



**REQUEST FOR APPLICATIONS (RFA)
UNDER THE USAID LEBANON DAWERR ACTIVITY**

RFA No.:	21-RFA-3
RFA Name:	DAWERR CLEARINGHOUSE
Issuance Date:	Sept 30, 2021
Deadline for Submission of Questions:	Oct 23, 2021 - 5:00 p.m. Beirut Time
Closing Date for Submission of Expressions of Interest:	Oct 31, 2021 - 5:00 p.m. Beirut Time
Submissions to:	grants@dawerr.org

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Section I – Background

On June 30, 2020, USAID/Lebanon awarded ECODIT the Diverting Waste by Encouraging Reuse and Recycling (DAWERR) Activity, a five-year project that will establish sustainable and replicable integrated solid waste diversion and valorization solutions in rural areas of Lebanon, leading to improved social and economic well-being for Lebanon’s population. The Activity aligns with USAID/Lebanon’s desire to introduce financially sustainable solutions that increase the reuse, recycling, and monetization of solid waste to reduce the amount of solid waste that goes into landfills. The Activity has the following three objectives:

1. Build the capacity and commitment of municipalities to provide improved solid waste management (SWM) services either directly or indirectly;
2. Empower communities to sort at the source and participate actively in various stages of the recycling value chains (RVCs); and
3. Develop successful business models that create green economic opportunities and generate net incomes along the value chains.

The Activity’s period of performance is August 1, 2020, to July 31, 2025.

DAWERR is implemented by ECODIT LLC and its local subcontractors including Berytech, Compost Baladi, ECODIT Liban, and ELARD.

Section 2 - Purpose, Objectives, and Expected Results

The purpose of this Request for Applications (RFA) is to solicit grant applications for funding available through the USAID DAWERR Activity (the Activity). DAWERR will develop a digital clearinghouse (the Clearinghouse) market for source-separated recyclables. The Clearinghouse will:

- Provide a digital virtual marketplace for source-separated recyclables;
- Increase the access to markets, raw materials, and fair prices;
- Match buyers and sellers, facilitate transactions and reduce transportation distances and cost; and
- Ensure transparency across the solid waste RVCs.

To ensure sustainability of the Clearinghouse, a Private Sector Entity (PSE) will own and manage it as a social enterprise (SE), with its independent platform and own revenue model for the market enablement activities it provides. Accordingly, in addition to the above-mentioned points, the PSE will be able to add one or more innovative elements and features to the Clearinghouse, including but not limited to:

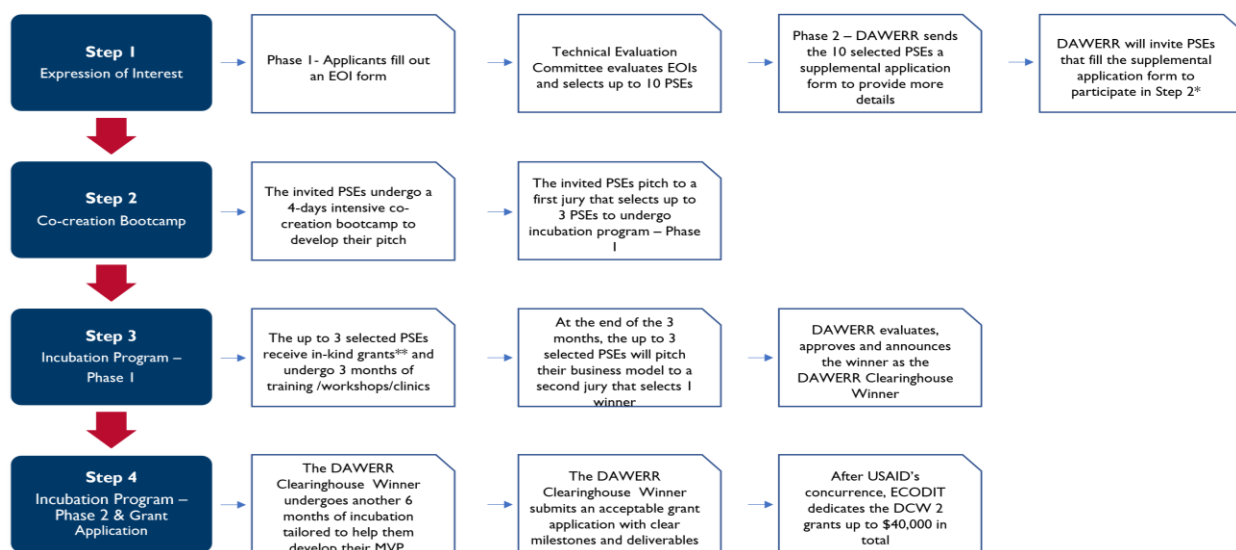
- Spreading awareness about solid waste management (SWM) best practices;
- Creating an e-library of relevant blogs, publications, and articles about SWM;
- Consolidating SWM service/product providers, in Lebanon, under one directory;
- Gamifying SWM practices through interactive maps, reward programs, and/or other ways;
- Enabling second-hand and refurbished products sale through e-commerce; and
- Connecting waste generators to options for treatment available near them etc.

Under DAWERR “Objective 3, Activity 3.2.1 Launch the Digital Clearinghouse Market (the Clearinghouse)” in the Year I Annual Work Plan, DAWERR through Berytech will launch the Clearinghouse as an innovation challenge to award grants to the best business submission based on the process and several selection criteria mentioned in Section 3. Activities planned for the Clearinghouse are based on existing models in use globally and adapt it to Lebanon’s waste sector dynamics. DAWERR will challenge PSEs to assess and validate the use of a suitable app/web monetization business model to ensure long-term sustainability, such as:

- Pay per download: one-time fee per user to access select services;
 - In-app purchases: commission on products sold through platform;
 - Advertisement: ad space sale direct for subject specific products or through Google ads;
 - Freemium: free version for general public, upgrade to paid version for professional use, such as market prices for trading or posting products for sale; and
 - Subscription: annual fee for access to platform and services.
- **Step 1:** DAWERR will open the opportunity for interested parties to submitted EOIs. DAWERR will review the EOIs and select up to 10 PSEs. The latter will then receive another form to fill to get more details about their solution. Those who successfully fill out the form and submit in time, will be invited to participate in the co-creation bootcamp in Step 2 below.
 - **Step 2:** DAWERR will then organize an co-creation bootcamp to co-create and collectively develop the concept and business case for the platform and invite PSEs to participate in a co-creation bootcamp and present proposed solutions. DAWERR will accept, review, and evaluate applications to develop the Clearinghouse, and pick up to 3 top potential PSEs.
 - **Step 3:** The latter will undergo an incubation program to receive business and technical assistance, and other needs to validate their business ideas; in addition to in-kind grants up to \$3,000. Support will focus on validating the business model according to market opportunities, developing the go-to-market (GTM) strategy and financial model, supporting the promotion of the platform, and mobilizing stakeholders to be part of it. At the end of the program, DAWERR will review the proposed solutions again, evaluate and select 1 winner.
 - **Step 4:** The winner undergoes another incubation program where DAWERR through Berytech will hold one-on-one, customized follow-up sessions, and offer technical and business consulting to develop the prototype and get it market ready. DAWERR will also give the winning entity 2 grants up to \$40,000, in total, over 2 years, to build the platform and operate it.

The Clearinghouse event process can be summarized in Exhibit I below.

EXHIBIT I – DAWERR CLEARINGHOUSE PROCESS



* Any PSE that fails to fill and submit the form on time will be automatically disqualified.
 ** Up to \$3,000 in-kind grants will be given to each of the 3 selected PSEs, to help them in financing a market research for their product, branding, design, and other matters as relevant and appropriate etc...

The activities to be financed through this grants fund are those that will contribute to overall DAWERR objectives and specifically the following indicators and results in exhibit 2:

EXHIBIT 2. EXPECTED RESULTS FROM THIS GRANTS FUND*

Indicator Title	Target	Comments
Market value of recyclables recovered in target municipalities and areas	TBD	The targeted value of recyclables' sales depends on the revenue model that will be tailored to the DAWERR Clearinghouse winner. Based on the waste quantification in the DAWERR pilots and the related co-creation workshops, we will be able to capture additional information on average quantities and values of recyclables which will further inform the Clearinghouse model.
Number of municipal staff and local community members receiving training and other TA	23	<p>23 individuals receiving training as following:</p> <ul style="list-style-type: none"> ▪ Part of co-creation bootcamp: <ul style="list-style-type: none"> 10 PSEs will undergo co-creation bootcamp, receiving training (2 individuals per entity) on the following topics: <ul style="list-style-type: none"> -Digital Clearinghouse Solutions -Business and Financial Models -Deck formation and pitching ▪ Part of Incubation Phase 1: <ul style="list-style-type: none"> 3 PSEs will undergo 8 weeks of training (3 individuals per entity) on the following topics: <ul style="list-style-type: none"> -Business Management -Technology (OS, web vs. app, technology used, UX/UI) ▪ Part of Incubation Phase 2: <ul style="list-style-type: none"> 1 PSE (winner of the DAWERR Clearinghouse) will receive training (3 individuals) on the following topics: <ul style="list-style-type: none"> -Relevant technical SWM practices -Operation Management
Number of social enterprises, CSOs, CBOs, or cooperatives established or developed/enabled along the solid waste value chains	3	3 PSEs will each benefit from an in-kind grant during incubation phase 1. And 1 of the 3 will then benefit from 2 FAA grants. (Section 4)
Number of PPPs/business agreements established to support improved SWM	3	3 PSEs will each benefit from an in-kind grant during incubation phase 1. And 1 of the 3 will then benefit from 2 FAA grants. (Section 4)
Number of sustainable FT jobs created in	1	At least 1 job created as a result of implementing the

the RVCs		Clearinghouse
Number of people directly benefiting from increased economic opportunities as a result of USG assistance in local communities	1	At least 1 job created as a result of implementing the Clearinghouse
Proportion of female participants in USG assisted programs	40%	40% of the winning entity's individuals who receive training and support will be females
Value of resources and assets mobilized by local actors or individuals to respond to communities' priority needs	TBD	15% of grants amount awarded. (Grantee cost share as per Grants Specialist)
Number of activities implemented with participation from local stakeholders	1	The grant will implement at least 1 activity. An "activity" is a set of actions that is intended to contribute to meeting community needs, in this case promoting and selling the communities' source sorted recyclables
Number of USAID-assisted local actors (including CSOs, Private sector organizations) engaged in community, regional and national programs	3	3 PSEs engaged in community, regional and national programs
Number of youths trained in soft skills/life skills through USG assisted programs	11	50% of total individuals receiving training

* This MEL table is subject to change based on the selection of the winner and development of grant applications (related specifically to each idea). An updated MEL table tailored to each grant award will be included in the final grant package that will be submitted to USAID for approval.

Section 3 – Application process, eligibility criteria and evaluation criteria

Step 1 – Expression of Interest (EOI)

Application Process – Phase 1

Applicants must express interest in DAWERR Clearinghouse using the EOI form provided in Annex B of this solicitation. Completed EOI forms should be submitted by email to grants@dawerr.org **and on** the DAWERR Clearinghouse landing page (to be developed, along with the communications plan, and submitted for USAID's review and approval by August 26, 2021). Applicants can submit any questions they might have to grants@dawerr.org prior to October 23, 2021 - 5:00 p.m. Beirut Time.

Moreover, to benefit all applicants from the provided information, DAWERR will compile all the questions, sort them by relevance and topic, and post the questions and answers under an FAQ section on the landing page.

It is important to mention that the PSEs will sign an Incubation Agreement with Berytech (to be provided along with the communications plan document) to further ensure their commitment to the program.

Eligibility

Each PSE can submit one application through one of the founders, managers, or employees. A PSE must meet the following eligibility criteria:

- The PSE must be an established small and medium-sized enterprise (SME) working actively in the SWM sector / or with an environmental scope; or
- The PSE must be an established Startup that has been incorporated in Lebanon for at least 2 years; and
- The PSE dedicates a team of multidisciplinary experts (including preferably software developers);

Also, the following criterion is desirable but not required:

- The PSE owns an existing digital prototype or digital product launched in the market.

Evaluation

DAWERR will form a Technical Evaluation Committee (TEC) comprised of representatives from the DAWERR Team and other experts as necessary to evaluate the eligible EOIs. For phase 1, the TEC will conduct this evaluation based on the set of criteria listed in exhibit 3 below and short-list up to 10 PSEs to move on to Phase 2.

EXHIBIT 3. EOI EVALUATION CRITERIA

Criteria	Description	Value (Points)
Experience	The PSE demonstrates that it is currently engaged in SWM projects and/or platform operation as part of their scope of work	10
	The PSE demonstrates that it has experience in executing SWM projects and/or platform operation	15
Competitive Advantage	The PSE demonstrates its ability to provide its services better or more efficiently than its rivals. Moreover, it showcases certain factors which sets it apart from similar businesses such as cost structure, branding, the quality of service/product offerings, the distribution network, intellectual property (existing prototype), and customer service.	10
Commitment	The PSE demonstrates desire to advance, willingness to recruit necessary skills/talents, and enthusiasm to the Clearinghouse by detailing how it can bring added value and help advance the business. Moreover, the PSE shows the willingness to recruit necessary talent/skill if they are missing that from the current team.	15
Team	The PSE dedicates a team, and in the team description and resumes, demonstrates essential success qualities and expertise such as solid waste management, sales, marketing, project/product management, product/tech development finance management, effective communication, complementary skills, good leadership, mutual respect, and can-do attitude.	10
	The PSE dedicates team members each with at least 2 years of experience in his/her respective domain.	10
Solution	The PSE provides a clear description of the proposed solution with the revenue model suggested for the challenge statement in Annex A.	30
Total		100

DAWERR will inform applicants who were not shortlisted by email.

Application Process – Phase 2

DAWERR will send an e-mail to each of the 10 shortlisted PSEs to notify them about their qualification. DAWERR will also include a link so that the 10 shortlisted PSEs must access to provide more details mentioned in the supplemental application form provided in Annex C. All PSEs must fill and submit the supplemental form by November 5, 2021 – 5 p.m. Beirut Time.

DAWERR will invite 2 people from each PSE that successfully submit the supplemental application form to participate in Step 2 – Co-creation Bootcamp. DAWERR will also mention that the supplemental application is mandatory and failing to fill and submit details, on time, will result in automatic disqualification.

Step 2 – Co-creation Bootcamp

Process

The invited PSEs (up to 10) resulting from Step 1 will participate in a 3-day intensive co-creation bootcamp and a 4th day for selection. The bootcamp will take place physically on Days 1 and 2, and virtually on Days 3 and 4. The Bootcamp’s program, see exhibit 4, focuses on teamwork, networking, coaching sessions with local experts, learning, applied knowledge and exchange of expertise. It will aim at helping them explore market, commercialization, and business opportunities, as well as develop a valid business model for the Clearinghouse with access to:

- Receive technical and practical guidance and interaction with experts;
- Develop their revenue model;
- Develop their commercialization and go-to market (GTM) strategy; and
- Prepare their pitch to present it to a Jury 1 made up of DAWERR experts and partners.

EXHIBIT 4. SCHEDULE OF THE CO-CREATION BOOTCAMP

<p>Day 1 Friday 3:00-8:00pm</p>	<p>Introduction and Challenge presentation</p> <ul style="list-style-type: none"> ▪ Teams will receive all the information they need for the challenge and discover the opportunities in the Lebanese Market Place – Get them inspired by success stories of other SMEs and startups in the SWM ecosystem running similar practices in the fragmented recycling market <p>Workshop: Improve their awareness and knowledge about digital clearinghouse solutions – Review of global successful models to introduce different business and financial models</p> <p>Workshop on various Revenue models _</p> <p>Workshop on Business model canvas</p> <p>Clinics: Working session with coach (per team) to discuss and review key elements of their proposed solution</p>
<p>Day 2 Saturday</p>	<p>Workshop: Learn about trends, challenges and opportunities with digital Marketplaces (including revenue models)</p> <p>Workshop on GTM strategy (customer/pb./solution validation – how to promote it and reach, acquire, retain it, price it) 2hrs</p> <p>Workshop on building partnerships 1 hour</p> <p>Clinics: Working session with coach (per team) to discuss and review their partnership model I</p> <p>Clinics: Working session with coach (per team) to discuss and give feedback related to key elements of their proposed solution</p> <p>Pitching workshop 1.5 (template to fill out – 10 slides)</p>
<p>Day 3 (week 2) Monday</p>	<p>Online Clinics to review and provide feedback on pitch deck</p>
<p>Day 4 Friday</p>	<p>Selection Day - recorded video</p> <p>Teams will send a recorded pitching video of their solution to Jury 1 to get the chance to be selected among 3 finalists.</p>

Evaluation

By the end of the co-creation bootcamp, all teams will have prepared a 3-minute recorded video for their pitch and share with a jury of experts (Jury I). Provided with the supplemental application form, Jury I will select up to 3 PSEs that DAWERR will invite to participate in the Incubation Program - Phase I mentioned in Step 3. PSEs that were not selected to take part in the incubation program will be informed via e-mail.

Jury I may include representatives from USAID (e.g., the COR), Berytech and other members of the DAWERR team, and other experts such as investors, industrialists, etc. After informing USAID, Jury I will evaluate the recorded pitches based on the criteria listed in exhibit 5.

EXHIBIT 5. STEP 2 PITCHES JUDGING CRITERIA AND VALUES

Criteria	Description	Value (Points)
Target market, and Customer Segment	<ul style="list-style-type: none">The PSE demonstrates a clear customer understanding and empathy and targets a specific pain or problem for a relevant stakeholder.The PSE has a clear understanding of the characteristics of their target customers and personas.	15
Idea Validation	<ul style="list-style-type: none">The PSE addresses the problem and market validation. The problem/opportunity is ubiquitous, and the solution is innovative and feasible.The problem is worth solving, has a clear value, and matches the solution's value proposition.	15
Business Model	<ul style="list-style-type: none">The PSE has a clearly defined model of "how they will generate revenue."	20
Competitiveness and Scalability	<ul style="list-style-type: none">The idea is competitive globally. Few global competitors would be working in direct competition with the PSE after they move from idea to a minimum viable product (MVP) to a fully operational product.	20
Innovation and Impact	<ul style="list-style-type: none">The business idea presented is original or new, or introduces a change made to an existing product, idea, or field.	20
Team	<ul style="list-style-type: none">PSE team composition demonstrates the ability to execute and are committed to the Clearinghouse.PSE team members' background is clear, fitting with the roles and responsibilities needed to take the idea forward.	10

Step 3 – Incubation Program – Phase I

Process (3 months duration)

Berytech will provide business and technical assistance and other needs to support the 3 PSEs, selected in Step 2, in validating their business idea. PSEs team members (up to 3) will be paired with an advisory team, have access to industry professionals, and receive training as well as one-on-one feedback clinic sessions. Throughout the incubation program, DAWERR will award in-kind grants of up to \$3,000 to each PSE team on a need and rolling basis. These in-kind grants will be managed and administered by Berytech who will procure the goods and services deemed needed. These in-kind grants will assist the PSEs in financing a market research for their product, branding, design, and other matters as relevant and appropriate. It is worth mentioning that the grants at this stage play an additional role of opportunity cost for the selected PSEs. This stimulus will increase their success later on even if not selected. It will also help us in the

process of market validation which will help us ensure deliverables for the clearinghouse development. This would assist the PSEs in validating their solution and finalizing a comprehensive strategy for the implementation. Hence, it will create a healthy competition among the 3 PSEs and therefore increase the success rate of the winning business. It might also create potential synergies should the non-winning PSEs decide to implement the project on their own. DAWERR will follow a vetting process through USAID’s Partner Vetting System (PVS) portal for the 3 PSEs, since one of them will be selected as DAWERR Clearinghouse Winner (DCW). Successful vetting doesn’t affect the result for the DCW; however, unsuccessful vetting would disqualify the entity immediately.

The incubation program will include several trainings, workshops and clinics as listed in Annex F.

Phase I – Milestones

At the end of Phase I of the incubation program, PSEs will have finished:

- Listing and prioritizing customer segments;
- Defining challenges and solutions;
- Drafting persona(s);
- Identifying industry stakeholders of interest and target markets;
- Interviewing stakeholders and potential customers;
- Validating assumptions;
- Completing wireframes and mapping user experience;
- Finalizing product specs, roadmap and GTM plan;
- Defining human resources operations; and
- Finalizing legal considerations, financial and revenue plans, and pitch deck.

Evaluation

DAWERR led by Berytech will host a “pitch day” to assess the three PSE finalist teams at the end of Incubation Phase I. The PSE finalist teams will have prepared a final 3-minute pitch to present in front of Jury 2. Jury 2 may include a mix of business professionals, technical experts, and investors as well as DAWERR team members and Berytech representatives. Jury 2 will use selection criteria listed in exhibit 6 (based on YI Implementation Plan), supplemented by input from expert evaluations and the Berytech Advisory Team. Jury 2 will choose 1 of the 3 PSEs to move to Phase 2 of the Incubation Program, where they will get tailored business and technical support needed to build their MVP and apply for a grant. DAWERR evaluates and approves the selected PSE and announces it as the DCW.

EXHIBIT 6. STEP 3 PITCHES JUDGING CRITERIA AND VALUES

Criteria	Description	Value (Points)
Innovation	<ul style="list-style-type: none"> • The PSE presents an idea with a potential innovation in the services, technology, strategy, or the business model; the idea is not over-represented or "Déjà Vu" locally or in the world. 	20
Idea Validation	<ul style="list-style-type: none"> • The PSE addresses the challenge statement and market validation. The problem/opportunity is ubiquitous, and the solution is responsive to the need of the local solid waste market. • The problem is worth solving, has a clear value, and matches the solution's value proposition. 	5
Business Model	<ul style="list-style-type: none"> • The PSE proposes sound monetization of the platform and revenue models presented 	30

Impact	<ul style="list-style-type: none"> The PSE uses an inclusive and participatory approach that integrates solutions available in the market and collaborates with various stakeholders and entrepreneurs 	20
Team	<ul style="list-style-type: none"> The PSE team composition demonstrates the ability to execute and are committed to the Clearinghouse. PSE team members' background fits with the roles and responsibilities needed to take the idea forward. 	25

Step 4 - Incubation Program – Phase 2 & Grant Application

Process (6 months)

The DCW, resulting from Step 3, will participate in the incubation program - Phase 2 which focuses on the execution of the business plan developed during incubation program Phase 1. It primarily consists of building the MVP and acquiring customers and partners. With the consultation of technical lead from Berytech regarding the deliverables and milestones, regular sessions with mentors will be held to help keep company on track including:

- KPI review session;
- Acquisition and lead generation (social media outreach);
- Content creation and distribution;
- Partnerships, hiring, marketing; and
- Progress review for MVP and technical assistance.

DAWERR/Berytech will tailor the business and technical support during Incubation Program - Phase 2 (over 6 months). The trainings will include workshops that revolve around:

- Negotiation and sales for customer's acquisition;
- Investment readiness for raising grants, debt, and equity capital;
- Raising capital through highlighting the different steps of the journey and the deliverables;
- Investment pitch deck to help them prepare their own investment pitch deck; and
- Legal requirements (contracts, agreements, IP...).

The workshops modules in Phase 2 will be further developed and customized to the need of the winning company.

In addition, Match-Maker events (platform is an online matchmaker) that pairs up waste generators with remanufacturers, purchasers or recyclers that can repurpose the waste, will be organized by Berytech to help the winning organization create a sales pipeline and form partnerships with existing stakeholders.

Evaluation

During Phase 2 of the incubation program, the DCW will be able to submit a Grant Application with budget using the templates in **Annex D** and **Annex E** respectively. The DCW applying for the grant must fulfil the following:

1. Meet the below eligibility criteria;
2. Provide a clear milestones and deliverables plan; and
3. Submit an acceptable grant application in accordance with the templates in Annex D and Annex E.

DAWERR will prepare and submit to the COR a report summarizing the proceedings and results of Steps 1 through 3, attaching the final grant application received from the DCW. DAWERR will also provide evaluations and recommendations for making grants under contract awards to those entities, and seek COR's concurrence for awarding such grants. ECODIT, and after USAID's concurrence, will award DCW 2 grants **up to \$40,000, in total, over 2 years**.

Eligibility

- Business outcomes and results consistent with and linked to DAWERR objectives.
- Registered non-governmental organizations (non-profits or for-profits) including but not limited to the private sector, civil society organizations, research institutions, and community groups. Applications from individual citizens will not be reviewed at this step. Public International Organizations are not eligible for grant funding unless special circumstances warrant specific approval by USAID to that effect; and
- Provide evidence that they are recognized by the Government of the country in which they operate and that formal registration has been completed.
- Obtain a DUNS Number, when required, which can be requested online at <https://fedgov.dnb.com/webform>.
- Do not have active exclusion in the System for Award Management (SAM) (www.sam.gov), do not appear on the Specifically Designated Nationals (SDN) and Blocked Person List maintained by the U.S. Treasury for the Office of Foreign Assets Control, sometimes referred to as the "OFAC List", and are not listed in the United Nations Security designation list.
- Are vetted by Lebanon Vetting Support Unit (for grants exceeding \$25,000).

The following types of organizations are not eligible for funding:

- Public International Organizations;
- Organizations with active exclusions in the System for Award Management (SAM) – refer to www.sam.gov;
- Any municipal/city, provincial and national government;
- Organizations that advocate, promote or espouse anti-democratic policies or illegal activities;
- Political parties or institutions;
- Organizations that intend to use the grant for religious objectives;
- Organizations that are on the list of parties excluded from federal procurement and non-procurement programs or the United Nations Security Sanctions Committee;
- Any entity whose name or individual executives appears on any exclusions lists maintained by the U.S. Treasury's Office of Foreign Assets Control (OFAC) or UN's master list of prohibited individuals or entities.

DAWERR reserves the right to fund any or none of the applications submitted. Issuance of this RFA does not constitute an award commitment on the part of the DAWERR Activity, nor does it commit the Activity to pay for costs incurred in the preparation and submission of a concept paper or application. Further, the Activity reserves the right to reject any or all applications received if such action is considered to be in the best interest of the US Government. Applications are submitted at the risk of the applicant; should circumstances prevent making an award, all preparation and submission costs are at the applicant's expense.

Section 4 – Grant Award and Administration

Pursuant to 2 CFR 700.13, it is USAID policy not to award profit under assistance instruments. However, all reasonable, allocable and allowable direct expenses, which are related to the grant activity and are in accordance with applicable cost standards (2 CFR 200 for non-profit organizations and educational institutions, and the Federal Acquisition Regulation (FAR) Part 31 for for-profit organizations), may be paid under the grant.

Any resultant award will be subject to the terms and conditions of the Prime Contract for the USAID DAWERR Activity, Standard Provisions for Non-U.S. Non-Governmental Recipients.

Administering and Managing the in-kind grants up to \$3,000

DAWERR will award in-kind grant of up to \$3,000 to each of the three PSEs invited to participate in the Incubation program (Step 3) to finance their first steps, including financing a market research for their product, branding, design, and other matters as relevant and appropriate. Berytech will lead in administering and managing the in-kind grants, procuring goods (if any) and services, and making payment to vendors, under the direction of ECODIT. For each in-kind grant, ECODIT will submit a grant approval request to USAID and seek COR's approval.

Administering and Managing the grants up to \$40,000

ECODIT will award 2 grants of up to \$40,000, in total, to the DAWERR Clearinghouse Winner selected at the conclusion of Step 3 to receive a grant under the contract. The grant will be split into 2 parts over 2 years. The first part of the grant will be to assist the DAWERR Clearinghouse Winner, to establish, pilot and scale their solution, and accelerate their business operations and market penetration and growth along the RVCs. The second part of the grant aims at aiding the DCW in further platform development and operations.

Prior to grant implementation, ECODIT will provide the grantee with information and technical support on how to administer their grant funds, reporting and communications. Regular project monitoring and evaluation visits by DAWERR staff to the grantees will commence shortly after the award.

Award Type

A variety of grant-making mechanisms may be utilized (standard grants, simplified grants, and fixed amount awards), with a preference for fixed amount awards. The type of grant mechanism and payment will be based on the nature of the proposed activities and the grantee's financial management capacity, as determined by DAWERR.

Grantee Expenses

The grantee shall not procure any of the following goods or services without the prior written approval of the USAID Contracting Officer, which shall be requested through ECODIT, USAID's Implementing Partner for the DAWERR Activity : agricultural commodities; motor vehicles; pharmaceuticals and

contraceptive items; pesticides; fertilizer; used equipment or U.S. government-owned excess property; military equipment; surveillance equipment; police and law enforcement equipment; abortion equipment; luxury goods; gambling equipment; and weather modification equipment.

Cost Share or Leverage/Co-funding:

Applicants/ DAWERR Clearinghouse Winner are encouraged to provide cost share or leverage as part of the grant application (**Annex D**) – see below definition of terms.

- Cost share or “matching” refers to the resources a grantee contributes to the total cost of the agreement. Cost share can include cash and in-kind contributions, such as donated employee time, supplies, equipment, land, etc. Cost share requirements will be determined on grant-by-grant basis.
- Leverage is the resources brought in by a partner outside of the donor/grantee relationship. Leverage can take a variety of forms, such as financial contributions, donated services or property, or in-kind contributions. The requirement, modality and value of the leveraged funds will be proposed by the grantee.

Monitoring and Evaluation

DAWERR Activity will use a variety of mechanisms to monitor grantees' performance, including evaluating end-of-activity results, conducting site visits of activities underway, and reviewing periodic reports. Grantees will be required to report data to feed into the Activity's Monitoring and Evaluation Plan. The grant agreement will detail the type and frequency of reports required.

Environmental Compliance

DAWERR Activity will evaluate the potential environmental impacts of all proposed grant activities prior to award. All grants will be screened to determine whether the activities fall within the definition of a categorical exclusion as set forth in 22 CFR 216.2 (c) (2), or may present a (a) moderate or (b) high risk to the environment.

For any activity that may affect the environment, the Activity will work with the grantee to ensure that required environmental compliance documentation is completed and submitted to USAID. Furthermore, additional monitoring and reporting may be necessary to ensure compliance with environmental mitigation plans.

Section 5 – Requests for Clarification and Assistance

Prospective applicants requesting explanation, interpretation, or assistance in responding to this RFA must send their questions in writing, in English or Arabic, to grants@dawerr.org and on the DAWERR Clearinghouse landing page, by September 23, 2021 – 5:00 p.m. Beirut Time.

Applicants may also request assistance with grant application from DAWERR. DAWERR will consider providing one-on-one assistance with activity and clearinghouse development, and with the application package. Additionally, pre-proposal training sessions and briefings may be organized, and applicants who have expressed interest in this RFA will be informed of such events. It is expected that the timeframe for clarifications during the application process and the evaluation process will be about 1-2 weeks.

ANNEXES

- A. Challenge Statement
- B. Expression of Interest Form
- C. Supplemental Application Form
- D. Grant Application Template
- E. Sample Budget Template
- F. Proposed Program for Incubation Phase I
- G. Berytech Incubation Agreement

ANNEX A – CHALLENGE STATEMENT

We are producing a tremendous amount of waste and most of it goes to landfill. One way to contribute to the recycling value chain is to get the recyclables into the marketplace and create demand. Nothing is really a waste; through the digital clearinghouse marketplace a second life is given to recyclables and recycled products.

The Clearinghouse will:

- Provide a digital virtual marketplace for source-separated recyclables;
- Increase the access to markets, raw materials, and fair prices;
- Match buyers and sellers, facilitate transactions and reduce transportation distances and cost; and
- Ensure transparency across the solid waste Recycling Value Chains.

We also want to see what you can bring to the table with your innovation and added value through different services.

ANNEX B – EXPRESSION OF INTEREST FORM

Part I	Part 2
1. What's your first name?	1. What is your company's current scope of work when it comes to SWM services/projects?
2. What's your last name?	2. What are your company's portfolio when it comes to SWM projects? (State project name and company contribution)
3. What's your email address?	3. What competitive advantages do you bring to the table to make this project a success?
4. What's your phone number?	4. How would this project bring added value to your business?
5. What's the name of your Company?	5. List the names and job titles of the team who will be participating in the event.
6. Is your company registered in Lebanon?	6. Attach the updated CVs of the people you listed in the team including yours.
7. What's your position at the company?	7. Describe your proposed solution with the revenue model suggested for the Clearinghouse.
8. How did you hear about DAWERR Clearinghouse?	8. Attach the registration certificate for your company.

ANNEX C – SUPPLEMENTAL APPLICATION FORM

Entries
<ul style="list-style-type: none">• Provide a study about the demand for the recyclables you want to address.
<ul style="list-style-type: none">• Provide your market data analysis.
<ul style="list-style-type: none">• What is your action plan and how do you intend to scale the business?
<ul style="list-style-type: none">• What are other KPIs would you suggest making sure the platform is running efficiently?

ANNEX D – GRANT APPLICATION TEMPLATE

APPLICANT INFORMATION

1. Name of Organization	
2. Legal status of the organization	
3. Background on the applicant organization:	<i>Mission, activities, and primary technical sectors of organization's operation. Indicate number of staff employed by the organization and their positions.</i>
4. Address	
5. Telephone and Email	
6. Contact Name/Position/Tel/Email	
7. Project Name	
8. Priority Thematic Area(s) /challenge statement addressed	
9. Number of beneficiaries	
10. Project Location	
11. Overall Grant Goal and Objectives	<i>Goal and objectives of the proposed activity that supports the objectives of the USAID DAWERR Activity found in Sections 1 and 2 of this RFA; List objectives that lead to the larger, general goals (specific objectives should be measurable and have a time frame).</i>
12. Illustrative Grant Activities and Methodology	<i>Outline the proposed grant activities to be implemented and methodology used to accomplish each objective. Provide the technical approach to implement the proposed activity.</i>
13. Expected Grant Results	<i>State expected results to be achieved that support the overall Activity results found in Sections 2 of the RFA.</i>
14. Monitoring & Evaluation	<i>Please elaborate on the following:</i> <input type="checkbox"/> <i>What will determine the success of the activity?</i> <input type="checkbox"/> <i>Propose actions to facilitate lessons learned of results.</i>
15. Management & Institutional Capacity	<i>Brief description of the technical and financial capacity to implement and monitor the proposed activities.</i>

	<p><i>Human Resources: Describe proposed staff, partners and/or consultants to implement all components of the project. Elaborate on the financial and administrative management of the organization. Please state any need for additional technical support.</i></p> <p><i>Budget Narrative /Business Plan: Please describe the budget that supports the activity or expanded business plan</i></p>
16. Cost Sharing/Leverage if applicable	
17. Total budget requested from the USAID DAWERR Activity (in USD)	
18. Total budget of Project (in USD)	
19. Applicant's Name & Signature Date:	

REFERENCES if applicable

Please list the names and contact information of at least three clients/donors/funding sources that can provide information to assist with the responsibility determination.

Name of organization	Contact person, name, title, email address, tel. number	Activity/Project description

ATTACHMENTS – Provide the following with your application:

- Copy of valid registration certificate for the Grant.
- Grant Application (Using Form in Annex D)

ANNEX E – SAMPLE BUDGET TEMPLATE



Budget Template.xlsx

ANNEX F - PROPOSED PROGRAM FOR INCUBATION PHASE I

Title	Description
Needs & Challenges Assessment - Clinic	Business Model Canvas review.
Business Follow-up Clinics	The Berytech team will meet with SMEs at four different points throughout the first phase to understand details about their progress, quality of deliverables, and help facilitate any bottlenecks they might be facing.
Customer Segmentation Workshop	<p><u>Objective</u></p> <p>The objective of the customer segmentation workshop is to frame the winning teams' mindsets around well-defined customer segments that face unique problems and have distinct attributes</p> <p><u>Outcome</u></p> <p>By the end of the workshop, the 3 SMEs will have clearly defined several customer segments pertaining to their market of interest and listed each's unique attributes.</p>
Customer Validation Workshop	<p><u>Objective</u></p> <p>This workshop takes the SMEs through a journey of customer discovery to methodically achieve market validation and learn how to collect the data necessary to validate or negate their hypotheses.</p> <p>Note: During every weekly sprint, the organizations need to conduct 5 in-depth interviews with the audience per week and hold 5 debriefs of in-depth interviews per week with their mentor, they will update their early adopters' personas accordingly.</p>
Wireframing and UX Session	<p>This half-day workshop explains the first steps towards building websites & mobile apps wireframes & User Experience.</p> <p>Participants will take part in interactive exercises, discussions, and activities to identify what their site's information architecture, structure, USPs and basic</p>

	<p>look & feel are.</p> <p><u>Objective and outcomes:</u></p> <ul style="list-style-type: none"> - Learn how to communicate with designers & developers to deliver your messages. Learn the difference between a designer & developer, their technical words & the different types of websites & mobile apps - Learn how to define your brand, product & niche. Define your goals & identify your hooks. Starting with words instead of pictures - Create a sitemap for your project. Test it. Validate it. - Introduction to domain names & hosting.
<i>Product Mapping Session</i>	<p><u>Objective and outcomes:</u></p> <ul style="list-style-type: none"> - Identify your product core, & functions - Identify your user base & needs - Identify your niche - Competitive Analysis
<i>GTM Online Strategy Session</i>	<p><u>Objectives and Outcomes:</u></p> <ul style="list-style-type: none"> - Setup your GTM strategy - Create a roadmap to launch your product & market it - Measure & report your results. Identify weak points & fix them.
GTM Plan	<p><u>Objectives:</u></p> <p>Developing a full communication & media plan strategy including but not limited to:</p> <ul style="list-style-type: none"> - Blending online marketing strategy, PR strategy, Network building, stakeholders mapping & targeting that allows the founders to reach out to the audience they intend to reach. - Budgeting & ROI analysis (key metrics to extract, monitor, and analyze, and how to adjust the strategy accordingly) - Sharing best practices around ways & tactics to target the selected audience - Market prioritization for an alignment of short-term and long-term gain
Finance I – Revenue Models, Costing Structure, Pricing	<p><u>Objective</u></p> <p>The objective of the first finance workshop is to teach participants the finance basics they should master as entrepreneurs. This includes how to select a revenue/business model, how to price their</p>

	<p>product/service, and how to build and present their cost structure.</p> <p><u>Outcome</u></p> <p>By the end of the first finance workshop, participants should be able to clearly present and articulate their business/revenue model, pricing strategy, and cost structure with its different components.</p>
<p>Finance II - Financial Statements, Financial Modeling</p>	<p><u>Objective</u></p> <p>The objective of the second finance workshop is to teach participants the three basic financial statements, their definition, use, the way they are interlinked, and how to analyze selected metrics. The workshop also aims at initiating participants to the basics of financial modeling including establishing assumptions and utilizing excel functions to produce the financial statements.</p> <p><u>Outcome</u></p> <p>By the end of the second finance workshops, participants/entrepreneurs, should be able to build a basic financial model for their venture, perform basic sensitivity analysis, and present a sound financial forecast.</p>