

# SRF Call for Proposals for Eastern Chad International Window Guidelines.

DRC West and Central Africa Regional office – SRF Fund Management Unit

## Submission Guide

### 1. Overview of the Sahel Regional Fund

The Sahel Regional Fund (SRF), hosted by the Danish Refugee Council (DRC), is a new regional humanitarian fund managed by NGOs (non-governmental organisations) with an operational presence in the central Sahel, the Lake Chad basin and eastern Chad. Broadly speaking, the fund targets conflict-affected rural areas that lack resources and are difficult to access, as well as areas facing an influx of displaced people. The SRF is currently supported by the UK, and may soon evolve into a multi-donor pooled fund.

The SRF's main objectives are to provide predictable, flexible and long-term funding to international and national humanitarian NGOs, to implement an integrated multi-sectoral response, to engage strategically and inclusively with local stakeholders and first responders, and to support a more evidence-based and effective response based on core humanitarian principles. It will also support joint regional NGO advocacy to influence humanitarian policy, practice and reform.

The SRF is aligned with country humanitarian plans in prioritising sectors of intervention, emphasising access to basic services, based on vulnerabilities and socio-economic capacities, while promoting a resilience-building approach. Our actions are guided by the imperative of ensuring that protection is central to everything we do.

For further information about the Sahel Regional Fund, please visit the website: [Sahel Regional Fund | Danish Refugee Council](#)

## 2. General conditions of the call for proposals to contribute to the response in Eastern Chad

### 2.1 General strategic considerations

At the strategic level, and as part of the implementation of the action plan validated by the Board of Directors, the SRF invites organisations to submit project proposals that are aligned with national policies and priorities, as well as with the strategic frameworks of the HRP and the RRP.

#### 2.1.1. The call is part of the international and national localisation agenda.

This call is divided into two support windows:

- **The first window of support is aimed at international NGOs active in Eastern Chad, and is the subject of this document.** It aims to contribute to objectives 1 and 4 of the Country Humanitarian Team's localisation strategy, namely to strengthen the partnership with national NGOs in all aspects of the humanitarian response (O1) and to strengthen and support the capacities of national NGOs (O4).
- **The second window is aimed at National/Local NGOs already operating in the East of the country, and is the subject of another call, parallel to this one, with precise information also available on the SRF website.**

#### 2.1.2. In line with the SRF's general strategy, the support offered must be multi-sectoral, territorialised and people-centred.

This means that the response must be as **comprehensive and coordinated as possible in addressing the priority needs of vulnerable populations in a clearly defined area**, while adapting to local realities. This holistic approach ensures a relevant and coherent response, enhancing the impact of actions and optimising the use of available resources.

Project proposals should focus on a **rigorous, multi-sector analysis of the needs of beneficiaries** in the target areas. Interventions must remain centred on the coordinated and sustainable satisfaction of people's needs, through joint and multisectoral actions that facilitate access to aid, improve the effectiveness of the response, and strengthen accountability.

#### 2.1.3 Cross-cutting project requirements

**Coordination:** Ensuring **close strategic and technical coordination** with the main strategies, response actors and support programmes (national policies, HRP, RRP, Haguina initiative, specific WFP, UNHCR and World Bank programmes, etc.) at national and local level. The SRF encourages a dynamic of information seeking, active listening and proactive coordination to strengthen complementarity, collaboration between players and operational synergies, including with the projects proposed in the other window of the call. There is a strong incentive to sign operational MoUs to formalise reference mechanisms and operational complementarities. Given the humanitarian nature of the SRF, the project leader (and other members of the consortium, if applicable) must demonstrate active participation in humanitarian coordination, both at national and regional level, prior to submission and during the implementation of the contract.

**Complementarity, synergy:** Complementarity and synergy are essential if we are to maximise the impact of our response efforts in Eastern Chad, by building on the resilience operations already underway near the sites set up for refugees and returnees as part of Haguina. In addition to the major programmes (WB/WFP/HCR, etc), as well as the more modest ones, the NGOs provide valuable flexibility, targeting specific needs that are not covered, thereby strengthening collective effectiveness.

**Agility:** Reactivity, adaptation to new needs and changing operational realities are essential qualities expected in projects. Operational pragmatism and an absence of sanctity of operations are strongly recommended. Flexibility must be favoured in order to respond effectively to contextual changes.

**Conflict-sensitive approaches:** Support must incorporate conflict-sensitive approaches, rigorously applying the ‘Do No Harm’ principle and aiming to strengthen social cohesion. Regular, effective and shared analyses must feed into collective thinking and enable agile and appropriate operational programming.

## 2.2. General focus of the call.

With this appeal, the SRF aims to support **areas of eastern Chad, namely the provinces of Ouaddaï, Wadi Fira and Sila**, which host large numbers of refugees and returnees and are characterised by a lack of resources. International NGOs can submit **a technical proposal in one of the provinces**, either Ouaddaï, Wadi Fira or Sila.

This call for proposals aims to promote harmonious and sustainable integration by encouraging urbanisation and greater administrative, economic and social integration between the refugee, returnee and host populations. It excludes activities linked to the construction, maintenance or operation of camps.

**Support for transit sites or populations settled on the border is not possible within the framework of this call. The support proposed must in no way contradict the overall rationale for relocating refugees.**

Beneficiaries are selected on the basis of **vulnerability criteria, without distinction of status**, to include refugees, returnees and host communities. **Particular attention is to be paid to women and children**, given the large number of refugees and returnees, and the protection risks in the region covered.

## 2.3 Allocation priorities

The proposed action should make it possible to participate primarily in the general effort to build resilience and empower beneficiaries, while at the same time retaining a capacity for emergency response to be implemented in the event of unmet needs.

### 2.3.1. Guidelines for the resilience aspect of support.

The proposed support must **strengthen the overall and multi-sectoral resilience and livelihoods of the target populations, with a fairly rapid impact**, while creating the foundations for sustainable resilience. Support must take account of local needs and dynamics, while complementing existing structural or regular support (such as the WFP's MPCT or CT). These solutions will have to be devised by the consortium leads, **drawing on their expertise and knowledge of the context**.

**However, the resilience actions proposed must have a strong focus on the environmental and economic dimensions**, in order to encourage the sustainable impact of the projects, promote the empowerment of beneficiaries and strengthen collective resilience. In addition, given the close links between these issues and protection questions, projects will have to include **protection actions integrated with resilience support**. More specifically:

- **Resilience support to meet the challenges of preserving the environment**

In view of the scale and complexity of the needs to be covered, partners are expected to give careful thought to their strategic and operational positioning, taking into account the needs to be covered, the technical nature of the responses required, operational capacities, and the presence or expected presence of larger-scale resilience projects such as Haguina, RésiTchad or ProAgri, etc.

Support for this resilience strand may include interventions aimed at preserving water resources in catchment areas, reducing environmental degradation, increasing local production, restoring ecosystems, and so on. Other examples include initiatives to limit logging, promote alternative energy sources or improve waste management, etc.

**Impact:** Support is expected to produce tangible and significant results for the beneficiary populations, but not disproportionate to the scale of the needs to be covered in the region.

**Realism and feasibility:** NGOs must commit to actions that are in line with their capacities, avoiding projects that are too complex or require lengthy investment. If they target issues that are beyond their means, they should work with existing or specialised initiatives. Conversely, they should avoid spreading their efforts too thinly, which could reduce the impact of their support.

**Local anchoring:** Initiatives must be aligned with the technical and operational capacities present on the ground, guaranteeing coherent and sustainable integration into the local context. While this section focuses primarily on restoring ecosystems, it also aims to promote sustainable practices that enable harmonious coexistence between communities and natural resources. This

helps to reduce the pressure on these resources and the associated tensions. The solutions proposed will therefore have to integrate this objective.

#### - **Community and household economic resilience initiatives**

This section of the resilience strand aims specifically to strengthen the economic resilience of refugee and returnee households and host communities, with a rapid impact (associated with the duration of the support). The aim is to promote economically viable projects that are beneficial to both groups and individuals and that enhance the economic contribution of each community, promoting social cohesion **by creating shared economic and social benefits.**

**Community finance mechanisms**, such as support for savings groups, tontines, microfinance and village credit associations, should be favoured over individual income-generating activities (IGAs). The supervision and monitoring methodologies used should be presented to ensure compliance with quality standards and the sustainability and effectiveness of these initiatives.

In addition, given that 88% of the refugee population is made up of women and children, it is crucial to promote **female leadership** in economic activities, thereby contributing to the long-term autonomy and resilience of communities.

This component aims to foster the economic and social empowerment of households and communities, while pursuing a secondary objective: promoting the inclusion of women and encouraging mutual economic enhancement between host, returnee and refugee communities.

#### - **Integrated approaches to protection**

In a context of growing tensions between host communities, refugees and returnees in Eastern Chad, marked by a high prevalence of gender-based violence (GBV) suffered by refugee women before their arrival and a persistent risk of GBV also on the Chadian side, it is imperative that each project integrates a protection outcome to include both specific protection activities and protection activities integrated into resilience interventions.

#### **Specific protection activities**

- **Focused on GBV**, they are based on the minimum protection package: prevention of and response to GBV, protection of children, access to civil/legal documentation, protection monitoring, possible risk reduction in reception sites, and strengthening community resilience in terms of protection.
- **Helping to prevent and respond to inter-community tensions**, going beyond the simple monitoring of classic tensions between host communities and refugees or between old and new refugees. For example, community protection and mediation initiatives must be highly sensitive to the dynamics of conflict, with particular attention paid to the risk of importing or reproducing the Sudanese conflict in Chad, requiring close monitoring of developments in community tensions in Sudan.

**Protection interventions integrated with resilience support** must cover the same geographical areas and target populations, and be based on a 'protection entry point', i.e. the

presence of trained female staff who speak the local languages (Chadian and Sudanese dialect Arabic) and are integrated into the other resilience components of the project, in order to ensure that cases are listened to, reported and referred to appropriate protection care.

**Please note:**

**Local authorities:** Project leads must ensure the effective involvement of local authorities and deconcentrated and decentralised technical services. Support must be in line with the Communal Development Plans (PDC) and receive the approval of the District Development Committees (CDA). Project proposals should also describe their approach to strategic and inclusive engagement with local stakeholders, thereby ensuring community-based and sustainable interventions.

**Community integration.** Projects should encourage inclusive initiatives that create economic synergies and resource-sharing dynamics between host, refugee and returnee communities. By supporting collaborative activities and strengthening social ties, these initiatives aim to establish harmonious and sustainable coexistence, meeting the needs of all the populations concerned.

### **2.3.2. Guidelines for the emergency component of proposals**

The proposed action should primarily contribute to the overall resilience and empowerment of beneficiaries. However, at the same time, NGOs must retain the capacity to respond rapidly to emergency humanitarian needs, if conditions or changes in the context so require.

As part of the emergency component of the response, which is intended to be multi-sectoral, **project applicants are free to select the sectors of intervention they consider relevant according to the contextual needs and their expertise, while respecting the sectoral technical recommendations.**

### **2.3.3. Technical specifications for all sectors (resilience and emergency)**

**The list of sectors below is indicative and non-exhaustive**, with no obligation to intervene in all areas. If partners choose to support one or more sectors, their actions must **follow the associated technical recommendations.**

- **Cash transfers / MPCT.**

**Direct cash support can only be considered if the targeted beneficiaries are not already covered by assistance programmes** such as those of the UNHCR, WFP, PARCA or other similar schemes. In emergencies, if and only if this first condition is met, support is limited to 3 months or less until it is transferred to another programme. For refugees, it should be noted that cash support can only be provided after registration with the UNHCR.

The deployment of cash assistance must necessarily be accompanied by a **market analysis** to ensure feasibility, confirmation of **mobile internet network coverage** and the presence on the ground of cash agents from telephone operators. Otherwise, 'in kind' support should be preferred.

**Cash** support is not recommended. Vouchers, mobile money or partnerships with microfinance structures are preferable.

The amounts and terms (including seasonality) of cash transfers must comply with the technical and official standards in force (Cash Working Group / MEB, social protection programmes such as PARCA, National Response Plan, national recommendations, etc.) and must adapt to changes in these standards, while taking into account and mitigating the risks of conflict associated with this type of assistance. Active participation in the Cash Working Group, the food security cluster and local working groups is mandatory.

Wherever possible, it is recommended that the necessary steps be taken to transfer eligible beneficiaries to the Unified Social Register (RSU), in order to ensure their integration into national social systems.

- **Health & nutrition:**

Support in this sector must ensure the direct provision of primary healthcare (including nutrition) for uncomplicated cases, but also include all regular activities at community level (surveillance, screening, awareness-raising, advanced strategies, etc.), and the referral of complex cases to secondary level, all in support of health facilities. This can include, for example, HR support, the supply of essential medicines, or any other activity, **the aim being to ensure that quality care is provided and that the health facility is functional and complies with standards.**

**Support for health facilities is envisaged with a view to strengthen the capacity of the 6 pillars of the health sector, empowering them, and adopting a sustainable approach that will eventually enable a transition or takeover by development players or national authorities.** In close consultation with the health authorities, support should be aimed primarily at maintaining the functionality of public health structures. Free health care must be compensated in the health centres supported. Substitute care will only be considered in extreme situations, and only if duly justified and documented in the proposal. Participation in the health cluster is considered mandatory.

**In terms of nutrition**, in addition to the elements already mentioned for health, support may also include WASH in Nut support. The purchase of RUTF stocks should not be considered beyond a contingency stock, which should however be declared to UNICEF and the health authorities. Participation in the nutrition cluster, the nutrition working group for the East and the provincial coordination mechanism is an associated obligation.

- **WASH :**

The WASH proposals must include a **justification of the appropriateness of the proposed support**, as well as **details of the technical specifications**, and ensure that the options have been validated by the local technical services and the UNHCR in the case of proximity to

**a developed site and pre-existing works.** The partners will also have to demonstrate their technical/HR capacities.

**For example, for projects to improve access to drinking water:** geophysical studies must be systematically carried out before support is provided, water demand must be assessed, technical specifications presented, including maintenance costs estimated in advance, associated with a subsequent management mechanism, and an analysis of the efficiency of the support (cost/m3), etc. **It should be noted that priority should be given to connecting host villages to existing water supply systems in developed sites (camps), and to improving distribution rather than creating new boreholes in towns.** Pregnant women, the elderly, disabled people and anyone else unable to get to water points should be included, as should a risk analysis.

**As for the proposals relating to sanitation,** this will involve, for example, specifying the sector, the volume of tanks, their estimated lifespan, the organisation and management of emptying, etc.

- **Protection :**

The partners must demonstrate the **presence of female staff** with **technical skills** related to the activity, as well as **language skills** (Chadian **and** Sudanese dialect Arabic), potentially leading to the recruitment and training of Sudanese refugee staff.

**Specific protection support to respond to the risks of GBV** must ensure the **delivery of a minimum package** that includes **prevention and response to GBV** (psychosocial, medical and legal support, the creation of safe spaces for women and children, community awareness-raising), **child protection** (identification and monitoring of unaccompanied or separated children, psychosocial support, creation of child-friendly spaces, family reintegration or placement in safe environments), **access to civil/legal documentation, protection monitoring** (observation, documentation, secure data sharing with the protection cluster or a monitoring and advocacy mechanism), **possible risk reduction in reception sites,** and **strengthening community resilience in terms of protection.** The project leader may not take on all the protection activities alone. It may refer beneficiaries to services or structures that are already active, **but it must ensure upstream that the quality of the players involved and the functionality and effectiveness of the services to which the beneficiaries are referred are guaranteed.**

**Protection support integrated with resilience support** must cover the same geographical areas and target populations, and be based on a 'protection gateway', i.e. the presence of trained female staff who speak the local languages (Chadian **and** Sudanese dialect Arabic) and are integrated into the other resilience components of the project, in order to ensure that cases are listened to, reported and referred to appropriate protection care.

- **Education :**

Given the scale of the needs in this sector, and the limited capacity to propose solutions that have an impact, are reasonable in terms of cost, and are proportionate to other priorities, support for this area has not been retained.



### 3. Conditions specific to the international window of the call

The international window of this call for expressions of interest is **intended exclusively for international NGOs** registered as such under Law No. 016/PR/2000 of 31 December 2000, in compliance with their legal obligations and not subject to any conviction.

The SRF will only select NGOs already established in the country and **already active in Eastern Chad**.

**Geographic focus:** International NGOs may submit a technical proposal in one of the provinces located in Eastern Chad, choosing from **Ouaddaï, Wadi Fira or Sila**.

**The duration of the projects** financed under this support is approximately 27 months, with the precise duration to be adjusted when the contracts are signed, **given that the support will have to be completed by 30 June 2027**.

**Financial framework:** For this call for proposals, international NGOs may submit a realistic and detailed financial proposal for **a total amount of between £3,500,000 and £4,500,000**. The budget should be presented in £ sterling. In accordance with SRF rules, no project proposal will be accepted if the annual budget submitted exceeds 30% of the applicant organisation's last annual budget.

When submitting the concept note, the budget should be presented in summary form. However, the budget for the full proposal must be detailed on an annual basis. Budget proposals must include a procurement plan, a monitoring plan and a capacity-building and institutional development plan. The SRF management fee is set at 7%.

**Consortia are admitted** and the documents of the lead applicant will be considered. However, the SRF will analyse the documents of partner NGOs/associations to ensure overall consistency. A more rigorous analysis will be carried out to ensure that the lead is capable of fully managing the financial and grant management responsibilities of a consortium.

**Location within this international window:** Each international NGO applying as lead applicant must collaborate with one or more local partners to ensure that at least 25% of the contract funds are managed directly by these sub-contracted local entities. These partners may include NGOs, registered associations under Chadian law or grassroots community organisations in the process of being structured and formalised, even if they are not yet officially registered.

### 4. Project selection criteria.

#### 4.1. Main project selection criteria:

Under this call for expressions of interest, the SRF evaluates proposals taking into account recognised general project management criteria, while also incorporating specific criteria tailored to the specific needs and objectives of this call. This approach aims to ensure that the selection of projects is aligned with best practice while meeting the particular requirements of the context in which the project is being implemented. These include:

1. The organisation's experience and specialisation in the theme(s) submitted,
2. Knowledge of, and previous presence in, the area.
3. Analysis of the context, needs and proposed theory of change (conflict-sensitive analysis, quality of the analysis of the needs and vulnerability of the populations in the area covered, intervention logic, etc.).
4. Relevance, efficiency and effectiveness (analysis of resources, match between activities and results)
5. Sustainability (induced changes and perpetuation)
6. Level of involvement in global and sectoral coordination, at national, regional and local level.
7. Monitoring and evaluation (mechanisms, tools, timetable).
8. The originality of the project idea
9. The budget (coherence and realism, gender sensitivity)

#### 4.2. Prevention of conflict of interest

The SRF, as a regional fund for humanitarian NGOs governed by NGOs, has put in place some special considerations to reduce the risk of conflict of interest in order to allow all NGOs, including board members, to have equal opportunities to access SRF funding. ([3-srf-rôle-de-la-gouvernance-structure-et-fonctionnement.docx \(live.com\)](#)).

## 5. Submission instructions

### 5.1. Submission procedures for the international window of the call

Interested international non-governmental organizations are invited to express their interest by submitting, **in the first instance, a Concept Note**, the format of which is available for download from the SRF website: <https://www.sahelregionalfund.org/en/calls/call-for-proposals-chad/ingos-full-proposal/>

This Concept Note must be sent **before January 5, 2025** to the following address: [tender@sahelregionalfund.org](mailto:tender@sahelregionalfund.org).

Only those entities selected for the next phase will be invited to submit a full proposal. The required forms will then be made available on the SRF website, and the entities concerned will be informed in due course. Please note that participation in the call for projects does not guarantee that organizations and their partners will ultimately be selected for partnership with SRF.

### 5.2. Questions and Answers

Questions on any aspect can be submitted to [information@sahelregionalfund.org](mailto:information@sahelregionalfund.org) **no later than 06/12/2024 for the international window**. We will collect your questions by e-mail. We will then post all questions and answers on our website ([www.sahelregionalfund.org](http://www.sahelregionalfund.org)).

### 5.3. Planning (these dates are subject to change)

Activities	International Window (EU dates)
Publication of call	25/11/2024
Deadline to submit questions	6/12/2024
Answers to questions	Before 13/12/2024
Deadline to submit concept notes	5/01/2025
Selection of Concept notes	Jusqu'au 14/01/2025
Information and invitation to eligible entities to submit a full proposal	17/01/2025
Deadline to submit full proposals	15/02/2025
Selection/analysis of full projects	Until February 27 2025 approximately
Sharing of selection report with the Board and feedback from shortlisted organizations subject to DDA	Early March 2025
DDA process and capacity assessment	March / April 2025
Publication of results and contractualization	March / April 2025 approximately

### 5.4 Contact

- If you have any questions about this call for projects, please do not hesitate to write to the following address: [information@sahelregionalfund.org](mailto:information@sahelregionalfund.org).
- If you have a complaint about a procedure, suspicions of misconduct or a potential conflict of interest relating to the operation of the SRF and its integrity, you can submit a complaint to the following address: [grievance@sahelregionalfund.org](mailto:grievance@sahelregionalfund.org). The FMU is not involved in the complaints appeal committee, which is made up of members of the FCDO and the person responsible for the DRC Code of Conduct, for reasons of conflict of interest and neutrality.

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