

Host Organization for the LAC Regional Hub

REQUEST FOR EXPRESSION OF INTEREST — MAY 2022

1. Introduction

- 1.1 Family Planning 2020 (FP2020) was a global partnership founded in 2012 whose goal was to enable 120 million additional girls and women to access and use modern contraception by 2020. FP2020 was governed by the Core Conveners of the partnership (the Bill & Melinda Gates Foundation; the UK Foreign, Commonwealth, and Development Office; the United States Agency for International Development; and the United Nations Population Fund) and supported by a Reference Group, which set overall strategic direction and drove coordination among the partnership's stakeholders. Its Secretariat, based in Washington, D.C., and hosted by the United Nations Foundation, has been responsible for the implementation of day-to-day activities. A new partnership named Family Planning 2030 (FP2030) was unveiled in January 2021 to build on the momentum of FP2020.
- 1.2 A partnership redesign process on the vision for the new decade began in 2019, based on consultation with the global family planning community. This process defined the partnership's future mandate, governance, and geographic structure, and identified the functions of the future Support Network that would build on and ultimately replace the FP2020 Secretariat.
- 1.3 For the 2030 Family Planning Partnership, we are working with a model that will not be restricted to a predefined group of countries, but instead propose a differentiated engagement model that is open to all interested countries. The new partnership receives funding support from three private foundations including the Bill & Melinda Gates Foundation and the Packard Foundation in the U.S. and the Children's Investment Fund Foundation in the UK. Donor engagement is ongoing with several bilateral funding agencies.
- 1.4 The FP2030 Partnership is open to all stakeholders — governments; civil society and youth organizations; regional, local, and international nongovernmental organizations (NGOs); multilateral agencies; academic institutions; donors; and private sector partners — to promote cross-sectoral connections and collaborations, foster accountability and transparency, boost visibility, and connect with a global community of leaders, advocates, and implementers.
- 1.5 Governments and all stakeholders are invited to join FP2030 by making a formal commitment. The FP2030 partnership is open to any country or organization that wishes to make a commitment to advancing rights-based reproductive health/family planning/contraception.¹ This

¹ Rights-based family planning is an approach to developing and implementing programs that aims to fulfil the rights of all individuals to choose whether, when, and how many children to have; to act on those choices through high-quality sexual and reproductive health services, information, and education; and to access those services free from discrimination, coercion, and violence.

includes partners from outside the family planning sector, such as those in the broader global health, climate change, humanitarian, and private sectors.

1.6 The partnership’s guiding principles will govern all decisions, actions, and investments:

- Country-led global partnership, with shared learning and mutual accountability for commitments and results.
- Voluntary, person-centered, rights-based approaches to reproductive health/family planning/contraception, with equity at the core.
- A commitment to gender equality, with support for empowering women and girls and engaging men, boys, and communities.
- Intentional and equitable partnerships with adolescents, youths, and marginalized populations to meet their needs, informed by accurate and disaggregated data collection and use.

1.7 Countries will have access to a range of support from the FP2030 Support Network and partners. This support will be determined based on FP2030 commitments, country priorities and needs, and other factors including income group. Countries that are eligible to receive the full range of support from the FP2030 Support Network through a regional hub (Group 1)² will be commitment-makers within the 82 low-income and lower-middle income countries as per the World Bank Atlas Method using GNI per capita in 2021. Commitment-makers within upper-middle-income countries (Group 2, comprising 55 countries) may decide to engage for support from regional hubs in certain areas. High-income countries (Group 3, comprising 80 countries) are not eligible for support from regional hubs but may have access to global support from the partnership.

2. Scope

2.1 The former Secretariat in Washington has evolved into the FP2030 Support Network, a decentralized structure comprising five regional hubs and an Executive Directorate. The five hubs will be located in the following regions:

- North, West, & Central Africa
- East & Southern Africa
- Asia & the Pacific
- **Latin America & the Caribbean (LAC)**
- North America & Europe

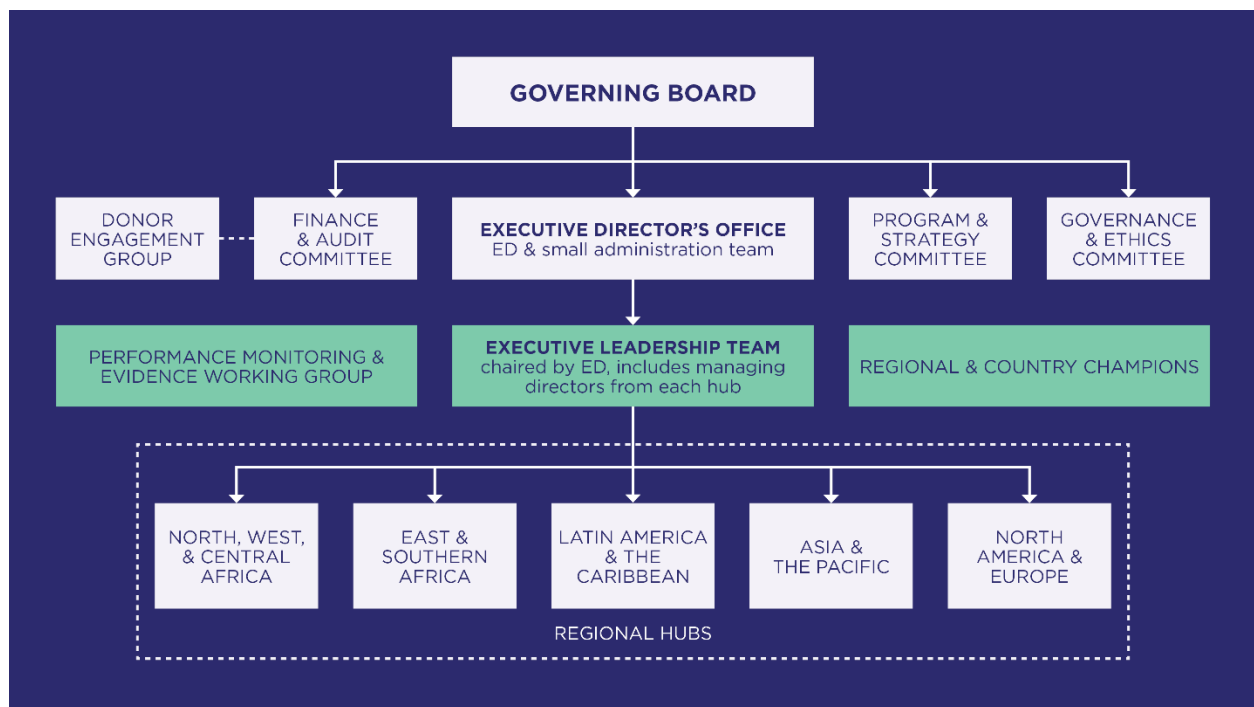
2.2 The establishment of five regional hubs around the world reflects the regionalization agenda of the new FP2030 Support Network, with the purpose of bringing its presence closer to the partner countries.

2.3 The regional hubs are part of the global Support Network of FP2030, each staffed by a cluster of dedicated staff, led by a Managing Director, and embedded within an established local

² The list of countries can be found on the World Bank website via this link:
<https://datahelpdesk.worldbank.org/knowledgebase/articles/906519-world-bank-country-and-lending-groups>

nongovernmental organization in a strategically located country in each region, based on accessibility, infrastructure, geographic location, and enabling environment.

- 2.4 The regional hubs will work actively with focal point teams in commitment-making countries, which are usually made up of one representative from the government, one person from a civil society organization or network, one person under 30 from a youth network or youth-led organization, one multilateral partner representative (usually the United Nations Population Fund), one bilateral partner representative and, if applicable, another representative from an in-country agency that is actively engaged in sexual and reproductive health (SRH). Country focal point teams will connect regularly with the regional hub Managing Director and staff, report on progress and raise questions through FP2030 for the global FP community to support and respond to, exchange information with other country teams through regional exchanges, and share important feedback on FP2030's work with the Executive Leadership Team to continue improving the roles of the regional hubs.
- 2.5 The North America & Europe regional hub will support the functions of the Support Network through global knowledge-sharing, coordination, advocacy and communications, data and measurement, board management, donor engagement, and some technical and administrative functions.
- 2.6 During the inception and setup phase, the LAC regional hub will have a high-level regional advisory committee that will provide guidance based on the current situation of the countries and the region.
- 2.7 The regional hub will report to the Executive Director of the FP2030 Partnership (see diagram below).



3. Main Responsibilities and Tasks of the LAC Regional Hub

The LAC regional hub is anticipated to be responsible for three main sets of activities: introducing the FP2030 partnership in the region; supporting advocacy and accountability with regard to country commitments made by government and nongovernmental actors; and brokering the provision of necessary information on SRH, including data related to modern contraceptive use, providing peer-networking opportunities, state-of-the-art programming support (such as [FP High-Impact Practices](#)), and connecting countries to other globally available support to ensure SRH service delivery success.

General responsibilities of the **LAC regional hub** include:

- a. Mobilize and drive commitments and momentum for the partnership at all levels, from regional to national, and national to community.
- b. Advance country ownership, analysis, and use of data and evidence for decision-making and accountability.
- c. Convene regional, and country stakeholders for collaborative learning, advocacy, and accountability such as through regular workshops.
- d. Advance advocacy at the regional and country levels.
- e. Forge and leverage partnerships to create coherence and maximize opportunities.

3.1 As the regional hub becomes more established and well networked with regional partners, it will engage in resource mobilization activities to secure funding from within the region and countries for long-term sustainability of the FP2030 advocacy and coordination efforts. While the Executive Director and regional hub Managing Director will work to develop strong connections with donor agencies, dedicated resource mobilization staff will be placed within the Support Network (North America & Europe hub) to be able to respond rapidly to funding opportunities.

3.2 In addition to working with country governments, the LAC regional hub will actively look for opportunities to enlist non-state actors who want to join the FP2030 partnership and make a commitment toward FP2030.

Africa, Asia, & LAC Regional Hubs: How It Works



3.3 Illustrative activities for technical assistance (TA) brokering include:

- Organizing regional focal point workshops for peer learning and exchange and bringing in thematic technical partners to share cutting-edge implementation ideas.
- Fostering regular knowledge-sharing across countries through webinars and topical discussion groups (including South-South cooperation).
- Disseminating existing FP2030 toolkits and briefs and introducing reference materials from other partners.
- Producing analysis of regional TA needs for donors to support their decision-making for financing.

3.4 Some of the illustrative activities for advocacy support include:

- Mobilizing national commitments for SRH from countries and supporting national launch efforts for such commitments.
- Identifying SRH champions in each country and working with them to advocate locally and nationally.
- Supporting accountability efforts of civil society organizations (CSOs) and youth advocates through small grants.

- Looking for advocacy opportunities through regional platforms and regional gatherings of health and development policymakers.
- Promoting attention across countries on rights-based SRH, adolescent and youth programming including meaningful youth engagement, integration of SRH into other health and non-health sectors, supporting emergency preparedness and response planning and activities, and working with humanitarian agencies.
- Working with the North America & Europe hub (Support Network) and other regional and country-based data hubs to ensure smooth flow of data for advocacy, as well as regional communications.

4. Staffing of the LAC Regional Hub

- 4.1 The LAC hub will be led by a Managing Director who reports to the FP2030 Executive Director. All the hubs' Managing Directors and the FP2030 Executive Director together form the Executive Leadership Team.
- 4.2 Technical staffing will be determined based on a scan of country needs and advocacy priorities in the region. Data and communications capacity may be added over time as the hub's work expands.
- 4.3 There will be staff in the hub who will dedicate part of their time to supporting the Champions Group, provided there will be one for this region.
- 4.4 Beyond the first two years, the FP2030 team at the hub will also need to include resource mobilization capacity to ensure the hub's long-term financial sustainability.
- 4.5 The hub needs to include seasoned SRH professionals who understand regional and country SRHR challenges, including challenges for FP, such as adolescent pregnancy, supply chain, gender-based violence, and birth spacing. These individuals must be able to identify technical experts on whom the countries can rely. They must also know how to design strategic advocacy and support social accountability efforts, and they must possess some fundamental knowledge of FP technical issues to be able to solve bottlenecks.
- 4.6 The Managing Director and other key staff of the regional hub will have bilingual capacity in English and Spanish to work with global partners and the Executive Leadership Team.

5. Assumptions for Regional Hub's Contribution to FP2030's Vision Framework

- 5.1 Hub activities will lead to more frequent country engagement, which starts with commitment-making by in-country partners.
- 5.2 Technical assistance is brokered with more precision, sensitivity, and speed, and fills existing gaps not served by other partners.
- 5.3 A network of subnational, national, and regional champions mobilized by the hub will support countries toward meeting their commitments.

- 5.4 Hubs align TA and advocacy messages with FP2030's Vision Framework and five focus areas.³
- 5.5 Faster feedback and situational analyses will be delivered to the partnership to refine funding and programming strategies and make course corrections.
- 5.6 Countries will scale up high-impact practices in their FP programs.
- 5.7 More SRH advocacy messages will be embedded in other health and development priorities such as universal health coverage and climate resilience in countries.
- 5.8 Hubs will have seed funding to support CSO advocacy and accountability.

6. Location of Hub

- 6.1 The hub will be embedded within existing an NGO that is either an FP/SRH partner with strong local ownership and promise of sustainability, or a neutral convener/intermediary agency (such as an entity that has expertise incubating NGO initiatives) that is able to provide solid back-office, payroll, and other HR and financial management support for the small team.
- 6.2 The location of the regional hub is important for the success of the partnership. The regional hub should be located in a country that meets these criteria:
 - Strong and consistent political support for voluntary rights-based sexual and reproductive health including family planning.
 - Ability for representatives of other countries in the region to travel to this country without restrictions to participate in regional meetings and events.
 - Strong connections and links with countries in the region.
 - Presence of strong NGOs with expertise in global health/development, English/Spanish fluency, and management capabilities that can submit bids and compete to host a regional hub.
 - Policies that allow an NGO or a CSO, acting as a hub host institution, to wire funds (sub-awards and other payments) efficiently overseas in U.S. currency to other NGOs and individuals.
 - A supportive environment for vibrant civil society engagement.

Goal

With this request for expression of interest (RFI), we seek organizations that are interested in housing and running the regional hub for Latin America and the Caribbean. We will use responses to this RFI for planning purposes and to ensure that any subsequent request for proposal (RFP) is well conceived and framed to take advantage of the full range of opportunities that host organizations may provide.

³ Expand the Narrative and Shape the Policy Agenda / Drive Data and Evidence-Informed Decision Making / Increase, Diversify, and Efficiently Use Financing / Transform Social and Gender Norms / Improve System Responsiveness to Individual Rights and Needs

The Host Organization

The host organization/regional hub should be willing to collaborate with FP2030 for an initial period of 24 months, with a desired start date of Dec. 1, 2022. The project could be extended subject to adequate performance and funding availability. A grant award letter between FP2030 and the host organization will delineate the governance structure, roles, and responsibilities. The regional hub, which will be staffed eventually with full-time individuals hired by the host organization, will decentralize to the regional and national level the services and convening functions described below that are currently performed by the Washington-based Secretariat.

- Experience organizing regional and global gatherings.
- Ability to advise regional hub staff on venue selection for workshops and other events.
- Troubleshooting and problem-solving on various preparations and logistical issues to ensure the comfort and safety of participants and successful meeting outcomes.
- Experience in hosting regional and international meetings, facilitating visa letters, securing approvals from the relevant government department. The hub will also strengthen the advocacy and accountability work of local CSOs and youth-led organizations. The regional hub Managing Director will engage regularly with the leaders of the other geographic hubs and FP2030's Executive Director.

In addition to the above expectations, the host organization must be able to provide:

- Back-office support for finance and administration, including human resources services.
- A standard office environment, adequate for housing five to 10 full-time individuals. Office spaces can be a combination of private and shared offices and/or cubicles.
- Ability to allow the regional hub to function independently with its FP2030 brand identity as distinct from the host organization, such as the ability to provide a separate email address.
- Robust and reliable internet connectivity and access to meeting spaces for hosting physical meetings, virtual webinars, and videoconferencing.

Eligibility

Any LAC-based private, nonprofit organization/nongovernmental organizations, including philanthropic institutions and grant-making intermediaries, are eligible. For-profit entities that have experience managing SRH programs and partnerships are also eligible. All organizations applying must be able to participate in the bid for the final award, which will be awarded as a grant. Because this is a global partnership, applicants must be able to carry out day-to-day operations in English with external parties.

Selection Criteria for the Host Organization

The organization must be comfortable with work that builds bridges across a broad range of stakeholders, dedicated to advancing universal human rights and the Sustainable Development Goals (SDGs), and committed to empowering local agendas and stakeholders in the region. Other capabilities we seek are:

1. The host organization should be a single entity, or a consortium of partners coming together under a lead managing partner, that is active in the field of public health (experience and existing focus on sexual and reproductive health and rights [SRHR] especially FP, reproductive and/or maternal & child health, gender issues are a plus, and/or experience with regional technical assistance, or work with advocacy and accountability structures and mechanisms for health programs), with a commitment to gender equity and social justice, human rights, and sustainable development; or
2. Be an entity such as an operating foundation, a project incubator, or a philanthropic intermediary that has a compatible global health/sustainable development and country engagement mission with FP2030.
3. In either case, the host organization must be able to demonstrate the ability to serve as an intermediary fiduciary agent and provide a set of administrative services to the hub team. It should be financially sound with a strong standing and legal registration in the country where it is located, with no political affiliations.
4. The host organization should also have the experience that shows the capability to process small grants/sub-awards and honoraria in U.S. currency to other organizations and individuals in various countries in the region. If it is selected as host, it would do so under the guidance of the regional hub team.
5. It should also have a successful track record of working with donors such as U.S. private foundations and bilateral or multilateral donors.
6. It should be able to support convenings and provide basic visa support to all countries in the region, including one(s) outside of any regional and political union.
7. It should demonstrate the ability to employ citizens from other countries in the region.
8. If English is not its official language, it should show the capacity to use English as the main operational language when working with external partners in this global partnership .
9. Where applicable, the applicant is welcome to propose ideas to maximize cost and operational efficiency in providing the necessary services.

In the immediate phase, the regional hub will consist of a Managing Director who has expertise working across countries in the region. The hub will add a small number of full-time employees after the Managing Director is on board and will recruit more staff over time once the needs are confirmed and scopes of work are finalized. The host/hub institution will be strongly encouraged to propose specific individuals to serve core management and operational functions in the final proposal.

Scope of Work

Working with the Executive Director of FP2030 in consultation with its Board, the host organization will set up a regional hub that will:

1. Develop a strategic plan with regional stakeholders that aligns with the broader partnership goals but is customized to priorities in the region.
2. Advance country commitments and advocacy for SRH including FP in close collaboration with other partners.
3. Advance nongovernmental organization commitments and advocacy for SRH including FP in close collaboration with other partners.
4. Engage country governments and private sector partners in commitment-making countries to make new commitments to promote universal access to voluntary, modern contraception.
5. Network with other regional SRH implementers, SRH data hubs, and technical experts for evidence-based policymaking support.
6. Broker requested technical assistance from countries to meet country commitments.
7. Advance countries' analyses and use of contraceptives use data for decision-making and accountability.
8. Convene country stakeholders and SRH champions for collaborative learning, advocacy, and accountability actions to eliminate the unmet need for contraception.
9. Synthesize accomplishments and lessons learned and share them with other hubs, and contribute content to the Annual Progress Report.
10. Contribute to communications products and processes by generating unique content or contextualizing messages produced by the Support Network's communications team, including through social media campaigns, partnership newsletters, and other communications channels.
11. Scan the environment for potential funders/funding mechanisms with buy-in from countries to sustain the hub over the long term.

Value to the Host Organization

The host organization will be allowed to retain a portion of the grant for its administrative purposes. The host organization will oversee finances as a recipient of grant funds per the award agreement with the fiduciary funder, and it will collaborate with the FP2030 staff in the submission of regular reports to donors. The host organization will be featured as a critical partner on the FP2030 website and institutional documents and will be able to share credit for the successes of FP2030.

Budget and Duration

Over a period of 24 months, the host institution for the Latin America and the Caribbean regional hub may receive an award of up to \$900,000 per year, which includes all fees (including overhead) as well as the costs of providing the services (e.g., accounting for the overall grant, office equipment

payroll and HR services, and providing office space and legal services). The starting date of the award is anticipated to be Dec. 1, 2022, subject to funding availability.

Applying to the Request for Expression of Interest

Interested organizations should submit an expression of interest with supporting documents by July 10, 2022. All applications should be sent to hubselection@fp2030.org with the subject title “Submission: Regional Hub—Latin America and the Caribbean.” Applications can be in either English or Spanish. If the applications are in Spanish, FP2030 will use software to translate the RFI into English and must not exceed four pages. Expressions of interest that do not adhere to these requirements, are submitted late, or are incomplete may not be considered for the request for full proposals.

Expression of Interest Content

The expression of interest must contain a narrative of no more than four pages, supplemented by two annexes (see below). In the narrative, the applicant should provide information on:

- The organization’s interest in becoming a regional hub and how this role aligns with its organizational mandate.
- How the organization is committed to and would support the building of a regional hub that becomes a vibrant node for advancing voluntary, rights-based FP programs within a broader SRH framework in the region and positions FP on the global development agenda as a critical intervention to achieving the SDGs.
- The organization’s current relationship with the government in its home country.
- How the organization engages with regional and country-level partners in its ongoing work.
- The countries and other global health and international development organizations and funders within the region with which the organization already has a working relationship.
- Anticipated major challenges in establishing and managing the regional hub and ways to mitigate these challenges and other potential risks.
- The team composition deemed necessary to build and operate the regional hub.

Please include:

Contact information (including name and full address of the organization and website).

Interested organizations are also requested to complete the questionnaires enclosed as Annex 1 and Annex 2, attaching all supporting documentation where specifically requested. International NGOs should provide information and documentation related to their permits and licenses for their presence in the country of relevance to this application.

Please note that attachments should be provided to support each answer. All questions must be answered directly and clearly. Extraneous information not directly responding to the questions will only constrain the ability of the evaluation panel to positively assess the applicant's alignment with FP2030 requirements.

SUMMARY OF DOCUMENTS TO BE SUBMITTED

- Expression of interest cover letter
- Expression of interest narrative (no more than four pages in the original language)
- Annex 1 (duly filled)
- Annex 2 (duly filled)
- Supporting documents for Annexes 1 and 2

TENTATIVE SCHEDULE

- Expression of interest release date: **June 1, 2022**
- Expression of interest submission deadline: **July 10, 2022 (midnight EDT)**
- Invitation to submit full proposals to selected candidates: **Aug. 30, 2022**
- Submission deadline of full proposals: **Sept. 30, 2022**
- Selection of regional hub host institution: by **Nov. 15, 2022**

A panel including members of the FP2030 Board, the FP2030 Secretariat, and external consultants engaged in the transition process will evaluate expressions of interest and full proposals. Kindly note that organizations that have been successful bidders for the Asia or Africa hubs will not be considered. We will prioritize locally incorporated organizations in the selection process but we encourage country offices of international organizations to apply as well. Responses to this RFI will be used to inform and shape the limited RFP document. We retain the right to solicit responses to the RFP only from those parties that have responded to the RFI, have met criteria, and have demonstrated necessary competencies to respond to the RFP. Video interviews may be conducted during the vetting process to gather additional information.

Questions and Clarifications

For any query, please contact Dakshitha Wickremarathne at dwickremarathne@fp2030.org.

Annex 1

QUESTIONNAIRE 1: ORGANIZATIONAL PROFILE

Topic	Area of Inquiry	Response
1. Proscribed Organizations	<p>Is the organization listed in the United Nations' list of proscribed organizations or the United Nations Population Fund's Vendor Sanctions List?</p> <p>Is the organization indicted by the International Criminal Court or a national criminal court?</p> <p>Is the organization banned by any other institution/governments? If yes, please provide information regarding the institution/government and reasons.</p>	
2. Legal status and Bank Account	<p>Does the organization have a legal capacity to operate in the country, and does it comply with the legal requirements of the country to register and operate? Please provide copies of all relevant documents regarding legality of operations.</p> <p>Does the organization have a bank account in U.S. dollars?</p>	
3. Certification/ Accreditation	<p>Is the organization certified in accordance with any international or local standards (e.g., the International Organization for Standardization), such as in:</p> <ul style="list-style-type: none"> • Leadership and Managerial Skills • Project Management • Financial Management • Organizational Standards and Procedures 	

Topic	Area of Inquiry	Response
<p>4. Date of Establishment and Organizational Background</p>	<ol style="list-style-type: none"> 1. When was the organization established? 2. How has the organization evolved since its establishment? (e.g., increase in staff, expansion to more locations, increase in project activities or programs, increase in resources or funding) 3. Who are your main donors/partners in the past two years? 4. Please provide a list of a few major entities that the organization has had an affiliation with in the past two years. 5. How many cities/regions/countries do you have capacity to operate in? Please provide a complete list and indicate the size of the offices in each location. 	
<p>5. Mandate and Constituency</p>	<ol style="list-style-type: none"> 1. What is the organization's primary purpose for existence? 2. What is the organization's mandate, vision, and overall purpose? (no more than two paragraphs) 3. Is the organization officially designated to represent any specific constituency? 	
<p>6. Areas of Expertise</p>	<ol style="list-style-type: none"> 1. Does the organization have expertise in any of the key areas identified above in this RFI? 2. What other areas of expertise does the organization have? 3. List of the projects undertaken in the region related to the key areas identified in this RFI 	

Topic	Area of Inquiry	Response
7. Financial Position and Sustainability	<p>1. What was the organization’s total annual spending in each of the past two years? Please provide a financial statement for each of those years.</p> <p>2. What is the organization’s total projected revenue for the current year?</p> <p>3. Please provide a list of projects with description, duration, location, and budget over the past two years, arranged from biggest budget to the lowest.</p>	
8. Public Transparency	<p>1. Are the following documents publicly available?</p> <ul style="list-style-type: none"> • Annual Report • Organization’s Executive Leadership and Board members • Tax return forms (if applicable in your country) • Contact information <p>2. How can these documents be accessed? (Please provide links if web-based)</p>	
9. Partnership	<p>1. Do you have the capacity to manage a regional partnership?</p> <p>2. Do you currently manage, or have you in the past managed or been involved with, a partnership? If yes, provide a list of all partnerships, the list of partners in the partnership, the role in the partnership, and the total financial budgets involved.</p> <p>3. Have you had a formal alliance with other CSOs/NGOs, UN agencies, or government agencies in the last year? If yes, please identify and provide details.</p>	

Annex 2

CAPACITY ASSESSMENT CHECKLIST FOR HOSTING INSTITUTIONS

Topic	Areas of Inquiry	Response
1. Funding Sources	<ol style="list-style-type: none"> 1. What is the main source of income of the organization? 2. Who are the organization's key donors? 3. What is your typical overhead rate for project management? 	
2. Audit	<ol style="list-style-type: none"> 1. Did the CSO/NGO have an audit within the past two years? 2. Are the audits conducted by an officially accredited independent entity? If yes, provide a name. 	
3. Leadership and Governance Capacities	<ol style="list-style-type: none"> 1. What is the structure of the organization's governing body? Please provide an organizational chart. 2. Does the organization have a formal oversight mechanism in place? 3. Does the organization have formally established internal procedures in such areas as: <ul style="list-style-type: none"> • Project Planning and Budgeting • Financial Management and Internal Control Framework • Procurement • Human Resources • Reporting • Monitoring and Evaluation • Asset and Inventory Management • Other 4. What is the organization's mechanism for handling legal affairs? 	

Topic	Areas of Inquiry	Response
4. Personnel Capacities	<p>1. What are the positions in the organization that are empowered to make key corporate decisions? Please provide CVs of these staff.</p> <p>2. Which positions in the organization lead the areas of finance, procurement, and human resources? Please provide CVs of these staff.</p>	
5. Quality Assurance	Please provide references who may be contacted for feedback on the organization's performance.	