Small Grants Mechanism to Support Civil Society Engagement, Alignment, and Coordinated Action for Improved Women’s, Children’s, and Adolescents’ Health (WCAH), particularly in countries with ongoing Global Financing Facility processes

REQUEST FOR PROPOSALS (RFP)

Submission Deadline Date and Time: 05 March 2019 at 12 midnight EST
Submission format: PDF
Language of submission: English or French
Submissions sent to: GFFCSOgrants@msh.org
Estimated period of performance: 12 months upon award

CONTENTS:
1. Introduction and background
2. Grant management
3. Objective of the RFP
4. Small Grants Mechanism objectives and scope of proposals
5. Eligibility & funding criteria (organizational and grant proposal requirements)
6. Proposal narrative structure
7. Evaluation of the proposals
8. Ceiling amount of grant funding
9. Duration of the grant

1. Introduction and background
The Global Financing Facility (GFF) in support of the Every Woman Every Child movement (EWEC), supports the achievement of the Global Strategy for Women’s, Children’s and Adolescents’ Health (Global Strategy). It was launched in 2015 as a new model for development financing that promotes smart, scaled and sustainable financing to contribute to filling the financing gap for women’s, children’s and adolescents’ health, estimated at $33 billion USD annually. The GFF helps countries prioritize investments and strengthen partnerships for the effective and efficient use of resources. This is done through the strengthening of multi-stakeholder and multi-constituency platforms in countries and their development and implementation of investment cases for women’s, children’s and adolescents’ health (WCAH).

Civil society (CS) significantly contributes to the efforts to improve health outcomes through inclusive and meaningful participation, engagement and decision-making through multi-stakeholder and multi-constituency platforms. Civil society plays a critical part in accelerating progress towards achieving the Sustainable Development Goal (SDG) targets, and ensuring that the most marginalized and vulnerable populations are reached through their ability to ensure that national and sub-national programmes, policies and processes are anchored in the realities of the communities and populations that they work with, through their advocacy for increased service availability, equity and access, and through their role in keeping all actors accountable for delivering on their promises. However, at the national level,

---

1 WHO uses “WCAH” and a “life course approach” to indicate a focus not only on services and care, but also on wellbeing, thriving, and transforming. For the purposes of this document, this reference to “WCAH” and/or a “life course approach” covers: sexual, reproductive, maternal, newborn, child and adolescent health and nutrition.

2 Civil society (CS) includes the full range of formal and informal, non-governmental and not-for-profit, organizations that publicly represent the interests, ideas and values of citizens and their members. Civil society organizations encompass a diverse range of groups, such as: international non-governmental organizations (INGOs), regional and national advocacy groups, service-delivery organizations, community-based organizations (CBOs), youth-led coalitions, professional associations, faith-based groups and service-providers, indigenous groups, charitable organizations, research and academic institutions, and more.
Civil society organizations (CSOs) have not always systematically organized themselves across WCAH to share information and best practices, align their priorities, and plan effectively as a group to increase their efficiency and impact. Improving coordination among CS and ensuring meaningful CS participation in multi-stakeholder platforms will enable a greater contribution of CS to national efforts to improve WCAH outcomes.

In November 2017, with the endorsement of the implementation plan for the GFF Civil Society Engagement Strategy at the GFF Investors Group Meeting, the Partnership for Maternal, Newborn & Child Health (PMNCH) and the GFF Secretariat pledged $500,000 and $300,000 USD, respectively, towards supporting CS engagement in the GFF.

In November 2018, the present Small Grants Mechanism was launched to strengthen the engagement of CS coalitions and networks.

2. Grant management
The Small Grants Mechanism is managed by a Host Organization, Management Sciences for Health (MSH), which will be responsible for disbursing, managing, and overseeing grants to a range of country-level CS coalitions. The Host Organization receives advice and input from a Small Grants Reference Group.

3. Objective of the RFP
To respond to this RFP, please complete the accompanying Proposal Template and its annexes.

This Request seeks proposals from coalitions or networks of CSOs to the Small Grants Mechanism to Support Civil Society Engagement, Alignment, and Coordinated Action for Improved Women’s, Children’s, and Adolescents’ Health (WCAH), particularly in countries undergoing GFF processes. All eligible networks and coalitions are encouraged to apply, including youth-led organizations, networks and/or coalitions.

The Small Grants Mechanism will support:
- Stronger CS alignment and coordination with a view to strengthening their engagement in national stakeholder platforms for WCAH;
- Coordinated advocacy and accountability efforts for increased resources, improved policies and enhanced results for WCAH and nutrition in countries, particularly those with ongoing GFF processes.

4. Small Grants Mechanism objectives and scope of proposals:
Applicants must address one or more of the Small Grants Mechanism’s objectives:

Objective 1: To strengthen CS coalitions3 to build consensus, identify shared priorities, increase/align resources and actions to present a coordinated CS perspective and meaningful participation in national and sub-national processes through the national multi-stakeholder platform4 and other similar structures at the sub-national level, depending on countries’ local context;

---

3 Measured by inclusiveness, transparency, participation and accountability as outlined in the Guidance Note on Inclusive Multistakeholder Country Platforms in Support of Every Woman Every Child.
4 CS coalitions will work with WCAH focal points in Ministries of Health to ensure their adequate CS representation in national platforms.
**Objective 2:** To implement WCAH advocacy and accountability activities, with further focus on one or more of the EWEC focus areas,\(^5\) aimed at achieving national WCAH targets, including mobilization of domestic resources:

Priority EWEC themes:
- early childhood development
- quality, equity and dignity
- adolescent health and well-being
- humanitarian and fragile settings
- sexual and reproductive health and rights
- empowerment of women and communities

**Objective 3:** To develop CS coalitions’ technical skills in advocacy, including for domestic resource mobilization, and accountability.

---

5. **Eligibility & funding criteria (organizational and grant proposal requirements).**

**Organizational Requirements**

The Small Grants Mechanism will support CS coalitions or networks, rather than individual organizations, with a view towards enhancing alignment, coordinated advocacy, shared learning, and improved communication among CS, and between CS and other constituencies (e.g. government, parliament, private sector, UN agencies, among others) in countries. The Small Grants Mechanism recognizes that coalitions take different shapes and does not mandate a particular structure for the coalition; however, grant applicants will need to demonstrate how their structure is inclusive of many partners. While grant applicants are encouraged to build on or strengthen existing coalitions or networks, rather than creating new ones, applicants can also apply for resources in order to set up a coalition or network. New entities will be supported only if there are no existing coalitions or networks for WCAH already in place.

Each coalition or network applying to the Small Grants Mechanism must identify a **Lead Organization** to apply for, receive and administer the grant funds. If the coalition or network is an established, legal non-profit entity, with its own financial, staff, and governance structures, that entity may also apply and act as the lead organization.

As the legal recipient of the grant, the lead organization has full fiscal responsibility for the grant funds, and must meet all financial management and reporting requirements, as well as for certifying necessary compliance in the Proposal Template.

**Lead organization requirements**

- Operate in one of 31 eligible countries (see RFP, **ANNEX 1**)
  - If applying for support in one of the GFF Trust Fund Countries: Demonstrated engagement with the GFF multi-stakeholder country platform and/or GFF focal points is expected
- Be legally registered as a non-governmental or non-profit organization in the country where proposed work will occur (Attach required documents as **ANNEX A**)
- Audited by an accredited external entity for last two consecutive years (Attach required documents as **ANNEX B**)

---

\(^5\) Use of the following toolkits on some of the EWEC thematic areas is recommended: SRHR: **AFP SMART Advocacy toolkit**, Adolescent health: **The Advocating for Change for Adolescents** toolkit and the **Accelerating Action for Adolescent Health (AA-HA!)** for technical guidance on adolescent health.
● Have a dedicated bank account in lead organization’s name to receive funds
● Have convening expertise and represent a coalition or network with wide representation of a range of partners and constituency groups
  ○ Identify mechanisms for engaging and including a broad range of CS partners (including as many CS constituencies as possible, as defined in the GFF CS Engagement Strategy (see footnote 2))
  ○ Demonstrate that the network or coalition’s members agree to the proposal and participation in a Small Grants Mechanism grant (Complete ANNEX C, list of coalition or network members and support letter)
  ○ OPTIONAL SECTION: Transfer of funds from lead organization: If lead organization intends to transfer funds to other coalition or network member organization(s), identify the type of agreement or mechanism to be used and lead organization’s experience, if any, in using this type of agreement or mechanism, and managing the accountability of the funds transferred
● Provide evidence of the prioritization of human rights, gender equality and equity considerations in the coalition’s work
● Make special efforts to meaningfully engage with and include grassroots CSOs and representatives from marginalized communities and youth networks
● Demonstrate the lead organization’s capability to develop and implement advocacy and communication strategies (Complete one-page summary as ANNEX D)
● Attest to the coalition or network’s ability to undertake the scope of work for this proposal (Complete ANNEX E, letters of reference from outside of the coalition or network (minimum 2 letters))

Grant proposal requirements:
● Include completed responses to all questions and annexes in the Proposal Template
● Propose to meet one or more of the three Small Grants Mechanism objectives
  ○ In GFF Trust Fund Countries: Align with the GFF CS Engagement Strategy and Implementation Plan
  ○ Any proposals for Objective 2 or Objective 3 should demonstrate that a functional coalition or network is already in place
● Address meaningful inclusion of adolescent health and well-being, and engagement of adolescents and youth. Applicants will be encouraged to demonstrate how they will meaningfully engage and support youth-led coalitions or organizations to reach youth populations and to engage in national accountability platforms or other activities as appropriate
● Use a gender-transformative approach and describe how to ensure gender equity and meaningful inclusion and participation of women and girls in the design, implementation, monitoring and budget of the grant
● Address meaningful inclusion of grassroots and local CSOs, and organizations representing marginalized populations
● Include a plan for sustainability of the project including identifying additional cash and in-kind resources of coalition members and other partners that may be leveraged for

---

6 A gender-transformative approach:
• Considers gender norms, roles and relations for women and men and that these affect access to and control over resources
• Considers women’s and men’s specific needs
• Addresses the causes of gender-based health inequities
• Includes ways to transform harmful gender norms, roles and relations
• The objective is often to promote gender equality
• Includes strategies to foster progressive changes in power relationships between women and men

greater common impact; and/or to indicate a plan for leveraging the small grant to secure additional resources from other donors.

- Demonstrate a plan to align with other CS-led-advocacy efforts in the country where proposed activities will take place, including those led by CS constituencies in other global health initiatives (e.g. Gavi, the Vaccine Alliance; Scaling Up Nutrition (SUN); the Global Fund to Fight AIDS, Tuberculosis and Malaria; Family Planning 2020; and UHC2030⁷). Efforts should be made to link these national coalition projects with regional advocacy initiatives, country-level initiatives, and cross-constituency efforts (e.g. with media, parliament, private sector etc.) wherever possible – thereby demonstrating better coordination and greater impact.

6. PROPOSAL NARRATIVE STRUCTURE

Applicants should complete the boxes in the Proposal Template corresponding to the following sections:

A) **Executive Summary**: The proposal must be accompanied by an Executive Summary introducing the problem, proposed project, approach and/or methodology, and full engagement and participation of the coalition or network.

B) **Objectives**: Identify which of the Small Grants Mechanism’s three (3) objectives the coalition or network proposes to address.
   - When selecting objective 2: Identify which priority EWEC theme(s) the coalition or network proposes to address
   - When selecting objective 2 or objective 3: Demonstrate that a functional coalition or network is already in place, with meaningful inclusion and participation.

C) **Justification and rationale**: Describe the problem identified, with the needs and challenges that the proposed project is addressing. Describe the project rationale. Refer to the national and local contexts. Explain why the proposal is timely now. (Use data to support your rationale, if available.)

D) **Project goal aligned with funding objectives**: State the project goal. Describe its alignment with the selected objective(s) of the Small Grants Mechanism.

E) **Expected results**: Describe what outputs and outcomes the coalition or network anticipates as a result of the successful execution of the proposed project. Provide a list of illustrative output and outcome indicators. The applicant must explain how they propose to monitor achievement of these output and outcome indicators, ensure the quality of project data, and use project data for decision making. Indicators for monitoring the coalition or network’s work under the Small Grants Mechanism are to be developed by the lead organization. These indicators will vary based on the objective(s) of the advocacy or accountability work, and other activities, and will depend on the context. Successful grantees will work in partnership with the Host Organization to finalize indicators and submit a final monitoring & evaluation (M&E) plan within 60 days after the award.
Objective 1 will be measured by:

- The existence of a network or coalition of CSOs that brings together and facilitates meaningful exchange and coordination among organizations and/or coalitions with interests across WCAH, including youth led organizations, as well as broader cross-sectoral coalitions (e.g. nutrition, WASH, among others). Coalitions, while they do not need to have a legal status, need to facilitate exchange and learning across CSOs.  
- A jointly developed action plan (based on the GFF CS Engagement Strategy) on advocacy, accountability and other priorities to be undertaken by CS to contribute to the achievement of national WCAH goals in line with the Global Strategy.  
- Efforts are built on existing platforms for advocacy and accountability, where possible, with CSO membership across the continuum of care for women’s, children’s and adolescents’ health.  
- Documented contribution of the CSO coalition to the national multi-stakeholder platform, subnational platforms, where relevant, including in GFF investment case processes. An annual report will be developed, where activities and results of the coalition’s activities will be described.

Objective 2 will be measured by:

- The implementation of advocacy and accountability activities, and the outcomes of those activities. National WCAH plans and GFF investment cases provide a key source of information for prioritization of activities. The Monitoring Framework of the Global Strategy (including the EWEC Partners’ Framework with 2020 targets) and Results Framework for the GFF also provide the indicators that these programmes aim to track. They can provide a useful resource for areas of intervention, though indicators will need to be scaled to what is achievable with requested resources.

Objective 3 will be measured by:

- The development, implementation, and/or use of workshops, webinars and tools/resource materials to build technical skills of CSO coalitions in advocacy, including for domestic resource mobilization, and accountability including monitoring and evaluation.

F) Target stakeholders: Identify which target stakeholders (beneficiaries, decision-makers, audiences) are targeted with the activities in the coalition or network’s workplan.

G) Location of project activities: State the location(s) where project activities will take place.

H) Workplan and proposed project timeline: Briefly describe the key activities to be implemented. Complete ANNEX F, timeline template, with the proposed timeline for implementing each activity.

I) Approach/methodology: Describe the coalition or network’s approach to successfully implementing the key activities.

J) Contributions of coalition or network members:
- Describe prior experience of the coalition and its members relevant to executing the workplan of activities.
- Describe participation and contribution of the coalition members to the workplan of activities.
- Describe the engagement, participation, contribution of youth, women and girls, grassroots CSOs to the workplan of activities.

K) Proposed staff and management structures: Please indicate the key staff (name, title, organization) that will implement this project. Provide a brief description of how the project implementation will be managed, including how participation of coalition members will be managed.


8 A list of minimum standards for inclusive, transparent, and accountable country platforms (see Guidance Note on Inclusive Multi-stakeholder Country Platforms in Support of Every Woman Every Child) provides a framework for the effective functioning of CS coalitions.
7. Evaluation of the proposals

1) **Eligibility screening:** The Host Organization will review all grant proposals for organizational and grant proposal requirements and will remove those that do not meet the requirements. The Host Organization may request adjustments from applicants to ensure that a proposal’s proposed activities meet the Small Grants Mechanism’s objective(s).

2) **Grant proposal review and scoring:** The Host Organization will review the remaining proposals and score them according to the organizational and grant proposal requirements. On this round, the Host Organization will also consider:
   - The guiding principles for the Small Grants Mechanism, including the meaningful engagement of diverse key constituencies and the inclusion of key approaches: adolescents and youth, and adolescent health and well-being; grassroots and local CSOs, and organizations representing marginalized populations; women and girls, and including gender-transformative approaches.
   - Portfolio balance (e.g. geographic diversity; countries at various stages of the GFF process; ability to contribute to learning agenda; thematic diversity; proposals focused on objective 1 vs objective 2 vs objective 3).

The Host Organization will draw up a short-list of potential grant proposals and recommended grant amounts to present to the Small Grants Reference Group.

3) **Small Grants Reference Group Review:** The Small Grants Reference Group will review the short-listed proposals and recommended grant amounts, and will provide recommendations to the Host Organization on the short-listed proposals and grant amounts.

4) **Final Selection:** The Host Organization will make final recommendations about the grant awardees, to be adopted/endorsed by the Reference Group.

NOTE: The Host Organization, with oversight from the Reference Group, may propose alterations or request adjustments to proposals, particularly with the view to build on existing work, promote synergies, and ensure that progress and results under the proposed projects will be monitored appropriately.

8. Ceiling amount of grant funding

Individual proposals can be submitted for **up to** USD $70,000. The Host Organization will issue fixed price grants, which provide a specific level of support and where payment of specific amounts will be made based on the achievement of milestones or deliverables, which will be defined in the grant agreement. Some financial reporting will be required. Note that payment is **not** based upon the actual costs incurred by the recipient.

9. Duration of grant funding

Individual proposals can be submitted for activities to be implemented over a 12-month period upon award.

CSOs should follow the guidelines and standards outlined there.
ANNEX 1 - List of Eligible Countries

<table>
<thead>
<tr>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afghanistan</td>
</tr>
<tr>
<td>Bangladesh</td>
</tr>
<tr>
<td>Burkina Faso</td>
</tr>
<tr>
<td>Cambodia</td>
</tr>
<tr>
<td>Cameroon</td>
</tr>
<tr>
<td>Central African Republic</td>
</tr>
<tr>
<td>Côte d'Ivoire</td>
</tr>
<tr>
<td>Democratic Republic of Congo (DRC)</td>
</tr>
<tr>
<td>Egypt</td>
</tr>
<tr>
<td>Ethiopia</td>
</tr>
<tr>
<td>Ghana</td>
</tr>
<tr>
<td>Guatemala</td>
</tr>
<tr>
<td>Guinea</td>
</tr>
<tr>
<td>Haiti</td>
</tr>
<tr>
<td>India</td>
</tr>
<tr>
<td>Indonesia</td>
</tr>
<tr>
<td>Kenya</td>
</tr>
<tr>
<td>Liberia</td>
</tr>
<tr>
<td>Madagascar</td>
</tr>
<tr>
<td>Malawi</td>
</tr>
<tr>
<td>Mali</td>
</tr>
<tr>
<td>Mozambique</td>
</tr>
<tr>
<td>Myanmar</td>
</tr>
<tr>
<td>Nigeria</td>
</tr>
<tr>
<td>Country</td>
</tr>
<tr>
<td>-------------</td>
</tr>
<tr>
<td>Rwanda</td>
</tr>
<tr>
<td>Senegal</td>
</tr>
<tr>
<td>Sierra Leone</td>
</tr>
<tr>
<td>Tanzania</td>
</tr>
<tr>
<td>Uganda</td>
</tr>
<tr>
<td>Vietnam</td>
</tr>
<tr>
<td>Zambia</td>
</tr>
</tbody>
</table>