

SOCIAL JUSTICE INCUBATION PROGRAM

CALL FOR PROPOSALS

SUB-GRANTS RESTRICTED TENDER

(Deadline: April 21st, 1.00 pm - Beirut time)

**The tender operates under a restricted call procedure,
applicant can apply only upon receiving a formal invitation from COSV.**

INDEX

1. KEY OBJECTIVE
 2. BACKGROUND
 3. THE SOCIAL JUSTICE INCUBATION SUB-PROGRAMMES
 4. WHAT THE *SOCIAL JUSTICE INCUBATION PROGRAM SUB-GRANT SCHEME* OFFERS
 5. ELIGIBLE APPLICANTS
 6. ELIGIBLE SECTORS
 7. NON ELIGIBLE EXPENSES
 8. FINANCIAL AND IN KIND CONTRIBUTION FROM THE APPLICANTS
 9. COST REASONABLENESS & ENVIRONMENTAL COMPLIANCE
 10. SUBMISSION DEADLINE
 11. APPLICATION GUIDELINES
 12. DOCUMENTS TO BE SUBMITTED
 13. EVALUATION CRITERIA
 14. GRANT TIMELINE
 15. ADDITIONAL INFORMATIONS
-

1. KEY OBJECTIVE

The general objective of the Social Justice Incubation Program under SEE Change is to contribute to the local economy and social stability of Lebanon by promoting diversification of incentives for Social Economy and Social Justice advancement, co-identifying with local communities and key stakeholders both the most suitable actors (individuals and organisations) and the optimal environmental factors for a successful and impactful incubation of 20 social economy initiatives in Lebanon.



THE SOCIAL JUSTICE INCUBATION PROGRAM MANIFESTO

This is a call for proposal for those who believe that Lebanon can and must be better, becoming more sustainable, inclusive, equitable and just for all.

The Social Justice Incubation program is for organisations and groups of people who think that collaboration is the key to make this happen, because the problems that we are facing are bigger than any of us and no one can solve them alone.

Everyone of us can be part of the solution, but we need to talk and to listen to each other, to share knowledge, resources and opportunities and to test models of collaboration, projects and initiatives that later on can be replicated or scaled around Lebanon.

The Social Justice Incubation Program has been designed to help organisations to connect and to work together in order to move forward on co-creating and achieving the solutions we all need.

2. BACKGROUND

Lebanon continues to witness multifaceted and intertwined crises, which puts the country and its people in a vulnerable position. The severe economic crisis was compounded with the increasing number of COVID-19 cases being reported starting from September 2020. Furthermore, the explosion that destroyed large neighbourhoods in Beirut, on August 4, 2020, led to the resignation of the government and further social, economic and administrative demise.

Social Economy is increasingly regarded as a tool capable of easing communal tensions and contributing to socio-economic development and to enhance Social Justice. Social Economy organisations have different forms of operating, according to the culture and the model they adopt (*social business, social enterprise, entrepreneurial non for profit organisations, benefit corporation, social cooperatives*); they work under a human-centred design business model able to overcome any policy fragmentation and to contribute to a systemic change in a sustainable and inclusive way, with strong solidarity values. Social Entrepreneurship responds to the national priorities and is aligned with Lebanon Crisis Response Plan (LCRP) goal, and the strategy of the Livelihood and Social Stability Sector. During the past few years, several projects started promoting Social Entrepreneurship as a tool to strengthen social stability and support local economic development for Lebanese, Palestinian and Syrian refugees. Despite Lebanon has no legal frameworks for Social Entrepreneurship, the practices on the ground are already existing with a potential that still needs to be unlocked.

COSV - in partnership with Beyond Group and OXFAM - is implementing an EU Funded project called "Social Entrepreneurship Ecosystem Change" (SEE Change). The project aims to increase the impact of social entrepreneurial activities in Lebanon, creating employment and social stability opportunities, and supporting the local economy. Under SEE CHANGE COSV is launching this incubation program to boost the practice of collaborative economy and amplify the potential of new models of Social Entrepreneurship in Lebanon.

COSV (Coordinamento delle Organizzazioni per il Servizio Volontario) is an Italian NGO working in the field of International Cooperation registered in Via Soperga 36, 20127 MILANO (MI), Italy and has been present in Lebanon since 2006. Globally, COSV runs projects on Social Entrepreneurship, Sustainable Development, Health, Water and Sanitation, Education and Food Security. COSV always works in partnership with local CSOs and organisations in order to promote authentic bi-lateral cooperation, tackle local problems, and share experiences and best practices. Specifically, in Lebanon, COSV focuses its activities on Social Justice, Social Entrepreneurship, Environment, Human Rights, Intercultural Dialogue, Culture, Arts and Sustainable Economic Development. Since 2018 COSV has invested in a Social Economy Unit to better deliver technical assistance to all the socio-economic programs. COSV is a member of DIESIS.

3. THE SOCIAL JUSTICE INCUBATION SUB-PROGRAMMES

The Social Justice Incubation Program includes **4 different sub-programmes** that are linked to specific business models:

▪ **Community Enterprise incubation sub-program**

This program aims to promote a collaborative economy mechanism led by citizens to solve community problems/gaps. Possible outputs linked to this sub-programme are community enterprises¹ in charge of co-managing community hubs, community-based services, touristic services, urban farming and gardening or other activities based on a more inclusive and efficient way of managing public under-utilised local assets and resources.

¹ Community enterprises can be defined as entities with different legal frameworks like SMEs, NGOs, foundations where founders or shareholders are public, private and/or citizens that intend to improve the community welfare in a specific geographical area

▪ School-Enterprise incubation sub-programme

This programme is dedicated to Vocational Training Institutions (VTIs) and SEs. The sub-program will support mainly the development of a third entity where the main founders are VTI and SEs or other type of partners willing to create a competitive service provider company aiming to serve the local communities with a social entrepreneurial mindset and framework. The new entities aim to be linked but autonomous from the existing education institution and their main objective is to improve the VTI programs with a complementary sustainable alternative to the job placement of young graduates.

▪ NGOs in transition incubation sub-program

This program is dedicated to non-for-profit organisations willing to become a social enterprise or to transit or to strengthen their market-oriented activities with the support of peer organisations, for example applying economy of scale strategies, social franchising, sector-hub entrepreneurship initiative.

▪ PPP incubation sub-program

This program will support mainly municipalities or union of municipalities and organisations willing to pilot the delivery of community-based service under a public social procurement framework.

3.1 List of acronyms

COSV - Coordinamento delle Organizzazioni per il Servizio Volontario

CSO - Civil Society Organization

EC - European Commission

EDPU - Economic Development Policy Unit

EU - European Union

EUTF - European Union Regional Trust Fund Madad

ICSEM - International Comparative Social Enterprise Models

NGO - Non Governmental Organization

PA - Public Authority

SE - Social Enterprise

SEE (Change) - Social Entrepreneurship Ecosystem (Change)

SJIP - Social Justice Incubation Program

TVI - Technical Vocational Institution

3.2 Taxonomy

SOCIAL ECONOMY: As we can find in the website of the EC (European Commission) “A significant proportion of Europe's economy is intended to make profits for people other than investors or owners. Known as the ‘social economy’, it includes cooperatives, mutual societies, non-profit associations, foundations and social enterprises”. Also we can define it according to a certain number of *structural criteria*, “such as its social aims, its participatory and democratic decisional criterion and its profit distributive criterion based on the prevalence of people and labor factor over capital” (Chaves & Monzon, 2018).

SOCIAL JUSTICE: In our case, this concept is to be defined according to Jost (2010) citing three renowned researchers “social justice is a property of social systems — or perhaps a “ predicate of societies ” (Frankena, 1962) — as suggested also by Rawls (1971) and Toynbee (1976). A just social system is to be contrasted with those systems that foster arbitrary or unnecessary suffering, exploitation, abuse, tyranny, oppression, prejudice, and discrimination.”

SOCIAL ENTERPRISE: in our case it includes all four types of models according to ICSEM (Social Cooperative, Public Social Enterprise, Entrepreneurial Non Profit and Social Business).

SOCIAL COOPERATIVE: One of the main types of social enterprise models according to ICSEM. There it is defined as follows “The social cooperative (SC) model differs from traditional mutual-interest organisations —i.e. cooperatives (Coops) and mutual-interest associations (MI-Assoc.)—in that it combines the pursuit of its members’ interests (mutual interest) with the pursuit of the interests of the whole community or of a specific group targeted by the social mission (general interest)”.

PUBLIC SOCIAL ENTERPRISE: One of the main types of social enterprise models according to ICSEM. There it is defined as follows “The public-sector social enterprise (PSE) model results from a movement towards the marketisation of public services which embraces “public-sector spin-offs”. These SEs are usually launched by local public bodies, sometimes in partnership with third-sector organisations, to provide services which are outsourced (such as care services) or new services (such as those offered by WISEs)”.

ENTREPRENEURIAL NON PROFIT: One of the main types of social enterprise models according to ICSEM. There it is defined as follows “The entrepreneurial non-profit (ENP) model gathers all non-profit organisations, most often general-interest associations (GI-Assoc.), that are developing any type of earned-income activities in support of their social mission”.

SOCIAL BUSINESS: One of the main types of social enterprise models according to ICSEM. There it is defined as follows “The social business (SB) model is rooted in a business model driven by shareholders’ (capital) interest, but social businesses mix this logic with a “social entrepreneurial” drive aimed at the creation of a “blended value”, in an effort to balance and better integrate economic and social purpose”.

SHARED VALUE (INITIATIVE): Also called Creating shared value (CSV), it is a business concept first introduced in 2011 and led by two highly relevant scholars Michael E. Porter and Mark R. Kramer. In 2012, with the support from FSG they created the Shared Value Initiative. There it says “The Shared Value Initiative is a global platform for leaders seeking to solve societal challenges through business solutions and to help companies fulfil a purpose beyond profits alone”.

IMPACT ECONOMY/INVESTMENT: Around the concept of Impact there have been a series of initiatives which tend to have in common the inclusion of an specific intentionality (social or environmental) in the economic action of both public and private actors and that this intentionality needs to be measured. Relevant actors in this area are GIIN and GSG.

SHARING ECONOMY: This is a highly contested concept. In order to define it we can use the EESC opinion on this issue: “Rather than a definition, which we will nevertheless seek to provide, it is important to define its characteristics, of which the following stand out:

- it does not result in the ownership or joint ownership of goods, but in pooled use;
- an intermediary platform – which is usually electronic – to put a significant number people offering goods or services in touch with a significant number of users;
- a common objective to make better use of goods and services by sharing them; and
- The final parties to these complex three-way transactions are primarily peers (P2P) and are never part of a business to customer (B2C) contractual relationship.

These characteristics, supported by a concept that benefits from fairly widespread consensus, make it possible to define the model for this type of economic relations and to distinguish between real sharing economy practices that require special arrangements and those that are sometimes wrongly described as such merely to get around regulations that should apply to them”.

SOCIAL PUBLIC PROCUREMENT (or Socially Responsible Public Procurement): It is understood as the use of tendering processes to achieve multiple social goals. Thus, the EC in its Social Procurement website signals “Public authorities can engage in socially-responsible public procurement by buying ethical products and services, and by using public tenders to create job opportunities, decent work, social and professional inclusion and better conditions for disabled and disadvantaged people”.

4. WHAT THE SOCIAL JUSTICE INCUBATION PROGRAM SUB-GRANT SCHEME OFFERS

The reserved amount for this call is USD 600,000 under 4 LOTS. COSV has the right to not allocate all the budget available for this action if the applicants do not match the required qualifications.

Applicants can apply ONLY in one of the following four lots:

- ✓ **LOT 1: Community Enterprise** amounting to USD 150,000
Noting that the maximum grant request can be:
 - **USD 20,000 for a consortium of a minimum of two partners applying for this call with a collaborative economy initiative with the potential to become a Social Enterprise.**
- ✓ **LOT 2: NGOs in transition** amounting to USD 150,000
Noting that the maximum grant request can be:
 - **USD 20,000 for a consortium of a minimum of two partners applying for this call with a collaborative economy initiative, where one of the partner should be an NGO officially registered in Lebanon.**
- ✓ **LOT 3: School Enterprise** amounting to USD 150,000
Noting that the maximum grant request can be:
 - **USD 50,000 for a consortium of a minimum of two partners - where one of the partner should be a Technical Vocational Institution - applying for this call with a collaborative economy initiative.**
- ✓ **LOT 4: PPP** amounting to USD 150,000
Noting that the maximum grant request can be:
 - **USD 50,000 for a consortium of a minimum of two partners applying for this call with a collaborative economy initiative that has the potential of becoming a Public Private Partnership recognised under Lebanese Laws.**

For each one of the 4 lots it's mandatory to apply as a consortium (with a minimum of 2 parties).

In addition to the financial support:

- selected consortia will receive a one-to-one bi-weekly coaching session to support their initiatives and to assist them in the financial reporting procedure.
- selected organisation will collaborate with COSV team in an impact analysis research.

5. ELIGIBLE APPLICANTS

Lot	Sub Grant Program	Eligible Lead Applicant	Eligible Co-Applicant (partner)
1	Community Enterprise	CSO (registered and non registered)	SE, NGO, Private Company, CSO, Cooperative, Public Authority, TVI, Union
2	NGO in transition	registered NGO	SE, NGO, Private Company, CSO, Cooperative, Public Authority, TVI, Union
3	School Enterprise	SE, NGO, Private Company, CSO (registered), Cooperative.	Public TVI
4	PPP	SE, NGO, Private Company, CSO (registered), Cooperative.	Public Authority

Notice for applicants:

Applying as a consortium is mandatory.

The sub grant-contract will be **signed by all the parties**, noting that the **financial transactions will be transferred to the lead applicant only or to a focal point appointed by a formal agreement between parties.**

Co-applicants within a consortium, must provide a **letter of mandate**, authorising the lead applicant to submit the proposal and, if the proposal is accepted for funding, to sign the grant agreement with COSV on their behalf.

The lead applicant headquarter and address should be in Lebanon, the operations and implementation of grant activities should target Lebanon.

6. ELIGIBLE SECTORS

The Social Justice Incubation Program is open to supporting solutions in almost any sector, sub-sector, or market niche. However, preference will be given to applications that support the following sectors:

- **Agri-food** (Home Farming Services, Organic Production, Dairy, Packaging....)
- **Environment** (Renewables, Food oil, Glass recycling, Local Furnitures, Organic food waste management....)
- **Education** (Online Learning: IT, Tools, Learning Measurement, Online Exams, Communication ...)
- **Healthcare** (Mental Health, Residential Developmental Handicap Facilities, Community Care Facilities for The Elderly, Urgent Care Centres, Home Health Care Services ...)
- **Culture** (Creative Industries: Visual Arts, Performing Arts, Heritage, Film, Television, Radio, Music, Books and Press; Design, Architecture and Advertising; Ecotourism, Handcraft, Sewing...)
- **Technology** (E-commerce platforms, Communication, Media, Entertainment, Healthcare technology, business intelligence...)

Note: the Social Justice Incubation Program aims to contribute to the 2030 Agenda² for Sustainable development supported by the United Nations. For this reason we are selecting initiatives able to contribute to the following 17 Sustainable Development Goals (SDGs³):



² <https://sdgs.un.org/2030agenda>

³ <https://sdgs.un.org/goals>

7. NON ELIGIBLE EXPENSES

SJIP sub grant funds **may not be utilised for the following:**

- Prohibited goods under Lebanese regulations, including but not limited to: military and surveillance equipment, police or law enforcement equipment, abortion equipment and services, weather modification equipment, luxury goods, and gambling equipment;
- Any purchase or activity, which has already been made prior to the signature date of the sub-grant contract;
- Previous obligations and/or debts;
- Fines and/or penalties;
- In general, costs not included in the approved budget may not be allowed unless approved in writing by the team.

Other non eligible expenses might be specified in the sub grant contract.

8. FINANCIAL AND IN KIND CONTRIBUTION FROM THE APPLICANTS

The Social Justice Incubation Program doesn't require a mandatory co-finance contribution from applicants. However, due to the nature of this program, in the evaluation process, financial and/or in-kind contributions from the participants are considered as a plus because they can contribute to the sustainability and feasibility of the initiative proposed.

9. COST REASONABLENESS & ENVIRONMENTAL COMPLIANCE

All grant costs must be reasonable. Value-for-money cost options, that meet the needs of the grant activity, should be used. Costs incurred and activities implemented must be within the normal operating practices of the applicant and in accordance with its written policies and procedures.

Sustainable and local procurement is encouraged, intended as the acquisition of goods, works, services or consultancies whose results have the least possible harmful effects on the environment, human health and safety when compared to other competing and similar acquisitions, or those that make a positive impact on the environment.

10. SUBMISSION DEADLINE

Full application forms **must be submitted to COSV on SJIP@cosv.org by April 21st, 2021 - 1 pm Beirut time**. Late submissions will not be considered.

Applications must be submitted in **English or Arabic**.

11. APPLICATION GUIDELINES

COSV will screen the received applications within the deadline to make sure that **all requested documents⁴ were submitted**. Accordingly, COSV will send a confirmation email informing the applicants that their application will be considered for evaluation.

⁴ please refer to Section 12: DOCUMENTS TO BE SUBMITTED

12. DOCUMENTS TO BE SUBMITTED

12.1. Application form and related annexes to be compiled:

- 1) Application Form (to be compiled online)
- 2) Annex A: Work Plan (as per template)
- 3) Annex B: SubGrant Preliminary Budget (as per template)
- 4) Annex C: Consortia Agreement and Delegation of Lead Applicant as the Focal Point (To be signed by all partners)
- 5) Annex D: Governance Model (Refer to Question 7 in Application Form)

Notice: **Further information and/or documents might be requested** to assess the consortium capacity during the evaluation process.

For individual applicants members of CSOs:	من المتقدمين الأفراد:
1. A certificate of good behavior and a certificate of residence	1. إفادة حسن سلوك وإفادة سكن
2. A criminal record (provided that no more than a month has passed since the date of its issuance)	2. سجل عدلي (على ألا يكون قد مر أكثر من شهر على تاريخ صدوره)
3. Copy of ID	3. صورة عن الهوية
4. Financial number (a copy of the registration certificate with the Ministry of Finance, if any)	4. رقم مالي (صورة عن شهادة التسجيل لدى وزارة المالية إن وجد)

12.2. Additional Mandatory Documents:

For NGOs:	من المنظمات غير الحكومية:
1. A true copy of the last minutes of the general assembly meeting	1. صورة طبق الأصل عن آخر محضر إجتماع الجمعية العمومية
2. A true copy of the last three financial statements	2. صورة طبق الأصل عن آخر ثلاث تصاريح للمالية
3. A true copy of the financial number (certificate of registration with the Ministry of Finance)	3. صورة طبق الأصل عن الرقم المالي (شهادة التسجيل لدى وزارة المالية)
4. A true copy of the NGO's public notice	4. صورة طبق الأصل عن العلم والخبر الخاص بالمنظمة
6. A statement from an administrative body for the last year	6. إفادة هيئة إدارية لأخر سنة
7. An ID copy for each person from the administrative body	7. صورة هوية لكل شخص من الهيئة الإدارية
8. A criminal record for each person from the administrative body	8. سجل عدلي لكل شخص من الهيئة الإدارية
9. The minutes of the special board of directors showing the decision approved by the association to apply for the grant project, in addition to the decision to appoint the person authorized to represent the association	9. محضر مجلس الإدارة الخاص ببيان فيه القرار الذي وافقت عليه الجمعية بالتقديم على مشروع المنحة بالإضافة إلى قرار تعيين الشخص المفوض بتمثيل الجمعية
10. A statement from the bank showing the bank account number of the organization	10. إفادة من المصرف تبين رقم الحساب المصرفي للمنظمة
11. NSSF release form	11. براءة ذمة ضمان
12. An organizational chart if any, otherwise, a copy of the internal bylaws is enough.	12. المخطط التنظيمي إن وجد وإلا يكفي نسخة من اللوائح الداخلية.

From private sector applicants: (company, commercial establishment or trader)	من المتقدمين من القطاع الخاص: (شركة أو مؤسسة تجارية أو تاجر)
1. A true copy of the commercial circular (provided that the date of its issuance does not exceed a month)	1. صورة طبق الأصل عن الإذاعة التجارية (على ان لا يتعدى تاريخ إصدارها الشهر)
2. A copy of the financial number certificate	2. صورة عن شهادة رقم المالي
3. A statement issued by the bank as proof an existing bank account, and account number	3. إفادة صادرة عن المصرف تبين وجود رقم حساب بنكي
4. A declaration in case the company is subject to declaring its income to the VAT department	4. تصريح في حال خضوع الشركة إلى التصريح لدائرة ال VAT
5. Minutes of the Board of Directors regarding the appointment of a contact person who would be responsible for the project	5. محضر مجلس الإدارة الخاص بتعيين الشخص المسؤول عن المشروع
6. A true copy of the last three financial statements for the last three years	6. صورة طبق الأصل عن آخر ثلاث تصاريح للمالية للسنوات الثلاث الأخيرة
7. A true copy of the company's statement issued by the Commercial Registrar	7. صورة طبق الأصل عن إفادة الشركة صادرة عن السجل التجاري
8. A declaration from the company's manager that there are no bankruptcy cases brought against the company	8. تعهد من مدير الشركة بأنه لا يوجد أي دعاوى إفلاس مسافة بوجه الشركة
9. A criminal record for all partners	9. سجل عدلي لكافة الشركاء
10. NSSF release form	10. براءة ذمة ضمان

13. EVALUATION CRITERIA

The Social Justice Incubation Program has been designed to enhance Social Justice within a sustainable socio-entrepreneurial framework and a collaborative mindset. For this reason each proposal will be evaluated under this 3 main criteria:

1. Social Aim/Contribution to Social Justice:

- **Relevance of the social aim:**
 - How the initiative is enhancing social justice
 - Clear definition of the beneficiaries of the initiatives
- **Coherence:**
 - Coherence among the social goal, organisation structure and entrepreneurial proposed activity
- **Social Innovation**
 - Extent to which the solution is different from the existing ones;
 - Innovation potential of then proposed activity

2. Sustainable Entrepreneurship

- **Business viability**
 - Established market demand for the social enterprise product and/or service.
 - Clear track record and/or realistic projections;
- **Cost Effectiveness**
 - The degree to which budgeting is clear and reasonable and reflects best use of applicant and grant resources;
- **Team Strength**
 - Founder's vision and commitment to achieving profit and social impact;
 - Management team's experience and ability to achieve the growth targets.
- **Sustainability**
 - Contribution to the SDGs
 - Sustainability of the initiative after the end of the grant period
 - potential of becoming a SE (Social Enterprise)
 - Repeatability and/or scalability of the initiative

3. Collaboration framework

- **Collaboration**
 - Governance model
 - Coherence on the collaborative management of resources
- **Existing Assets and potential partnership**
 - Additional financial and/or in-kind resources brought by the co-applicants and partners
 - Additional contributions by other partners
 - Potential stakeholders and future partners

14. GRANT TIMELINE

The grant execution should occur between May 5th 2022 and August 31st 2023 - a period of sixteen (16) months.

Dates (Beirut time)	Milestones
March 21st	SJIP Call for proposal published on COSV website and invitation to selected beneficiaries sent via email
March 25th	Info Session 1: applicants Q&A. From 10:00 to 11:00. A Zoom meeting link will be sent by email.
March 25th	Info Session 2: applicants Q&A. From 17:00 to 18:00. A Zoom meeting link will be sent by email.
April 1st	Deadline to receive clarifications, inquiries and additional information from applicants
April 21st	Application submission deadline 1.00 PM Beirut
April 22nd - April 27th	Screening of duly filled submitted applications
April 28th - 29th	Evaluation of shortlisted applications
May 5th	Announcement of the results of the selection and kick off event
May 16th	Grant Signature
May 16th 2022 - Aug 31st 2023	Grant Period
Aug 31st 2023	Closure of Grant activities

15. ADDITIONAL INFORMATIONS

The requested amounts from COSV will occur as specified in the sub-grant contract, ideally via international bank transfer in USD in different instalments after the signature of a Grant contract between the awarded applicants and COSV. Every instalment will be released upon COSV approval of the awarded applicants request and of all grant contract activities.

COSV will provide guidance and customised reporting templates to the awarded applicants for their quarters, midterm and final narrative and financial reporting.

COSV will provide a Coach to support each one of the selected initiative and it is mandatory for the consortia parties to participate to monthly knowledge sharing and facilitation sessions during the program.

Further details will be specified in the sub-grant contract.

For any inquiries or additional information regarding the SJIP Grant, please submit your questions via email to: SJIP@cosv.org before **April 1st, 2022 at 1 pm. The questions and the answers will be published on a F.A.Q. shared document available online to all the potential applicants.**

Thanks for your kind attention.

