol Oil Lubricant (POL), goods transportation, low-value equipment, office rental, branding and marking, RCA audits, etc.). Please note that the RAPID Fund does not cover lump-sum administration costs. Please split any lump-sum cost into different budget lines, such as office rent, utilities, etc., including the unit, quantity, unit rate and time quantity information. Please further itemize and describe the unit, unit cost and quantity for lump-sum items, such as furniture, branding, etc. In the case of rented vehicles, please provide the specification/model of the rented vehicle in the budget narrative. If the sub-grantee is using its own resources (e.g. vehicle/building, etc.) for the project purposes, please list these under the Non-Fed section of the budget.

**RCA Audit:** Non-profit organizations that expend US$ 300,000 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 in accordance with the Guidelines for Financial Audits from the Regional Inspector General’s (RIG’s) 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 Fund; otherwise, please do not charge any indirect costs to RAPID Fund.
Partner Budget
This sheet is used for to show projected costs for implementing partner(s). The same guidelines as in
the Applicant Budget should be followed 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 and should explain the rationale of certain 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.

Justification: 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-sharing percentages for staff, travel and other costs. Please include the office location/base
station of any staff proposed in budget.

Basis: Please list the percentage charged to RAPID Fund (e.g. 10%, 100%, etc.).

Needs Assessment Report (Conducted by Applicant)
The proposed intervention should be based on the needs assessment conducted by the applicant. 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. Please note
that there is no specific format on which Needs Assessment Report should be provided, though
there are some essential features that must be included in the assessment. 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, current
situation of the target area and that reflect 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 facing the target communities and the need
for the intervention.
- 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.
- When 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 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 easier to measure.

- Both primary and secondary data should be used in the assessment (for secondary data, please provide sources and references where the data was obtained).
- In whole, 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 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.

Excerpts from the Needs Assessment Report should be provided in the Section 4 of the proposal form and should clearly demonstrate, justify and prioritize the needs. If the applicant fails to demonstrate the justification and prioritization of need for the proposed project, the proposal may not be accepted to move forward in the application review process. For sector specific needs assessment guidelines, applicants are advised to review the Sectoral Guidelines available on Concern website.

Registration Certificate (NGOs)/ MoU (International NGOs)
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 international NGOs must provide a scanned copy of their complete MoU.

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 request for renewal, then supporting documents pertaining to organization’s renewal request should be submitted along with the application.

Latest Organizational External Audit Report
It is mandatory to submit the latest and updated audit report reflecting the applicant’s portfolio of projects, as also detailed by the applicant in Section 2 and Section 5 of the proposal form. 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.

Organogram
Applicants are required to submit a soft copy of the existing organogram; international organizations should provide the organogram of the country office (Pakistan). The organogram should reflect the hierarchal chain of command in the organization. It should demonstrate the top key management along with all reporting lines. Please note that the organogram will be analyzed to see that there are female staff on the team; the involvement of female staff is critical for ensuring access to women, which is necessary for their involvement in assessment, planning, implementation, M&E, etc.

Important note about protection and ensuring funds are not used for terrorist activities:
All RAPID Fund recipient organizations need to commit to actions that protect beneficiaries. Mainstreaming protection in interventions at the operational level is an important part of humanitarian obligations. At the organizational level, as a condition of receiving the grant from

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RAPID Fund, all recipient organizations must be willing to adopt the Concern P4 and Code of Conduct (both English and Urdu versions available) throughout the implementation of the intervention or show that they have a policy already in place that serves a similar function. Concern will provide orientation sessions on the P4 and Code of Conduct to all new sub-grantee organizations that do not have their own equivalent policy. Adopting the P4 and Code of Conduct means that all staff involved in the intervention will need to read and sign the P4 and Code of Conduct and that management agrees to promote adherence to the policy and take action if there is evidence of breeches.