

Request for Applications

MADANI Lead Partners

Central Java

Date of post:	Friday, December 13, 2019
Deadline for Application:	Friday, January 10, 2020 (5:00 PM, Western Indonesia Time)
FCO/ID:	102232.014
Place of Performance:	Boyolali District, Pekalongan District, Brebes District, Surakarta City, Klaten District , Wonosobo District
Thematic Focus:	<u>Boyolali District</u> : Maternal and Neonatal Health in the Workplace <u>Pekalongan District</u> : Frontline Service Delivery: Service Charters and Complaint Handling Mechanism in Community Health Centers <u>Brebes District</u> : Maternal and Neonatal Health: Citizen Oversight at Primary Health Units <u>Surakarta City</u> : Urban Neighborhood Funds Transparency <u>Klaten District</u> : Maternal and Neonatal Health: Multi Stakeholder Involvement in Improving MNH Quality Service Delivery <u>Wonosobo District</u> : Frontline Service Delivery: Citizen Oversight on Improving Quality Service Delivery in Health Facilities with MNCH Focused
Period of Performance:	Expected to start in March 2020 , up to 36 months (with annual evaluations)
Targeted Entities:	Social organizations registered by Indonesian law
Type of Assistance:	MADANI anticipates providing assistance to support one Lead Partner per district over a period of three years (36 months), to delivery activities worth up to IDR 150.000.000 per year. Partners will be evaluated at the end of Year 1 and Year 2 and the decision to continue support will be based on performance in the previous year.
Funding Agency:	USAID Indonesia
RFA Clinic:	10:00-11:00 AM (Western Indonesia Time), Friday, December 20, 2019
Questions:	Questions and requests for additional information about this Request for Application may be submitted to Procurement-Madani@fhi360.org until Friday, December 27, 2019 (5:00 PM, Western Indonesia Time). Answers will be provided on Friday, January 3, 2020 at https://www.ngoconnect.net/indonesia-madani-request-applications . Please consult ATTACHMENT D: FREQUENTLY ASKED QUESTIONS (FAQ) before submitting questions.

A. Introduction: Overview of the MADANI support to Lead Partners

MADANI - Civil Society Support Initiative is a five-year USAID-funded Project implemented by FHI360 that works to strengthen local government accountability and communal tolerance in Indonesia by improving and sustaining local civil society's capacity, legitimacy, and sustainability in 32 districts in selected provinces, starting in West Java, Central Java, East Java, and South Sulawesi.

Using operational support, technical assistance and capacity development, MADANI will empower local civil society organizations (CSOs) to become more professional and effective by improving their operational systems, expanding their membership and stakeholder reach and relevance, and building up sustainable means of mobilizing financial resources to support their mission. MADANI will facilitate improved collaboration between local governments, private sector, and civil society organizations by promoting the benefits of partnerships and providing clarity and guidance to local governments on regulations and policies that promote civil society collaboration. MADANI has two main modes of achieving its development objective: provide capacity development through a pool of technical assistance experts and organize district Learning Forums. Lead Partners will benefit from the capacity development as well as organize Learning Forums to build partnerships and strengthen government accountability and communal tolerance in the selected thematic area.

This Request for Applications (RFA) is for Lead Partners that will support MADANI to reach its development objective of building capacity, legitimacy and sustainability of local civil society organizations and improve government accountability and communal tolerance.

MADANI will provide a mixture of capacity development and technical assistance allowing district level CSOs to reflect, develop, and strategize for the purpose of enhancing their organizational effectiveness, expand their community network and improve government accountability and communal tolerance. MADANI support is an opportunity for CSO management teams and staff to work together to achieve internal change and development based on tailored trainings and technical assistance, as well as to improve their standing and legitimacy in their district by organizing forums for networking and learning, which will also contribute to the overall sustainability of their organization.

1. Goals and Objectives

MADANI will identify and provide operational support to one Lead Partner CSO in each of MADANI's 32 districts. MADANI will support the organizational effectiveness, efficiency, legitimacy, and sustainability of targeted CSO partners through an organizational change approach through which Lead Partners assess, plan, and develop their institutional capacities and build stronger ties with local communities through networking and learning that ultimately leads to improved local government accountability and communal tolerance. **In the Province of Central Java, the MADANI selected thematic area that the Lead Partner will contribute to is:**

Boyolali District: Maternal and Neonatal Health in the Workplace

Pekalongan District: Frontline Service Delivery: Service Charters and Complaint Handling Mechanism in Community Health Centers

Brebes District: Maternal and Neonatal Health: Citizen Oversight at Primary Health Units

Surakarta City: Urban Neighborhood Funds Transparency

Klaten District: Maternal and Neonatal Health: Multi stakeholder involvement in improving MNH quality service delivery

Wonosobo District: Frontline Service Delivery: Citizen Oversight on Improving Quality Service Delivery in Health Facilities with MNCH Focused

Note that for **Boyolali District, Pekalongan District, Brebes District, and Surakarta City**, MADANI is re-opening the Request for Applications, since the first RFA in October-November 2019 did not produce sufficient number of applications. Organizations that submitted in November 2019 DO NOT NEED to resubmit.

2. Period and Scope

MADANI anticipates issuing assistance awards through, either as cost reimbursable or fixed amount, to support one Lead Partner per district over a period of three years (36 months), to deliver activities worth up to IDR 150.000.000 per year using the specific evaluation criteria and competition process as outlined below. Support will cover the costs of organizing MADANI-related activities. Lead Partners will be evaluated at the end of each year and the decision to issue continued support will be based on the Partner's performance in the previous year. Partners will also be evaluated on their contributions to MADANI's results framework.

3. Eligibility Requirements

Applicants must be registered non-profit legal entities in Indonesia and meet all the following eligibility criteria:

- Presence and active work in the target district;
- Registration that allows the CSO to receive funds in its own name;
- Bank account under organization's name, or commitment to open an account;
- Willingness to comply with USAID requirements on VAT exemption;
- Dedicated personnel that would lead program activities, with CV of key personnel;
- Standard operating procedures on financial management;
- Experience with external funding.

Organizations that have previously undertaken institutional capacity development or already have strategic plan *are eligible* and their organizational assessment process and technical assistance will be customized to suit the level of support needed.

Note: Government and semi-government entities are ineligible to apply to become Lead Partners

B. Components

MADANI anticipates support to be provided with the structure below:

Year	Activities and Deliverables	Time frame
Year 1: Foundational Activities	<p>The Lead Partner will:</p> <ol style="list-style-type: none"> 1. Undertake an organizational capacity assessment to identify domains for capacity development 2. Develop and implement a Capacity Development Action Plan 3. Develop capacities and systems to ensure integration of technical themes into policies and programs 4. Draft Thematic Action Plan (TAP) for how to improve government accountability or communal tolerance in the proposed district 5. Set up Learning Forums and implement the Thematic Action Plan (TAP) 6. Carry out Citizen Feedback Perceptions Surveys 	Up to 12 months as per the progress of the activities. Depending on the organization's strength and the presence of existing capacity development activities or strategic plans, some activities could be accelerated.
Year 2: Implementation and Capacity Development	<p>The Lead Partner will:</p> <ol style="list-style-type: none"> 1. Implement the Thematic Action Plan according to the selected theme; 2. Continue hosting Learning Forums, for institutional and technical capacity 	12 months.

Year	Activities and Deliverables	Time frame
	development of Learning Forum partners and for organizing joint actions on selected thematic area; 3. Policy recommendations on the priority area 4. Develop strategies for greater financial sustainability and continuation of Learning Forums.	
Year 3: Implementation, Capacity Development and Sustainability	The Lead Partner will: 1. Implement the Thematic Action Plan according to the selected theme; 2. Continue hosting Learning Forums for institutional and technical capacity development of Learning Forum partners and for organizing joint actions on selected thematic area; 3. Policy recommendations on the priority area; 4. Implement strategies for greater financial sustainability and continuation of Learning Forums;	12 months.

Partners will be evaluated at the end of Year 1 and Year 2 and decision to continue support will be based on performance in the previous year.

C. Expected Activities and Deliverables for Year 1

The Lead Partner is expected to carry out the following activities during Year 1:

1. Capacity Assessments

The first step after being appointed Lead Partner, each organization will conduct capacity self-assessment. This process will take place over several weeks and will be facilitated by MADANI Field Coordinators, and includes domains to examine gender dynamics, funding sources, use of participatory planning, as well as reviewing practices related to internal governance, strategic planning, human resources, management, and organizational accountability mechanisms.

2. Organizational Capacity Development Action Plan (OCDAP)

Based on the information from the self-assessments, the Lead Partner will in collaboration with the Field Coordinator develop an Organizational Capacity Development Action Plan (OCDAP) that will outline steps that the organization will take to address the capacity and performance gaps. This will be used to identify possible resources to provide capacity development.

3. Organizational Strengthening Activities

Lead Partners will be supported with two levels of technical assistance: 1) institutional capacity development and 2) technical/programmatic capacity development. Depending on the results of the self-assessment and OCDAP, Lead Partners will work with the MADANI Field Coordinator to choose from a list of topics and service providers from whom they can receive training as well as follow-up mentoring for improving systems and integrating technical and programmatic improvements. Training and technical assistance resources will come from MADANI's Directory of Capacity Development Service Providers and be funded directly by MADANI's National Office. Field Coordinators will assist Lead Partners in developing Scope of Work for the service provider tailored for their needs and in determining which expert or capacity development service provider will be selected based on the needs. Each Lead Partner will receive up to six capacity development activities per year, to be identified from the Directory, such as:

- Civil society organizational capacity and management, including but not limited to domains, such as:
 - Strategic planning
 - HR management and systems
 - Monitoring and evaluation
 - Financial management
 - Internal good governance
 - Strategic communications
- Civil society advocacy, awareness raising, and community organizing;
- Collective learning processes and knowledge management;
- Local governance and community development;
- Civic education and leadership training;
- Critical and creative thinking, complex problem solving, independent thought and cognitive flexibility;
- Social accountability in service delivery;
- Women’s leadership training and gender equality and social inclusion responsiveness;
- Social analysis and evidence-based policymaking;
- Facilitation, coalition-building and partnership engagement; and
- Resource mobilization, including with the private sector, and government procurement.

4. Organizing Learning Forums

Starting in **April-May 2020**, Lead Partners will begin to organize Learning Forums, which is the main way through which MADANI partners will build partnerships and strengthen government accountability and communal tolerance in the selected thematic area. MADANI district-based Field Coordinator, national office staff, and TA experts will provide mentoring and guidance on the design and implementation of the Learning Forums. MADANI will train the Lead Partners on the methodology to be used for convening the Learning Forums. The goal of these multi-stakeholder Learning Forums will promote networking, built linkages between civil society organizations, the local government, media, and private sector. The Learning Forums will determine which topics need to be addressed and what capacity development TA needs to be delivered for the relevant stakeholders to achieve outcomes towards greater accountability and tolerance. Lead Partners will be responsible for organizing at least four Learning Forum events per year.

5. Thematic Action Plan (TAP)

During the second half of Year 1, the Lead Partners will lead a process to draft a Thematic Action Plan (TAP) on how to improve government accountability or communal tolerance in line with the selected theme of the district. The process for developing the TAP will include quick surveys, stakeholder mapping activities and consultations with local government. Field Coordinator in each district will assist this process. Indicative activities to be included in the TAP are:

- Using an Asset-Based and Appreciative Inquiry approach to identify local solutions;
- Conducting stakeholder needs analysis and constituent needs analysis through citizen perception surveys and asset mapping;
- Identifying possible tools to be used to strengthen government accountability (citizen report cards, citizen charters, budget analysis, complaint monitoring/handling mechanism, legal drafting, etc.);
- Identifying possible technical TA needs;
- Holding regular Learning Forum meetings on the selected theme; and
- Networking with other local, regional and national CSOs.

6. Citizen Feedback Perceptions Surveys

Towards the end of Year 1, MADANI Field Coordinators will work with Lead Partner CSOs to conduct citizen feedback perception surveys in their communities to provide information that will improve their effectiveness in their thematic activities as well as their overall organizational accountability.

D. Expected Activities and Deliverables for Years Two and Three

Towards the completion of Year 1, Lead Partners will submit proposal, which includes detailed work plan based on its selected theme and the actions agreed upon at the Learning Forums (which can include additional capacity development activities). Lead Partners will, throughout the process of assessments and strategic planning, determine their proposal and budget for Phase 2. MADANI will then support implementation of two 12-month programs that are mission-driven and in line with the District's Thematic Action Plan. This phase of support should focus on activities that strengthen accountability or promote communal tolerance in line with the district's selected thematic area.

Capacity development will continue as needed, on good governance, financial management, HR, etc., through individual mentoring customized for each organization in addition to technical areas identified by MADANI and the Lead Partner. Partners may allocate part of their budget for enhancing their technical knowledge in their area of specialty through recruitment of consultants, trainings, development of new program materials, capacity development of staff, etc.

During Year 2 and 3, Lead Partners are expected to produce policy recommendations on the priority area, conduct advocacy campaigns, advocate for increased budget allocations for the selected service, and start to diversify their own resources.

By the end of Year 2, Lead Partners must develop a plan to sustain funding for and implementation of Learning Forums. In addition, partners are expected to develop longer term strategies for organizational funding, including through TA they receive in fundraising and resource mobilization.

E. Evaluation and Selection

MADANI will select one Lead Partner per district resulting from this RFA to applicants whose proposals best conform to the solicitation requirements, after evaluation in accordance with the criteria below. Upon receipt of proposals, MADANI will screen all offers for eligibility and completeness. A proposal can be categorized as ineligible if applicants do not meet the eligibility criteria, and/or the application is incomplete, does not respond to the statement of work, does not comply with the application format requirements, or is submitted after the due date and time.

An essential factor to the success of this support is organizational ownership and commitment to the change process, the time required to do that, and the active participation of board members, management, as well as staff at all levels. In line with this, the RFA requires applicants to describe their governance structure, the role of the Board, and the management structure. Being a Lead Partner will require a significant amount of time and commitment from the organization's Board and staff at all levels. Failure to perform within the agreed-upon timeframe may result in a termination of support. As part of the final selection process, MADANI may interview shortlisted organizations' management team to ensure this important factor for the project.

Eligible applications will be reviewed and scored by MADANI Evaluation Committee. The Evaluation Committee will meet to discuss and finalize its scores and shortlist the applicants considered to become Lead Partner.

The evaluation criteria below are presented by major category in order for applicants to know which areas require emphasis in the preparation of applications. Applicants should note that that these criteria: 1) serve as the standard against which all applications will be evaluated, and 2) serve to

identify the significant matters that applicants must address in their applications. Evaluation will be made based on the following criteria:

Evaluation Criteria	Scoring
1. Existing relationships and past experience engaging constituents, communities, and local governments that demonstrates legitimacy and integrity within the district	20%
2. Approach to convening and supporting MADANI’s Learning Forum, including leveraging existing resources and activities	20%
3. Experiences in proposed thematic area in the districts, approach and challenges, and level of innovation in addressing the issues	20%
4. Administration and financial management capacity	15%
5. Engagement and inclusion approaches (mainstreaming gender equality and social inclusion issues)	10%
6. Proposed cost reasonableness	15%
Total	100%

After reviewing proposals, MADANI reserves the right to request additional information through revised proposals by shortlisted organizations.

F. Application Submission Requirements and Technical Guidance

Each Applicant must complete three documents. First, **ATTACHMENT A: TECHNICAL NARRATIVE PROPOSAL**. Interested organizations should submit the proposal form to demonstrate that they have the qualifications, including the capacities and relevant experience to become a Lead Partner. The application shall include information about the following:

1. Existing relationships and past experience engaging constituents, communities, and local governments that demonstrates legitimacy and integrity within the district;
2. Approach to convening and supporting MADANI’s Learning Forums, including leveraging existing activities;
3. Experience in proposed thematic area in the districts, approach and challenges, and level of innovation in addressing the issues
4. Administration and financial management capacity; and
5. Engagement and inclusion approaches (mainstreaming gender equality and social inclusion issues).

The Technical Narrative Proposal shall be straightforward and concise describing how the Applicant intends to carry out and satisfy the Request for Applications described above. **No cost or pricing information is to be included in the technical narrative proposal.** This form must also include the date, name of person submitting, title, and organization, contact information (email, address, phone) and location.

Second, applicants should submit **ATTACHMENT B: BUDGET FORM** to elaborate the costs associated with proposal. Complete all sections of the template, outlining unit costs that will be relevant to the completion of the deliverables. MADANI will determine the cost reasonableness of the submitted inputs. The budget shall include the cost or price of labor, travel or transportation, and other direct costs related to organizing the Learning Forums. These costs should be listed as unit costs rather than final budget, which the selected Lead Partner will develop as part of the final proposal to MADANI.

Third, applications must provide supporting documents outlined in **ATTACHMENT C: CHECKLIST OF REQUIRED DOCUMENTS**.

G. Application Process

Applications should be marked "MADANI Lead Partner_Organization Name" and submitted to Procurement-Madani@fhi360.org by **Friday, January 10, 2020** (5:00 PM, Western Indonesia Time). Upon receipt, MADANI staff will review all applications for conformity to program eligibility and evaluation criteria listed above, including the cost proposal. Applications are confidential and will be

treated as such. Applicants will be notified individually whether they have been shortlisted by the Evaluation Committee within 14 days after the submission deadline. Selected applicants may be requested to provide additional documentation, including relevant compliance certifications and back-up documentation for proposed unit costs, or set up meetings/calls with a shortlisted applicant. Before deciding to award, MADANI will conduct a Pre-Award Assessment to examine organizational capacity to administer activities.

The selected Lead Partners shall upon request develop a more detailed activity proposal and budget.

The proposal finalization process will depend on the applicant's flexibility but is not expected to take longer than one month.

H. RFA Clinics

To support potential applicants, MADANI will organize an online Skype "RFA Clinic". The RFA Clinic is optional and will provide additional information on how to fill in the application with an opportunity for applicants to ask questions. Interested applicants should send an email to Procurement-Madani@fhi360.org and express their interest to participate, and call into the below Skype address at the indicated time.

- **Day/Date** : Friday/December 20, 2019
- **Time** : 10:00-11:00 AM (Western Indonesia Time)
- **Skype name** : MADANI RFA

I. Questions and Answers

Written questions and requests for additional information can be addressed to Procurement-Madani@fhi360.org until **Friday, December 27, 2019** (5:00 PM, Western Indonesia Time). Answers will be shared with all interested parties on **Friday, January 3, 2020** at <https://www.ngoconnect.net/indonesia-madani-request-applications>. Please consult **ATTACHMENT D: FREQUENTLY ASKED QUESTIONS** before submitting queries.

J. Disclaimers

- To receive awards dealing with issues of maternal and neonatal health, all applicants must indicate their agreement to abide by the terms of "[Protecting Life in Global Health Assistance](#)" by accepting the provision in their award.
- FHI 360 may contact offerors to confirm the contact person, address, and that a bid was submitted for this solicitation.
- Applicants will not be reimbursed for the costs incurred in preparation and submission of an application. All preparation and submission costs are at the Applicant's expense.
- Issuance of this RFA does not constitute an award commitment on behalf of MADANI.
- MADANI reserves the right to independently negotiate with any Applicant, or to make an award without conducting discussions based solely on written applications if it decides it is in its best interest to do so.
- Submitted proposals must be the original and sole work of the application organization. Plagiarism will result in disqualification from Lead Partner competition.
- MADANI reserves the right to waive minor proposal deficiencies that can be corrected prior to award determination to promote competition.
- FHI 360/MADANI reserves the right to fund any or none of the applications received.
- MADANI reserves the right to check Applicant's donor references.
- Final selection is subject to USAID approval.
- This RFA is available in English and Bahasa Indonesia but in the event of ambiguity, the English version shall prevail. All Applications must be written in English or Bahasa Indonesia.

- End of Request for Application -