

SAVE Small Grants Program Request for Applications (RFA)

Authority for this RFA is found in the Foreign Assistance Act of 1961, as amended.
Deadline to submit application is on 15 December, 2008 at 17:00.

I. General Description of Funding Opportunity

Supporting Activities that Value the Environment (SAVE) works on building local capacity to better protect and manage Cyprus' valuable natural and cultural resources. SAVE is implemented by International Resources Group (IRG) and funded by the U.S. Agency for International Development (USAID).

SAVE consists of two main, mutually reinforcing elements:

- Environment Protection and Natural Resources Management; and
- Cultural Heritage Conservation, Preservation and Restoration.

SAVE activities are designed to achieve the following three objectives:

- Improving management of environmental resources and systems, especially water-related systems and critical habitats;
- Increasing local capacity to deliver critical environmental and cultural heritage services in a financially sustainable and market responsive manner, and,
- Improving the capacity to better manage and benefit from the rich and varied cultural heritage of Cyprus by:
 - Improving the capacity of cultural heritage managers tourism professionals and entrepreneurs to carry out restoration, conservation, interpretation, and cultural tourism activities;
 - Supporting the emergence of innovative cultural heritage landscape tourism, thus offering an alternative to the conventional "sun and surf" mass tourism; and
 - Raising awareness of Cyprus' rich cultural heritage through the protection, promotion and, where appropriate, restoration of sites.

SAVE Small Grants:¹

The purpose of SAVE's small grants is to support innovative organizations and catalytic initiatives or activities that will improve the management and use of Cyprus' natural and

¹ By reference, SAVE incorporates all relevant aspects of the USAID ADS Chapter 303 – Grants and Cooperative Agreements to Non-Governmental Organizations: <http://www.usaid.gov/policy/ads/300/303.pdf>, the Mandatory Standard Provisions for Non-U.S., Nongovernmental Organizations <http://www.usaid.gov/policy/ads/300/303mab.pdf>, and the applicable Mandatory Standard Provisions for U.S non-governmental organizations <http://www.usaid.gov/policy/ads/300/303maa.pdf>.

cultural resources and its environment. In line with SAVE's overall objectives, funding will be provided to organizations to:

- Improve the management of critical environmental resources, including through conservation activities;
- Improve capacity to manage and benefit from the rich and varied cultural heritage of the island; and,
- Promote responsible, sustainable development and sound environmental practices.

II. Award Information

The total value of the SAVE Small Grants Program is \$500,000, to be awarded every six (6) months, or until all funds are disbursed. SAVE grants may range from \$1 – \$50,000. No single grant will exceed \$50,000, but follow-up grants will be considered. It is estimated that 30 grants will be disbursed through the small grants program.

III. Eligibility Information

SAVE anticipates administering grants to the following types of organizations:

- Local or Regional non-governmental organizations;
- Small or micro-enterprises.

Organizations eligible for funding must demonstrate technical capacity, a high degree of business integrity, financial and administrative control over their operations and provide references on request in order to qualify for SAVE grant funds. A pre-award review or responsibility determination is necessary for successful applicants that assesses their internal control policies and past performance. Grants will not be awarded to any organizations whose internal controls, financial management, and reporting processes are deemed below the standard required by SAVE and USAID. IRG will not make any awards to high-risk applicants. USAID encourages bringing to life new partnerships through its Small Grants Programs, consequently past experience with USAID programs or grants is not required.

Significant cost-sharing contributions from other donors or responsible organizations are encouraged but applications will not be judged or given preference based on their cost-share.

IV. Application Information

Grant applications should be developed in sufficient detail to reflect the complexity and scope of the proposed grant-funded activity. All information submitted with the grant applications must be directly relevant to the proposed activities. Grant applications should be prepared with the following five sections:

- Executive Summary
- Technical Approach / Scope of Work
- Management Approach
- Institutional / Organizational Capacity
- Budget Realism and Appropriateness

Attachment A contains detailed Grant Technical and Budget Application Templates which should be used as a guide when preparing all grant applications. Attachment B contains an illustrative list of potential activities that could be funded under the SAVE Small Grants program. Attachment C contains an outline for proposals that require an Environmental Impact Assessment.

Applications for the SAVE Small Grants should be **typed**, completed fully and submitted to the SAVE office (**in hard copy or by e-mail**) by the deadline below. Applications should be submitted in English, however Turkish and Greek applications will be accepted as long as the Executive Summary is in English.

The deadline for this round of grant applications is – **15 December 2008, at 17:00**. Applications must be turned in to SAVE: Serif Arzik St., No 6, flat no 3 / 4; Email: save-info@irgltd.com; Fax: 2281756. No applications will be considered that are received after the posted deadline.

Please note that **SAVE will not reimburse applicants for pre-award costs** incurred in the application process.

V. Selection criteria

It is USAID's policy to ensure maximum competition by seeking applications from all eligible and qualified entities. SAVE's small grants program will use competition, wherever possible and practical, in selecting grant recipients through procedures involving transparent application, review, and selection. The small grants program is designed and will be implemented throughout to ensure transparency in the selection of recipients to receive funds, and the entire management cycle of the grants program. Compliance with US and international regulations will be maintained at all times.

A Review Board, made up of voting and advisory members, will review all applications, *however all funding decisions must be approved by USAID before any award is made*. Voting members of the Selection Committee are: the USAID CTO, USAID TC Program Assistant, SAVE COP, SAVE Finance Director, EDGE Representative, Tasks 1 & 2 Senior Managers and IRG Home Office Project Manager. Non-voting members of the Board include: SAVE Grants Manager and Tasks 1 & 2 Program Managers.

Grant applications will be reviewed and evaluated based on the following criteria:

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|---|-----------|
| • Executive Summary | 5 points |
| • Technical Approach / Scope of Work | 45 points |
| • Management Approach | 15 points |
| • Institutional / Organizational Capacity | 10 points |
| • Budget Realism and Appropriateness | 25 points |

Only those proposals scoring 75 points or higher will be considered by the review committee for award. Proposals scoring less than 75 points will be considered non-compliant and the applicant will be notified of the major deficiencies. SAVE reserves the right to conduct additional negotiations and discussions with prospective compliant grantees prior to award. During these negotiations, SAVE may examine the financial management

systems in place for each grantee and check references to be sure that the potential grantee is eligible for the funding.

Executive Summary – must be submitted in English

5 points

- Clear and concise summary (1 page maximum) of the overall project activity, objectives, main beneficiaries, proposed impacts and deliverables.

Technical Approach / Scope of Work (in descending order of importance)

45 points

- Detailed explanation of the proposed activities and technical approach.
- Fully demonstrate the project's relevance to SAVE project activities and objectives (capacity building towards environment and cultural heritage resources management).
- Clear formulation of the goal and objectives of the proposed grant activity.
- Potential for co-financing, local partnerships, and/or in-kind contributions.
- Sustainability and demonstrated tangible impacts.
- Beneficiaries of the project – explain the intended impact on women, youth and bi-communal populations.
- Schedule of deliverables and brief plan to achieve them.
- Linkages to cross-cutting issues such as economic growth and sustainable development.
- Innovation and entrepreneurial spirit.

Management Approach (all factors equally important)

15 points

- **Detailed work plan** - summary table of proposed activity including duration and primary objectives and anticipated outcomes and/or deliverables.
- Branding and Marking Strategy – to acknowledge the assistance of SAVE and USAID “from the American People” (for more details contact Grants Manager).
- A logical set of activities and indicators by which the grantee will achieve the goals and the objectives of the grant.
- Proposed results monitoring, including verifiable indicators, and reporting plan.
- Name and contact information for responsible party (project manager).

Institutional / Organizational Capacity (all factors equally important)

10 points

- Identity and status of the potential grantee.
- Past Performance (contact information for no less than 2 references).
- Presentation of the organization, including its background, board of directors (where applicable), highlights of past work in related areas.
- Demonstrated technical, financial and organizational capacity to manage the grant.

Budget Realism and Appropriateness (all factors equally important)

25 points

- **Budget with a breakdown of costs by activity, including administrative costs** (in USD or local currency).
- Detail of any cost-share or in-kind contributions, where possible.

VI. Award and Administration

At the conclusion of the review process when final approval is obtained from USAID, the project will notify all applicants of their review status. At this phase, successful applicants will enter the negotiation phase. This phase does not guarantee the applicant that they will be a grant recipient; SAVE and USAID make no commitment for funding, expressed or implied. If the negotiation phase is unsuccessful, and USAID agrees with the final determination, the unsuccessful applicant will receive notification in writing.

During the negotiation phase, the Small Grants Manager and other relevant SAVE staff will assist the grantee to make any additional changes to the technical approach, budget and workplan. Benchmarks and deliverables to which payments will be tied will also be determined at this phase. Working with the draft version of the Grant Agreement, the applicant and the Small Grants Manager will resolve any final issues and lay out all of the expectations for the grant. Upon resolution of all outstanding issues, a letter of award will be issued and the final copy of the Grant Agreement will be signed by the responsible party and counter-signed by the SAVE COP. Grant Agreements and the finalized work plans of individual grants will lay out all expected deliverables, indicators of performance, outputs, results, impacts and their due dates. The Grant Agreement requires that each grantee will maintain a **separate bank account for the sole purpose of depositing, expending and proper record keeping of USAID funds**. The only funds that may be deposited or expended from this account will follow the Allowable Costs according to the project budget.

All grantees will be expected to submit periodic technical and financial progress reports that will be used to monitor project management, progress and also to identify emerging problems or obstacles. These reports will be reviewed by the Small Grants Manager, Finance Director and technical experts. Monitoring and Evaluation (M&E) will be an ongoing part of grant implementation.

VII. Point of Contact

For further information please contact Ms. Hural Avciogullari at Serif Arzik St., No 6, flat no 3 / 4, by phone 0090 392 2281925, by Fax: 0090 392 2281756 or via email at save-info@irgltd.com.

VIII. Other Information

USAID retains the right to unilaterally terminate the *SAVE Small Grants Program SGP* as per Contract No. EPP-I-00-03-00013-00 TO 6 with International Resources Group as well as any and all activities funded through the SAVE Small Grants Program. USAID may require IRG/SAVE to terminate the grant activities unilaterally in extraordinary circumstances. Further, every award shall include a termination provision that allows for (1) mutual termination in writing by both parties and (2) unilateral termination by IRG in the event that USAID (i) terminates the USAID/SAVE Contract; (ii) rescinds IRG's authority to enter into grants under the SAVE Contract; or (iii) requires IRG to terminate the individual grant award (or any group of awards).

RFA Attachment A – SAVE Small Grant Application Outline

Title Page:

Project Title:

Identity and registration status of applying organization:

Name, Title of main contact person:

Contact Details (any of the following possible - address, phone, fax, e-mail, web page):

Proposed Activity (1-2 sentences):

Proposed Location:

Period of Performance / Project Duration:

1. Executive Summary

2. Technical Approach / Scope of Work

2.1. Overview and Rationale / Justification

2.2. Background

2.3. Detailed Scope of Work and Proposed Project Description (be sure to address all of the evaluation criteria).

2.4. Proposed Deliverables

3. Management Approach

3.1. Work Plan

3.1.1. Monitoring and Reporting Plan

3.1.2. Schedule of Deliverables

3.2. Branding and Marketing Strategy

3.3. Activities and Indicators to be used to assess progress and performance

4. Institutional and Organization Capacity

4.1. Overview of the Organization

4.1.1. Purpose

4.1.2. History

4.2. Relevant organizational experience to manage & implement grant activity

4.3. Past Performance References (contact information for no less than two references).

5. Budget Realism and Appropriateness (in USD or local currency)

5.1. Proposed Budget Overview

5.1.1. Materials

5.1.2. Equipment

5.1.3. Travel & Transportation

5.1.4. Services

5.1.5. Indirect Costs

5.2. Budget Notes (provide a detailed explanation on the basis for all proposed costs)

5.3. Proposed Payment Schedule

5.4. Proposed cost-share or in-kind contributions, if applicable.

Mandatory Attachments:

- Detailed Budget
- Detailed Work Plan
- Relevant Organizational and Financial Statements

Possible Attachments:

- Environmental Impact Assessment (EIA) of proposed activities, as applicable
- Supporting Documentation for Proposed Grant Activities

Budget Template

Type of expenses	Amount Budgeted (Currency)
Labor Costs	
Supplies	
Other ODCs	
Transport	
Travel and per diem	
Administrative costs	
TOTAL	
In kind Contribution	
TOTAL	

Work Plan Template

Due Date	Task	Description of Deliverables	Results
Example: 15 December 2007	Training for primary students	Training materials, participant list, & activity report	35 students trained; importance of heritage site recognized in the community

RFA Attachment B – Illustrative List of Grant Activities

Illustrative types of activities that could be covered under SAVE Small Grants Program include:

- Technical assistance for activities relating to environment and natural resource management, particularly water resources, solid waste management, traditional crops or products and protection of critical habitats.
- Technical assistance for activities relating to cultural heritage preservation and conservation.
- Technical assistance in water resources management, water conservation and efficiency, wastewater management, and solid waste management
- Environmental impact assessments.
- Small-scale community development activities tied to environmental and natural resources management or cultural heritage.
- Environment related conservation education, outreach and/or public awareness
- Cultural heritage conservation and/or restoration.
- Interpretive materials, programs related to environment and cultural heritage
- Cultural heritage education, outreach and/or public awareness.
- Sustainable tourism activities – including ecotourism and agrotourism
- Studies, assessments and workshops.
- Materials such as maps, brochures, signage and interpretation related to sustainable tourism.
- Support to pilot programs and training-by-doing activities in support of program objectives.

RFA Attachment C - Environmental Impact Assessment

(For use in construction projects or any other activity that has an impact on the environment (including land, water, people etc). Not always required for all grant projects – consult Grants Manager to determine if it is necessary to conduct this prior to submitting an application.)

- 1.1. Describe the project area, project land and its surroundings.
 - 1.2. Describe any special features of the project area and its surroundings.
Example: Private land, 'hali' land, protection area, existence of surface water resource, endemic species (flora & fauna) etc.
2. List/Describe the possible impacts of your project on the environment
 - 2.1. During construction
 - 2.2. After start-up.

Example: Impacts on;

- a) Soil
 - b) Water
 - c) Air
 - d) Natural Resources
 - e) Flora and Fauna
 - f) Local People
 - g) Neighbors
3. List/Describe pollution effects that may arise during construction, after construction and during operation

Example: waste, wastewater, emissions into the atmosphere, noise etc.
 4. List the precautions that will be taken to mitigate negative effects.
 5. Describe the possible alternatives of the project.