CALL FOR
CONCEPT NOTES

Solutions addressing migrant labor and commercial sexual exploitation in Kenya and Uganda

April 2020

GLOBAL FUND TO END MODERN SLAVERY

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A. GFEMS FUNDING

1. Overview of current opportunities

The Global Fund to End Modern Slavery (GFEMS) is pleased to announce new funding available to combat modern slavery through a cooperative agreement with the U.S. Department of State, Office to Monitor and Combat Trafficking in Persons (J/TIP), award no. S-SJTIP-18-CA-0014 (PEMS 2). GFEMS will distribute up to USD 10M in support of its overall Theory of Change (see Section A part 2 below).

GFEMS has identified eleven opportunities in Commercial Sexual Exploitation (CSE) and Overseas Labor Recruitment in Kenya and Uganda to fund under this round of subawards. These are summarized in table 1 below; detailed descriptions are in Section B. GFEMS does not intend to fund all eleven opportunities. The Fund will evaluate concept notes across sectors and countries (Kenya and Uganda) for the strength of their prevalence reduction approach, scalability and sustainability. Exact evaluation criteria can be found in Section A part 7 below. The strength of the idea and the applicant's capability to implement it are more important considerations for GFEMS than the total number of opportunities funded.

Applicants are welcome to apply for more than one opportunity but are encouraged to write a separate concept note for each. GFEMS will not consider concept notes that do not respond to one of these opportunities. Applicants must submit an 8-page concept note by the deadline below to be considered for funding. Go to Section A part 6 for a full description of the GFEMS award process.

Questions Deadline: April 17
Concept Note Deadline: May 8
Award Maximum: USD 2.5M
Award Minimum: USD 250K
Tentative Period of Performance: 24 Months

Submission Instructions:

- All applicants must use the concept note template in Section C.
- The concept note must be no longer than 8-pages, excluding cover sheet and attachments. Nothing over the 8-page limit will be included in scoring.
- Use single spaced, 12 pt. Times New Roman font; applicants may include tables or charts using 10pt. Times New Roman font.
- Questions and concept notes must be sent via email to proposals@gfems.org. Submissions sent by other means will not be accepted.
- Use the subject line "PEMS 2 Opportunity X Questions" for questions
- Use the subject line "PEMS 2 Opportunity X Concept Note" for concept notes

Table 1: Available Opportunities

Sector	Category/Opportunity	Pg.
Overseas Labor Recruitment	**1. Kenyan labor migrants: Strengthen formal employment pathways and eliminate trafficking avenues**	
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2. The Fund's Theory of Change

GFEMS is catalyzing a coherent global strategy to end modern slavery by making it economically unprofitable. The Fund's mission and its funding are driven by its Theory of Change, depicted in Figure 1. It is read bottom to top.

Challenges

Human trafficking sits at the intersection of many global trends – such as migration, security, organized crime, and global business operations – but anti-slavery programs rarely tackle the problem with an integrated, macro-level approach. Many outstanding efforts currently underway are constrained by minimal funding and limited coordination between on-the-ground implementers across multiple sectors. Additionally, limited, inconsistent data collection hinders efforts to effectively leverage resources and disrupt modern slavery.

Framework for action / Global Fund outputs

GFEMS is designed to respond to these challenges and mobilize a coherent global strategy to eradicate modern slavery. The Fund is executing six major work streams:

- *Increasing resources* commensurate with the scale and complexity of the challenge, and elevating global commitment to address the issue
- *Engaging government* to facilitate ownership of anti-slavery strategies and create mechanisms for regional and global collaboration
- *Engaging the private sector* to create market-based solutions, including targeted public-private partnerships that increase impact and sustainability of programs
- *Engaging civil society* to ensure effective design and implementation of interventions to end modern slavery
- *Funding transformative programs and technologies* within our three funding pillars (rule of law, business engagement, and sustaining freedom) to test, demonstrate, and scale high-impact approaches
- *Ensuring robust assessment of impact* by deploying cost effective approaches to measure prevalence reduction, return on investment, and drivers of vulnerability

Funding pillars / Targeted outcome areas

The Fund's grantmaking will catalyze reductions in slavery prevalence in communities and sectors in three interconnected thematic areas:

- Rule of Law - ending impunity and delivering justice for all forms of trafficking through effective laws and policies, criminal proceedings, and civil remedies
- Business Engagement - eliminating forced labor from supply chains and investing in market-based solutions
- Sustaining Freedom - ensuring recovery, reintegration, and economic opportunity for victims and the most vulnerable populations

Mission / Impact

In achieving the outputs and outcomes above, GFEMS and its subrecipients will sustainably end modern slavery by making it economically unprofitable. The Fund will ensure robust measurement of prevalence reduction across our efforts.

Mission

To sustainably end forced labor & sexual exploitation by making it economically unprofitable

Funding Themes / Targeted Outcome Areas

Measurable, sustainable reduction in prevalence in target countries and sectors

EFFECTIVE RULE OF LAW

Cost of trafficking raised by ending impunity (via effective laws/policies, civil remedies and criminal proceedings) for all forms of trafficking

BUSINESS ENGAGEMENT

Private sector creates and captures value by eliminating forced labor from supply chains at local, national, international level

SUSTAINED FREEDOM

Survivor freedom is sustained through recovery, reintegration, and economic opportunity; vulnerable populations engaged

Private sector incentives used to end corruption and complicity

Demand/market-driven practices help achieve sustainability of survivor care

Key assumptions

- Compelling evidence, demonstrated solutions and resources for capacity building can raise government commitment and effectiveness in combatting trafficking
- There is demonstrable, long term economic value to be unlocked by eliminating forced labor from supply chains
- Survivors can attain independence if their full set of needs are met and market mechanisms are leveraged for sustainable employment

Framework for Action / Global Fund Outputs

Mobilizing an effective and coherent global response

Increasing Resources

Scale funding and global commitment commensurate with size of the challenge

Engaging Governments

Facilitate government ownership of anti-trafficking strategies and co-funded budgeted action plans

Engaging the Private Sector

Identify and promote business sector efforts to create market-based solutions to forced labor

Funding Transformative Programs and Technologies

Fund efforts that demonstrate clear and substantial impact on prevalence

Ensuring Robust Assessment of Impact

Develop and deploy cost effective measurement of community and industry prevalence reduction and ROI

Engaging Civil Society

Collaborate with civil society to ensure effective design and implementation of interventions to end modern slavery

The Challenge

Existing efforts do not match the scale, complexity of the problem

- Fragmented, small-scale and uncoordinated efforts, limited by funding
- Crime of economic opportunity that intersects global trends (e.g., migration, organized crime)
- Limited or reactive engagement of private sector
- Limited impact assessment or actionable data, and measurement is costly and slow

[START HERE]

3. Funding Opportunities

The funding GFEMS offers through this request for concept notes is organized into distinct opportunities within sectors and countries. Each opportunity is a holistic project tackling a problem from several angles. These opportunities are outlined in Section B, "Available Opportunities"—an opportunity is delineated with 2-digit numbers (i.e., "1.1","1.2," "1.3," etc.). Each concept note must clearly respond to one of these opportunities (see Section C, "Concept note template"). In many cases, an opportunity has several activities attached to it. Activities are delineated by lowercase letters underneath the opportunity description. Ideally, applicants will submit concepts that cover most or all individual activities for a given opportunity. However, GFEMS is open to concept notes that target one or more specific activities under an opportunity. Applicants should make a compelling case for the activity or activities they have selected based on programmatic considerations and organizational capacity. Consortia are encouraged.

4. Anticipated Award Amounts

GFEMS expects to award up to USD 10M through this set of opportunities. The maximum award per opportunity is USD 2.5M; the minimum award per opportunity is USD 250K.

GFEMS will consider the cost-benefits of each concept. Applicants should make a clear case for the cost of their activities, detail the organization's capacity to manage the required sum, and provide examples of past awards of similar size.

GFEMS reserves the right to renegotiate budgets during the co-creation process detailed below. Budget sums offered during co-creation are provisional, and the Fund rewards flexibility. GFEMS also reserves the right to make multiple awards for any given opportunity.

5. Eligibility Requirements

An applicant must meet all of the following criteria to be eligible for GFEMS Funding:

1. Registered non-profit organizations, multilateral organizations, academic institutions, and for-profit organizations with the caveat that for-profit organizations are not permitted to generate profit from grant-funded activities.
2. Organizations that are able to demonstrate compliance with USG rules and regulations including the Uniform Guidance https://www.govinfo.gov/app/details/CFR-2014-title2-vol1/CFR-2014-title2-vol1-part200/context and FAR https://www.acquisition.gov/browse/index/far, as applicable, and any audit requirements found in relevant regulation (e.g., prior experience managing official development assistance funding from a government or multilateral organization, a minimum of 2 years of audited financials, etc.)
3. Organizations with existing legal authority to operate in relevant overseas locations.
4. Organizations that can legally receive funding that originates with the US Government without excessive tax or the use of an intermediary organization.
5. Proposals must align with the Fund's Theory of Change, including focus on prevalence measurement and reduction (please review the GFEMS Funding Principles for more information).

If applying as a consortium, the consortium should meet these requirements. See the FAQs for more details on consortia.

6. Award Process

GFEMS will award funding to on-the-ground organizations that offer innovative approaches to the opportunities defined in Section B below through the following process. GFEMS especially seeks to fund and build capacity in local organizations in its defined geographies.

Stage 1. Questions: The window to submit concept notes is now open. Interested parties should review the funding opportunities defined in Section B. Applicants may submit questions to GFEMS on these opportunities by April 17. GFEMS will publish a public answer to selected questions on gfems.org/rfp, no later than April 24. Individual questions will not be answered over email or other means.

Stage 2. Concept notes: Applicants should submit one concept note per opportunity. If applicants wish to apply for multiple opportunities, they should submit multiple concept notes. In opportunities with multiple activities, applicants may present a concept for one or more activities, but they should make a strong case for their choices.

Concept notes are limited to 8 pages, excluding attachments and cover sheet. Applicants must use the concept note template included below. GFEMS will judge a concept note based on the strength of its design and the logic behind the opportunity and activities chosen. Applicants should provide GFEMS an overall cost estimate for the concept note, but do not need to include a detailed budget. GFEMS will request a detailed budget in the next phase of the process, and may revise its award estimates in either direction based on the strength of a concept note or organization, available funding, and policy and programmatic priorities. Review Section C for instructions on the format of concept notes, and Section F for FAQs. Concept notes for these opportunities are welcome now and are due no later than May 8. Applicants must provide two years of audited financials alongside their concept notes (see the concept note template in Section C).

Following applicants' submission of concept notes, GFEMS staff may reach out to applicants with follow-up questions that will factor into the Fund's review of the application. Applicants should be prepared to answer these questions and provide more detail on their concept notes in the 2-3 weeks following submission.

Stage 3. Co-creation & full proposal: GFEMS takes all successful concept note applicants into a five-to-eight-week co-creation process. In co-creation, GFEMS will work with applicants to flesh out projects and produce full proposals. Co-creation is a dynamic process that will be tailored to an applicant's needs. Generally, this includes in-person workshops in the opportunity country and follow-up virtual sessions. GFEMS uses co-creation to ensure projects meet donor requirements and the Fund's anti-slavery objectives. Co-creation involves a lot of iterative work on both the part of the Fund and the applicant; applicants should be ready to invest substantial time in it.

In pursuit of the best possible projects, GFEMS may recommend the formation of consortia between organizations during co-creation. Consortia may include groups with successful concept notes, or groups with strong local capacity but no successful concept notes. GFEMS is looking for applicants flexible enough to take recommendations and partner with other entities.

GFEMS conducts **due diligence** with applicants in parallel with co-creation. Upon invitation to co-creation, applicants will receive a due diligence questionnaire which covers corporate governance, people management, risk management, subaward management, internal controls, financial management, data protection and capacity to mitigate delivery risks including safeguarding. Applicants should be prepared to return the questionnaire within one week. Applicants may be asked to send documentation on their policies on various topics pertaining to the topics listed above. More details on due diligence can be found in Section E of this solicitation.

Applicants will produce a full proposal during co-creation. Proposal formats will be strictly defined upon invitation to co-creation, but expect to produce a 10-20 page technical narrative, budget narrative, detailed budget, and CVs for key personnel. Consult Section D for illustrative proposal requirements.

A successful concept note or successful completion of co-creation does not guarantee funding. GFEMS and its donor will review proposals in an objective process and award funding based on the strength of final proposals. GFEMS will provide more detailed information with the invitation to co-creation.

Co-creation for these opportunities is tentatively planned for June 2020 in the opportunity countries. Applicants based elsewhere should be prepared to travel to Kenya and Uganda, respectively, on one-to-two weeks' notice. However, if COVID-19 continues to cause safety concerns or government restrictions, co-creation will be done remotely or through appropriate means.

7. Concept Note Evaluation Criteria

Concept notes must demonstrate insightful, evidence-based, and practical analysis of problems and solutions and robust applicant ability to deliver on the ground in order to be competitive. GFEMS is looking for flexible applicants to support its Theory of Change, and will evaluate concept notes on a 100-point scale based on the following criteria:

Request for concept note response (5 pts):

- Meets all of the informational and formatting requirements described in this request for concept notes

Technical/Strategic approach (25 pts):

- Demonstrates structured thinking behind proposed intervention model, as expressed by a coherent theory of change (with assumptions to be tested)
- Identifies robust and relevant Key Performance Indicators (KPIs) to monitor project outcomes/success and sets compelling, but realistic, targets for each
- Builds on existing promising practices being developed in various settings
- Intervention models are supported by the best available evidence

Impact at scale (20 pts):

- Makes a compelling case for *prevalence reduction*: ability to reduce prevalence over time, impact key vulnerability drivers associated with victimization, and/or strengthen protective factors. The long-term goal is systemic change to generate impact commensurate with the scale of the problem
- Shows *scalability*: potential for rapid, cost effective expansion of intervention model
- *Replicability*: relevance of intervention model and learnings to other contexts

Sustainability (10 pts):

- Demonstrates understanding of relevant local partnerships (and/or resources) required for long term project success - including civil society, private sector, or government investment - and plans for building or securing buy-in
- **For applicants with a Business Engagement component:** Articulates measurable value for business and ability to leverage market forces or deliver private sector commitments
- **For applicants with a Sustaining Freedom component:** Articulates approaches to enhance service provision and victim recovery that will continue beyond the life of the project
- **For applicants with a Rule of Law component:** Articulates critical buy-in from government or other stakeholders who will continue reforms beyond the life of the project

Implementation (25 pts):

- Articulates feasible plan for on-the-ground implementation, with realistic resources for doing so, including completing start-up within 3 months
- Identifies meaningful milestones for project implementation
- Explicitly identifies and provides a plan to mitigate survivor re-victimization risks, displacement to other vulnerable populations, or other unintended consequences
- Includes a plan to engage survivors (as appropriate) in further intervention design and implementation

Organizational capacity (15 pts):

- Demonstrates that organization or consortium has the capabilities necessary to execute the proposed activities
- Demonstrates openness to new ideas and partnerships and intervention approaches
- Demonstrates a sufficient record of past performance on projects of similar size and scope on the part of organization/consortium.
- Outlines robust internal systems for project management, including financial controls
- Demonstrates strong safeguarding policies that protect vulnerable staff and beneficiaries
- If applying as a consortium or with partners, outlines a compelling division of responsibilities and describes value-add to the approach

8. Monitoring, Evaluation, And Learning (MEL) Requirements

GFEMS works closely with all its sub-award recipients to develop a robust monitoring and evaluation framework that not only provides GFEMS with sufficient data to assess the extent to which overall Fund objectives are achieved but also provides sub-recipients with reliable and timely data to inform key operational decision-making processes throughout the project lifecycle. Concept notes that prescribe interventions with significant, direct engagement with communities may also be required to include community feedback mechanisms (CFM). This serves the purpose of promoting buy-in and ultimately ensuring that the project is implemented in a manner that is responsive to the needs of participants and the wider community. Concept notes should consider the operational resources and budget required to implement a robust M&E system and, where appropriate, effective CFMs. Depending on the size and complexity of the award, and after considering the roles and responsibilities of other staff members in this regard, GFEMS may require subrecipients to devote one full-time equivalent (FTE) monitoring evaluation and learning officer to these tasks.

B. AVAILABLE OPPORTUNITIES BY SECTOR AND COUNTRY

In this funding round, GFEMS will fund a combination of the below opportunities. *GFEMS does not expect to fund each opportunity*. Rather, GFEMS is looking to demonstrate models that can sustainably reduce the prevalence of modern slavery and will fund the projects that best support that objective, using the criteria established above. In order to collectively address our three funding pillars, **Rule of Law, Business Engagement, and Sustaining Freedom**, GFEMS generally expects to fund multiple, complementary interventions in a single sector and/or geography. See below for problem and opportunity statements for each opportunity, which should drive the rationale for interventions proposed in applicants' concept notes.

Respondents must use the concept note template provided in Section C. Evaluation criteria, and other guidance can be found within this document, and are also available at www.gfems.org. Please review all materials noted here before preparing your concept note.

1. Kenyan labor migrants: Strengthen formal employment pathways and eliminate trafficking avenues

Kenyan overseas labor migrants, particularly domestic workers and others in unskilled and semi-skilled occupations, are increasingly among victims of trafficking. Kenyan migration patterns have shifted from predominantly high-skilled workers using regular channels, to lower-skilled workers migrating into more precarious employment situations. The Gulf Cooperation Council (GCC) countries have become an increasingly popular destination for low-skilled migrants due to labor demand, geographic proximity, and limited access to Europe and North America. Much of this migration had been informal, although now there are Bilateral Labor Agreements (BLAs) for domestic workers between the governments of Kenya and those of Qatar, Saudi Arabia and the United Arab Emirates (UAE). Official estimates of the number of Kenyans living in the GCC as of 2016 ranged from 57,000 to 100,000[1], though other estimates are as high as 300,000.[2]

Informal migration from Kenya to the Gulf and other destinations presents a major risk of trafficking in persons. Deceptive recruitment practices, recruitment fee debt, and irregular status make migrants vulnerable to exploitation. Despite the danger, informal migration is attractive to migrants and difficult for authorities to detect. In Kenya, the formal route to overseas employment can take up to three months and requires the completion of employer interviews, government approval and, in some sectors, completion of a pre-departure course.

The increasing numbers of semi-skilled and unskilled potential migrant workers has led to the proliferation of private employment agencies (PEAs) in Kenya. Agencies tend to be small private businesses that manage the end-to-end process from candidate sourcing, interviewing and contract signing, to placement in the destination country. Oftentimes recruitment agents will use brokers - individuals who work on a fee-per-recruit basis - to refer potential workers. Brokers recruit in rural areas, residential areas in major urban centers, among their extended families, and within their community groups. In many cases, brokers are only connected to one or two other levels

[1] Malit, F, Youha, A, 2016, Kenyan Migration to the Gulf Countries: Balancing Economic Interests and Worker Protection. Migration Policy Institute. Available online: https://bit.ly/3bX1qFO

[2] DAI 2019, Forced Labour in Migrant Labour Recruitment in Ethiopia, Kenya and Uganda (commissioned by GFEMS)

within the supply chain, and do not know who is higher up the chain**.** Agencies may be legally registered or not, but both are pathways for informal migration as they can offer potential recruits a fast route to employment abroad, or a seemingly simpler process by enabling the applicant to bypass some of the steps in the formal process.

Following media reports and public outcry over abuses of Kenyan migrant workers abroad the government launched efforts to reform the PEA industry starting in 2014. Among other things, these reforms included more stringent requirements for registration, which brought the number of registered agencies in the country down from over 1,000 to over 200 as of early 2020. That said, many deregistered PEAs continue to operate illegally, and are known among government officials and industry players as "briefcase agencies."

GFEMS is offering three funding opportunities targeted at decreasing incidence of trafficking in persons (TIP) by strengthening safe, formal migration channels and increasing their usage, through better enforcement of laws and reformation of the PEA industry. These opportunities are in line with the TIP Report recommendations for Kenya which emphasize greater regulatory enforcement and oversight of the overseas recruitment industry and enhanced support to government officials to enable better victim tracking, screening and identification of potential victims of trafficking and their perpetrators.

GFEMS is aware of a number of existing organizations and efforts underway to address many of these issues. Concept notes should reflect awareness and plans for coordination with relevant actors such that GFEMS-supported efforts are additive rather than duplicative of ongoing work supported by the State Department and other funders. Note that GFEMS funding cannot be used for activities in destination countries; however, it can be used to build out complementary activities in source countries.

Target populations for intervention are migrants from the central counties of Nairobi and neighboring Kiambu and Murang'a; and the coastal counties of Kilifi, Kwale, and Mombasa where migration, especially to the Gulf, is a widespread ambition of the region's youth population. Special attention should be paid to rural populations, school dropouts--specifically girls and women, refugees, and internally displaced persons.

GFEMS encourages applicants to demonstrate how they will engage with a cross-section of community leaders and within existing structures, including faith-based organizations, local elders, existing social groups and youth clubs.

1.1 Strengthen Kenyan government efforts to protect migrants from TIP, prosecute traffickers, and ensure victim-friendly processes [May include activities in Uganda]

Through this opportunity, the Fund aims to strengthen government capacity to regulate recruitment and punish traffickers, ultimately impacting TIP rates. GFEMS hopes to build the capacity of government agencies to enforce regulatory standards and reduce the number of illicit "briefcase agencies." Relevant agencies include the National Employment Authority (NEA) within the Ministry of Labor and Social Protection, which is mandated to oversee Kenyan PEAs. The NEA completes annual inspections of agencies and approves applications from potential migrant workers. The ministries of Labor & Social Protection and of Foreign Affairs are also important, as they are negotiating new BLAs that will drive the regulatory environment for migration. Also relevant is the National Industrial Training Authority (NITA), the state corporation mandated to oversee industrial skills training in Kenya.

Barriers to effective regulatory enforcement include: limited resources; the scale of the illegal recruitment network, including a large number of dispersed brokers; corruption; and continued ongoing informal recruitment activity among both registered and unregistered PEAs. One major challenge for regulatory enforcement is that the formal and informal migration pathways are commingled: the same agencies, brokers, and travel routes through major airports and land borders are used for both, making it difficult for actors, such as border and immigration officials, police officers, prosecutors, social workers, and civil society actors, to identify trafficked people.

Because the problem addressed in this opportunity crosses borders, GFEMS will consider concept notes that include activities in both Kenya and Uganda. Law enforcement agencies and border officials in Uganda and Kenya need to work together, for example, on cases where migrants originate from Uganda but transit through Kenya. Regarding the latter, bringing a regional voice to labor agreement negotiations can pressure destination countries to improve terms and conditions of such agreements and their enforcement. Implementing partners who submit a regional concept note will be asked to show how their approach is additive to existing efforts in either country and to demonstrate strong relationships and track records in Uganda and Kenya. GFEMS will still consider concept notes that focus solely on Kenya.

GFEMS is looking for applicants who can help end the permissive environment for forced labor in overseas employment recruitment in Kenya and Uganda. This will require a range of interventions. Activities identified under this opportunity include:

a. Expanding anti-trafficking training to border officials, community-based police officers, and prosecutors, as well as social workers and frontline NGO staff in hotspot regions like Nairobi and the Coast. This includes guidance on spotting potential victims of trafficking or victims in transit, and (for law enforcement) to differentiate between trafficking and smuggling and investigate beyond the first layer of indicators;
b. Improving capacity of police investigators, prosecutors, and judges (including the Anti-Human Trafficking and Child Protection Unit [AHTCPU] and other specialized units, see 3.1) to secure convictions of higher-level actors in the trafficking chain. This should include victim-friendly processes and can include enhancing cross-border collaboration with Uganda;
c. Improving the monitoring tools and procedures for the overseas labor recruitment industry in place at the NEA in a manner that is sustainable, cost effective, and efficiently leverages existing resources;
d. Strengthening the registration and regulatory oversight of PEAs in Kenya, including improving the efficiency and effectiveness of monitoring of agencies, and coordination between the different government departments involved; and
e. Bolstering the skills of Kenyan officials in the ministries of Foreign Affairs, and Labor & Social Protection who are tasked with negotiating BLAs to prevent trafficking and providing support services (including repatriation) to Kenyan migrants in order to decrease the risk of subsequent trafficking. This activity could include coordination between Kenya and regional neighbors like Uganda in negotiating with destination countries.

GFEMS is looking for implementing partners who have existing and strong working relationships with relevant government stakeholders and who can chart a pathway to long term sustainability of capacity building, including financing and staffing. Thus, it is possible that one applicant may not be suitable for all of the above activities.

1.2 Foster recruitment agency ethical practices and accountability, and migrant demand for safe migration, to prevent TIP

Under this opportunity, GFEMS seeks to engage civil society actors, migrants, and PEAs themselves in efforts to reform the recruitment industry. These efforts should complement opportunity 1.1's Rule of Law efforts to strengthen ethical migration channels and bring justice to unethical actors.

While the regulatory reforms since 2014 have placed some pressure on unregistered PEAs, the so-called "briefcase agencies," they and other unethical actors have the incentive and space to continue operation. GFEMS is looking for applicants who can engage businesses and civil society to incentivize and facilitate formalization and broader adoption of ethical practices within the recruitment industry; and increase demand among workers for ethical recruitment options (weakening demand for unethical ones).

Moreover, migrants themselves have little visibility into the services they are entering through brokers, and little recourse if they realize they are being exploited. Notably, there is no watchdog facility in place to take complaints, identify unregistered or exploitative agencies, or to put pressure on the government to take action against them.

To promote ethical recruitment and accountability for the recruitment industry, this opportunity consists of two related interventions: one targeting migrants and the other targeting industry. The opportunity also identifies a third potential activity to increase accountability for illegal actors.

a. Generating migrant demand for safer migration by informing potential migrants of specific trafficking risks, the availability of safer channels, their rights during the recruitment process, what to demand from a recruitment agency, and other safe migration best practices. This can be done in collaboration with Government of Kenya efforts. While GFEMS scoping indicated that community radio shows have demonstrated promise in this area, applicants should employ a research and evidence-driven approach that first identifies an effective message and medium, based on a strong understanding of migrant attitudes and decision-making processes, before scaling up;
b. Continuing to drive recruitment industry transformation and collaborating with existing efforts to build understanding, preference, and capability for ethical recruitment and industry best practices among recruitment agency owners, employees, and associations, for example, by:
    - Demonstrating successful business models of ethical recruitment by developing business cases, profiling model ethical recruitment agencies, or piloting ethical approaches;
    - Engaging government, PEAs, migrant groups, employers, and civil society actors to collectively identify and implement incentives to drive the evolution of the market towards more ethical recruitment practices; and
    - Providing technical assistance to support PEAs coming in line with international standards for ethical recruitment;
c. Strengthening the regulation of the recruitment industry to advance accountability for unethical and illegal actors. Efforts to develop government guidelines to this end are already underway, though training of law enforcement/justice officials is needed. Proposals can be to advance these efforts or implement new solutions. One suggestion from anti-TIP CSOs in the country is to incubate an "interim watchdog mechanism" for the recruitment industry, to which members of the public can report illegal agencies and illicit recruitment activity (a known indicator of TIP). This watchdog function would eventually need to transition to a long-term institutional/government home.

Significant illegal recruitment and trafficking occur across land borders and through informal networks operating out of certain residential areas in Nairobi. This presents a clear aggregation of hotspots to target for migrant awareness raising and to set up reporting points for the watchdog mechanism. Applicants are encouraged to target the major centers of Nairobi and Mombasa, and, where possible, extend their activities to rural-based recruiters in Coastal and Western Kenya. **Given the great need, proposals must demonstrate alignment and additivity to existing initiatives already underway.**

1.3 Increase the reach of rehabilitation and reintegration programs for survivors of labor trafficking and at-risk populations

Emigration is encouraged by the perception of more lucrative and rewarding employment outside of Kenya. However, upon conclusion of their initial contracts or deportation, returned migrants and trafficking survivors struggle to reintegrate, making them vulnerable to unsafe re-migration, trafficking, and re-trafficking. A lack of employment options in Kenya, continued financial pressures, poor financial management of their overseas earnings, family pressure, social isolation, and victimization can be contributory stressors for returned migrants. Survivors of forced labor and victims of exploitation can return home with new complications and medical challenges that are burdensome to them and their families. This opportunity seeks to expand options and services for returnees and survivors of forced labor in Kenya so that they do not fall victim to trafficking or re-trafficking.

Activities identified under this opportunity include:

a. Defining and implementing best-in-class standards of trauma-informed care for survivors of overseas forced labor in Kenya through CSO and government facilities;
b. Using survivor-led approaches to reintegrating survivors of trafficking and vulnerable returnees into the economic fabric of Kenya. This can include providing survivors with a choice of alternative livelihood pathways including connection to jobs in growth sectors, equipping survivors for entrepreneurship, referrals to existing relevant livelihood development programs, and providing access to further education including vocational training; and
c. Effectively implementing the national referral mechanism to ensure that coordinated and adequate support is provided to victims at every step, from repatriation to rehabilitation and reintegration.

Applications from consortia of smaller CSOs or grassroots organizations are welcome, particularly where they may lead to more successful outcomes. Activities focused on vulnerable young people from rural areas in the Coast and minority communities within Kenya are encouraged.

2. Ugandan labor migrants: Strengthen formal employment pathways and eliminate trafficking avenues

Recently, Ugandans are being numbered among overseas labor migrant victims of trafficking, particularly those employed as domestic workers in GCC countries and in other unskilled and semi-skilled occupations. Unsafe migration is a major driver of this. Before they face passport or phone confiscation, restricted freedom of movement, harsh working conditions, and physical or sexual abuse in destination countries, victims may experience fraud and coercion in their home country. Deceptive recruitment practices, incurred debt for recruitment fees, and irregular status make migrants vulnerable to TIP even before they leave Uganda. GFEMS is proposing to strengthen government capacity to regulate recruitment and punish traffickers while fostering ethical recruitment to redirect migrants at risk of TIP into safer formal migration alternatives.

For decades Ugandans have migrated to work in other countries, with neighboring Kenya being a popular destination for both skilled and unskilled migrants. The United States and Europe have also historically been target destinations for highly skilled Ugandan migrant workers. Over the last few years, countries such as Saudi Arabia, Qatar, Jordan, the UAE, Oman and India have emerged as destinations, particularly for unskilled and semi-skilled migrants. The currently high flows to Oman are precipitated by strong historical linkages between Omanis and certain communities within Uganda, while the significant flows to the UAE are demand-driven. The Government of Uganda has BLAs in place with Jordan, Qatar, and Saudi Arabia, and is in the process of negotiating agreements with the governments of the UAE and Oman.

Over the years, there has been an observed trend upwards in the number of formal and informal migrants to the Gulf. In 2019, the Government of Uganda estimated that every month 3,000 women travelled through formal channels to take up domestic work in the Gulf.[3] Estimates of those moving through informal pathways vary, ranging from 20,000 to 50,000 annually. While land routes were recently the most frequented pathways for Ugandans' informal migration to Kenya, strict border controls have shifted patterns. Informal migrants now travel in large numbers through Entebbe airport to Nairobi or through borders via neighboring countries.
Labor trafficking predominantly occurs within the high-risk, low-skilled industries in which Ugandan migrant workers are known to be employed, such as domestic cleaners, domestic caretakers, drivers, construction workers, and security services. Informal migrants are particularly at risk, and different CSOs place the rate of trafficking of those moving through informal channels at anywhere between 20% and 80%.[4]

The Government of Uganda has been notable in embracing overseas employment as an avenue for creating jobs for its population, which is among the youngest in the world. To this end, the government has instituted regulations and policies that aim to formalize this labor externalization, and to nurture safe, legal channels for labor migration. Notably, through the National Diaspora Policy, the government has expanded consular services to its nationals working in the Gulf and now has an official Arabic-speaking Labor Attaché stationed in Saudi Arabia, who can be the first point of contact for Ugandans in distress. Resources permitting, the government intends to appoint attachés for its other diplomatic missions in the Gulf. Recruitment firms operating in the Gulf and seeking to recruit Ugandan nationals are also now required to have on their staff someone who can speak Ugandan languages to ensure better service provision for migrant workers.

The Ministry of Gender, Labour, and Social Development is responsible for licensing and regulating the overseas employment recruitment agencies in Uganda and has over the last few years instituted more stringent registration requirements for PEAs. To date, the roll out and enforcement of the new requirements have been variable and generally weak, creating space for exploitative recruitment practices. There are many reasons for this, including: limited government resources allocated to enforcement; market dynamics within the overseas labor recruitment industry; and unclear information among members of the public on what constitutes fair labor migration practices.

[3] GFEMS interviews with the Ministry of Gender, Labour and Social Development (MoGLSD), May 2019
[4] GFEMS analysis based on interviews with various CSOs in Uganda, May 2019

GFEMS is offering three funding opportunities targeted at ending impunity for traffickers, strengthening safe, formal migration channels, and empowering migrants and survivors to avoid trafficking avenues. These are in line with the TIP Report 2019 recommendations for Uganda that emphasize the need to: strengthen the regulation and oversight of PEAs including quality data collection; increase the number of BLAs in place and improve the monitoring and enforcement for existing BLAs; and improve identification, protection and other services for victims of trafficking and those at risk.

Applicants should target interventions in Kampala and Northern Uganda (both rural and urban areas), and key land and air border points. Special attention should be paid to school dropouts, young women, particularly single mothers and orphaned girls, refugees, and internally displaced persons. GFEMS encourages applicants to demonstrate how they will engage with a cross-section of community leaders and within existing structures including faith based organizations, local elders, existing social groups and youth clubs.

2.1 Strengthen Ugandan government efforts to protect migrants from trafficking, prosecute traffickers, and ensure victim-friendly processes

The significant uptick in demand for unskilled Ugandan labor migrants has led to an increase in both formal and informal migrant flows as well as greater public consciousness of international migration as a route to employment, including among segments of the populations that may be vulnerable to forced labor. In this context, it is important to step up investigation and prosecution of traffickers that prey on this vulnerability, while building government capacity to regulate a formal recruitment sector to prevent TIP. In addition, it can reasonably be expected that there will be growing demand for social services provided by both government and civil society to potential victims of trafficking in Uganda.

Over the last few years, various policies, laws, and new government units have been set up in Uganda to oversee the international labor recruitment industry and prevent trafficking in persons. The Government of Uganda has received capacity building and support through various national and regional initiatives including the Better Migration Management program. This has led to the creation of new units, signing of BLAs with various countries, and the institution of new regulatory mechanisms for the recruitment industry. This reflects the strategic relevance of the "externalization of labor" as a temporary solution to high unemployment in the country. All the initiatives to strengthen formal migration pathways (and protect migrants from TIP) are in their infancy and further support is required to maintain momentum, drive implementation, and enhance regulatory oversight of international labor migration from Uganda.

There also is an opportunity for greater East African coordination, both on transnational trafficking cases in the region, and for joint bargaining in negotiations with destination countries. On the former, law enforcement agencies and border officials in Uganda and Kenya need to work together, for example, on cases where migrants originate from Uganda but transit through Kenya. Regarding the latter, bringing a regional voice to labor agreement negotiations can pressure destination countries to improve terms and conditions of such agreements and their enforcement. This is particularly relevant for the migration corridor between East Africa and Gulf countries where the most significant migration flows occur. Kenya and Uganda have already engaged in discussions for cooperation to unify their voice and achieve a more balanced collaboration with destination countries in the Gulf.

The Fund aims to prevent TIP in Uganda by strengthening protection of overseas labor migrants in formal channels through enforcement of the new regulatory regime, and ending impunity for traffickers by more effective detection and prosecution of trafficking crimes.

Activities identified under this opportunity include:

a. Bolstering the negotiation skills of Ugandan officials in the foreign affairs and labor ministries who are tasked with negotiating BLAs in order to establish greater protections for migrants against TIP. This can include better coordination between Uganda and regional neighbors in negotiating with destination countries; and
b. Expanding anti-trafficking training and support to increase trafficking prosecutions and convictions to a broader cross-section of government officials including: border officials, particularly those at Entebbe International Airport; community-based police officers; local prosecutors and judges; social workers; and frontline NGO workers in key hotspot regions. This should include guidance on spotting potential victims of trafficking or victims in transit and be in tandem with efforts to develop a government national referral tracking mechanism.

GFEMS is looking for implementing partners who have existing and strong working relationships with the government of Uganda and who are able to build long term sustainability into their implementation plans. Respondents are encouraged to highlight how their proposal complements existing efforts already underway.

Because of the importance of regional coordination described above, GFEMS will also consider concept notes that propose interventions covering both Uganda and Kenya, addressing relevant activities from Opportunities 1.1 and 2.1.

2.2 Foster recruitment agency ethical practices and accountability, and migrant demand for safe migration to prevent TIP

The overseas recruitment industry in Uganda is in its infancy. Given the country's young and growing population and the explicit government support of labor externalization, the industry is expected to grow as demand for its services increases. This creates an important opportunity, and need, to shape the industry in the direction of ethical recruitment to prevent TIP. Government capacity and drive to enforce new regulations and to police the recruitment industry is limited, but there is appetite among some players in the industry itself for reform. Thus, there is an opportunity to supplement government enforcement and to shift the market trends by influencing the agencies themselves and demonstrating to PEAs the return on investment of adopting ethical recruitment as a business practice.

This opportunity consists of two related interventions, one targeting industry and one targeting migrants. The opportunity also identifies the possibility of a third activity to increase accountability for illegal actors.

a. Driving recruitment industry transformation by building understanding, preference, and capability for ethical recruitment and industry best practices among PEA owners, employees, and associations, for example by:
    - Demonstrating successful business models of ethical recruitment by developing business cases, profiling model ethical recruitment agencies, or piloting ethical approaches with a focus on showing how working ethically is more profitable than trafficking;

- Engaging government, PEAs, migrant groups, employers, and civil society actors to collectively identify and implement incentives to drive the evolution of the market towards more ethical recruitment practices; and
- Providing technical assistance to support PEAs coming in line with international standards for ethical recruitment;

b. Generating migrant demand for safer migration by informing potential migrants of specific trafficking risks, the availability of safer channels, their rights during the recruitment process, what to demand from a recruitment agency, and other safe migration best practices. Applicants should demonstrate a research and evidence-driven approach that first identifies an effective message and medium, based on a strong understanding of migrant attitudes and decision-making processes, before scaling up. (This demand generation can come in the context of pre-decision outreach in source communities, but there is also a need for more specific pre-departure trainings for formal migrants, categorized by type of placement); and
c. Strengthening the regulation of the recruitment industry to advance accountability for unethical and illegal actors, e.g., by enhancing capabilities of law enforcement and justice officials, including education on relevant legislation and how to identify trafficking linked to labor migration.

Applicants are encouraged to outline strategies for getting government buy-in for the above activities.

2.3 Increase the reach of rehabilitation and reintegration programs for survivors of labor trafficking and at-risk populations

At the conclusion of their fixed term overseas contracts, many Ugandan migrant workers returning home are faced with barriers to their successful reintegration. Barriers to reintegration include an inability to find meaningful work in Uganda, financial mismanagement of resources acquired while abroad, and poor support, particularly for those who were subjected to forced labor while abroad. Single mothers returning from domestic work contracts are particularly vulnerable in Uganda, especially when confronted with the existing pressures to continue to provide for their children. A failure to systematically address these barriers for both returnees and rescued survivors of forced labor renders these individuals vulnerable to exploitation, and they may be forced to return abroad through unsafe channels. The strong entrepreneurial culture in Uganda presents scope to focus on expanding market-driven approaches and vocational training models that promote effective entrepreneurship.

GFEMS is encouraged by promising models of creating trauma-informed workplaces and employing survivors of trafficking in Uganda.

Activities identified under this opportunity include:

a. Defining and implementing best-in-class standards of trauma-informed care for survivors of overseas forced labor in Uganda through CSO and government facilities; and
b. Using survivor-led approaches to reintegrating survivors of trafficking and vulnerable returnees into the economic fabric of Uganda. This can include providing survivors with a choice of alternative livelihood pathways including connection to jobs in growth sectors; equipping survivors for entrepreneurship; and providing access to further education including vocational training.

Applications from consortia of smaller CSOs or grassroots organizations are welcome, particularly where they may lead to more successful outcomes.

3. Reduce CSEC in Kenya through stronger justice responses, victim protection, and community engagement

There is a high prevalence of sex trafficking, particularly commercial sexual exploitation of children (CSEC), in Kenya driven by a complex system of socio-economic factors and cultural norms. Poverty and low financial resilience are key contributors to vulnerability. Also contributing to vulnerability are individual factors, such as absence of parental guidance, refugee status, and being an orphan. In Kenya, there are some cultural factors that contribute to sex trafficking in different regions of the country, for example: some parents in coastal communities appear more tolerant of children in transactional sex, a culture of silence in other communities limits awareness and vocalization of trafficking incidents, and a strict encampment policy causes some refugees to trust traffickers to help them leave camps and integrate. Traffickers are often those in positions of trust, either as community leaders or family members. Finally, there are low arrests and convictions for customers of sex trafficking.

Better data is needed to measure and track the precise scale of the problem, but informed estimates place the number of victims in the tens of thousands. Most victims of sex trafficking appear to be children - victims are primarily girls but there is a significant number of boys, particularly in coastal areas. As such, interventions focused on CSEC are likely to have greater impact.[5]

There are significant gaps in current government and CSO efforts to combat sex trafficking. While the government has adequate legislation and regulations in place, enforcement remains weak, with the rate of arrests being notably low. In 2018, only ten suspects were arrested for trafficking (including sex trafficking) and only four were convicted.[6] Individuals arrested are generally lower-level middle-men and cases of trafficking are often taken to court on less severe charges. There are competing priorities for limited government resources and prioritization is based on line ministry needs. For example, the Secretariat to the Advisory Committee to Combat Trafficking in Persons is hampered in dealing with the full range of sex trafficking issues by being positioned within the Department of Children's Services since officers have limited experience on handling exploitation involving adults.

Victims of sex trafficking are sometimes treated as criminals and traffickers go undetected, partially because most police and prosecutors in the country have limited to no specialized training in combatting sex trafficking or in victim-sensitive approaches.

The delivery of services to trafficking victims and survivors in Kenya is largely led by a small handful of CSOs. However, they operate at limited scale and have very stretched resources; e.g., existing rescue centers have limited capacity.

GFEMS is offering three funding opportunities to combat CSEC in Kenya by increasing the effectiveness of law enforcement, improving victim protection, and strengthening alternative livelihood pathways. These opportunities align with the TIP Report recommendations for Kenya

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[5] Conclusions from a 2019 scoping study commissioned by GFEMS, available upon request
[6] GFEMS analysis and interviews

by focusing on improving protective services afforded to victims of trafficking and increasing the investigation and prosecution of trafficking offenses.

GFEMS is interested in demonstrating models of interventions that can reduce the prevalence of CSEC. Since a number of complementary interventions are often required for success, applicants should consider targeting and layering efforts in a narrow geographic area that is small enough to enable measurable results. This solicitation is focused on selected CSE hotspot destination counties: Nairobi, Mombasa, Kilifi and Kwale. Targeting specific areas within these counties will be discussed during the co-creation process following concept note review. Efforts that target vulnerable populations including refugees and migrants are encouraged.

3.1 Improve criminal justice responses to combat CSE and coordination with related social services

Traffickers and customers face minimal deterrence as a result of low rates of arrests and prosecutions. Evidence from interventions on adjacent criminal justice issues suggests that external support can increase the rate of arrests. Prosecutors and magistrates receive limited specialized training in sex trafficking; in contrast, they receive a week of training on sexual offenses and violence, which has led to more cases in this area. Targeted efforts, better investigative approaches, training prosecutors and judges, and victim-friendly criminal justice processes can all lead to more convictions of CSEC perpetrators and increase deterrence. There are a number of related ongoing efforts supported by other funders; concept notes should be designed to reinforce and complement these efforts.

Activities identified under this opportunity include:

a. Supporting police and social workers to increase the capacity of the Anti-Human Trafficking and Child Protection Units (AHTCPUs) operating in Nairobi and Mombasa and in other strategic priorities as defined by the AHTCPU. This may include through possible long-term mentoring and skills development. Support can also be extended to other specialized police units, such as the Transnational Organized Crime Unit;
b. Delivering more support to police and prosecutors on investigative approaches to disrupt the TIP market, leading to convictions of higher-level traffickers, as well as customers, transporters, and facilitators, including for online-enabled CSEC. This may include facilitating the training of more specialist TIP officers, as well as working through county commissioners and county security committees on investigations and enforcement.
c. Improving coordination between the Directorate of Criminal Investigations, the Office of the Director of Public Prosecutions, and the Department of Children's Services;
d. Training prosecutors and judges on the Counter-Trafficking in Persons Act of 2010 and in how to handle trafficking cases, including lower level staff operating at community levels; and
e. Instilling victim-sensitive processes and behaviors across all touch points in the criminal justice system.

As noted earlier, applicants should consider how to concentrate complementary efforts in a narrow enough geographic area to demonstrate detectable results. In Coastal Kenya, because supply and demand is tolerated, reducing CSEC may best be accomplished by disrupting the function of the market itself. This could mean prosecuting the boda boda drivers and truck drivers who facilitate CSEC as perpetrators in their own right, rather than granting them immunity as witnesses. Any deterrence effort will require capability and coordination of police, prosecutors, and judges as part of a coherent strategy to increase convictions.

Applicants should provide evidence of: strong existing relationships with relevant stakeholders in the government of Kenya; a track record of building criminal justice capabilities; and a convincing assessment of the risks and pitfalls that can diminish the impact of this type of work, with proposed actions to maximize probability of success. Applicants should also describe their plan to successfully conduct U.S. Department of State Leahy vetting when training police, particularly at local levels. In its rule of law work, GFEMS seeks a pathway to long-term sustainability that would ultimately involve government prioritizing and funding the necessary building and maintenance of an effective criminal justice response to trafficking. Applicants should identify this pathway in their concept notes.

3.2 Support victim protection, particularly by addressing the acute need for rescue centers providing shelter and survivor services

Monitoring and interception efforts have shown successful results in stopping trafficking at the source, but interim places of safety for victims of sex trafficking are in short supply. In Kenya, there are just three CSOs offering beds for adult victims of sex trafficking and no government providers (though there are government shelters for children without guardians). The result of this shortage is that rescued victims are sometimes housed in prison cells or remand detention centers. In some instances, rescue operations are deferred until appropriate alternative accommodation can be found, leaving victims of CSE in vulnerable situations.

Activities identified under this opportunity include:

a. Improving the condition of existing drop-in centers and facilities to accommodate more victims in need of shelter;
b. Setting up appropriate rescue centers and expanding the service offering at existing centers, including legal services training for center staff responsible for representing children in court (e.g., paralegals, “barefoot” lawyers); and
c. Defining, adopting and/or implementing adequate/acceptable standards of care for victims, including through advocating for the formal adoption of these standards to the government’s Secretariat and Advisory Committee on Counter Trafficking in Persons. Proposed activities should build on prior efforts to define standards.

Applicants should have organizational experience in providing relevant, trauma-informed care for survivors of sex trafficking, e.g., providing physical and mental health care, managing shelters and drop-in centers, delivering specialized legal services, providing legal services and advocacy. Proposals should include a sustainability pathway for the continued funding of operations after the end of the GFEMS grant. Centers will ideally be located in CSE hotspots in Nairobi, Mombasa, or Kisumu.

3.3 Pilot education and livelihood support to victims of CSEC and their families to enable withdrawal from CSEC and prevent re-trafficking

Complex socio-economic dynamics, including unemployment, can drive children into CSEC (starting as early as age 9), often pressured by their families. Societal norms and individual awareness also drive vulnerability to sex trafficking. Therefore, a two-pronged approach, challenging harmful community norms and providing basic education and livelihood support to victims and at risk individuals, can reduce sex trafficking or re-trafficking.

Engaging community members and at-risk individuals can help stem this vulnerability at its source by driving behavior changes that prevent initial trafficking, and improve the likelihood of success with survivor reintegration. Engagement models may need to be grassroots-led or internally driven, given entrenched beliefs and norms. They may include families, teachers, community leaders, religious leaders and others.

Even for survivors who have been rehabilitated, challenges related to these socio-economic dynamics persist when they return to their communities and can be barriers to their successful and sustainable exit from CSEC. Economic deprivation in particular, driven by lack of livelihood alternatives for victims or their families, can drive survivors back into CSEC.

There is an opportunity to leverage existing large scale investment to support younger victims of CSEC to receive education, and to support older victims and parents (typically youth themselves) to increase economic participation in their communities.. Tackling youth (age 18-35) unemployment is a key priority area for the government of Kenya, and its various investment and development partners who are channeling significant resources into creating economic opportunities for youth, women, and other vulnerable populations. This includes enhancing pathways to education and vocational training for highly vulnerable populations, improving skills training and connection to meaningful jobs, stimulating the development of local value chains in agriculture and manufacturing, and nurturing entrepreneurial aspirations. If CSEC victims can tap into these resources, re-trafficking will be less prevalent.

Within the timeframe of the PEMS 2 program, GFEMS would fund piloting of education and livelihood models for CSEC victims, as well as community-based prevention. Activities identified under this opportunity include:

a. Supporting CSEC victims to return or remain in formal education up to a minimal level (e.g., completion of primary school, attainment of specific literacy and numeracy proficiency necessary to enter vocational training), including providing mechanisms that minimize drop outs;
b. Providing models that provide older CSEC victims and survivors with access to tailored vocational training opportunities with some optionality on career pathways, and to appropriate livelihood alternatives including entrepreneurship; and
c. Establishing community-based prevention mechanisms, such as child protection and anti-TIP committees, and equipping them to monitor and refer vulnerable children to appropriate service providers and first responders.

Applicants are asked to demonstrate how their proposal leverages existing livelihood programs and to underscore the specific provisions they will make to ensure adequate support and care for survivors of trafficking.

To succeed, implementers will need to have a deep cultural awareness of the communities in which they are operating, identify specific, measurable, achievable, relevant, time-bound (SMART) indicators of the effectiveness of their prevention efforts, and rapidly test behavioral-change communication.

4. Reduce CSEC in Uganda through better survivor care, and community engagement

There is a high prevalence of sex trafficking in Uganda driven by a complex system of socio-economic factors and cultural norms. Poverty and low financial resilience are key contributors to vulnerability. Also contributing to vulnerability are individual factors, such as absence of parental guidance, refugee status, and being an orphan. Uganda has a permissive refugee policy, allowing refugees to live in settlements and integrate with local populations. However, the settlements are in remote areas, with low access to services and aid, increasing refugees' vulnerability to trafficking. Cultural norms such as the objectification of women and regarding girls as future sources of wealth can drive some girls into commercial sex as a means of supporting their families financially.

Most victims of sex trafficking in Uganda are children. Uganda Youth Development Link estimated in 2011 that there were approximately 18,000 victims of CSEC and ILO (2004) estimated that 91% of children in commercial sex were female. There are some CSOs providing services to CSE victims and survivors in Uganda, however, these efforts are small scale and fragmented, and yet are relied upon by the government to provide the bulk of services without support.

GFEMS is offering two funding opportunities to combat CSEC in Uganda through improving service provision and victim protection. The Fund is interested in demonstrating models of interventions that can reduce the prevalence of CSEC. Since a number of complementary interventions are often required for success, applicants should consider targeting and layering efforts in a narrow geographic area that is small enough to enable measurable results. CSE hotspots in Uganda include Karamoja and Kampala. Efforts that target vulnerable populations, notably refugees and the Karamoja orphans, are encouraged.

4.1 Expand and standardize trauma-informed care to trafficking victims and support CSO collaboration to combat CSE at national level

The landscape of service providers for victims of trafficking in Uganda is dominated by small players who are predominantly non-state actors. This includes small CSOs that provide services to survivors of trafficking, engage in prevention activities, and lead advocacy efforts. Available services have limited scope and reach, and some organizations could leverage GFEMS support to improve their current standard of care, extend their operating hours, and expand to other geographic regions of the country.

In addition, the NGO/CSO sector in Uganda can be better coordinated and more effectively represented to the government. Capacity building assistance to support greater collaboration of CSOs will allow them to act more cohesively and achieve impact at scale. Support for targeted advocacy efforts with key government agencies is also necessary to promote increased government accountability on survivor services.

Activities identified under this opportunity include:

a. Expanding and scaling up existing victim protection operations, including access to educational, vocational, and economic opportunities;
b. Embedding more trauma-informed models of care in existing legal and mental health service offerings, as well as through advocacy;
c. Supporting the formalization and functioning of a coordinating body or secretariat for CSOs working to combat trafficking in Uganda to improve service provision and engagement with relevant government stakeholders, including on a formal referral mechanism (this can include support to existing bodies); and

d. Defining and implementing improved nationwide standards of care for survivors. This should be in collaboration with other actors, including law enforcement officials, to ensure that victims are not unduly detained or penalized.

Applicants should have organizational experience in providing relevant, trauma-informed care for survivors of trafficking, e.g. providing physical and mental health care, managing shelters and drop-in centers, delivering specialized legal services, and providing legal services and advocacy. Proposals should include a sustainability pathway for the continued funding of operations after the end of the GFEMS grant. In particular, a clear focus should be placed on securing buy-in from the Government of Uganda and driving towards eventual government ownership and funding as appropriate.

4.2 Strengthen prevention and community engagement to reduce vulnerability to trafficking in source areas in Uganda

Across Uganda there are a number of CSOs that have implemented small-scale prevention initiatives that address the informational gaps and societal norms that can contribute to CSEC. While they appear effective, these efforts are small compared to the magnitude of the problem and would benefit from more robust evidence in supporting specific approaches. This points to the need to pilot prevention activities and conduct rapid and rigorous evaluation of what drives behavior change, then scale the activities that demonstrate positive results.

GFEMS will fund projects to identify effective CSEC prevention approaches in key source communities and take them to greater scale. This can include awareness raising with bodies including youth centers, women and girls shelters, religious interfaith and intra-faith groups, and after- school programs. The northern regions of Uganda are especially in need of prevention and grassroots engagement activities. Where appropriate, the Fund hopes to enable linkages between inter-related programs, for example connecting awareness raising to educational or vocational opportunities, so that the knowledge of CSEC pathways among highly vulnerable individuals is supplemented with access to meaningful alternatives.

Activities identified under this opportunity include:

a. Enabling local governments to develop regulations and policies that establish CSEC prevention mechanisms and child protection mechanisms at the subnational level. This should be done in a way that engenders ownership by local leaders of these mechanisms;
b. Equipping parents and caregivers to identify risks of sex trafficking and to monitor children when they are away from home;
c. Strengthening the mechanisms for students and school staff to identify and report cases of CSEC;
d. Piloting, evaluating results, and scaling (contingent on results) targeted behavioral change communication and grassroots engagement activities in Karamoja and certain parts of Kampala; and
e. Collecting and publicly sharing information on prevention programs and results in Uganda.

To succeed, implementers will need to have a deep cultural awareness of the communities in which they are operating, identify SMART indicators of the effectiveness of their prevention efforts, and rapidly test behavioral-change communication.

C. CONCEPT NOTE TEMPLATE

All applicants must use the concept note template below. The concept note must be in single spaced, 12 pt. Times New Roman font. The concept note must be no longer than eight pages, excluding attachments described below. Use the template to organize your concept note. Your concept note will be considered as a whole against the criteria established in Section A part 7.

Send concept notes via email to proposals@gfems.org. Use the subject line "Opportunity X.X Concept Note". For example, if submitting a concept for opportunity 2.1, your subject line should read "Opportunity 2.1 Concept Note." Late submissions will not be accepted. Submissions sent by other means will not be accepted. Nothing beyond the page limit will be scored.

1. Cover page (limit 1 page, not included in 8-page limit):

a. Legal name of organization:
b. Project title:
c. Opportunities/activities covered by concept: (using numbers from solicitation)
d. Organization type: (Non-profit organization; multilateral institution; academic institution; for profit company)
e. Organization address & country/regional office address:
f. Primary contact information
    a. Name c. Email
    b. Title d. Telephone
  Secondary contact information:
    c. Name c. Email
    d. Title d. Telephone
g. 2 most recent years of audited financials: These should be attached; see section 3 below.
h. 3 awards used for past performance: (See template attachment below. Include on cover page: source of funding, project name, grant amount, and project period)
i. Countries targeted:
j. Legal status in-country: (indicate whether you have legal permissions to operate within country or countries named)
k. Total funding requested: (Cost estimate—successful applicants will need to support the figure)
l. Expected duration of project activities:
m. Potential conflict of interest: (answer yes or no—if yes, please submit a brief memo explaining potential conflict of interest)
n. Safeguarding policy—yes/no
o. Brief (1-2 paragraph), high-level description of project:

2. Narrative (limit 8-pages):

A. **Problem statement:** In 1-2 paragraphs, describe the specific modern slavery problem you are attempting to solve as you understand it, including the drivers which your solution addresses. Be as specific and as precise as possible; no need for broad statistics or background.

B. **Strategic/Technical approach:** Explain the structured thinking behind the proposed model, including the assumptions you are making about the project/environment, and the causal linkages between your activities and desired outcomes. The strategic approach should be supported by a **1-pg Theory of Change attachment**, not included in page count, described below. Please mention any existing evidence that supports this theory of change or outline underlying hypotheses where evidence does not yet exist.

- *Key Performance Indicators:* Identify the most important 3-5 metrics/ indicators that will measure outcomes of your project, and identify data sources for these indicators. Explain why these are the most critical measures for the project.

C. Impact at scale: Explain how your model will have strong long-term effects on the modern slavery problem you are addressing. Include:
- *Prevalence Reduction:* Explain why this model is better positioned than other similar approaches to lead to sustainable reductions in prevalence, addressing survivor re-victimization risks and displacement (i.e., simply moving abuses from one industry or geography to another).
- *Scalability:* Describe the model's potential for rapid, efficient expansion
- *Replicability:* Describe the potential for cost-effective scalability and/or replicability of the intervention in diverse contexts.

D. Sustainability: Describe how this model or intervention will last in the long term.

E. Implementation: Articulate a practical plan for on-the-ground implementation and activities, with realistic resources for doing so, including commencing operations within 3 months. Describe how this model will add to, leverage, or improve upon other interventions being conducted in your implementation geographies.
- *Milestones:* Include a schedule of project/process milestones that will track implementation of the project. These milestones should include operational milestones like agreements made, hiring of staff, or procurements, as well as programmatic milestones like activities delivered.
- *Risk Management:* Briefly outline any foreseen risks associated with your intervention and associated risk mitigation strategies. This section should explicitly included how the project will address disruptions caused by COVID-19.

F. Organizational capacity: Describe the organization or consortium's capacity to execute the project, including its ability to deliver core activities and perform monitoring and evaluation. Include relevant staff backgrounds and expertise, enterprise services available, local networks and any other organizational strengths. Highlight any experience managing projects for the U.S. Department of State, and in particular the Office to Monitor and Combat Trafficking in Persons (J/TIP), or the US government in general. Consortia or organizations applying with subgrantees should explain the division of tasks between consortium partners or subgrantees, and demonstrate ability to complete those tasks.
- *Safeguarding Policies:* Briefly outline policies you have in place to protect victims or vulnerable people involved in activities.
- *Financial Management Practices:* Briefly describe the systems you have in place to track and manage finances.
- *Past Performance*: In an attachment, using the format below, describe up to three projects of similar size and scope which your organization has completed or has in progress. Be sure to illustrate how this past performance reflects your ability to run your proposed project.

3. Attachments (Not included in 8-page limit):

a. Theory of change (1-page limit): Please attach a 1-page theory of change that illustrates this project's contribution to reducing the prevalence of modern slavery in the targeted industry or community. This should be a visual depiction of the causal linkages between your activities and the theorized impact. This is not included in the 8-page limit on concept notes.

b. Past performance (2-page limit per past performance): Attach up to 3 past performance matrices (see template below) detailing relevant project experience. Projects should be of similar size and scope to the concept you have proposed.

c. Two years of audited financial statements (no page limit): Please attach the two most recent years of audited financial statements. An audited financial statement is a financial statement that has been examined by an outside, accredited agency or auditor. The auditor has either certified the statement as free of material error, or recommended corrective action and recorded the results. These statements are meant to illustrate an applicant's financial health.

4. Past performance matrix template:

Organization:
Project Title:
Funding Agency:
Award Amount:
Dates Active:
Reference (Grants Officer or Similar): Name: Phone: Email:
Describe the project. Include its goals and objectives, core activities, and monitoring and evaluation activities:
Describe any issues/problems that occurred during implementation and steps you took to resolve them:

D. ILLUSTRATIVE CO-CREATION OUTPUTS & PROPOSAL REQUIREMENTS

If invited to co-creation, applicants will work with GFEMS to expand their concept notes into full proposals. Concept notes and proposals play two different roles. Concept notes are high level descriptions of project ideas and organizations, while proposals are granular and practical descriptions of project plans. GFEMS views proposals as revisions and expansions of concept notes rather than wholly new documents. Table 2 below compares GFEMS concept note requirements with those of the proposal. This is an iterative process and proposal requirements are likely to change between this request for concept notes and invitation to co-creation. Notable differences include:

Refined design: During co-creation, GFEMS staff will work with applicants to refine their project design in a variety of ways. Applicants should expect to revise and expand their concept notes in appropriate sections.

Full Monitoring, Evaluation, and Learning (MEL) plans: Applicants will work with GFEMS staff to create MEL plans that include objectives, outcomes, and outputs that link to their KPIs, with indicators and targets for each. Consult Section E below for more on the Fund's approach to MEL. Applicants may also be invited to pilot MEL for adaptive management[7] approaches. All applicants should be willing to consider MEL for adaptive management during co-creation and applicants with experience in these approaches should indicate as such in their concept notes.

Detailed budget and narrative: GFEMS will require applicants in co-creation to create detailed line-item budgets and justify them with a narrative.

Management plan: GFEMS will require applicants to define Key Personnel positions on projects and put forward candidates for those positions where possible.

[7] Adaptive management is an intentional approach to making decisions and adjustments in response to new information and changes in context.

Table 2: Illustrative concept note & proposal comparison

	Concept note	Proposal
Technical/ Strategic Approach	Program logic	Refined & expanded program logic
	Theory of Change	Refined Theory of Change
	Key Performance Indicators (KPIs)	Refined & expanded KPIs
Significant impact at scale	Potential for prevalence reduction	Revised assessment of potential for prevalence reduction
	Scalability	Revised scalability assessment
	Replicability	Revised replicability assessment
Sustainability	Discussion of sustainability	Revised sustainability discussion
Implement-ation	Milestones	Refined & expanded milestones
		Detailed work plan
	Risk mitigation strategy	Expanded risk mitigation strategy
Org Capacity	Description of organizational capacity	Staffing & management plan
	Up to 3 past performance examples	CVs for key personnel
	2 audited financial statements	Detailed safeguarding plan
Monitoring, Evaluation & Learning Plan	KPIs & data source	Full logframe for project, including outputs & outcomes linked to KPIs
		Defined targets
Budget	Cost estimate	Detailed budget
		Budget narrative

E. THE FUND'S DUE DILIGENCE PROCESS

GFEMS conducts a rigorous due diligence process alongside co-creation. The purpose of this process is to determine potential subrecipients' delivery and fiduciary capacity. When invited to co-creation, applicants will be asked to fill out a 120 item due diligence questionnaire, which may be previewed at https://forms.gle/6tJtruLdpYwfEP6A9. The questionnaire includes questions related to the applicant's corporate governance, people management, risk management, subaward management, internal controls, financial management, data protection and capacity to mitigate delivery risks including safeguarding. Applicants will be asked to simultaneously submit the following policies and supporting documentation for review by GFEMS staff:

- Code of Conduct
- Data Security documentation
- Financial Manual
- Travel Policy
- Procurement Policy
- Safeguarding Policy
- Incorporation or registration certificate
- List of all the current members of the Board of Directors
- Local non-profit registration or IRS determination letter for US organizations
- Most recent financial statements (balance sheet and income statement; if distinct from audited financials submitted with the concept note)
- Most recent independent auditor's report, including management letter (if available and distinct from audited financials submitted with the concept note)
- Most recent financial audit (if distinct from independent auditor's report above and distinct from audited financials submitted with the concept note)
- Most recent federal single audit report (if applicable))
- Any external assessments or project-specific audits on projects with similar size and scope completed in the past three (3) fiscal years.
- Most recently completed negotiated indirect cost rate agreement (NICRA) (if applicable)

The process usually involves follow-up questions from GFEMS on the above items. The due diligence process can take substantial time and effort to complete, but is essential for establishing proper subaward terms and support. While the due diligence process does not start until an applicant is invited to co-creation, GFEMS requests applicants be prepared to undergo this effort if they wish to submit a concept note. However, if applicants have undergone the due diligence process within a year prior to their concept note submission, no additional due diligence is required.

F. EVIDENCE FOR ACTION: THE FUND'S APPROACH TO RESEARCH & EVALUATION

GFEMS is committed to building the evidence base on modern slavery and making investment decisions that are informed by evidence. The Fund invests in a collection of complementary research and evaluation methods to understand modern slavery in select sectors and geographies. Below is a brief overview of this approach and the Fund's expectations of subrecipients in this process.

Scoping: Prior to solicitation design, GFEMS conducts literature reviews, on-site rapid field assessments, and primary research to better understand the nature of modern slavery in a specific geography and sector. Using best-available evidence from the literature and insights from local experts during the scoping phase, GFEMS develops a Theory of Change (ToC) for every sector and geography in which it operates. These ToCs inform the Fund's investment strategy and solicitation guidance.

Prevalence estimation: Once the geographies and sectors for funding are solidified, GFEMS may commission independent prevalence assessments. These assessments build the evidence base, serving as a tool for advocacy and stakeholder mobilization. As these prevalence estimations may be carried out at multiple time points, they also enable GFEMS to track and monitor prevalence trends over time in the areas where GFEMS is working. Prevalence assessments may occur concurrently with early phases of program implementation.

Project design: During the co-creation process, selected applicants will be able to refine their initial proposals so that the projects within a specific geography collectively fit together to comprehensively address the Fund's three areas of engagement (Rule of Law, Business Engagement, and Sustaining Freedom). During co-creation, applicants will also work with GFEMS to develop monitoring, evaluation, and learning (MEL) frameworks and research designs that will yield data to test the effectiveness of their interventions. In alignment with the Fund's ToCs, applicants will develop project-level ToCs with clear articulation of the evidence and assumptions that underly project design. Where relevant and feasible, GFEMS will also support grantees with guidance on cost-coding and other operational tasks to inform economic evaluation efforts.

Implementation monitoring and innovation testing: During implementation, successful applicants will monitor their performance by tracking and reporting against output and outcome indicators in their logframes. Select grantees may also be involved in testing innovations to understand the viability and feasibility of taking a new intervention or technology to scale in the anti-slavery field. Through continuous reflection and adaptation, GFEMS supports flexible approaches to program implementation in order to be responsive to on-the-ground realities.

Evaluation: At the end of a project, data collected over the course of the implementation period is analyzed to assess intervention effectiveness. Where possible, quasi-experimental designs will have been built into projects at the outset, allowing for a robust assessment of effectiveness and understanding of program investment impact. GFEMS evaluation objectives are to assess project contribution towards prevalence reduction while significantly building the evidence base on causal pathways and key mechanisms of change.

Learning: Evidence generated through short-term innovation testing, as well as longer-term intervention effectiveness studies, will feed back into the refinement of the Fund's ToCs, thereby improving targeting of program investments with each successive funding round. For the successful applicants, learning activities facilitate real-time testing for program adaptation and course-correction, while also contributing towards the broader evidence base.

Knowledge dissemination: GFEMS is committed to transparency and will be routinely sharing methods and research findings to support the work of policymakers, civil society, and the private sector, thereby facilitating the use of evidence to inform actions to combat modern slavery.

G. FUNDING FREQUENTLY ASKED QUESTIONS (FAQS)

Before applying

I'm thinking about applying for GFEMS funding. Where should I start?

To learn more about our objectives and process, please review Section A. GFEMS Funding, Section B: Available opportunities by sector and country, Section C. Concept note template, and the below FAQs. Additional information is available on gfems.org.

Is it possible to speak to someone at GFEMS about my program idea before applying?

In order to ensure an open and competitive process, GFEMS is unable to consult with applicants about ideas prior to concept note submission. Please review Section A. GFEMS Funding, Section B: Available opportunities by sector and country, and these FAQs to ensure your proposal is in alignment with the Fund's base criteria. For any additional questions related to the application process that are not addressed in these materials, please send your question to proposals@gfems.org by the deadline. GFEMS will compile these questions and answers, and post them publicly on its website shortly after this deadline.

How does GFEMS define modern slavery?

Funding offered for this round of solicitations is provided by the U.S. Department of State, Office to Monitor and Combat Trafficking in Persons (J/TIP), and GFEMS will only award funding under this award to organizations using their definition of modern slavery. J/TIP defines modern slavery synonymously with human trafficking as the act of recruiting, harboring, transporting, providing, or obtaining a person for compelled labor or commercial sex acts through the use of force, fraud, or coercion.

The United States considers "trafficking in persons," "human trafficking," and "modern slavery" to be interchangeable umbrella terms that refer to both sex and labor trafficking. Relevant U.S. and international law describe this compelled service using a number of different terms, including involuntary servitude, slavery or practices similar to slavery, debt bondage, or forced labor.

How will COVID-19 affect this award process?

The safety, security, and health of its staff, applicants, subrecipients, and beneficiaries are the Fund's top priorities. Accordingly, GFEMS will run co-creation remotely, or with other accommodations, to address COVID-19 concerns. GFEMS, in consultation with applicants, will also take measures to plan projects to meet COVID-19-related challenges in the implementing environments. This may include prolonged start-up periods or increased emphasis on remote work. In addition to considering risks posed to their proposed program designs by COVID-19, applicants should think through the impact of Coronavirus disease on the modern slavery problem they are planning to tackle and proactively incorporate those considerations into the design process.

Eligibility requirements

What types of organizations are allowed to apply for funding? Are there other requirements organizations must meet?

GFEMS will only fund:

- Registered non-profit organizations, multilateral organizations, academic institutions, and for-profit organizations with the caveat that for-profit organizations are not permitted to generate profit from grant-funded activities.

- Organizations that are able to demonstrate compliance with USG rules and regulations including the Uniform Guidance and FAR, as applicable, and any audit requirements found in relevant regulation (e.g., prior experience managing official development assistance funding from a government or multilateral organization, a minimum of 2 years of audited financials, etc.).
- Organizations with existing registration demonstrating legal authority to operate in relevant overseas locations.
- Organizations that can legally receive funding that originates with the US Government without excessive tax or the use of an intermediary organization.
- Proposals that align with the Fund's Theory of Change, including focus on prevalence measurement and reduction (please review the GFEMS Funding Principles for more information).

If applying as a consortium, the consortium as a whole must meet these criteria.

Does my project have to be in a certain country or industry?

At this time, GFEMS is unable to fund projects that are not included in Section B. Available opportunities by sector and country.

My organization is based in the US. Can we still apply for funding?

Yes, US-based organizations are eligible to apply for funding as long as the project will be conducted in a relevant overseas location, and the organization is already legally authorized to operate there, or already working through relevant contractors / partners located there.

My organization is not based in the US. Can we still apply for funding?

Yes, non-US organizations are eligible to apply for funding as long as they are already legally authorized to operate in a relevant overseas location, or already working through relevant contractors / partners located there.

Can my organization develop a joint concept note in partnership with another organization?

Yes, organizations can apply in a "consortium," provided the consortium meets the eligibility criteria in Section A. Note also that GFEMS may suggest collaborations during co-creation.

What is a consortium?

A "consortium" is a unit comprised of a subgrantee and one or more third-level sub-grantees. Consortium applicants should identify a lead organization who will sign the subaward agreement with GFEMS and act as the Fund's subrecipient. Other consortium members will be the subrecipient's third-level subrecipients. The lead member/direct subrecipient will hold the responsibility of carrying out the scope of work in the subaward and the accompanying requirements. This will include managing the third-level subrecipients. GFEMS will not have a contractual relationship with third-level subrecipients.

Application process

How does the application process work?

GFEMS utilizes a multi-stage application process to emphasize the quality of proposed ideas and to reduce the overall burden on applicants. These steps are listed in Section A above. Following receipt of Concept Notes, GFEMS will perform an intake review to determine which applicants score competitively on the Evaluation Criteria. Applicants that advance to the co-creation stage will be given additional time to prepare their full proposals, during which period they will work collaboratively with GFEMS and – potentially – other applicants.

Does my submission have to be in English?

Yes.

Can I submit more than one concept note?

You may submit up to one concept note per opportunity. GFEMS will not accept multiple concept notes for a single opportunity from the same organization.

Can I apply for more than one opportunity?

Yes, you may apply for more than one opportunity. You must submit one concept note per opportunity.

What regulations should applicants be aware of?

GFEMS funding originates from a range of public and private sources. Government funding will be administered according to applicable laws and regulations. Applicants must be able to meet these requirements.

What does co-creation entail?

Co-creation will be an intense 5-8-week process that will require multiple iterations of the final project proposal, budget, and logframe. Typically, it involves a 2-3 day in-person workshop in the opportunity country, followed by remote collaboration via email, phone calls, and web conferencing. However, given COVID-19, the Fund will likely conduct PEMS 2 remotely. During this process, GFEMS works alongside applicants to shape the design of intervention projects. This can include suggesting partnerships between applicants or other organizations to ensure collaboration on related interventions. Additionally, organizational due diligence will occur simultaneously, which will require a review of your organization's financial and safeguarding processes. Applicants will be expected to be responsive to GFEMS deadlines within the co-creation period; lack of responsiveness or excessive delay may result in termination of the process.

Evaluation criteria

How will GFEMS evaluate my proposal?

The Fund's evaluation criteria and its Theory of Change can be found in Section A: GFEMS Funding. Concept notes will be evaluated both for their fit with the Fund's Theory of Change and on their merits against the criteria.

Will GFEMS provide feedback on concept notes?

Due to the high volume of concept notes received and the work required after concept note review, GFEMS cannot ensure you will receive prompt feedback on your concept note. However, GFEMS makes every effort to respond to such requests. The Fund appreciates your flexibility and your interest in engaging on critical issues in the field.

G. GENERAL CONDITIONS

Late submissions and submissions lacking the appropriate documentation will not be considered. Submissions will not be accepted at any other GFEMS location other than the email address above. If changes are made to this solicitation, notifications will be sent to the primary contact provided to GFEMS from each Applicant or posted on the GFEMS website www.gfems.org. GFEMS takes no responsibility for effective delivery of the electronic submission.

This solicitation does not commit GFEMS to award a grant or pay any costs incurred in preparing a concept note or proposal, including participation in co-creation. GFEMS reserves the right to accept or reject any or all submissions received, to negotiate with all qualified sources, or to cancel in part or in its entirety the solicitation when it is in the Fund's best interest.

The Applicant shall disclose any indictment for any alleged felony, or any conviction for a felony within the past five years, under the laws of the United States or any state or territory of the United States, and shall describe circumstances for each. When an Applicant is an association, partnership, corporation, or other organization, this disclosure requirement includes the organization and its officers, partners, and directors or members of any similarly governing body. If an indictment or conviction should come to the attention of GFEMS after the award of a grant, GFEMS may terminate the agreement.

It is the Fund's policy that no gifts of any kind and of any value be exchanged between Applicants and GFEMS personnel. Discovery of the same will be grounds for disqualification of the Applicant from participation in any GFEMS activity and may result in disciplinary actions against GFEMS personnel involved in such discovered transactions.

Applicants must disclose any financial or organizational interest – as an employee, consultant, business partner, investor, shareholder, borrower, lender, beneficiary, board member or trustee – in an actual or potential competitor, customer, client, vendor, donor or recipient of GFEMS that might produce a conflict of interest or the appearance of a conflict of interest should this grant be awarded.

Applicants warrant that they shall not discriminate because of race, color, religion, sex, national origin, political affiliation, political status, matriculation, sexual orientation, gender identity or expression, genetic information, status as a veteran, physical handicap, age, marital status or any other characteristic protected by law.

United States law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. The Applicant under any award resulting from this solicitation must ensure compliance with these laws.

By submitting a concept note or proposal in response to this solicitation, the applicant, if selected for award, agrees that it will comply with all federal, State, and local laws applicable to its activities and obligations under the award.