



Issuance Date: September 22, 2011
Questions Due By: October 11, 2011
Closing Date: November 14, 2011 at 15.30 Local Maputo time

**Subject: Request for Applications (RFA) Number 656-11-000002
Media Strengthening Program for Mozambique**

The United States Government, as represented by the United States Agency for International Development (USAID) Mission to Mozambique, is seeking applications from organizations for a results-oriented five-year program to support the professionalization of journalists and empowerment of independent media in Mozambique, in order to achieve the three principle objectives of the Media Strengthening Program (MSP):

- 1) to strengthen the ability of the Mozambican media sector to provide high quality information to citizens so as to further development objectives in the country;
- 2) to improve the quality of oversight of and debate about government actions; and
- 3) to promote a free, open, diverse, and self-sustaining media operating environment

The expected Results of this program are:

Result 1: Increased professional capacity of the Mozambican Media Sector

Result 2: Strengthened business management/organizational capacity of media organization to improve long-term financial viability

Result 3: Improved quality of journalism education at the School of Communication and Arts at UEM

Result 4: Increased ability of community radio stations to provide more and better information to listeners

Result 5: Strengthened ability of Mozambican organizations to advocate for press freedom and an improved legal enabling environment for media.

The Recipient will be responsible for ensuring achievement of the program objectives and results. Please refer to Section I, the Funding Opportunity Description, for a complete statement of objectives and expected results.

Pursuant to 22 CFR 226.81, it is USAID policy not to award profit under assistance instruments. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the grant program and are in accordance with applicable cost standards (22 CFR 226, OMB Circular A-122 for non-profit organizations, OMB Circular A-21 for universities, and the Federal Acquisition Regulation (FAR) Part 31 for-profit organizations), may be paid under the agreement.

This RFA is being issued and consists of this cover letter and the following:

1. Section I, Funding Opportunity;
2. Section II, Award Information;
3. Section III, Eligibility Information;
4. Section IV, Application and Submission Information;
5. Section V, Application Review Information;
6. Section VI, Award and Administration Information;
7. Section VII, Agency Contacts;
8. Section VIII, Other Information;
9. Attachments.

Subject to the availability of funds, USAID intends to provide up to \$10,000,000.00 to be allocated over a five-year period. USAID anticipates awarding one (1) cooperative agreement as a result of this solicitation. USAID reserves the right to fund any or none of the applications submitted. The period of performance anticipated herein is five (5) years, starting from the date of award.

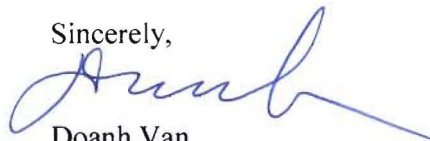
Submitted applications should be received by the closing date and time indicated at the top of this cover letter pursuant to the instructions contained in the RFA. Any questions concerning this RFA must be submitted in writing to Albertina Cample **via e-mail** at acample@usaid.gov.

If it is determined that the answer to any question (s) is of sufficient important to warrant notification to all prospective recipients, a Questions and Answers document, and/or if needed, an amendment to the RFA, will be issued. Therefore, **questions should be submitted no later than Close of Business (COB) of October 11, 2011.**

Applicants are requested to submit both technical and cost portions of their applications in separate volumes, and in separate electronic attachments. *Award will be made to the responsible applicant whose application offers the greatest value to the U.S. Government.*

Issuance of this RFA does not constitute an award commitment on the part of the Government, nor does not it commit the Government to pay for costs incurred in the preparation and submission of an application. In addition, final award of any resultant agreement cannot be made until funds have been full appropriated, allocated, and committed through internal procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of the requirements and conditions of the award. Applications are submitted at the risk of the applicant; should circumstances prevent award of a cooperative agreement, all preparation and submission costs are the applicant's expense.

Sincerely,



Doanh Van
Agreement Officer

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List of Acronyms and Abbreviations:

AA	Assistance Agreement
AAPD	Acquisition and Assistance Policy Directive
ADS	Automated Directive System
AIDS	Acquired immune deficiency syndrome
AO	Assistance Objective
BCC	Behavior Change and Communication
CA	Cooperative Agreement
CAS	Country Assistance Strategy
CSOs	Civil Society Organizations
DCHA	USAID's Bureau for Democracy, Conflict and Humanitarian Assistance
DFID	Department for International Development
ECA	<i>Escola de Comunicação e Artes/School of Communication and Arts</i>
FORCOM	<i>Forum das Rádios Comunitárias/Forum of Community Radio Stations</i>
FY	Fiscal Year
GABINFO	<i>Gabinete de Informação</i>
GBV	Gender Based Violence
GRM	Government of Mozambique
HIV	Human Immunodeficiency Virus
ICS	<i>Instituto de Comunicacao Social/Institute of Social Communication</i>
LAM	<i>Linhas Aéreas de Moçambique/Mozambique Airlines</i>
M&E	Monitoring and Evaluation
MSP	Media Strengthening Program
MSP	Mission Strategic Plan
NGO	Non-Governmental Organization
PEPFAR	President's Emergency Plan for AIDS Relief
PMP	Performance Management Plan
RFA	Request for Applications
SNJ	<i>Sindicato Nacional de Jornalistas</i>
TIP	Trafficking in Persons
UEM	<i>Universidade Eduardo Mondlane/Eduardo Mondlane University</i>
UK	United Kingdom
UN	United Nations
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific, and Cultural Organization
USG	United States Government
USAID	United States Agency for International Development

SECTION I: FUNDING OPPORTUNITY DESCRIPTION

1. GENERAL DESCRIPTION OF FUNDING OPPORTUNITY

Set forth below is a description of the proposed program, covering
A. Purpose; B. Programmatic Background; C. Proposed Response; D. Program Components;
and E. Additional Considerations

A. Purpose

The USAID/Mozambique Media Strengthening Program (MSP) seeks to support the professionalization of journalists and empowerment of independent media in Mozambique, working both with individual journalists and media organizations in the capital, Maputo, as well as with local media outlets and community radio stations located throughout the country. While the needs of Maputo-based media and community radio stations differ greatly, the two play essential roles in the ecosystem of news and information in the country. The goals of the MSP are to improve the quality of information provided to citizens by state and non-state media and to enhance the capacities and financial viability of non-state, or “independent,” media organizations in Mozambique.

To engage the full spectrum of the Mozambican media, this program will focus on skills improvement for journalists, including investigative and topical specialization skills (such as HIV prevention and health promotion), foster debates and forums, develop local institutions, and foster linkages within the media sector and other development programs. Furthermore, the program will build the capacity of media organizations to become more financially viable and stable, to analyze and advocate for policy reforms to protect and broaden media freedoms, and to provide oversight of government actions. Ultimately, a more professional and effective media will work at the local, regional, and national levels to inform citizens, encourage citizens to hold their government more accountable, and contribute to better governance in Mozambique.

Subject to the availability of funds, USAID intends to provide up to \$10,000,000 to be allocated over the five year period of this project.

B. Sector Background

An effective media is essential for democratic development. The media, be it print, broadcast, Internet, or other form, is an integral part of the systems of accountability that are critical to the effective functioning of democratic governance. The basic premise of a participatory democratic government assumes a certain degree of information availability and understanding on behalf of the population so that citizens can make informed choices and engage in public debate. An effective media also helps shape the national conversation about all aspects of development, ranging from health and education to poverty reduction and corruption.

In Mozambique, the media is largely managed by individuals concentrated in the capital Maputo. Communication and information sharing via print and television are mostly relegated to audiences in the capital and some provincial cities, excluding the majority of the rural population. For radio, lack of programming content, financial sustainability, technical capacity, and infrastructure inhibit the independent media from reaching potential listeners

throughout the country. Information, therefore, becomes a prized possession and is one of the many factors contributing to social divisions within Mozambican society.

For those who have access to information, another concern arises regarding the quality of the information received. With limited training and resources coupled with a political environment of self-censorship, journalists have few tools to research stories and verify their information sources.

Mozambican media confronts the following challenges, laid out in more detail below: professional skills/human capacity, quality of information provided, management capacity and business practices, provision of national coverage and/or access, geographic and linguistic challenges, inadequate legal framework, and limited use of Internet and new technologies.

Professional skills/human capacity: While some journalists are well-respected for their investigative journalism, many lack capacity in areas such as writing, editing, grammar, ethics, investigative and transparency reporting, interviewing, and other basic tenets of the journalism profession. The UNESCO/UNDP Media Pluralism Landscape Study of 2006 states that “a significant number of media professionals have poor and defective training, and some have no training at all.” Editorials and competition for limited readerships sometimes result in stories that border on the sensational. Institutional challenges for journalists include low salaries, a remuneration system that often pays per article rather than on salary and a difficult working environment for female journalists.

According to the 2006 UN study, in radio 13.3% of sustainability problems are linked to weakness in professional training, television stations managers list lack of professional training as 21% of the problem, and in the written press slightly above 80% of the main constraints are in professional training, including specialized or topical journalism, mastery of electoral legislation, rural reporting, and investigative journalism.

Business management capacity: Weak management capacity and business practices in Mozambican media also inhibit fiscal viability and sustainability. To date, modest investments in the newspaper sector have not translated into significantly improved financial or operational management models, though the radio and television sectors have proven more dynamic. One obstacle to the development of the newspaper sector in Mozambique has to do with the high costs of newsprint due to limited competition of printing houses. Another challenge is the limited readership base due to low literacy rates. In addition, limited knowledge about the existent readership base inhibits targeted marketing and advertisement for revenue generation.

Financial viability is a challenge for community radio stations as well. The government-run *Radio Moçambique* dominates listenership ratings and has a national reach with the capacity to broadcast in local languages. The government also supports some community radio stations. While their independence from ruling party viewpoints is questionable, they are community-based and popular and as such provide useful vehicles for dissemination of development information at the community level.

Many of these stations are part of a network associated with the government-managed *Instituto de Comunicacao Social (ICS)*. Some community radio stations are not linked to or supported by the government, providing a useful alternative source of information to local populations. Many of these are affiliated with the Catholic Church or the UNESCO/UNDP-

sponsored FORCOM, or Forum of Community Radio Stations. Almost all community radio stations are poorly resourced and lack high-tech equipment, but those stations not supported by the government are in even more need of assistance.

Provision of national coverage and/or access and linguistic challenges: Distribution is another challenge facing Mozambican newspapers. Mozambique is a large and diverse country. With almost all newspapers based in the capital, Maputo, in the far south of the country, companies have to bear the costs of flying their newspapers long distances to reach other urban centers. Dispersed population coupled with poor road networks make it very costly and difficult to reach rural areas. The government imposes a per-paper transport tax to use the state-run national airline, LAM, for distribution of non-state newspapers. One strategy devised to overcome distribution challenges was the creation of “fax newspapers,” some of which are distributed by fax, email, and hard copy while others are never actually printed on newsprint.

Another major challenge facing the media in Mozambique is that rural areas hold between 70-80% of Mozambique’s population, a segment of the citizenry that largely lives in poverty and speaks little Portuguese. Only 39.6% of Mozambicans speak Portuguese and 27% of the population speaks it as a second language, and 52% of the population is illiterate. Mozambique has more than 33 indigenous languages and more than 100 dialects. Most community radio stations, as well as the government-owned *Radio Moçambique*, transmit in indigenous languages such as Emakhuwa, Xichangana, Ronga, Ximakonde, and others.

Legal Framework: Private media in Mozambique is faced with a challenging legal framework. Despite the adoption of a liberal press law in 1991 that preserves the right to freedom of expression as well as the right to information, the media in Mozambique still faces an uphill battle for access to sources of information. Government actions and procedures tend to be shrouded in secrecy. Parliament regularly debates behind closed doors with no media access. A law introduced in 2006 to improve access to sources of information has yet to be scheduled for debate.

The right of citizens to access information is guaranteed by Section 48 of the Constitution, which states that “all citizens are entitled to freedom of expression, freedom of the press and the right to information” (Republic of Mozambique, 2005). The Constitution further states that “the freedom of the press includes, namely, the freedom of expression and of creativity by journalists, access to sources of information, protection of independence... and the right to establish newspapers, publications and other means of communication” (Republic of Mozambique, 2005).

The information freedom guarantees enshrined in the Constitution are further developed in the Press Law of 1991, which outlines the conditions under which such freedoms are exercised, as well as the rights and obligations of journalists before the law (Republic of Mozambique, 1991). Section 3 of the Press Law states that:

“... The right to information means the ability of every citizen to receive information on facts and opinions relevant at the national and international level, as well as the right to impart information, opinions, and ideas through the media”; and, “No citizen shall be prejudiced in his/her workplace due to his/her legitimate exercising of the freedom of expression of thought through the media” (Republic of Mozambique, 1991).

However, there is a gap between the freedoms enshrined in laws and how they are actually implemented. In reality, journalists face occasional harassment, including via lawsuits, if public or government officials object to critical articles or reports. As mentioned above, self-censorship to avoid costly and lengthy legal battles and to stay in the good graces of public officials and powerful individuals is a common practice.

In addition, the Press Law, while making provision for journalists to access public information, at the same time gives great latitude to government officials and courts to refuse access to information seen as sensitive, a law that is open to abuse. Proposed legislation to improve journalists' access to information has languished in Parliament for years, and there is some concern that new legislations or regulations could be more inhibiting to press freedom than enhancing. Furthermore, Government of the Republic of Mozambique (GRM) regulatory bodies charged with overseeing the media sector can often make life difficult for independent media organizations seeking to renew licenses or navigate the complicated bureaucracy.

Internet and technology: While the Internet penetration/usage rate in Mozambique currently is around 1-2%, it is available wherever there is mobile connectivity, presenting both a challenge and an opportunity. The ability of professional media to inform both influential individuals and other media is quite significant. Even though their numbers are few, the influential character of those Mozambicans who are using the Internet and new technologies to access news and information should not be underestimated.

C. Proposed Response

USAID/Mozambique's Country Assistance Strategy 2009-2014 (CAS) seeks to strengthen the foundations of democratic governance. Results of assessments and evaluations undertaken by the Mission during the CAS strategy design process identified the effectiveness of the media as one of the key challenges and opportunities for Mozambique's emerging democracy.

The "Strengthened Democratic Governance" Assistance Objective (AO) will respond to these challenges in the media sector in Mozambique through the MSP Cooperative Agreement. The Program will strengthen the sector by promoting a diverse, independent, and effective media environment and by building the capacity of the media professionals in the country. This activity will support programs to improve investigative journalism and business management, foster debates and forums to identify and analyze alternative approaches and ideas, and help build the capacity of key organizations to analyze and advocate for policy reforms that affect the media sector.

In addition, this Program will provide technical assistance to targeted community radio stations around the country to improve their quality of reporting, long-term financial viability, staff development, and infrastructure. Improvements may include training workshops, access to the Internet, and the use of solar power. Furthermore, the MSP will strengthen and improve the quality of reporting about health promotion and the prevention of prevalent infections such as HIV by marshaling the power of the mass media, particularly radio. The purpose is to increase the quality and the quantity of coverage of health and social matters, and to improve programming that engages listeners and viewers and personalizes issues such as risky health behaviors. This program will also complement the efforts of other USAID programs in other sectors such as education, economic growth, and agriculture by linking

media outlets with educational and behavior change and communication (BCC) content generated by other sector programs.

As part of the overall approach to working with the media, this program will also address the situation of victims of trafficking in persons, both women trafficked for sexual purposes and children abducted or sold into labor. There is an acute lack of awareness of the scope of the trafficking problem in Mozambique and of the fate that ultimately befalls children and young people allegedly being given an opportunity to work away from their families in other parts of the country or in other countries in the region. Media can play an important role in raising awareness of this poorly understood dynamic.

Objectives

There are three principle objectives of the Media Strengthening Program:

- 1) To strengthen the ability of the Mozambican media sector to provide high quality information to citizens so as to further development objectives in the country;
- 2) To improve the quality of oversight of and debate about government actions, and;
- 3) To promote a free, open, diverse, and self-sustaining media operating environment.

These objectives will be addressed through the following five program components:

- 1) Provide professional capacity building and training for Mozambique's news media personnel (journalists and editorial/management staff) in, among other topics, quality content generation and writing, editorial writing, fair reporting, ethical standards, use of new technologies, and investigative journalism;
- 2) Provide technical assistance on business management/organizational capacity to increase the long term financial viability of the non-state media sector;
- 3) Improve the quality of the education of future journalists at the School of Communication and Arts of Eduardo Mondlane University (UEM);
- 4) Assist community radio stations to improve the quality of their reporting and programming, and;
- 5) Enable media and civil society organizations to more effectively shape the media operating environment through the reform of policies and passage of laws affecting the media sector.

These components are intended to complement and build upon one other and should not be viewed as stand-alone activities.

Link to USAID's strategic framework

Program Objective: Governing Justly and Democratically
Program Area: Civil Society
Program Elements: Media Freedom and Freedom of Information; Civic Participation.

The USG's top foreign assistance priority in Mozambique is "Governing Justly and Democratically." Efforts in this area focus on strengthening the accountability and transparency of GRM institutions, encouraging political dialogue and pluralism, and

enhancing the role of civil society organizations as necessary and vital actors in a democratic society.

The media plays diverse and overlapping roles in society; it is an arena for debate, a disseminator of information, a vehicle for cultural expression, a public watchdog, and a constituent in the democratic process. Therefore, USAID/Mozambique has made media assistance a priority under its “Strengthened Democratic Governance” AO.

The activities under this Cooperative Agreement are designed to strengthen the ability of Mozambican media to better understand and address the most important challenges facing the media sector in the country. This program will develop and strengthen the independent media sector to enable it to be able to provide more and better information from diverse points of view so that citizens are better equipped to engage the government and to demand basic services, transparency and accountability, and good governance from the GRM. At the same time, it will engage journalists from government-managed media outlets as part of the training and capacity building activities throughout the country.

In addition to the five major areas discussed above, there are a number of cross-cutting themes and issues that should inform the technical approach. These include: 1) civil society capacity building and local institution organizational development; 2) HIV/AIDS prevention and treatment and other health priorities 3) strengthening the quality of education, including civic education; 4) integrating gender, gender-based violence, and trafficking in persons considerations into the program; and 5) transparency and good governance of the extractive industries sector. These themes, along with other relevant context and information, are outlined in USAID/Mozambique’s Country Assistance Strategy for further reference.

Many donors, international NGOs, and GRM institutions are active in the media sector. Applicants must demonstrate an understanding of the various relevant programs currently being implemented in Mozambique, including the forthcoming media program to be funded by the UK’s Department for International Development (DfID). During the implementation stage, coordination with other assistance programs in the media sector is essential to ensure complementarity and avoid duplication.

Media Strengthening Program Approach and Activities

USAID/Mozambique is seeking to partner with an organization or a group of organizations that can propose a detailed program based on the objectives listed above and in line with the five components described in more detail below. Applicants may propose an alternative organizational approach for program implementation (e.g. realigning or collapsing the program components to enhance synergies) so long as the core objectives outlined in this program description are adequately addressed.

Given the importance of media development in Mozambique and the breadth and complexity of the sector, activities may take a variety of forms, including, but not limited to:

- Media research and analysis
- Financial and business management acumen
- Journalism training and technical assistance
- Support to community radio stations
- Develop professional journalism and media management skills
- Legal enabling environment for media

- Activities associated with World Press Freedom Day on May 3
- Round Table Discussion Series, possibly including academics and civil society leaders
- Promotion of “citizen journalism,” whereby journalists connect directly with citizens and readers to exchange information, often utilizing new media tools. Applications could include coverage of municipal council meetings, reporting on elections, or publicizing instances of corruption.
- Monthly forums where journalists and other media professionals gather to share concerns and discuss collaborative approaches to problem-solving
- South-south exchanges with journalists and/or media experts from relevant countries
- Improve programming to inform and engage listeners and viewers on HIV, healthy behaviors and other health related issues.

Building institutional capacity of local organizations is a priority for USAID/Mozambique. Applicants should demonstrate the ability to strengthen the capacity of Mozambican partners by providing them with access to cutting edge global expertise on media activities and investing in organizational capacity building. Success will require the flexibility to work with local partners in order to choose or develop an approach that works most effectively in the Mozambican context. A key tool for developing institutional capacity will be the small grants component of this activity, described in more detail near the end of this program description.

Applicants must also be able to demonstrate in both the technical proposal and in the proposed work plan the ability to coordinate diverse partners so that each member in the consortium or implementation team is contributing effectively to better understanding and addressing the most critical issues surrounding the media in Mozambique. Finally, it is critical that the successful applicant be able to work closely with USAID/Mozambique, other donors, local partners, and other stakeholders to develop effective indicators and measures of success for media activities.

D. Program Components

Component 1: Increase the professional capacity of the Mozambican media sector

a) Skills development for media professionals

Applicants should propose approaches for the provision of professional skills development opportunities to working journalists and media professionals who demonstrate an eager willingness to improve and expand their skill sets. Approaches should be based on best practices for international media assistance that measure impact and outcome of activities and not just the number of people trained. Some media organizations already have training plans or strategies for their staff; MSP activities should complement rather than duplicate those efforts.

Topics should include, at a minimum, basic journalism skills associated with print; radio reporting skills; TV reporting skills; digital audio and visual editing; online journalism; and journalism ethics. Skills development should include increasing journalists’ capacity to report on cross cutting themes such as HIV, Trafficking in Persons (TIP) and Gender Based Violence (GBV). This component is distinct from the component focusing on community radio development because of the stark differences in operating environments between Maputo and the rest of the country, but fostering linkages is critical. Content and journalist

exchanges could be utilized both for finding new stories and for increasing mutual understanding between journalists working in urban, peri-urban, and rural environments. Training opportunities should reflect the growing importance of the Internet and mobile phones as means for accessing, sharing, and creating socially-relevant information. Mozambican journalists are not immune from the global trend of journalists needing to possess a range of technical skills, and to be able to switch nimbly between them. Applicants are encouraged to be innovative in incorporating new technologies relevant to the Mozambican context. Longer-term components should focus on investigation and story development skills. It may also involve helping media outlets identify additional resources for investigations.

Finally, a key assumption of this component of the MSP is that all of the material developed in trainings will serve the students and the program better if it is published, broadcast, posted, etc. The reporting generated should not be divorced from reality. Thus, one role of the successful implementer shall be to maintain a website for publication of stories and packages produced through training and to liaise with potential publishers and broadcasters to help place stories and arrange remuneration for their authors. The stories need not necessarily be published/broadcast by their home institution; indeed, exposure to other outlets is encouraged. While the Internet penetration, or usage, rate is small, the Internet can be leveraged to inform leading thinkers and other media in order to reach wider swathes of Mozambican society.

b) Customized assistance to media managers

In addition to the skills-based training for journalists described above, applicants should propose an approach for providing longer-term, sustained training and technical assistance to the managers of selected media organizations. Many, though not all, owners, senior editors and managers of media companies and publications recognize the need to improve the organization and operations of their institutions. Rather than imposing external models of how they should redesign layouts, websites, or programming, for example, USAID seeks to empower the leaders of these organizations by providing experienced and professional in-house guidance based on an understanding of the local operating environment over sustained periods in the technical areas designated by them. Applicants are therefore expected to propose approaches for providing diverse expertise over the lifespan of the project.

Component 2: Strengthen the business management/organizational capacity of media organizations to improve long-term financial viability

Applicants should propose strategies for strengthening the financial sustainability of independent media organizations and for inculcating effective business management skills to improve their organizational and financial capability. Technical assistance may include training on fundraising techniques, human resource management, and principles of newsroom and station management.

The successful applicant will work with selected independent media organizations to foster more entrepreneurial approaches to business management and examine the incentives for attracting and retaining new journalism talent. The MSP should capitalize on promising commercial models that are already being applied in Mozambique. Fax newspapers are an example of innovation in the Mozambican media sector in the past, but new media platforms via mobile phones hold the most future growth potential for media content.

Component 3: Improve the quality of journalism education at the School of Communications and Arts at UEM

The University of Eduardo Mondlane (UEM) is Mozambique's oldest and largest public university with an enrollment of about 8,000 students. While a number of other schools, both public and private, have journalism education programs, USAID intends to build on its nascent partnership with the *Escola de Comunicacao e Artes* (ECA) at UEM. Established seven years ago, ECA offers a four-year Bachelor's degree in journalism, as well as other non-journalism-related degrees in music and other arts.

In addition to being centers of learning, universities are often cradles of civic debate and activism. Currently, UEM has no regularly produced student newspaper, radio station, or television channel. More than just providing on-the-job training for future journalists, campus media institutions could help inform and engage a large student body that contains many of the country's future leaders. Engaging the student population at UEM is a strategic goal of USAID/Mozambique as part of the USG's emphasis on youth and human capacity building in Mozambique.

USAID/Mozambique recently helped ECA begin the process of revising its journalism curriculum to better reflect the current needs of Mozambique's news media and the fundamental changes in technology as they affect the news media sector. On April 6, 2010, the university, with USAID's financial assistance, held a workshop with the participation of faculty, Mozambican media professionals, and other stakeholders to discuss the future of journalism education and ways to revise ECA's journalism curriculum. Subsequently, a revised curriculum was drafted with USAID support.

It is anticipated that, through the MSP, ECA will receive technical assistance for the implementation and further strengthening of the revised curriculum. The new curriculum includes components on how to report on development issues, including a broad understanding of HIV/AIDS and other health programs, education, environment and other issues vital to Mozambique's development. Recipients will be important assets to helping ECA and students forge the necessary links with appropriate subject-matter experts.

Applicants therefore are expected to propose an approach to building the capacity of ECA to improve the quality and relevance of its journalism education. Activities could include training of staff and professors, organizational and institutional technical assistance including improving/launching a student newspaper and radio station, strengthening linkages between ECA students and media organizations, and the use of innovative information technology for journalism as part of the educational experience.

Component 4: Assist community radio stations to provide more and better information to listeners

To address the disparity between the Maputo-based and the broader challenges facing community radio stations in other parts of the country, applicants are expected to propose innovative strategies to assist community radio stations in increasing their effectiveness and reach, building on past donor efforts to achieve this goal.

Activities could include a tailored training methodology, possibly including a package of

training workshops and exchanges with Maputo-based media professionals, to assist community radios to improve their programming, quality of reporting, and long-term financial viability. Additionally, activities could include the establishment of broadband Internet connections (or other means for accessing the Internet) and a website on which such radio stations can exchange news and information with each other.

Component 5: Strengthen the ability of Mozambican organizations to advocate for press freedoms and an improved legal enabling environment for media

Applicants should demonstrate a nuanced understanding of media policy in Mozambique and propose a strategy for prioritizing and advancing key policy priorities. An important contribution of the MSP will be to enhance the capacity of Mozambican organizations to effectively advocate and lobby for press freedoms and an improved legal and regulatory operating environment for the media. Activities could include training, institutional capacity building, organizational development, technical assistance for public information campaigns, and expert advisory services, among others. These activities will necessarily involve reaching out to, and developing positive working relations with, key government institutions such as the *Gabinete de Informacao* (GABINFO) and professional associations such as the *Sindicato Nacional de Jornalistas* (SNJ).

It is anticipated that with the assistance of this Cooperative Agreement, media outlets and civil society organizations will promote open and informed discussion of themes important to democratic development such as freedom of the press, freedom of speech, and freedom of information. Public outreach and civic education are important components to the strengthening of the media enabling environment.

Activities under this Program should take the safety and security of journalists into consideration. There is a history of intimidation, legal action, and even violence against journalist whose investigations threaten powerful or lucrative interests. The assassination in 2000 of Mozambique's most prominent investigative journalist, Carlos Cardoso, raised a number of serious questions as to how this would affect individual journalists' exercise of their constitutional freedom.

E. Additional Considerations:

Public-Private and Private-Private Sector Partnerships

The private sector and economic associations have a number of unique qualities that have not been sufficiently harnessed for the purposes of media development. Their interest in free and an independent media is self-evident, and they can often bring more pressure to bear on local and national government officials to adopt constructive policies than traditional NGOs, especially where their interests intersect. USAID/Mozambique's commitment to engaging the private sector in the areas of health and HIV/AIDS is a strong example of collaboration. The MSP program should provide an entry point for discussions about opportunities for local and international businesses to contribute to improved media in the country.

Multi-Sectoral, Integrated Programming

A vigorous and coordinated multi-sectoral response is essential to strengthening the media sector in Mozambique. USAID encourages applicants to seize the opportunity to propose creative approaches to the integration of programs, to establish strong reciprocal relationships with the Mission's other Assistance Objectives for HIV/AIDS and other health programs, agriculture and economic growth, education, and to propose potential areas of collaboration. **It should be noted that approximately \$1.1 million of the MSP planned budget will be contributions from the President's Emergency Plan for AIDS Relief (PEPFAR) and will require specific reporting obligations.** In addition to contributing to the overall strengthening of the media sector, the PEPFAR contribution aims to strengthen and improve the quality of reporting about health promotion and the prevention of prevalent infections such as HIV by marshaling the power of the mass media, particularly radio.

Ensuring Mozambican Participation

In the past, Mozambican organizations have often had relatively modest roles beyond their status as sub-recipients of grant assistance in some USAID-funded programs. USAID/Mozambique is committed to contributing to the Agency's efforts to increase country ownership and the sustainability of development activities. Applicants are expected to identify a broad range of local partners and clearly demonstrate how the knowledge and expertise of these groups will play a key role in program implementation. In the intermediate and long-term, USAID would like to increase the participation of the most promising organizations so that they can eventually become direct recipients of USAID assistance.

Selection criteria for local partners might include – but should not be limited to – existing capacity to implement development programs, familiarity with Mozambican media professionals and organizations, the extent to which they can reach marginalized or disadvantaged communities or groups, the relevance of an organization's key constituencies to the media sector, and its relevant technical expertise.

Best Practice

USAID/Mozambique expects the Recipients to make use of best practice in media analysis and in mainstreaming media into traditional development assistance drawing from local, African, and international experience. Adaptation and application to the Mozambican context is expected to lead to state-of-the-art interventions that can be replicated or complemented by other donors. The Recipient will build on lessons learned not only in Mozambique, but also elsewhere, as appropriate, in designing, implementing and managing activities and new initiatives.

The Recipient is also expected to build on USAID's experience in providing media assistance, drawing on the technical expertise of the Office of Democracy and Governance within the Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA) and other operating units at USAID. This best practice approach should also draw on globally-recognized data and indicators that will be used to monitor program performance and impact. Additional information and documentation on USAID approaches to media sector assistance can be found on the USAID website at the following address:

http://www.usaid.gov/our_work/democracy_and_governance/technical_areas/civil_society

In preparing submission, applicants are encouraged to visit the USAID/Mozambique website (<http://www.usaid.gov/mz/>) for more information on USAID/Mozambique programming and to access the following documents as reference materials:

- USAID/Mozambique Country Assistance Strategy (2009-2014)
- Democracy and Governance Assessment-Southern Africa
- Gender Assessment Synthesis Report

Applicants should also access the following useful documents:

Mozambique Report, African Media Development Initiative (AMDI, BBC World Service Trust 2005)

http://www.bbc.co.uk/worldservice/trust/researchlearning/story/2006/12/061204_amdi_mozambique.shtml

2008 IREX Media Sustainability Index Report

<http://www.irex.org/system/files/Africa%20MSI%202008%20Full%20Version.pdf>

UNESCO Media Pluralism Landscape Report <http://www.mediamoz.com/documents/report1.pdf>

Relevant Mozambican Context

In this section, the applicants should briefly describe the current social and political situation, the relations between media and government and the key causes and consequences of weak democratic institutions in Mozambique. Applicants should be able to demonstrate familiarity with the considerable body of research and knowledge that already exists on governance issues, including corruption, in Mozambique. This familiarity will enable applicants to be able to succinctly describe how lack of transparency and accountability; efficiency; equity and rule of law; and, participation have negatively impacted the country's citizens. The applications also should incorporate this understanding as part of the technical approach to the proposed media program. Potential applicants are advised that during the development of the new Country Assistance Strategy (CAS) assessments were conducted that can be called upon for valuable and timely guidance in completing this section.

Small Grants Component

A substantial small grants component is anticipated under this Cooperative Agreement to support local media organizations, and in view of the complexity of administering a grant component, applicants are requested to propose a management plan for a small grants program of up to \$900,000 (this amount is included in the overall \$10 million cost estimate for the MSP) for local organizations that can contribute significantly to the achievement of objectives and intermediate results outlined in the Performance Management Plan. These grants will enable Mozambican institutions, NGOs, or media organizations to better inform citizens, improve media management, or advocate for or contribute to an independent and effective media in the country. These grants will not exceed \$150,000 each and expected results should directly link into the Recipient's proposed Performance Monitoring Plan. The plan should reflect USAID regulations governing grant programs found in its Automated Directive System (ADS) and Acquisition and Assistance Policy Directive (AAPD). Suggested eligibility criteria for sub-grantees might include:

Directive System (ADS) and Acquisition and Assistance Policy Directive (AAPD). Suggested eligibility criteria for sub-grantees might include:

- Small grant recipients may include human rights groups; professional associations; religious institutions; business associations; labor unions; media organizations; technical institutions, and others.
- CSOs/NGOs must have demonstrated awareness of the needs and challenges facing the media;
- CSOs and NGOs must have official non-profit status in Mozambique;
- The provision of matching contributions, such as personnel time or other in-kind contributions are not a requirement, but will weigh favorably if a choice has to be made among equally strong proposals.
- Organizations with weak or inadequate accounting and/or financial control systems may be considered for grants with the understanding that such capacity will need to be built as part of the grant-making process.

USAID/Mozambique will have “substantial involvement” in this Cooperative Agreement, and its role in the grants component will include reviewing and approving the criteria proposed by the applicant, reviewing the link between results obtained from the grants program to program objectives and conducting yearly program reviews of the impact of the grants program on the overall program. The Recipient will also be expected to maintain a regularly updated database of grants so that information on the USAID media program, including the results achieved and list of community organizations receiving grants will be easily available to respond in a timely manner to requests for information from the US Embassy, USAID/Washington, and Congress.

Applicants are encouraged to describe in their proposals methods to augment the amount of grant funds available for the program from non-USAID sources and to demonstrate a capacity to achieve economies of scale, in terms of overhead, with an increase in grants.

Anticipated USAID Funding Parameters

Depending on availability of funds, satisfactory progress of the project and continued relevance to USAID programs, USAID intends to provide up to \$10 million in total funding to be allocated over a five-year period. Illustratively, \$900,000 will be allocated to sub-grant activities over the life of the program.

The funding for this Cooperative Agreement comes from two different budget streams. In addition to \$8.9Million from Development Assistance (DA) **approximately \$1.1 million will be contributions from the President’s Emergency Plan for AIDS Relief (PEPFAR) and will require specific reporting obligations.**

2. AUTHORIZING LEGISLATION/APPLICABILITY OF 22 CFR 226

This award is authorized in accordance with the Foreign Assistance Act of 1961, as amended. 22 CFR 226 would be applicable to an award to a U.S. organization made under this RFA. The following provision will be included in any sub-award to a U.S. entity resulting from this RFA:”

APPLICABILITY OF 22 CFR PART 226 (MAY 2005)

(a) All provisions of 22 CFR Part 226 and all Standard Provisions attached to this agreement are applicable to the recipient and to subrecipients which meet the definition of "Recipient" in Part 226, unless a section specifically excludes a subrecipient from coverage. The recipient shall assure that subrecipients have copies of all the attached standard provisions.

(b) For any subawards made with Non-US subrecipients the Recipient shall include the applicable "Standard Provisions for Non-US Nongovernmental Grantees." Recipients are required to ensure compliance with monitoring procedures in accordance with OMB Circular A-133.

3. PROGRAM ELIGIBILITY REQUIREMENTS

Any non-governmental organization (including, but not limited to, Private Voluntary Organizations (PVOs) and for-profit entities) or public international organization is eligible to apply under this RFA. Organizations or institutions with on-going or planned activities with potential to support USAID/Mozambique's health objectives may submit an application for funding.

4. AWARD ADMINISTRATION

For U.S. organizations, 22 CFR 226, OMB Circulars, and the *Standard Provisions for U.S. Nongovernmental Recipients* will be applicable. For non-U.S. organizations, the *Standard Provisions for Non-U.S., Nongovernmental Recipients* will apply. While 22 CFR 226 does not directly apply to non-U.S. applicants, the Agreement Officer will use the standards of 22 CFR 226 in the administration of the award. For Public International Organizations (PIOs), the Standard Provisions for Grants to Public International Organizations, along selected provisions from the Standard Provisions for Non-U.S., Nongovernmental Recipients and other negotiated provisions, will be used.

These documents may be accessed through the internet as follows:

- 22CFR226:
http://www.access.gpo.gov/nara/cfr/waisidx_06/22cfr226_06.html
- OMB Circulars
<http://www.whitehouse.gov/omb/circulars/index.html>
- Standard Provisions for U.S. Nongovernmental Recipients:
<http://www.usaid.gov/policy/ads/300/303maa.pdf>
- Standard Provisions for Non-U.S., Nongovernmental Recipients:
<http://www.usaid.gov/policy/ads/300/303mab.pdf>
- Standard Provisions Public International Organizations:
<http://www.usaid.gov/policy/ads/300/308mab.pdf>

You may also contact Albertina Cample at acample@usaid.gov or copies of these regulations.

SECTION II - AWARD INFORMATION

1. ESTIMATE OF FUNDS AVAILABLE AND NUMBER OF AWARDS CONTEMPLATED

Subject to the availability of funding, USAID/Mozambique intends to provide up to \$10 million in total funding over a five -year period. USAID intends to award one (1) Cooperative Agreement pursuant to this RFA. USAID reserves the right to fund any or none of the applications submitted in response to this RFA.

2. START DATE AND PERIOD OF PERFORMANCE

The period of performance anticipated herein is five (5) years, starting in Fiscal Year 2012.

3.SUBSTANTIAL INVOLVEMENT

USAID will have *substantial involvement* in the technical and management direction of this cooperative agreement. Substantial involvement includes:

- Approving proposed key personnel
- Approving annual work, monitoring, performance management, implementation, training plans and modifications
- Participating in strategic planning exercises
- Approving of sub-awards manual and format
- Approving proposed sub-grantees

SECTION III – ELIGIBILITY INFORMATION

1. APPLICANTS

Qualified applicants may be U.S. or non-U.S. Non-governmental organizations (NGOs), private voluntary organizations (PVOs), for-profit companies willing to forego profit, and Public International Organizations. Faith-based and community organizations that fit the criteria above are also eligible to apply. In support of the Agency's interest in fostering a larger assistance base and expanding the number and sustainability of development partners, USAID encourages applications from potential new partners.

2. COST SHARE

Cost sharing is required, in addition to USAID funds. Applicants are required to contribute resources from their own, private or local sources (not from other USG funding sources) for the implementation of this program. The percentage of cost-share contributions is required, at a minimum of 5%, over the life of the five-year project. Cash or in-kind contributions associated with the proposed project must be reflected separately and clearly defined in the budget (see 22 CFR 226.23 and ADS 303.3.10 for guidance on cost share).

SECTION IV – APPLICATION AND SUBMISSION INFORMATION

1. POINTS OF CONTACT

Doanh Van	Albertina Cample
Agreement Officer	Acquisition and Assistance Assistant
USAID/Mozambique	USAID/Mozambique
JAT Complex	JAT Complex
Rua 1231, No. 41	Rua 1231, No. 41
Bairro Central “C”	Bairro Central “C”
Maputo, Mozambique	Maputo, Mozambique
E-mail: dvan@usaid.gov	E-mail: acample@usaid.gov

2. REQUIRED FORMS

All Applicants must submit the application using the SF-424 series, which includes the:

1. SF-424, Application for Federal Assistance
2. SF-424A, Budget Information - Nonconstruction Programs,
3. SF-424B, Assurances - Nonconstruction Programs

The program described in Section I above includes non-construction elements. Therefore, these mandatory forms for non-construction programs must be completed. Costs to non-construction activities should be included on the SF-424A.

3. PRE-AWARD CERTIFICATIONS, ASSURANCES AND OTHER STATEMENTS OF THE RECIPIENT

In addition to the certifications that are included in the SF 424, non-U.S. organizations (except as specified below) must provide the following certifications, assurances and other statements. Complete copies of these Certifications, Assurances, and Other Statements may be found as an attachment to this RFA.

1. For U.S. organizations, a signed copy of the mandatory reference, Assurance of Compliance with Laws and Regulations Governing Nondiscrimination in Federally Assisted Programs. This certification applies to Non-US organizations if any part of the program will be undertaken in the United States.
2. A signed copy of the certification and disclosure forms for “Restrictions on Lobbying” (see 22 CFR 227);
3. A signed copy of the Certification Regarding Terrorist Funding required by the Internal Mandatory Reference AAPD 04-14;
4. Survey on Ensuring Equal Opportunity for Applicants; and

5. All applicants must provide a Data Universal Numbering System (DUNS) Number. If you have questions on what this means or how to obtain a DUNS number, please contact Albertina Cample as specified above.

4. APPLICATION FORMAT GUIDELINES AND ASSUMPTIONS

The application shall be split into two separate parts: A. Technical Application; and B. Cost/Business Application. All applications shall be in English. The format for each of these parts of the application are set forth below.

A. Technical Application Format

The Technical Application shall contain the following sections: 1. Cover Page; 2. Executive Summary; 3. Technical Application Body; and 4. Required Annexes. The overall page limitation for the Technical Application Body, including the Executive Summary is 25 pages and shall include the following sections: a. Technical Approach; b. Management Structure & Decision; c. Staffing; d. Monitoring & Evaluation Plan; e. Institutional Capability; f. Past Performance. In addition, a draft Performance Management Plan (PMP) and draft work and Implementation plans should be submitted with the application. These draft plans should not count towards page limit and should be submitted as part of the application.

Applications shall be written in English and typed on standard 8 1/2" x 11" (216mm by 297mm paper) or A4 paper, single spaced, 12 characters per inch with each page numbered consecutively¹. The Annex and items such as the cover page, dividers and the table of contents are not included in the 25-page limitation.

1. Cover Page (1 page, does not count against page limit)

The Cover Page shall include the applicant's name, identification of the primary contact person and members of the consortium, if any, (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address). Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purposes, should mark the cover page with the following legend:

"This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this application. If, however, an agreement is awarded to this applicant as a result of this RFA, a final determination will be made regarding the extent to which data included in the cooperative agreement can be disclosed."

The Applicant can include any other information or graphics on the cover page that it determines are beneficial.

2. Executive Summary (2 pages)

¹ Footnotes, charts, tables and other similar types of graphic displays can use font that differs from that specified herein. However, USAID reserves the right to not review pages in the application if this practice is abused.

The Executive Summary shall be a two-page summary of the application. The Executive Summary shall summarize the key elements of the applicant's technical application.

3. Technical Application Body (23 pages)

The Technical Application Body will contain the main parts of the technical application, including the technical approach, management and staffing, monitoring and evaluation, institutional capacity and past performance. The purpose of this section is to provide the information necessary to allow USAID to fairly and completely evaluate the Applicant under each of the evaluation criteria specified in Section V.1 of this RFA. Additional specified guidance for each section of the Technical Application Body is set forth below.

B. Technical Approach

In 13 pages or less, the technical approach must provide a concise description of the technical strategy and methodology and discuss at a minimum, but not be limited to.

Applications will be evaluated on the appropriateness of the proposed approach and the extent to which the program sets forth a clear and supportable course of action to cover USAID/Mozambique's media activity components. This includes:

- An approach that demonstrates a strong and up-to-date understanding of the media issues in Mozambique and that incorporates cutting-edge global expertise on media development into proposed programs;
- A clear and specific description of the outcomes and results anticipated for the program;
- A comprehensive, reasonable, and *flexible* design and implementation plan;
- An aggressive program to strengthen local capacity and supporting local leadership in carrying out the program and efforts to build sustainability;
- A clear plan for integrating media into Mission programs designed to address economic and agricultural development, health, and HIV/AIDS, with a focus on behavior change and communication (BCC) components of those programs as well as into other democracy and governance goals such as transparency, accountability, and improved local governance;
- A detailed plan on how to integrate gender into the program;
- Innovative use of technology appropriate to the Mozambican context.

Finally, applicants are expected to propose, to the extent possible, specific details on training objectives that would be pursued, the proposed targets for training, and the amount of training to be provided. Soon after the agreement is awarded, USAID/Mozambique will approve the implementer's training plan, which will identify in more detail the Recipient's training methodology, proposed locations where the journalists and other media professionals are to be trained, and rationale for the individuals and organizations selected for training.

C. Management Structure and Decision

USAID expects this program to be implemented by organizations that are registered and have offices be based in Mozambique to ensure comprehensive technical coverage and effective coordination among a range of Mozambican partners. The successful applicant will be

required to collaborate effectively with a variety of international and local partners working on media capacity-building, and transparency and accountability issues. Applicants should, therefore, describe a management structure that has demonstrated success in strengthening capacity of the independent media to investigate, and advocate for improved governance and accountability. It should also include a discussion about how implementing partners will coordinate their work with other funding agencies, including multinational corporations and international donors.

Specifically, applicants should clearly describe how the Cooperative Agreement will be managed. The management plan should:

- Demonstrate ability to manage the activities to be carried out under the agreement, including lines of supervision, accountability, decision-making and responsibility among staff;
- Describe how Applicant will provide technical support and oversight and work with USAID/Mozambique, USG agencies and other important partners;
- Demonstrate that Applicant has an understanding of management barriers that could occur during program implementation on both a global and country level, and how the Applicant plans to overcome these barriers;
- Explain how the Country Director will liaise with the Agreement Officer Technical Representative (AOTR), in-country staff, and reporting and management among other implementing partners and sub-partners;
- Describe the proposed role of each technical staff/advisor in the program and specify where s/he will be based;
- Describe the role of and contractual arrangement with each sub-partner, the approach for managing proposed sub-partners to maximize their input and utility and demonstrated past experience managing and building technical and organizational capacity of sub-partners;
- Include an organizational chart with lines of supervision as an annex to the technical application; and
- Outline a mobilization plan that demonstrates ability for rapid start-up by efficiently establishing in-country presence with necessary registration and documentation and ability to be operational within 60 days of award.

A substantial small grants component is anticipated under this RFA to support local media organizations, and in view of the complexity of administering a grant component, applicants are requested to propose a management plan for a small grants program of up to \$900,000 (this amount is included in the overall \$10 million cost estimate for the MSP) for local organizations that can contribute significantly to the achievement of objectives and intermediate results outlined in the Performance Management Plan. These grants will enable Mozambican institutions, NGOs, or media organizations to better inform citizens, improve media management, or advocate for or contribute to an independent and effective media in the country. These grants will not exceed \$150,000 each and expected results should directly link into the Recipient's proposed Performance Monitoring Plan. The plan should reflect USAID regulations governing grant programs found in its Automated Directive System (ADS) and Acquisition and Assistance Policy Directive (AAPD). Suggested eligibility criteria for sub-grantees might include:

- Small grant recipients may include human rights groups; professional associations; religious institutions; business associations; labor unions; media organizations; technical institutions, and others.
- CSOs/NGOs must have demonstrated awareness of the needs and challenges facing the media;
- CSOs and NGOs must have official non-profit status in Mozambique;
- The provision of matching contributions, such as personnel time or other in-kind contributions are not a requirement, but will weigh favorably if a choice has to be made among equally strong proposals.
- Organizations with weak or inadequate accounting and/or financial control systems may be considered for grants with the understanding that such capacity will need to be built as part of the grant-making process.

D. Staffing

Proposed Key Personnel

- Qualifications/experience/appropriateness/references of proposed key personnel.

Applicants will identify key personnel to be involved in each proposed activity. (Key personnel would be the staff that will have direct impact on results achievement. Key personnel must be based in Mozambique including the proposed Chief of Party. A brief rationale for each position and description of responsibilities is to be included. Resumes (maximum of 3 pages each) of the Chief of Party, other key management and technical personnel should be included in the Annexes and referred to as appropriate in the body of the proposal. Other resumes of short-term staff or consultants can be included in the Annexes.

Applicants are expected to build upon and strengthen Mozambique's capacity for sustainable design, management, implementation and evaluation and to use local personnel and facilities to the maximum extent possible, minimizing recurrent costs and increasing the prospects for program sustainability.

While applicants are invited to staff their proposals according to their program requirements, USAID has the following minimum requirements:

All Key personnel will be graded based upon the following criteria:

- Knowledge of Mozambique and the current social, political and economic circumstances in the country;
- Fluency in both English and Portuguese is required.
- Experience in other challenging environments and flexibility to apply lessons learned from other contexts;
- Demonstrated understanding of USAID and other donor approaches to media development and familiarity with efforts to apply a media lens to development work;
- Demonstrated ability to mobilize communities, encourage the inclusion of marginalized groups, and incorporate media development practices and methodologies into development programs.
- Ability to build and strengthen other media organizations.

Chief of Party: The chief of Party will provide vision, direction, leadership and management to the cooperative agreement. S/he will have the leadership qualities, depth and breadth of technical expertise and experience, professional reputation, management experience, interpersonal skills and professional relationships to fulfill the diverse managerial and technical requirements in the program description. At a minimum, the Chief of Party must have the following attributes and qualifications:

- A Master's Degree or higher in the relevant subject area(s), preferably in media, communication, public administration, or international development, is required.
- A Proven record of excellent management, leadership, decision-making and interpersonal skills.
- Demonstrated international credibility as a leader on matters of media, communications or on other relevant subject area in developing countries.
- At least 10 years of senior level management experience on designing, implementing and managing large, complex democracy and governance projects in developing countries.
- At least five years senior level experience working in media, communications or in other democracy and governance programs in developing countries.
- At least 8 years of experience living or working in a developing country.
- Effective English oral and written communication skills; ability to interact professionally in both English and Portuguese is required.
- Ability to navigate politically sensitive terrain and maintain constructive relationships with a diverse set of key stakeholders;
- Demonstrated ability to think strategically and transmit his/her vision to partners and colleagues.

The Chief of Party position is designated full-time to ensure adequate oversight of in-country activities, function as the primary liaison with the USAID/Mozambique mission, and administer the Agreement's management functions.

Monitoring and Evaluation Plan

Under this RFA, applicants should propose a clear draft plan for monitoring activities and measuring overall performance and impact of the project. This plan should demonstrate the Applicant's vision for managing the collection of proposed indicators (including the required indicators), including definitions, disaggregation, and the source, method, frequency and schedule of data collection. The plan should also include mid-term milestones/benchmarks and end-of-project expected results.

Institutional Capacity

1. Applicants should furnish evidence that they, along with their proposed major sub-recipients, have the ability to plan, implement and monitor the program effectively. They should demonstrate their experience in the geographic and program areas identified in the Program Description.
2. Applicants should clearly describe their demonstrated ability to manage multiple complex activities involving collaborative efforts, and maintain clear and effective lines of communication between and among implementing partners and sub-partners.

Past Performance

Past performance is a measure of the degree to which a grantee satisfied its customers in the past. Criteria for determination of the strength of institutional capacity and past performance also include:

- Proven ability to monitor and evaluate program implementation, results, and impact; clear, streamlined and responsive organizational structures and relationships; and ability to provide professional and timely logistical support to local operations.
- Demonstrated capacity to plan, implement and support programs in media development or other relevant subject area in challenging environments;
- Creativity and diversity of partnership strategy and the quality of the approach proposed for managing sub-grants
- Involvement of U.S. small, disadvantaged, and women owned businesses and minority-serving institutions as direct providers of technical services

The Applicant (including all partners of a consortium) must provide performance information for itself and each major sub-recipient (One whose proposed cost exceeds 15% of the Applicant's total proposed cost) in accordance with the following:

a. In a matrix or bullet format, a list of current and recent (last five years) experience relevant to the technical description and proposed activities of this program in terms of matter, size, scope and complexity. The matrix must include the following information for each listed activity:

- Contract or cooperative agreement number (as prime or sub) or project name
- Procuring agency or organization
- Funding sources and levels
- Period of performance
- Program objective
- Brief description of the work performed
- Objectives achieved
- References

(USAID reserves the right to obtain past performance information from other sources including those not named in this application).

b. Provide for each of the agreements, contracts, or projects listed above a list of contact names and job titles. Reference information should include recent email, fax, and phone numbers and address of contact persons. USAID recommends that you alert the contacts that their names have been submitted and that they are authorized to provide performance information concerning the listed contracts or agreements if and when USAID requests it.

If extraordinary problems impacted any of the referenced contracts or agreements, provide a short explanation and the corrective action taken.

Organizations lacking relevant past performance history shall be given “neutral” past performance rating that neither rewards nor penalizes those applications.

The Applicant is expected to comply with the instructions regarding the type and amount of detail to be provided on past performance and the format to be used to submit it. If the Applicant does not follow the prescribed format, then care should be taken to ensure that the substance of the requested information is provided. Failure to do so may seriously impede both the technical evaluation of the Applicant's application and the agreement officer's ability to make a positive responsibility determination.

Performance information will be used for both the responsibility determination and best value decision. USAID may use performance information obtained from sources other than those identified by the Applicant/sub-recipient. USAID will utilize existing databases of grantee/contractor performance information and solicit additional information from the references provided in Section L.5(f) of this RFA and from other sources if and when the Agreement Officer finds the existing databases to be insufficient for evaluating an Applicant's performance.

If the performance information contains negative information on which the Applicant has not previously been given an opportunity to comment, USAID will provide the Applicant an opportunity to comment on it prior to its consideration in the evaluation, and any Applicant comment will be considered with the negative performance information.

USAID will initially determine the relevance of similar performance information as a predictor of probable performance under the subject requirement. USAID may give more weight to performance information that is considered more relevant and/or more current.

4. Required Annexes

- a. Matrix or bulleted list of past performance (continuation of Section A.f.(1).a above; maximum of three pages)
- b. Resumes for all key personnel (two pages per resume only) and signed letters of commitment
- c. Organizational chart showing lines of supervision
- d. Documentation (i.e., Memoranda of Understanding) of partnerships and alliances with consortium members, sub-recipients and public and private sector entities.
- e. The documentation should indicate the roles and responsibilities of each organization/entity and certify the commitment and availability of each organization/entity to perform under the program (no page limit)

5. Optional Annexes (10 page limit)

- a. Other supporting information

Additional required draft documents:

a. Work Plan and Implementation Plan

Applicants should propose a draft annual Work Plan as well as a broader Implementation plan for the five-year project period with their applications.

Work Plans: All proposed draft work plans should be presented in matrix format; include proposed activities for the time frame indicated; and identify local partners where appropriate. Final narrative workplans will be finalized within the first sixty days of implementation.

- The first Work Plan should cover the period from the date the Cooperative Agreement is signed (estimated to be September/October 2011) through September 30, 2012 to coincide with USAID's fiscal year. Subsequent work plans will be prepared annually for the remaining years of the project.

Implementation Plan: The five-year Implementation Plan will outline a timeline for phasing of possible interventions that reflect a “best guess” at major implementation thresholds during the course of the program. Note that the proposed program must demonstrate the ability of the applicant to staff and equip the program in a timely manner and take the program forward.

b. Performance Management Plan (PMP):

Applicants should propose a draft Performance Management Plan with their applications that identifies the framework of results to be achieved, illustrative indicators to measure the achievement of these results, the proposed methodology for measuring program impact, the linkages to other activities and anticipated results in the Democracy and Governance portfolio, as outlined in USAID/Mozambique’s Country Assistance Strategy (CAS). In addition, applicants are required to identify prospective contributions to results achievement under the other AOs in the CAS, and the prospective magnitude of change that will be affected by a five-year, \$10 million MSP. **It should be reiterated that approximately \$1.1 million of the planned budget will be contributions from the President’s Emergency Plan for AIDS Relief and will require specific reporting obligations.**

This draft plan will be finalized within the first four months of implementation, in collaboration with the “Strengthened Democratic Governance” AO team. Upon award, sufficient time and resources should be devoted to establishing baseline data to inform performance and impact measurement prior to implementation.

B. Cost/Business Application Format

The Cost/Business Application is to be submitted separately from the technical application. While there is no page limit for this portion, applicants are encouraged to be as concise as possible, but still provide the necessary details. The Cost Application must be completely separate from the applicant's Technical Application. The application must include completed SF-424 forms as set forth in Subsection IV.2 above. The following documentation is required from the prime recipient and all consortium sub-recipients. Indirect costs shall not be included for local NGOs.

1. The cost application should be for a period of 60 months.
1. Applicants should assume notification of an award approximately ninety (90) days after the date established as a deadline for receipt of applications

2. An overall budget should be included in the Cost/Business Application that provides, in detail to the individual line item, a breakdown of the types of costs anticipated. The types of costs should be organized based on the cost categories in the SF-424 budgets listed in Subsection IV.2 above. All budgets shall include a sheet relating to the entire 60-month period and separate sheets for each of the five program years. It is strongly preferred that these budgets include a breakdown of the costs allocated to any sub-recipient involved in the program, as well as the breakdown of the financial and in-kind contributions of all such organizations (the applicant can also include separate subcontract budgets for the sake of clarity). The electronic version of the budgets should be provided in Microsoft Excel format.
3. **Cost Matrix:** The information to be presented under Cost/Business Application must also indicate the amount of funds to be spent by Intermediate Result and activity. Stated another way, the budget should relate to results while also showing the inputs and type of cost for each result/IR as well as overall. Applicants should include an overall summary budget and a detailed annual budget defined by result area, general program activities and specific activities consistent with the information requested below. Specifically, the budgets should demonstrate the resources allocation to achieve the objectives of this Program.

The budget shall also include:

- a. the breakdown of all costs according to each partner organization involved in the program;
 - b. the costs associated with external, expatriate technical assistance and those associated with local in-country technical assistance;
 - c. the breakdown of the financial and in-kind contributions of all organizations involved in implementing this Cooperative Agreement;
 - d. potential contributions of non-USAID or private commercial donors to this Cooperative Agreement;
 - e. the procurement plan for commodities.
4. Budget notes are required. These budget notes must provide an accompanying narrative by line item which explains in detail the basis for how the individual line item costs were derived.
 5. Applicants must submit a detailed budget for Year One which corresponds to the Year One work plan and is directly linked to activities and objectives. (no page limit)
 6. The following Section provides guidance on line item costs.

Salary and Wages - Direct salaries and wages should be proposed in accordance with the organization's personnel policies.

Fringe Benefits - If the organization has a fringe benefit rate that has been approved by an agency of the Government, such rate should be used and evidence of its

approval should be provided. If a fringe benefit rate has not been so approved, the application should propose a rate and explain how the rate was determined. If the latter is used, the narrative should include a detailed breakdown comprised of all items of fringe benefits (*e.g.*, unemployment insurance, workers compensation, health and life insurance, retirement, etc.) and the costs of each, expressed in dollars and as a percentage of salaries.

Travel and Transportation - The application should indicate the number of trips, domestic and international, and the estimated costs. Specify the origin and destination for each proposed trip, duration of travel, and number of individuals traveling. *Per diem* should be based on the applicant's normal travel policies; applicants may choose to refer to the Federal Standardized Travel Regulations for cost estimates).

Other Direct Costs - This includes communications, report preparation costs, passports and visas fees, medical exams and inoculations, insurance (other than insurance included in the applicant's fringe benefits), equipment (procurement plan for commodities), office rent abroad, etc. The narrative should provide a breakdown and support for all and each other direct costs.

Indirect Costs –Local/ regional or other organizations that do not have a Negotiated Indirect Cost Rate Agreement (NICRA) letter with the US Government, these organizations should treat all indirect costs as direct costs and provide a fully-developed and supported rationale for allocating or estimating how much of the indirect costs should be allocated to the program.

Seminars and Conferences - The applicant should indicate the subject, venue and duration of proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs.

Foreign Government Delegations to International Conferences: Funds in this agreement may not be used to finance the travel, per diem, hotel expenses, meals, conference fees or other conference costs for any member of a foreign government's delegation to an international conference sponsored by a public international organization, except as provided in ADS Mandatory Reference "Guidance on Funding Foreign Government Delegations to International Conferences or as approved by the CTO [<http://www.info.usaid.gov/pubs/ads/300/refindx3.htm>].

Source and Origin Requirements - The authorized Geographic Code for this Agreement will be 935.

Training Costs - If there are any training costs to be charged to this Agreement, they must be clearly identified.

7. In the case of an application where the entity receiving the award is a joint venture, partnership or some other type of group where the proposed applicant is not a legal entity, the Cost Application must include a copy of the legal relationship between the prime applicant and its partners. The application document should include a full discussion of the relationship between the applicant and its partners, including identification of the applicant with which USAID will directly engage for purposes of Agreement administration, the identity of the applicant which will have accounting

responsibility, how Agreement effort will be allocated and the express Agreement of the principals thereto to be held jointly and severally liable for the acts or omissions of the other.

8. The required Certifications, including the SF 424s, should be included with the Cost Application.
9. Applicants should discuss their efforts to minimize administrative and support costs for managing the project in order to maximize the funds available for project activities.
10. The cost/business portion of the application should describe headquarters and field procedures for financial reporting. Discuss the management information procedure you will employ to ensure accountability for the use of U.S. Government funds. Describe program budgeting, financial and related program reporting procedures.
11. Indicate if financial commitments were made among partners during the preparation of the application. Budgets shall indicate the amounts committed to each member of the team. Letters of commitments from partners should be included.
12. If requested by USAID after submission of applications, please provide information on the Applicant's financial status and management, or that of major subcontractors and sub-recipients, including:
 - (a) Audited financial statements for the past three years,
 - (b) Organization chart, by-laws, constitution, and articles of incorporation, if applicable,
 - (c) If the applicant has made a certification to USAID that its personnel, procurement and travel policies are compliant with applicable OMB circular and other applicable USAID and Federal regulations, a copy of the certification should be included with the application. If the certification has not been made to USAID/Washington, the applicant should submit a copy of its personnel (especially regarding salary and wage scales, merit increases, promotions, leave, differentials, etc.), travel and procurement policies, and indicate whether personnel and travel policies and procedures have been reviewed and approved by any agency of the Federal Government. If so, provide the name, address, and phone number of the cognizant reviewing official.
 - (d) If applicable, approval of the organization's accounting system by a U. S. Government agency including the name, addresses, and telephone number of the cognizant auditor.
13. The Cost/Business Application should also address the applicant's resources and capacity in the following areas in narrative form:
 - (a) Have adequate financial resources or the ability to obtain such resources as required during the performance of the Agreement;
 - (b) Has the ability to comply with the agreement conditions, taking into account all existing and currently prospective commitments of the applicant, non-governmental and governmental;

- (c) Has a satisfactory record of performance (only a brief discussion of this issue is required in the cost/business application since past performance is an evaluation factor – the applicant may wish to discuss any notable issues re its record of performance that were not discussed in the technical application);
- (d) Has a satisfactory record of integrity and business ethics; and
- (e) Is otherwise qualified and eligible to receive a cooperative agreement under applicable laws and regulations (e.g., EEO).

If requested by USAID after submission of applications, please provide any additional evidence of responsibility considered necessary in order for the Agreement Officer to make a determination of responsibility. Please note that a positive responsibility determination is a requirement for award, and all organization shall be subject to a pre-award survey to verify the information provided and substantiate the determination.

14. **Cost-Sharing:** In addition to USAID funds, Applicants are required to contribute resources from their own, private or local sources for the implementation of this program. Contributions can be either cash or in-kind and can include contributions from the U.S. NGO, local counterpart organizations, project clients, the Government of Mozambique, and other donors (not other USG funding sources). Information regarding the proposed cost-share should be included in the SF 424 and the Cost Matrix as indicated on those documents. The cost-share should be discussed in the Budget Notes to the extent necessary to realistically access these sources and funds and the feasibility of the cost-sharing plan. In accordance with the AAPD 02-10, it has been determined that based on the technical/programmatic considerations, a cost share in the range of 5% of the Total Program Costs would be reasonable. Applications that do not meet at least the minimum cost-share requirement are not eligible for award consideration. It should be noted that there is no separate/additional evaluation criteria category for cost share because cost-share is included within cost-effectiveness.
15. **Management Costs:** Applicants should include detailed cost information regarding the management of the program. Applicants should minimize their administrative and support costs for managing the project to maximize the funds available for project activities.
16. **Unnecessarily elaborate applications:** unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application in response to this RFA are not desired and may be construed as an indication of the applicant's lack of cost consciousness. Elaborate artwork, expensive paper and bindings, and expensive visual and other presentation aids are neither necessary nor wanted.

5. SUBMISSION DEADLINES

Applications shall be due at 15H30 local, Maputo time on November 14, 2011. USAID will determine that any applications that are not received by the Agreement Officer by one of the methods specified below by the time and date indicated will be late. Because making an award is critical to USG foreign policy goals, time is important and late applications may not, at the sole discretion of the Agreement Officer, be considered.

6. FUNDING RESTRICTIONS

There are no funding restrictions applicable to this RFA at this time.

7. GENERAL INSTRUCTIONS

USAID will accept applications from qualified entities as defined in Section III of this RFA. The Applicant should follow the instructions set forth herein. If an applicant does not follow the instructions, the Applicant's proposal may be down-graded and may not receive full credit under the applicable evaluation factors, or, at the discretion of the Agreement Officer, be eliminated from the competition. All applications received by the deadline will be reviewed against the evaluation factors in Section V.

The preferred delivery method is electronically via email with up to 10 attachments (2MB limit) per email compatible with MS WORD, and/or Excel.

If the application is submitted electronically, the Applicant should also mail an original and four (4) copies of the technical application and two (2) copies of cost application through the following address:

USAID/Mozambique
Acquisition and Assistance Office
Attn: Albertina Cample
JAT Complex
Rua 1231, no. 41
Bairro Central "C"
Maputo, Mozambique

Alternatively, applications can be delivered by hand/courier to the following address:

USAID/Mozambique
Acquisition and Assistance Office
Attn: Albertina Cample
JAT Complex
Rua 1231, no. 41
Bairro Central "C"
Maputo, Mozambique

Telegraphic or faxed applications are not authorized for this RFA and will not be accepted.

Consistent with ADS 303.3.6.7, Applications that are submitted late may be eliminated from the competition. If a late application is evaluated and considered for award, all similarly-situated late applications (in terms of time of receipt) will also be evaluated and considered for award.

The deadline for the delivery of hard copies is 15H30 local Maputo time on November 14, 2011.

8. BRANDING STRATEGY AND MARKING PLAN

Pursuant to ADS 303.3.6.3.f and ADS 320.3.1.2, the apparently successful applicant will be requested to submit a Branding Strategy and Marking Plan that will have to be successfully negotiated before a cooperative agreement will be awarded. These plans shall be prepared in accordance with the guidance in ADS 320.3.3, 22 CFR 226.91 and the references therein. Please note that the Branding Strategy and Marking Plan shall not be included with the original application but shall be provided only after a written request of the Agreement.

SECTION V: APPLICATION REVIEW INFORMATION

Overview

USAID/Mozambique plans to award a cooperative agreement to the applicant selected in response to this RFA. Shortly after the submission deadline, USAID/Mozambique will review the applications following the criteria explained in this section.

The selection criteria have been tailored to the requirements of this RFA to enable USAID/Mozambique to select the highest quality application. These criteria identify significant areas that applicants should address in their applications and serve as the standard against which all applications will be evaluated

USAID may award a cooperative agreement without discussions with applicants. To the extent they are necessary, negotiations will be conducted with the top-ranked applicants. USAID/Mozambique will award this cooperative agreement to the applicant whose application best responds to the technical approach outlined in this solicitation and represents the best value, all factors considered. Applications will be evaluated and scored based on the criteria listed below. A maximum of 100 points can be awarded.

1. SCORED EVALUATION CRITERIA

The evaluation criteria presented below have been tailored to the requirements of this particular RFA. Applicants should note that these criteria serve to: (a) identify the significant matters which applicants should address in their applications, and (b) set the standard against which all applications will be evaluated. To facilitate the review of applications, applicants should organize the narrative sections of their applications in the same order as the selection criteria.

The technical applications will be scored in accordance with the Technical Evaluation Criteria set forth below. Thereafter, the cost application of all applicants submitting a technically acceptable application will be opened and costs will be reviewed for general reasonableness, allowability, and allocability. To the extent that they are necessary (if award is made based on initial applications), negotiations will then be conducted with all applicants whose application, after discussion and negotiation, has a reasonable chance of being selected for award. Award will be made to the responsible Applicant whose application offers the greatest value, cost and other factors considered.

Criteria described under “Proposed Personnel and Institutional Capacity” need not be met by each of the organizations on the proposed “team,” but rather will be evaluated based on the extent to which the criteria are met by the Applicant as a whole. Applicants must demonstrate the ability to support field-based operations and to meet all USAID financial and programmatic reporting requirements.

In the Technical Proposal, applicants are encouraged to provide the following information: (a) examples of activities in which members have worked successfully in a partnership-like setting; (b) how the activities proposed are compatible with the individual organizations’ core objectives; (c) experience in working with diverse groups and effectiveness at bringing such

groups together to reach consensus; and (d) methods and mechanisms to ensure information sharing, performance improvement, and sustainability of program activities.

Applicants must also demonstrate a capacity and method to: (a) consistently provide high quality services; (b) effectively solve problems and make decisions that ensure efficient and effective management; (c) control and forecast costs, budget and track financial activity, and produce accurate financial reports; and (d) adhere to implementation and reporting schedules. Award will be made based on the ranking of proposals according to the overall (technical and cost) selection criteria identified below.

Evaluation Criteria

Applications will be scored by a technical review committee that will allocate a total of 100 points to each application. The cost applications will be reviewed/evaluated and not scored.

Summary of Evaluation Criteria:

Technical Understanding and Approach	40 points
Key Personnel and Staffing Qualifications	30 points
Institutional Capacity, Management Approach and Past Performance Approach	15 points
Monitoring and Evaluation Plan	15 points
Total	100 points

Technical Application (Total of 100 points)

A strong application will provide convincing evidence of the Applicant's understanding of the program of activities it proposes to accomplish and its relationship to the objectives outlined in the RFA. The application will be evaluated for the coherency and clarity of the description of the activities planned, as well as the likelihood of achievement of the desired outcomes based on the proposed approach. Applications will also be evaluated by the extent to which they will achieve Media Strengthening Program goals and targets as well as Mission Assistance Objectives. A successful application will be well organized, complete, clear and succinctly presented.

In addition to the above overall criteria for the Technical Application, specific criteria will also be considered as shown below. Under each category are listed the aspects considered priority, with in some cases, an indication of points attributed to that particular factor.

a) Quality of Technical Approach (40 points)

Applications will be evaluated on the appropriateness of the proposed approach and the extent to which the program sets forth a clear and supportable course of action to cover USAID/Mozambique's media activity components. This includes:

- An approach that demonstrates a strong and up-to-date understanding of the media issues in Mozambique and that incorporates cutting-edge global expertise on media development into proposed programs;
- A clear and specific description of the outcomes and results anticipated for the program;
- A comprehensive, reasonable, and *flexible* design and implementation plan;

- An aggressive program to strengthen local capacity and supporting local leadership in carrying out the program and efforts to build sustainability;
- A clear plan for integrating media into Mission programs designed to address economic and agricultural development, health, and HIV/AIDS, with a focus on behavior change and communication (BCC) components of those programs as well as into other democracy and governance goals such as transparency, accountability, and improved local governance;
- A detailed plan on how to integrate gender into the program;
- Innovative use of technology appropriate to the Mozambican context.

Finally, applicants are expected to propose, to the extent possible, specific details on training objectives that would be pursued, the proposed targets for training, and the amount of training to be provided. Soon after the agreement is awarded, USAID/Mozambique will approve the implementer's training plan, which will identify in more detail the Recipient's training methodology, proposed locations where the journalists and other media professionals are to be trained, and rationale for the individuals and organizations selected for training.

b) Proposed Key Personnel (30 points)

- Qualifications/experience/appropriateness/references of proposed key personnel.

Applicants will identify key personnel to be involved in each proposed activity. (Key personnel would be the staff that will have direct impact on results achievement. Key personnel must be based in Mozambique including the proposed Chief of Party. A brief rationale for each position and description of responsibilities is to be included. Resumes (maximum of 3 pages each) of the Chief of Party, other key management and technical personnel should be included in the Annexes and referred to as appropriate in the body of the proposal. Other resumes of short-term staff or consultants can be included in the Annexes.

Applicants are expected to build upon and strengthen Mozambique's capacity for sustainable design, management, implementation and evaluation and to use local personnel and facilities to the maximum extent possible, minimizing recurrent costs and increasing the prospects for program sustainability.

While applicants are invited to staff their proposals according to their program requirements, USAID has the following minimum requirements:

All Key personnel will be graded based upon the following criteria:

- Knowledge of Mozambique and the current social, political and economic circumstances in the country;
- Fluency in both English and Portuguese is required.
- Experience in other challenging environments and flexibility to apply lessons learned from other contexts;
- Demonstrated understanding of USAID and other donor approaches to media development and familiarity with efforts to apply a media lens to development work;
- Demonstrated ability to mobilize communities, encourage the inclusion of marginalized groups, and incorporate media development practices and methodologies into development programs.

- Ability to build and strengthen other media organizations.

Chief of Party: The chief of Party will provide vision, direction, leadership and management to the cooperative agreement. S/he will have the leadership qualities, depth and breadth of technical expertise and experience, professional reputation, management experience, interpersonal skills and professional relationships to fulfill the diverse managerial and technical requirements in the program description. At a minimum, the Chief of Party must have the following attributes and qualifications:

- A Master's Degree or higher in the relevant subject area(s), preferably in media, communication, public administration, or international development, is required.
- A Proven record of excellent management, leadership, decision-making and interpersonal skills.
- Demonstrated international credibility as a leader on matters of media, communications or on other relevant subject area in developing countries.
- At least 10 years of senior level management experience on designing, implementing and managing large, complex democracy and governance projects in developing countries.
- At least five years senior level experience working in media, communications or in other democracy and governance programs in developing countries.
- At least 8 years experience living or working in a developing country.
- Effective English oral and written communication skills; ability to interact professionally in both English and Portuguese is required.
- Ability to navigate politically sensitive terrain and maintain constructive relationships with a diverse set of key stakeholders;
- Demonstrated ability to think strategically and transmit his/her vision to partners and colleagues.

The Chief of Party position is designated full-time to ensure adequate oversight of in-country activities, function as the primary liaison with the USAID/Mozambique mission, and administer the Agreement's management functions.

c) Institutional Capacity, Management Approach, and Past Performance (15 points)

Institutional capacity is a determination of the relative effectiveness of organizational and management capacity which, when applied to the achievement of USAID/Mozambique program objectives, are likely to result in concrete and measurable success. Past performance is a measure of the degree to which a grantee satisfied its customers in the past. Criteria for determination of the strength of institutional capacity and past performance also include:

- Proven ability to monitor and evaluate program implementation, results, and impact; clear, streamlined and responsive organizational structures and relationships; and ability to provide professional and timely logistical support to local operations.
- Demonstrated capacity to plan, implement and support programs in media development in challenging environments;
- Creativity and diversity of partnership strategy and the quality of the approach proposed for managing sub-grants

- Involvement of U.S. small, disadvantaged, and women owned businesses and minority-serving institutions as direct providers of technical services

In evaluating past performance, USAID will contact any or all of the references provided by the applicant and other sources of information, including but not limited to: other USAID missions and government agencies, other donors, better business bureaus, published media, and electronic databases. USAID will not evaluate an applicant's organizational past performance on the basis of personal past performance of the applicant's key personnel.

d) Monitoring and Evaluation (M&E), Performance Management (PMP) and work Plans (15 points)

Applicants should propose a draft performance monitoring, evaluation and reporting plan for their proposed activities with a clear emphasis on program impact in addition to output. Applicants must discuss the process they plan to use for M&E and the links to be made to the Mission's Assistance Agreements, as described in the USAID/Mozambique CAS. In addition to the M&E, applicants should include in their applications a draft PMP with the proposed indicators that will be tracked over the life of the program, including quantitative and qualitative performance measures, along with an illustrative results framework.

Finally, applicants should include in their applications two work plans as shown below and a broader Implementation Plan for the five-year project period.

Work Plans: The Work Plan will be presented in matrix format and include proposed activities for the time frame indicated and will identify local partners for program design and implementation where appropriate.

A first Work Plan covering the period from the effective date of the agreement to September 30, 2012, to coincide with USAID's fiscal year. Subsequent annual work plans will be prepared for the remaining years of the project.

Implementation Plan: The five-year Implementation Plan will outline the timeline for phasing of interventions. Applicants will propose benchmarks to reflect their "best estimate" at major implementation thresholds during the course of the program that conform to the programs proposed. Note that the proposed program must demonstrate the ability of the Applicant to staff and equip the program in a timely manner to effect a smooth transition from USAID's current activities and take the program forward to new technical and geographic areas.

Cost Application

The cost application of all applicants submitting a technically acceptable application will be evaluated by the Agreement Officer for general reasonableness, and allowable and allocable costs. To the extent that they are necessary, and if an award is made based on the initial applications, then cost negotiations will be conducted with all applicants whose applications, after technical review and evaluation, have a reasonable chance of being selected for award. Award will be made to the responsible applicant whose application offers the greatest value, cost and other factors considered.

Cost Criteria:

1. Cost-effectiveness: percentage of the overall budget dedicated to direct assistance for beneficiaries in Mozambique, and the significance of the program impact in terms of the number of beneficiaries and/or cost per beneficiary to USAID/Mozambique; and magnitude and type of any proposed cost-sharing contribution.
2. Cost realism: likelihood that the program can be accomplished within the stated budget.
3. Presentation: clarity and level of precision of cost presentation

Agreement Award

The Agreement Officer may conduct negotiations with one applicant or consortium of applicants and reserves the right to make award without consultations. USAID's objective is to award one Cooperative Agreement to the organization whose application is in USAID's sole judgment, the most likely to achieve the objectives of USAID/Mozambique's media strengthening program, as described in the Country Assistance Strategy (2009-2014) and in this RFA. The Awardee will be the applicant whose application is determined by the Agreement Officer on a best value basis to be most advantageous to the USG.

2. BRANDING STRATEGY AND MARKING PLAN

Pursuant to ADS 303.3.6.3.f and ADS 320.3.1.2, the apparently successful applicant will be requested to submit a Branding Strategy and Marking Plan that will have to be successfully negotiated before a cooperative agreement will be awarded. These plans shall be prepared in accordance with the guidance in ADS 320.3.3, 22 CFR 226.91 and the references therein. Please note that the Branding Strategy and Marking Plan shall not be included with the original application but shall be provided only after a written request of the Agreement.

3. COST SHARING

In addition to USAID funds, applicants are required to contribute resources from their own, private or local sources for the implementation of this program. The percentage of cost-share contributions is required at a minimum of 5% of the total amount of the project, over the life of the five-year project. Cash or in-kind contributions associated with the proposed project must be reflected separately and clearly defined in the budget (see 22 OMB Circular A-110 CFR 226.23 and ADS 303.3.10 for guidance on cost share). If the applicant proposes a cost share of less than 5%, it will be removed from further consideration.

4. REVIEW AND EVALUATION PROCESS

The technical applications will be evaluated in accordance with the evaluation criteria set forth above by a Technical Evaluation Committee (TEC) comprised of U.S. Government representatives and others, if applicable.

The cost applications will be evaluated by the Agreement Officer on Cost Effectiveness and Realism. Award will be made to the responsible applicant whose application offers the greatest value based on the criteria specified above. The final award decision is made, while considering the recommendations of the TEC, by the Agreement Officer.

Authority to obligate the Government: the Agreement Officer is the **only** individual who may legally commit the U.S. Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either an Agreement signed by the Agreement Officer or a specific, written authorization from the Agreement Officer.

The required format and content for the application are described in Section IV. A team of technical experts shall review and score applications received in response to this RFA.

SECTION VI- AWARD AND ADMINISTRATION INFORMATION

1. NOTIFICATION TO APPLICANTS

The Notice of Award (ADS 303.3.7.1.a) signed by the Agreement Officer is the authorizing document that will be provided to the successful applicant to inform the applicant of its selection to be further considered to negotiate a cooperative agreement. USAID will provide this Notice electronically to the person designated to receive this information in the application.

Notification will also be made electronically to unsuccessful applicants pursuant to ADS 303.3.7.1.b.

2. DEVIATIONS

No deviations are currently contemplated to the standard provisions for the cooperative agreement contemplated by this RFA. However, the following additional clause, entitled "Mark" will be added.

MARK

(a) Definitions. As used in this subpart:

(1) "Mark" includes, but is not limited to trademarks, service marks, logos, trade names, and trade dress (all of the foregoing, whether registered or arising under federal, state, statutory, or common law of the applicable jurisdiction), and all registrations and applications therefore, and all rights derivative there from, used, developed, registered, marketed, or manufactured in the course of or in connection with the performance of this Agreement or any other Government acquisition or assistance instrument applicable to the Recipient. Mark means any sign that identifies and distinguishes Products first developed in the course of or in connection with the performance of an acquisition or assistance instrument or that identifies and distinguishes services first rendered in performance of an acquisition or assistance instrument.

(2) "Recipient" includes, but is not limited to, contractors, implementing parties under a USAID grant or cooperative agreement, and any other persons or entities receiving assistance under a Government acquisition or assistance instrument, as well as their assignees, licensees, subawardees, and successors.

(3) "Product" refers to socially marketed condoms, contraceptives, and child survival commodities and any other goods, products and materials that are part of or used in connection with USAID's social marketing or public health programs.

(4) "Territory" refers to the country or countries that are the subject of this USAID social marketing or public health program.

(5) "Agreement" refers to a grant, cooperative agreement, contract, or other instrument with which USAID is a party and fully finances the activity under that instrument.

(b) Except as expressly provided herein, the Recipient may assert title to the Mark, in and throughout the Territory, provided, however, that the Government shall have a worldwide, royalty-free, non-exclusive, irrevocable, fully paid-up license and right to practice and use such Mark or have the Mark practiced or used by others on behalf of the Government. The Government makes no representations or warranties as to title, right of use or license, or any other legal rights or obligations relating to the Mark. Should the Recipient assert title to and ownership of the Mark, the Recipient acknowledges and agrees that it is solely responsible for the use or license of the Mark by it and other persons, including without limitation, other USAID recipients or contractors.

(c) Without the express written consent of USAID, the Recipient may not seek any rights to, protection for or otherwise acquire the Mark arising from or related to this Agreement outside the Territory. Any failure by the Recipient to comply with this clause shall be deemed a material breach of this Agreement. In the event of such a material breach, the Recipient agrees that, upon request by USAID, it will promptly assign all Marks acquired in violation of this clause to the Government or its designated assignee.

(d) In the event the Recipient encumbers the Mark or no longer uses the Mark for the originally authorized purpose under this Agreement, disposition of title to the Mark shall occur in accordance with instructions from the Contracting/Agreement Officer and as consistent with applicable laws and regulations.

3. GENERAL INFORMATION ON REPORTING REQUIREMENTS

The reports and related requirements listed below will be included in the cooperative agreement issued as a result of this RFA. All reports shall be submitted by the due date for approval by the USAID AOTR, who will be designated by the USAID Agreement Officer. The Recipient will consult the AOTR on the format and expected content of reports prior to their preparation.

- A) Annual Work Plans
- B) Quarterly performance monitoring and reporting
- C) Quarterly pipeline analysis and financial reports
- D) Performance Monitoring Plan (PMP)
- E) Evaluation Plan
- F) Final Report
- G) Close out Plan
- H) Other

A. Annual Work Plans

Work Plan and Implementation Plan

Work Plans: After the signing of the award, the Recipient will provide a complete narrative year 1 work plan for USAID's approval. The year 1 workplan should be finalized and approved within the first sixty days of the implementation.

The first Work Plan will cover the period from the date the CA is signed (estimated to be December/January 2011/2012) through September 30, 2012 to coincide with USAID's fiscal

year. Subsequent work plans will be prepared annually for the four remaining years of the project.

Implementation Plan: The five-year proposed draft Implementation Plan will outline a timeline for phasing of possible interventions that reflect a “best guess” at major implementation thresholds during the course of the program. Note that the proposed program must demonstrate the ability of the applicant to staff and equip the program in a timely manner and take the program forward. The draft will be finalized and approved within the first sixty days of the implementation.

B. Quarterly performance monitoring and reporting

The Recipient must prepare and submit to the AOTR a quarterly report within 30 days after the end of the program’s first full quarter, and quarterly thereafter. These reports will be used by USAID/Mozambique to fulfill electronic reporting requirements to Washington and to conform to certain requirements. The report should contain, at a minimum:

- Current and cumulative progress (activities completed, benchmarks achieved, performance standards completed) since the last report by program area;
- Data on all indicators established in the monitoring and evaluation plan;
- A comparison of actual accomplishments with the goals and objectives established for the period, the findings of the investigators or both;
- Problems encountered and whether they were resolved or are still outstanding;
- Proposed solutions to new or ongoing problems;
- Success stories (photos, caption, narrative);
- A comparison of actual expenditures with budget estimates, including analysis and explanation of high unit costs, and any other pertinent information;
- Documentation of best practices that can be taken to scale.
- List of upcoming events with dates.
- Priorities for programming during the next reporting period.

C. Quarterly pipeline analysis and financial reports

The Recipient should submit quarterly pipeline analysis and financial reports to USAID within 30 calendar days following the end of each quarter. They should be disaggregated by program area (HIV, malaria, etc) and contain, at a minimum:

- Total agreement budget
- Total funds awarded to date by USAID into the agreement (Total funds obligated to date);
- Total funds previously reported as expended by Recipient by main line items;
- Total funds expended in the current quarter by the Recipient by main line items;
- Total funds expended (actual plus estimated accrued) towards the end of the report period
- Total unliquidated obligations by main line items;
- Unobligated balance of USAID funds
- Estimated expenditures for remainder of year
- Estimated monthly burn rate

D. Performance Monitoring Plan (PMP)

A PMP is a performance management tool to plan and manage the process of assessing and reporting progress toward achieving objectives, and will include specific, detailed plans to document, monitor and evaluate program performance. The PMP will establish specific, quantifiable performance indicators and targets for overall results included in the original proposal and activities in the annual work plans; describe the establishment of monitoring systems to measure program progress against overall objectives; and present a plan for data collection and measurement of program objectives and expected outputs, including collection of baseline data, and for the use of data collected by the program to improve program planning and performance.

Within the PMP, the Recipient should develop and execute an evaluation plan for independent, external mid and end term evaluations.

The recipient will also be requested to evaluate overall performance according to a set of determined indicators, describe success stories, justify under-achievement of targets and significant budget variations, discuss lessons learned, and recommend changes to the proposed program and work plan, if applicable. Given that media is a fairly politically sensitive area, **the recipient will also be asked to maintain and update a database of programs, program participants and beneficiaries, success stories, impact indicators, and lessons learned** so that if the USAID Mission is asked to provide information to other parts of the USG, it is able to do so in a timely manner. In addition, given the political sensitivity of the program, **any planned meeting with the host country government officials to discuss the USAID media program should be discussed with USAID first.**

E. Final Report

As required by 22 CFR 226.51, 60 days after the completion date of the cooperative agreement, the implementer shall submit a final report to the AOTR, with a copy to the USAID Development Experience Clearinghouse, that includes: an executive summary of the program's accomplishments in achieving results and conclusions about areas in need of future assistance; an overall description of the program's activities and attainment of results by country or region, as appropriate, during the life of the cooperative agreement; an assessment of progress made toward accomplishing the Objective and expected Results; the significance of these activities; important research findings; recommendations; lessons learned, best practices, comments and other findings, and a fiscal report that describes how the program's funds were used. See 22 CFR 226.51 for additional information.

G. Close-out Plan

Six months prior to the completion date of the agreement, the applicant will submit a close-out plan for AOTR approval. The close-out plan will include, at a minimum, an illustrative property disposition plan, a plan for the phase-out of in-country operations, a delivery schedule for all remaining reports, and a timetable for completing all required actions in the close out plan, including the submission date of the final property disposition plan to the Agreement Officer. A final project report will be due 30 days after project closeout.

H. Other

The Recipient should submit proposed travel; sub-awards or sub-contracts; scopes of work, costs and CVs for proposed short-term consultants to the AOTR for review and approval. Short-term consultants' reports should be submitted to USAID in a mutually agreed-upon format and time. Occasionally, the Recipient may prepare and submit special reports concerning specific activities and topics to USAID. This may include a post-award report mapping the location of all project staff and activities to the community level.

4. ENVIRONMENTAL COMPLIANCE

Applicants should ensure that their applications reflect 22 CFR 216 environmental compliance requirements, as described below and in USAID/Mozambique's DG activity Initial Environmental Examinations. For this program, a Categorical Exclusion has been recommended.

- 1a) The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) Parts 201.5.10g and 204 (<http://www.usaid.gov/policy/ADS/200/>), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. Recipient environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this RFA.
- 1b) In addition, the Recipient must comply with host country environmental regulations. In case of conflict between host country and USAID regulations, the latter shall govern.
- 1c) o activity funded under the Cooperative Agreement will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion (RCE), Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the Bureau Environmental Officer (BEO). (Hereinafter, such documents are described as "approved Regulation 216 environmental documentation").
- 4a) As part of its initial Work Plan, and thereafter, all Annual Work Plans, the Recipient, in collaboration with the USAID AOTR, shall review all ongoing and planned activities under the Cooperative Agreement to determine if they are within the scope of the approved Regulation 216 environmental documentation.
- 4b) If the Recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.
- 4c) Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is submitted and written approval is received from USAID.

- 5a) Unless the approval Regulation 216 documentation contains a complete environmental mitigation and monitoring plan (EMMP), recipient shall prepare an EMMP describing how the recipient will, in specific terms, implement all IEE and/or EA conditions that apply to proposed project activities. The EMMP shall include monitoring the implementation of the conditions and their effectiveness. (An EMMP confirming to these requirements is hereinafter termed a “complete EMMP”.)
- 5b) Integrate a complete EMMP into initial work plan.
- 5c) Integrate a complete EMMP into subsequent Annual Work Plans, making any necessary adjustments to activity implementation in order to minimize adverse impacts to the environment.
- 7a) A fund for sub-grants is included under this award; therefore, the Recipient will be required to use an Environmental Review Form (ERF) to screen grant proposals to ensure the funded proposals will result in no adverse environmental impact, to develop mitigation measures, as necessary, and to specify monitoring and reporting. Use of the ERF is called for when the nature of the grant proposals to be funded is not well enough known to make an informed decision about their potential environmental impacts, yet due to the type and extent of activities to be funded, any adverse impacts are expected to be easily mitigated. Implementation of sub-grant activities cannot go forward until the ERF is completed and approved by USAID. Recipient is responsible for ensuring that mitigation measures specified by the ERF process are implemented.
- 7b) The Recipient will be responsible for periodic reporting to the USAID AOTR specified in the Program Description of this award.
- 8a) USAID anticipates that environmental compliance and achieving optimal development outcomes for the proposed activities will require environmental management expertise. Applicants to the RFA should therefore include as part of their application their approach to achieving **environmental compliance and management**, to include:
 - 8b) The Applicant’s approach to developing and implementing an IEE or EA or environmental review process for a grant fund and/or an EMMP.
 - 8c) The Applicant’s approach to providing necessary environmental management expertise, including examples of past experience of environmental management of similar activities.
 - 8d) The Applicants illustrative budget for implementing the environmental compliance activities.

SECTION VII – AGENCY CONTACTS

The Agreement Officer for this Award is:

Doanh Van
Agreement Officer
USAID/Mozambique
JAT Complex
Rua 1231, no. 41
Bairro Central “C”
Maputo, Mozambique

The Acquisition and Assistant for this Award is:

Albertina Cample
Acquisition and Assistance Assistant
USAID/Mozambique
JAT Complex
Rua 1231, no. 41
Bairro Central “C”
Maputo, Mozambique

SECTION VIII – OTHER INFORMATION

BRANDING STRATEGY - ASSISTANCE (December 2005)

(a) Definitions

Branding Strategy means a strategy that is submitted at the specific request of a USAID Agreement Officer by an Apparently Successful Applicant after evaluation of an application for USAID funding, describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens. It identifies all donors and explains how they will be acknowledged.

Apparently Successful Applicant(s) means the applicant(s) for USAID funding recommended for an award after evaluation, but who has not yet been awarded a grant, cooperative agreement or other assistance award by the Agreement Officer. The Agreement Officer will request that the Apparently Successful Applicants submit a Branding Strategy and Marking Plan. Apparently Successful Applicant status confers no right and constitutes no USAID commitment to an award.

USAID Identity (Identity) means the official marking for the Agency, comprised of the USAID logo and new landmark, which clearly communicates that our assistance is from the American people. The USAID Identity is available on the USAID website and is provided without royalty, license, or other fee to recipients of USAID-funded grants or cooperative agreements or other assistance awards or subawards.

b) Submission.

The Apparently Successful Applicant, upon request of the Agreement Officer, will submit and negotiate a Branding Strategy. The Branding Strategy will be included in and made a part of the resulting grant or cooperative agreement. The Branding Strategy will be negotiated within the time that the Agreement Officer specifies. Failure to submit and negotiate a Branding Strategy will make the applicant ineligible for award of a grant or cooperative agreement. The Apparently Successful Applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events and materials, and the like.

(c) Submission Requirements

At a minimum, the Apparently Successful Applicant's Branding Strategy will address the following:

(1) Positioning

What is the intended name of this program, project, or activity?

Guidelines: USAID prefers to have the USAID Identity included as part of the program or project name, such as a "title sponsor," if possible and appropriate. It is acceptable to "co-brand" the title with USAID's and the Apparently Successful Applicant's identities. For example: "The USAID and [Apparently Successful Applicant] Health Center."

If it would be inappropriate or is not possible to "brand" the project this way, such as when rehabilitating a structure that already exists or if there are multiple donors, please explain and indicate how you intend to showcase USAID's involvement in publicizing the program or project. *For example: School #123, rehabilitated by USAID and [Apparently Successful Applicant]/ [other donors]*

Note: the Agency prefers "made possible by (or with) the generous support of the American People" next to the USAID Identity in acknowledging our contribution, instead of the phrase "funded by." USAID prefers local language translations.

Will a program logo be developed and used consistently to identify this program? If yes, please attach a copy of the proposed program logo.

Note: USAID prefers to fund projects that do NOT have a separate logo or identity that competes with the USAID Identity.

(2) Program Communications and Publicity

Who are the primary and secondary audiences for this project or program?

Guidelines: Please include direct beneficiaries and any special target segments or influencers. *For Example: Primary audience: schoolgirls age 8-12, Secondary audience: teachers and parents—specifically mothers.*

What communications or program materials will be used to explain or market the program to beneficiaries?

Guidelines: These include training materials, posters, pamphlets, Public Service Announcements, billboards, websites, and so forth.

What is the main program message(s)?

Guidelines: *For example: "Be tested for HIV-AIDS" or "Have your child inoculated."*

Please indicate if you also plan to incorporate USAID's primary message – this aid is "from the American people" – into the narrative of program materials. This is optional; however, marking with the USAID Identity is required.

Will the recipient announce and promote publicly this program or project to host

country citizens? If yes, what press and promotional activities are planned?

Guidelines: These may include media releases, press conferences, public events, and so forth. Note: incorporating the message, "USAID from the American People", and the USAID Identity is required.

Please provide any additional ideas about how to increase awareness that the American people support this project or program.

Guidelines: One of our goals is to ensure that both beneficiaries and host-country citizens know that the aid the Agency is providing is "from the American people." Please provide any initial ideas on how to further this goal.

(3) Acknowledgements

Will there be any direct involvement from a host-country government ministry? If yes, please indicate which one or ones. Will the recipient acknowledge the ministry as an additional co-sponsor?

Note: it is perfectly acceptable and often encouraged for USAID to "co-brand" programs with government ministries.

Please indicate if there are any other groups whose logo or identity the recipient will use on program materials and related communications.

Guidelines: Please indicate if they are also a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.

(d) Award Criteria.

The Agreement Officer will review the Branding Strategy for adequacy, ensuring that it contains the required information on naming and positioning the USAID-funded program, project, or activity, and promoting and communicating it to cooperating country beneficiaries and citizens. The Agreement Officer also will evaluate this information to ensure that it is consistent with the stated objectives of the award; with the Apparently Successful Applicant's cost data submissions; with the Apparently Successful Applicant's project, activity, or program performance plan; and with the regulatory requirements set out in 22 CFR 226.91. The Agreement Officer may obtain advice and recommendations from technical experts while performing the evaluation.

MARKING PLAN – ASSISTANCE (December 2005)

(a) Definitions

Marking Plan means a plan that the Apparently Successful Applicant submits at the specific request of a USAID Agreement Officer after evaluation of an application for USAID funding, detailing the public communications, commodities, and program materials and other items that will visibly bear the USAID Identity. Recipients may request approval of Presumptive Exceptions to marking requirements in the Marking Plan.

Apparently Successful Applicant(s) means the applicant(s) for USAID funding recommended for an award after evaluation, but who has not yet been awarded a grant, cooperative agreement or other assistance award by the Agreement Officer. The Agreement Officer will request that Apparently Successful Applicants submit a Branding Strategy and Marking Plan. Apparently Successful Applicant status confers no right and constitutes no USAID commitment to an award, which the Agreement Officer must still obligate.

USAID Identity (Identity) means the official marking for the Agency, comprised of the USAID logo and new brandmark, which clearly communicates that our assistance is from the American people. The USAID Identity is available on the USAID website and USAID provides it without royalty, license, or other fee to recipients of USAID-funded grants, cooperative agreements, or other assistance awards or subawards.

A Presumptive Exception

Exempts the applicant from the general marking requirements for a *particular* USAID-funded public communication, commodity, program material or other deliverable, or a *category* of USAID-funded public communications, commodities, program materials or other deliverables that would otherwise be required to visibly bear the USAID Identity. The Presumptive Exceptions are:

Presumptive Exception (i).

USAID marking requirements may not apply if they would compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials, such as election monitoring or ballots, and voter information literature; political party support or public policy advocacy or reform; independent media, such as television and radio broadcasts, newspaper articles and editorials; and public service announcements or public opinion polls and surveys (22 C.F.R. 226.91(h)(1)).

Presumptive Exception (ii).

USAID marking requirements may not apply if they would diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent (22 C.F.R. 226.91(h)(2)).

Presumptive Exception (iii). USAID marking requirements may not apply if they would undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications better

positioned as “by” or “from” a cooperating country ministry or government official (22 C.F.R. 226.91(h)(3)).

Presumptive Exception (iv). USAID marking requirements may not apply if they would impair the functionality of an item, such as sterilized equipment or spare parts (22 C.F.R. 226.91(h)(4)).

Presumptive Exception (v). USAID marking requirements may not apply if they would incur substantial costs or be impractical, such as items too small or otherwise unsuited for individual marking, such as food in bulk (22 C.F.R. 226.91(h)(5)).

Presumptive Exception (vi). USAID marking requirements may not apply if they would offend local cultural or social norms, or be considered inappropriate on such items as condoms, toilets, bed pans, or similar commodities (22 C.F.R. 226.91(h)(6)).

Presumptive Exception (vii). USAID marking requirements may not apply if they would conflict with international law (22 C.F.R. 226.91(h)(7)).

- (b) **Submission.** The Apparently Successful Applicant, upon the request of the Agreement Officer, will submit and negotiate a Marking Plan that addresses the details of the public communications, commodities, program materials that will visibly bear the USAID Identity. The marking plan will be customized for the particular program, project, or activity under the resultant grant or cooperative agreement. The plan will be included in and made a part of the resulting grant or cooperative agreement. USAID and the Apparently Successful Applicant will negotiate the Marking Plan within the time specified by the Agreement Officer. Failure to submit and negotiate a Marking Plan will make the applicant ineligible for award of a grant or cooperative agreement. The applicant must include an estimate of all costs associated with branding and marking USAID programs, such as plaques, labels, banners, press events, promotional materials, and so forth in the budget portion of its application. These costs are subject to revision and negotiation with the Agreement Officer upon submission of the Marking Plan and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- (c) **Submission Requirements.** The Marking Plan will include the following:
- (1) A description of the public communications, commodities, and program materials that the recipient will produce as a part of the grant or cooperative agreement and which will visibly bear the USAID Identity. These include:
 - (i) program, project, or activity sites funded by USAID, including visible infrastructure projects or other programs, projects, or activities that are physical in nature;
 - (ii) technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet

activities and other promotional, informational, media, or communications products funded by USAID;

- (iii) events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences, and other public activities; and
- (iv) all commodities financed by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs, and all other equipment, supplies and other materials funded by USAID, and their export packaging.

(2) A table specifying:

- (i) the program deliverables that the recipient will mark with the USAID Identity,
- (ii) the type of marking and what materials the applicant will be used to mark the program deliverables with the USAID Identity, and
- (iii) when in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking.

(3) A table specifying:

- (i) what program deliverables will not be marked with the USAID Identity, and
- (ii) the rationale for not marking these program deliverables.

(d) Presumptive Exceptions.

(1) The Apparently Successful Applicant may request a Presumptive Exception as part of the overall Marking Plan submission. To request a Presumptive Exception, the Apparently Successful Applicant must identify which Presumptive Exception applies, and state why, in light of the Apparently Successful Applicant's technical proposal and in the context of the program description or program statement in the USAID Request For Application or Annual Program Statement, marking requirements should not be required.

(2) Specific guidelines for addressing each Presumptive Exception are:

- (i) For Presumptive Exception (i), identify the USAID Strategic Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why the program, project, activity, commodity, or communication is 'intrinsically neutral.' Identify, by category or deliverable item, examples of program materials funded under the award for which you are seeking an exception.
- (ii) For Presumptive Exception (ii), state what data, studies, or other deliverables will be produced under the USAID funded award, and explain why the data, studies, or deliverables must be seen as credible.
- (iii) For Presumptive Exception (iii), identify the item or media product produced under the USAID funded award, and explain why each item

- or product, or category of item and product, is better positioned as an item or product produced by the cooperating country government.
- (iv) For Presumptive Exception (iv), identify the item or commodity to be marked, or categories of items or commodities, and explain how marking would impair the item's or commodity's functionality.
 - (v) For Presumptive Exception (v), explain why marking would not be cost beneficial or practical.
 - (vi) For Presumptive Exception (vi), identify the relevant cultural or social norm, and explain why marking would violate that norm or otherwise be inappropriate.
 - (vii) For Presumptive Exception (vii), identify the applicable international law violated by marking.

- (3) The Agreement Officer will review the request for adequacy and reasonableness. In consultation with the Cognizant Technical Officer and other agency personnel as necessary, the Agreement Officer will approve or disapprove the requested Presumptive Exception. Approved exceptions will be made part of the approved Marking Plan, and will apply for the term of the award, unless provided otherwise.

(e) Award Criteria:

The Agreement Officer will review the Marking Plan for adequacy and reasonableness, ensuring that it contains sufficient detail and information concerning public communications, commodities, and program materials that will visibly bear the USAID Identity. The Agreement Officer will evaluate the plan to ensure that it is consistent with the stated objectives of the award; with the applicant's cost data submissions; with the applicant's actual project, activity, or program performance plan; and with the regulatory requirements of 22 C.F.R. 226.91. The Agreement Officer will approve or disapprove any requested Presumptive Exceptions (see paragraph (d)) on the basis of adequacy and reasonableness. The Agreement Officer may obtain advice and recommendations from technical experts while performing the evaluation.

MARKING UNDER USAID-FUNDED ASSISTANCE INSTRUMENTS (December 2005)

(a) Definitions

Commodities mean any material, article, supply, goods or equipment, excluding recipient offices, vehicles, and non-deliverable items for recipient's internal use, in administration of the USAID funded grant, cooperative agreement, or other agreement or subagreement.

Principal Officer means the most senior officer in a USAID Operating Unit in the field, e.g., USAID Mission Director or USAID Representative. For global programs managed from Washington but executed across many countries, such as disaster relief and assistance to internally displaced persons, humanitarian emergencies or immediate post conflict and political crisis response, the cognizant Principal Officer may be an Office Director, for example, the Directors of USAID/W/Office of Foreign Disaster Assistance and Office of Transition Initiatives. For non-presence countries, the cognizant Principal Officer is the Senior USAID officer in a regional USAID Operating Unit responsible for the non-presence country, or in the absence of such a responsible operating unit, the Principal U.S Diplomatic Officer in the non-presence country exercising delegated authority from USAID.

Programs mean an organized set of activities and allocation of resources directed toward a common purpose, objective, or goal undertaken or proposed by an organization to carry out the responsibilities assigned to it.

Projects include all the marginal costs of inputs (including the proposed investment) technically required to produce a discrete marketable output or a desired result (for example, services from a fully functional water/sewage treatment facility).

Public communications are documents and messages intended for distribution to audiences external to the recipient's organization. They include, but are not limited to, correspondence, publications, studies, reports, audio visual productions, and other informational products; applications, forms, press and promotional materials used in connection with USAID funded programs, projects or activities, including signage and plaques; Web sites/Internet activities; and events such as training courses, conferences, seminars, press conferences and so forth.

Subrecipient means any person or government (including cooperating country government) department, agency, establishment, or for profit or nonprofit organization that receives a USAID subaward, as defined in 22 C.F.R. 226.2.

Technical Assistance means the provision of funds, goods, services, or other foreign assistance, such as loan guarantees or food for work, to developing countries and other USAID recipients, and through such recipients to subrecipients, in direct support of a development objective – as opposed to the internal management of the foreign assistance program.

USAID Identity (Identity) means the official marking for the United States Agency for International Development (USAID), comprised of the USAID logo or seal and new brandmark, with the tagline that clearly communicates that our assistance is “from the American people.” The USAID Identity is available on the USAID website at

www.usaid.gov/branding and USAID provides it without royalty, license, or other fee to recipients of USAID-funded grants, or cooperative agreements, or other assistance awards

(b) Marking of Program Deliverables

- (1) All recipients must mark appropriately all overseas programs, projects, activities, public communications, and commodities partially or fully funded by a USAID grant or cooperative agreement or other assistance award or subaward with the USAID Identity, of a size and prominence equivalent to or greater than the recipient's, other donor's, or any other third party's identity or logo.
- (2) The Recipient will mark all program, project, or activity sites funded by USAID, including visible infrastructure projects (for example, roads, bridges, buildings) or other programs, projects, or activities that are physical in nature (for example, agriculture, forestry, water management) with the USAID Identity. The Recipient should erect temporary signs or plaques early in the construction or implementation phase. When construction or implementation is complete, the Recipient must install a permanent, durable sign, plaque or other marking.
- (3) The Recipient will mark technical assistance, studies, reports, papers, publications, audio-visual productions, public service announcements, Web sites/Internet activities and other promotional, informational, media, or communications products funded by USAID with the USAID Identity.
- (4) The Recipient will appropriately mark events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities, with the USAID Identity. Unless directly prohibited and as appropriate to the surroundings, recipients should display additional materials, such as signs and banners, with the USAID Identity. In circumstances in which the USAID Identity cannot be displayed visually, the recipient is encouraged otherwise to acknowledge USAID and the American people's support.
- (5) The Recipient will mark all commodities financed by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs, and all other equipment, supplies, and other materials funded by USAID, and their export packaging with the USAID Identity.
- (6) The Agreement Officer may require the USAID Identity to be larger and more prominent if it is the majority donor, or to require that a cooperating country government's identity be larger and more prominent if circumstances warrant, and as appropriate depending on the audience, program goals, and materials produced.
- (7) The Agreement Officer may require marking with the USAID Identity in the event that the recipient does not choose to mark with its own identity or logo.

- (8) The Agreement Officer may require a pre-production review of USAID-funded public communications and program materials for compliance with the approved Marking Plan.
- (9) Subrecipients. To ensure that the marking requirements “flow down” to subrecipients of subawards, recipients of USAID funded grants and cooperative agreements or other assistance awards will include the USAID-approved marking provision in any USAID funded subaward, as follows: *“As a condition of receipt of this subaward, marking with the USAID Identity of a size and prominence equivalent to or greater than the recipient’s, subrecipient’s, other donor’s or third party’s is required. In the event the recipient chooses not to require marking with its own identity or logo by the subrecipient, USAID may, at its discretion, require marking by the subrecipient with the USAID Identity.”*
- (10) Any ‘public communications’, as defined in 22 C.F.R. 226.2, funded by USAID, in which the content has not been approved by USAID, must contain the following disclaimer: *“This study/report/audio/visual/other information/media product (specify) is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of [insert recipient name] and do not necessarily reflect the views of USAID or the United States Government.”*
- (11) The recipient will provide the Cognizant Technical Officer (CTO) or other USAID personnel designated in the grant or cooperative agreement with two copies of all program and communications materials produced under the award. In addition, the recipient will submit one electronic or one hard copy of all final documents to USAID’s Development Experience Clearinghouse.

(c) Implementation of marking requirements.

- (1) When the grant or cooperative agreement contains an approved Marking Plan, the recipient will implement the requirements of this provision following the approved Marking Plan.
- (2) When the grant or cooperative agreement does not contain an approved Marking Plan, the recipient will propose and submit a plan for implementing the requirements of this provision within [10] days after the effective date of this provision. The plan will include:
 - (i) A description of the program deliverables specified in paragraph (b) of this provision that the recipient will produce as a part of the grant or cooperative agreement and which will visibly bear the USAID Identity.
 - (ii) the type of marking and what materials the applicant uses to mark the program deliverables with the USAID Identity,
 - (iii) when in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking,

- (3) The recipient may request program deliverables not be marked with the USAID Identity by identifying the program deliverables and providing a rationale for not marking these program deliverables. Program deliverables may be exempted from USAID marking requirements when:
- (i) USAID marking requirements would compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials;
 - (ii) USAID marking requirements would diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent;
 - (iii) USAID marking requirements would undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications better positioned as “by” or “from” a cooperating country ministry or government official;
 - (iv) USAID marking requirements would impair the functionality of an item;
 - (v) USAID marking requirements would incur substantial costs or be impractical;
 - (vi) USAID marking requirements would offend local cultural or social norms, or be considered inappropriate;
 - (vii) USAID marking requirements would conflict with international law.
- (4) The proposed plan for implementing the requirements of this provision, including any proposed exemptions, will be negotiated within the time specified by the Agreement Officer after receipt of the proposed plan. Failure to negotiate an approved plan with the time specified by the Agreement Officer may be considered as noncompliance with the requirements is provision.

(d) Waivers.

- (1) The recipient may request a waiver of the Marking Plan or of the marking requirements of this provision, in whole or in part, for each program, project, activity, public communication or commodity, or, in exceptional circumstances, for a region or country, when USAID required marking would pose compelling political, safety, or security concerns, or when marking would have an adverse impact in the cooperating country. The recipient will submit the request through the Cognizant Technical Officer. The Principal Officer is responsible for approvals or disapprovals of waiver requests.
- (2) The request will describe the compelling political, safety, security concerns, or adverse impact that require a waiver, detail the circumstances and rationale for the waiver, detail the specific requirements to be waived, the specific portion of the Marking Plan to be waived, or specific marking to be waived, and include a

description of how program materials will be marked (if at all) if the USAID Identity is removed. The request should also provide a rationale for any use of recipient's own identity/logo or that of a third party on materials that will be subject to the waiver.

- (3) Approved waivers are not limited in duration but are subject to Principal Officer review at any time, due to changed circumstances.
- (4) Approved waivers "flow down" to recipients of subawards unless specified otherwise. The waiver may also include the removal of USAID markings already affixed, if circumstances warrant.
- (5) Determinations regarding waiver requests are subject to appeal to the Principal Officer's cognizant Assistant Administrator. The recipient may appeal by submitting a written request to reconsider the Principal Officer's waiver determination to the cognizant Assistant Administrator.
- (e) **Non-retroactivity.** The requirements of this provision do not apply to any materials, events, or commodities produced prior to January 2, 2006. The requirements of this provision do not apply to program, project, or activity sites funded by USAID, including visible infrastructure projects (for example, roads, bridges, buildings) or other programs, projects, or activities that are physical in nature (for example, agriculture, forestry, water management) where the construction and implementation of these are complete prior to January 2, 2006 and the period of the grant does not extend past January 2, 2006.

ATTACHMENTS

1. Certifications, Assurances, and Other Statements
2. SF 424 Forms
3. PEPFAR Clause
4. Mandatory Standard Provisions & Other References

ATTACHMENT 1

CERTIFICATIONS, ASSURANCES AND OTHER STATEMENTS OF THE RECIPIENT

PART I - CERTIFICATIONS AND ASSURANCES

1. ASSURANCE OF COMPLIANCE WITH LAWS AND REGULATIONS GOVERNING NON-DISCRIMINATION IN FEDERALLY ASSISTED PROGRAMS

Note: This certification applies to Non-U.S. organizations if any part of the program will be undertaken in the United States.

(a) The recipient hereby assures that no person in the United States shall, on the bases set forth below, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under, any program or activity receiving financial assistance from USAID, and that with respect to the Cooperative Agreement for which application is being made, it will comply with the requirements of:

(1) Title VI of the Civil Rights Act of 1964 (Pub. L. 88-352, 42 U.S.C. 2000-d), which prohibits discrimination on the basis of race, color or national origin, in programs and activities receiving Federal financial assistance;

(2) Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), which prohibits discrimination on the basis of handicap in programs and activities receiving Federal financial assistance;

(3) The Age Discrimination Act of 1975, as amended (Pub. L. 95-478), which prohibits discrimination based on age in the delivery of services and benefits supported with Federal funds;

(4) Title IX of the Education Amendments of 1972 (20 U.S.C. 1681, et seq.), which prohibits discrimination on the basis of sex in education programs and activities receiving Federal financial assistance (whether or not the programs or activities are offered or sponsored by an educational institution); and

(5) USAID regulations implementing the above nondiscrimination laws, set forth in Chapter II of Title 22 of the Code of Federal Regulations.

(b) If the recipient is an institution of higher education, the Assurances given herein extend to admission practices and to all other practices relating to the treatment of students or clients of the institution, or relating to the opportunity to participate in the provision of services or other benefits to such individuals, and shall be applicable to the entire institution unless the recipient establishes to the satisfaction of the USAID Administrator that the institution's practices in designated parts or programs of the institution will in no way affect its practices in the program of the institution for which financial assistance is sought, or the beneficiaries of, or participants in, such programs.

(c) This assurance is given in consideration of and for the purpose of obtaining any and all Federal grants, loans, contracts, property, discounts, or other Federal financial assistance

extended after the date hereof to the recipient by the Agency, including installment payments after such date on account of applications for Federal financial assistance which was approved before such date. The recipient recognizes and agrees that such Federal financial assistance will be extended in reliance on the representations and agreements made in this Assurance, and that the United States shall have the right to seek judicial enforcement of this Assurance. This Assurance is binding on the recipient, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign this Assurance on behalf of the recipient.

2. CERTIFICATION REGARDING LOBBYING

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal Cooperative Agreement, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that: If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more

than \$100,000 for each such failure.

3. Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206)

USAID reserves the right to terminate this Agreement, to demand a refund or take other appropriate measures if the Grantee is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140. The undersigned shall review USAID ADS 206 to determine if any certifications are required for Key Individuals or Covered Participants.

If there are COVERED PARTICIPANTS: USAID reserves the right to terminate assistance to or take other appropriate measures with respect to, any participant approved by USAID who is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140.

4. CERTIFICATION REGARDING TERRORIST FINANCING IMPLEMENTING EXECUTIVE ORDER 13224

By signing and submitting this application, the prospective recipient provides the certification set out below:

1. The Recipient, to the best of its current knowledge, did not provide, within the previous ten years, and will take all reasonable steps to ensure that it does not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts, as that term is defined in paragraph 3.
2. The following steps may enable the Recipient to comply with its obligations under paragraph 1:
 - a. Before providing any material support or resources to an individual or entity, the Recipient will verify that the individual or entity does not (i) appear on the master list of Specially Designated Nationals and Blocked Persons, which list is maintained by the U.S. Treasury's Office of Foreign Assets Control (OFAC) and is available online at OFAC's website : <http://www.treas.gov/offices/eotffc/ofac/sdn/t11sdn.pdf>, or (ii) is not included in any supplementary information concerning prohibited individuals or entities that may be provided by USAID to the Recipient.
 - b. Before providing any material support or resources to an individual or entity, the Recipient also will verify that the individual or entity has not been designated by the United Nations Security (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the "1267 Committee") [individuals and entities linked to the Taliban, Usama bin Laden, or the Al Qaida Organization]. To determine whether there has been a published designation of an individual or entity by the 1267 Committee, the Recipient should refer to the consolidated list available online at the Committee's website: <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.

c. Before providing any material support or resources to an individual or entity, the Recipient will consider all information about that individual or entity of which it is aware and all public information that is reasonably available to it or of which it should be aware.

d. The Recipient also will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.

3. For purposes of this Certification-

a. "Material support and resources" means currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, safe houses, false documentation or identification, communications equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials."

b. "Terrorist act" means-

(i) an act prohibited pursuant to one of the 12 United Nations Conventions and Protocols related to terrorism (see UN terrorism conventions Internet site: <http://untreaty.un.org/English/Terrorism.asp>); or

(ii) an act of premeditated, politically motivated violence perpetrated against noncombatant targets by subnational groups or clandestine agents; or

(iii) any other act intended to cause death or serious bodily injury to a civilian, or to any other person not taking an active part in hostilities in a situation of armed conflict, when the purpose of such act, by its nature or context, is to intimidate a population, or to compel a government or an international organization to do or to abstain from doing any act.

c. "Entity" means a partnership, association, corporation, or other organization, group or subgroup.

d. References in this Certification to the provision of material support and resources shall not be deemed to include the furnishing of USAID funds or USAID-financed commodities to the ultimate beneficiaries of USAID assistance, such as recipients of food, medical care, micro-enterprise loans, shelter, etc., unless the Recipient has reason to believe that one or more of these beneficiaries commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

e. The Recipient's obligations under paragraph 1 are not applicable to the procurement of goods and/or services by the Recipient that are acquired in the ordinary course of business through contract or purchase, e.g., utilities, rents, office supplies, gasoline, etc., unless the Recipient has reason to believe that a vendor or supplier of such goods and services commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

This Certification is an express term and condition of any agreement issued as a result of this application, and any violation of it shall be grounds for unilateral termination of the agreement by USAID prior to the end of its term.

5. CERTIFICATION OF RECIPIENT

By signing below the recipient provides certifications and assurances for (1) the Assurance of Compliance with Laws and Regulations Governing Non-Discrimination in Federally Assisted Programs, (2) the Certification Regarding Lobbying, (3) the Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206) and (4) the Certification Regarding Terrorist Financing Implementing Executive Order 13224 above.

RFA/APS No. _____

Application No. _____

Date of Application _____

Name of Recipient _____

Typed Name and Title _____

Signature _____

Date _____

PART II - KEY INDIVIDUAL CERTIFICATION NARCOTICS OFFENSES AND DRUG TRAFFICKING

I hereby certify that within the last ten years:

1. I have not been convicted of a violation of, or a conspiracy to violate, any law or regulation of the United States or any other country concerning narcotic or psychotropic drugs or other controlled substances.

2. I am not and have not been an illicit trafficker in any such drug or controlled substance.

3. I am not and have not been a knowing assistor, abettor, conspirator, or colluder with others in the illicit trafficking in any such drug or substance.

Signature: _____

Date: _____

Name: _____

Title/Position: _____

Organization: _____

Address: _____

Date of Birth: _____

NOTICE:

1. You are required to sign this Certification under the provisions of 22 CFR Part 140, Prohibition on Assistance to Drug Traffickers. These regulations were issued by the Department of State and require that certain key individuals of organizations must sign this Certification.

2. If you make a false Certification you are subject to U.S. criminal prosecution under 18 U.S.C. 1001.

PART III - PARTICIPANT CERTIFICATION NARCOTICS OFFENSES AND DRUG TRAFFICKING

1. I hereby certify that within the last ten years:

a. I have not been convicted of a violation of, or a conspiracy to violate, any law or regulation of the United States or any other country concerning narcotic or psychotropic drugs or other controlled substances.

b. I am not and have not been an illicit trafficker in any such drug or controlled substance.

c. I am not or have not been a knowing assistor, abettor, conspirator, or colluder with others in the illicit trafficking in any such drug or substance.

2. I understand that USAID may terminate my training if it is determined that I engaged in the above conduct during the last ten years or during my USAID training.

Signature: _____

Name: _____

Date: _____

Address: _____

Date of Birth: _____

NOTICE:

1. You are required to sign this Certification under the provisions of 22 CFR Part 140, Prohibition on Assistance to Drug Traffickers. These regulations were issued by the Department of State and require that certain participants must sign this Certification.

2. If you make a false Certification you are subject to U.S. criminal prosecution under 18 U.S.C. 1001.

PART IV - CERTIFICATION OF COMPLIANCE WITH THE STANDARD PROVISIONS ENTITLED "CONDOMS" AND "PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF

PROSTITUTION OR SEX TRAFFICKING.”

Applicability: This certification requirement only applies to the prime recipient. Before a U.S. or non-U.S. non-governmental organization receives FY04-FY08 HIV/AIDS funds under a grant or cooperative agreement, such recipient must provide to the Agreement Officer a certification substantially as follows:

“[Recipient's name] certifies compliance as applicable with the standard provisions entitled “Condoms” and “Prohibition on the Promotion or Advocacy of the Legalization or Practice of Prostitution or Sex Trafficking” included in the referenced agreement.”

RFA/APS No. _____

Application No. _____

Date of Application _____

Name of Applicant/Subgrantee _____

Typed Name and Title _____

Signature _____

PART V - SURVEY ON ENSURING EQUAL OPPORTUNITY FOR APPLICANTS

Applicability: All RFA’s must include the attached Survey on Ensuring Equal Opportunity for Applicants as an attachment to the RFA package. Applicants under unsolicited applications are also to be provided the survey. (While inclusion of the survey by Agreement Officers in RFA packages is required, the applicant’s completion of the survey is voluntary, and must not be a requirement of the RFA. The absence of a completed survey in an application may not be a basis upon which the application is determined incomplete or non-responsive. Applicants who volunteer to complete and submit the survey under a competitive or non-competitive action are instructed within the text of the survey to submit it as part of the application process.)

PART VI - OTHER STATEMENTS OF RECIPIENT

1. AUTHORIZED INDIVIDUALS

The recipient represents that the following persons are authorized to negotiate on its behalf with the Government and to bind the recipient in connection with this application or grant:

Name	Title	Telephone No.	Facsimile No.
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

2. TAXPAYER IDENTIFICATION NUMBER (TIN)

If the recipient is a U.S. organization, or a foreign organization which has income effectively connected with the conduct of activities in the U.S. or has an office or a place of business or a fiscal paying agent in the U.S., please indicate the recipient's TIN:

TIN: _____

3. DATA UNIVERSAL NUMBERING SYSTEM (DUNS) NUMBER

(a) In the space provided at the end of this provision, the recipient should supply the Data Universal Numbering System (DUNS) number applicable to that name and address. Recipients should take care to report the number that identifies the recipient's name and address exactly as stated in the proposal.

(b) The DUNS is a 9-digit number assigned by Dun and Bradstreet Information Services. If the recipient does not have a DUNS number, the recipient should call Dun and Bradstreet directly at 1-800-333-0505. A DUNS number will be provided immediately by telephone at no charge to the recipient. The recipient should be prepared to provide the following information:

- (1) Recipient's name.
- (2) Recipient's address.
- (3) Recipient's telephone number.
- (4) Line of business.
- (5) Chief executive officer/key manager.
- (6) Date the organization was started.
- (7) Number of people employed by the recipient.
- (8) Company affiliation.

(c) Recipients located outside the United States may obtain the location and phone number of the local Dun and Bradstreet Information Services office from the Internet Home Page at <http://www.dbisna.com/dbis/customer/custlist.htm>. If an offeror is unable to locate a local service center, it may send an e-mail to Dun and Bradstreet at globalinfo@dbisma.com.

The DUNS system is distinct from the Federal Taxpayer Identification Number (TIN) system.

DUNS: _____

4. LETTER OF CREDIT (LOC) NUMBER

If the recipient has an existing Letter of Credit (LOC) with USAID, please indicate the LOC number:

LOC: _____

5. PROCUREMENT INFORMATION

(a) **Applicability.** This applies to the procurement of goods and services planned by the recipient (i.e., contracts, purchase orders, etc.) from a supplier of goods or services for the direct use or benefit of the recipient in conducting the program supported by the grant, and not to assistance provided by the recipient (i.e., a subgrant or subagreement) to a subgrantee or subrecipient in support of the subgrantee's or subrecipient's program. Provision by the recipient of the requested information does not, in and of itself, constitute USAID approval.

(b) **Amount of Procurement.** Please indicate the total estimated dollar amount of goods and services which the recipient plans to purchase under the grant:

\$ _____

(c) **Nonexpendable Property.** If the recipient plans to purchase nonexpendable equipment which would require the approval of the Agreement Officer, please indicate below (using a continuation page, as necessary) the types, quantities of each, and estimated unit costs. Nonexpendable equipment for which the Agreement Officer's approval to purchase is required is any article of nonexpendable tangible personal property charged directly to the grant, having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.

TYPE/DESCRIPTION(Generic)	QUANTITY	ESTIMATED UNIT COST
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(d) **Source, Origin, and Componentry of Goods.** If the recipient plans to purchase any goods/commodities which are not of U.S. source and/or U.S. origin, and/or does not contain at least 50% componentry, which are not at least 50% U.S. source and origin, please indicate below (using a continuation page, as necessary) the types and quantities of each, estimated unit costs of each, and probable source and/or origin, to include the probable source and/or origin of the components if less than 50% U.S. components will be contained in the commodity. "Source" means the country from which a commodity is shipped to the cooperating country or the cooperating country itself if the commodity is located therein at the time of purchase. However,

where a commodity is shipped from a free port or bonded warehouse in the form in which received therein, "source" means the country from which the commodity was shipped to the free port or bonded warehouse. Any commodity whose source is a non-Free World country is ineligible for USAID financing. The "origin" of a commodity is the country or area in which a commodity is mined, grown, or produced. A commodity is produced when, through manufacturing, processing, or substantial and major assembling of components, a commercially recognized new commodity results, which is substantially different in basic characteristics or in purpose or utility from its components. Merely packaging various items together for a particular procurement or relabeling items do not constitute production of a commodity. Any commodity whose origin is a non-Free World country is ineligible for USAID financing. "Components" are the goods, which go directly into the production of a produced commodity. Any component from a non-Free World country makes the commodity ineligible for USAID financing.

TYPE/DESCRIPTION PROBABLE (Generic) ORIGIN	QUANTITY UNIT COST	ESTIMATED COMPONENTS	GOODS SOURCE	PROBABLE COMPONENTS	GOODS
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(e) Restricted Goods. If the recipient plans to purchase any restricted goods, please indicate below (using a continuation page, as necessary) the types and quantities of each, estimated unit costs of each, intended use, and probable source and/or origin. Restricted goods are Agricultural Commodities, Motor Vehicles, Pharmaceuticals, Pesticides, Rubber Compounding Chemicals and Plasticizers, Used Equipment, U.S. Government-Owned Excess Property, and Fertilizer.

TYPE/DESCRIPTION (Generic)	QUANTITY UNIT COST	ESTIMATED SOURCE	PROBABLE ORIGIN	INTENDED USE
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(f) Supplier Nationality. If the recipient plans to purchase any goods or services from suppliers of goods and services whose nationality is not in the U.S., please indicate below (using a continuation page, as necessary) the types and quantities of each good or service, estimated costs of each, probable nationality of each non-U.S. supplier of each good or service, and the rationale for purchasing from a non-U.S. supplier. Any supplier whose nationality is a non-Free World country is ineligible for USAID financing.

TYPE/DESCRIPTION NATIONALITY	QUANTITY	ESTIMATED	PROBABLE SLUPPIER	RATIONALE
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(Generic)	UNIT COST	(Non-US Only)	for NON-US
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(g) Proposed Disposition. If the recipient plans to purchase any nonexpendable equipment with a unit acquisition cost of \$5,000 or more, please indicate below (using a continuation page, as necessary) the proposed disposition of each such item. Generally, the recipient may either retain the property for other uses and make compensation to USAID (computed by applying the percentage of federal participation in the cost of the original program to the current fair market value of the property), or sell the property and reimburse USAID an amount computed by applying to the sales proceeds the percentage of federal participation in the cost of the original program (except that the recipient may deduct from the federal share \$500 or 10% of the proceeds, whichever is greater, for selling and handling expenses), or donate the property to a host country institution, or otherwise dispose of the property as instructed by USAID.

TYPE/DESCRIPTION(Generic) QUANTITY ESTIMATED UNIT COST PROPOSED DISPOSITION

6. PAST PERFORMANCE REFERENCES

On a continuation page, please provide past performance information requested in the RFA.

7. TYPE OF ORGANIZATION

The recipient, by checking the applicable box, represents that -

(a) If the recipient is a U.S. entity, it operates as a corporation incorporated under the laws of the State of, an individual, a partnership, a nongovernmental nonprofit organization, a state or local governmental organization, a private college or university, a public college or university, an international organization, or a joint venture; or

(b) If the recipient is a non-U.S. entity, it operates as a corporation organized under the laws of _____ (country), an individual, a partnership, a nongovernmental nonprofit organization, a nongovernmental educational institution, a governmental organization, an international organization, or a joint venture.

8. ESTIMATED COSTS OF COMMUNICATIONS PRODUCTS

The following are the estimate(s) of the cost of each separate communications product (i.e., any printed material [other than non-color photocopy material], photographic services, or video production services) which is anticipated under the grant. Each estimate must include all the costs associated with preparation and execution of the product. Use a continuation page as necessary.

ATTACHMENT 2

SF 424

http://www.grants.gov/agencies/aapproved_standard_forms.jsp

ATTACHMENT 3

PEPFAR CLAUSES

Voluntary Population Planning Activities Clause

752.7101 Voluntary Population Planning Activities.

(a) Insert the following clause in all solicitations and contracts:

VOLUNTARY POPULATION PLANNING ACTIVITIES (JUNE 2008)

(a) *Requirements for Voluntary Sterilization Program.* None of the funds made available under this contract shall be used to pay for the performance of involuntary sterilization as a method of family planning or to coerce or provide any financial incentive to any individual to practice sterilization.

(b) *Prohibition on Abortion-Related Activities.*

(1) No funds made available under this contract will be used to finance, support, or be attributed to the following activities: (i) procurement or distribution of equipment intended to be used for the purpose of inducing abortions as a method of family planning; (ii) special fees or incentives to any person to coerce or motivate them to have abortions; (iii) payments to persons to perform abortions or to solicit persons to undergo abortions; (iv) information, education, training, or communication programs that seek to promote abortion as a method of family planning; and (v) lobbying for or against abortion. The term “motivate”, as it relates to family planning assistance, shall not be construed to prohibit the provision, consistent with local law, of information or counseling about all pregnancy options.

(2) No funds made available under this contract will be used to pay for any biomedical research which relates, in whole or in part, to methods of, or the performance of, abortions or involuntary sterilizations as a means of family planning. Epidemiologic or descriptive research to assess the incidence, extent or consequences of abortions is not precluded.

(c) The contractor shall insert this provision in all subcontracts.

(End of clause)

Alternate I (JUNE 2008). If a contract with family planning activities is contemplated, add the following paragraphs (d-g) to the basic clause:

(d) *Voluntary Participation and Family Planning Methods.*

(1) The contractor agrees to take any steps necessary to ensure that funds made available under this contract will not be used to coerce any individual to practice methods of family planning inconsistent with such individual's moral, philosophical, or religious beliefs. Further, the contractor agrees to conduct its activities in a manner which safeguards the rights, health and welfare of all individuals who take part in the program.

(2) Activities which provide family planning services or information to individuals, financed in whole or in part under this contract, shall provide a broad range of family planning methods and services available in the country in which the activity is conducted or shall provide information to such individuals regarding where such methods and services may be obtained.

(e) *Requirements for Voluntary Family Planning Projects.*

(1) A family planning project must comply with the requirements of this paragraph.

(2) A project is a discrete activity through which a governmental or nongovernmental organization or public international organization provides family planning services to people and for which funds obligated under this contract, or goods or services financed with such funds, are provided under this contract, AAPD 08-01 Voluntary Population Planning Activities – Updated Requirements and Clause 5 “except funds solely for the participation of personnel in short-term, widely attended training conferences or programs.

(3) Service providers and referral agents in the project shall not implement or be subject to quotas or other numerical targets of total number of births, number of family planning acceptors, or acceptors of a particular method of family planning. Quantitative estimates or indicators of the number of births, acceptors, and acceptors of a particular method that are used for the purpose of budgeting, planning, or reporting with respect to the project are not quotas or targets under this paragraph, unless service providers or referral agents in the project are required to achieve the estimates or indicators.

(4) The project shall not include the payment of incentives, bribes, gratuities or financial rewards to (i) any individual in exchange for becoming a family planning acceptor or (ii) any personnel performing functions under the project for achieving a numerical quota or target of total number of births, number of family planning acceptors, or acceptors of a particular method of contraception. This restriction applies to salaries or payments paid or made to personnel performing functions under the project if the amount of the salary or payment increases or decreases based on a predetermined number of births, number of family planning acceptors, or number of acceptors of a particular method of contraception that the personnel affect or achieve.

(5) No person shall be denied any right or benefit, including the right of access to participate in any program of general welfare or health care, based on the person's decision not to accept family planning services offered by the project.

(6) The project shall provide family planning acceptors comprehensible information about the health benefits and risks of the method chosen, including those conditions that might render the use of the method inadvisable and those adverse side effects known to be consequent to the use of the method. This requirement may be satisfied by providing information in accordance with the medical practices and standards and health conditions in the country where the project is conducted through counseling, brochures, posters, or package inserts.

(7) The project shall ensure that experimental contraceptive drugs and devices and medical procedures are provided only in the context of a scientific study in which participants are advised of potential risks and benefits.

(8) With respect to projects for which USAID provides, or finances the contribution of, contraceptive commodities or technical services and for which there is no sub-contract or grant under this contract, the organization implementing a project for which such assistance is provided shall agree that the project will comply with the requirements of this paragraph while using such commodities or receiving such services.

(9) (i) The contractor shall notify USAID when it learns about an alleged violation in a project of the requirements of subparagraphs (3), (4), (5) or (7) of this paragraph; and (ii) the contractor shall investigate and take appropriate corrective action, if necessary, when it learns about an alleged violation in a project of subparagraph (6) of this paragraph and shall notify USAID about violations in a project affecting a number of people over a period of time that indicate there is a systemic problem in the project.

(iii) The contractor shall provide USAID such additional information about violations as USAID may request.

(f) Additional Requirements for Voluntary Sterilization Programs.

(1) The contractor shall ensure that any surgical sterilization procedures supported in whole or in part by funds from this contract are performed only after the individual has voluntarily appeared at the treatment facility and has given informed consent to the sterilization procedure. Informed consent means the voluntary, knowing assent from the individual after being advised of the surgical procedures to be

AAPD 08-01 Voluntary Population Planning Activities – Updated Requirements and Clause 6 “followed, the attendant discomforts and risks, the benefits to be expected, the availability

of alternative methods of family planning, the purpose of the operation and its irreversibility, and the option to withdraw consent anytime prior to the operation. An individual's consent is considered voluntary if it is based upon the exercise of free choice and is not obtained by any special inducement or any element of force, fraud, deceit, duress, or other forms of coercion or misrepresentation.

(2) Further, the contractor shall document the patient's informed consent by

(i) a written consent document in a language the patient understands and speaks, which explains the basic elements of informed consent, as set out above, and which is signed by the individual and by the attending physician or by the authorized assistant of the attending physician; or

(ii) when a patient is unable to read adequately a written certification by the attending physician or by the authorized assistant of the attending physician that the basic elements of informed consent above were orally presented to the patient, and that the patient thereafter consented to the performance of the operation. The receipt of this oral explanation shall be acknowledged by the patient's mark on the certification and by the signature or mark of a witness who shall speak the same language as the patient.

(3) The contractor must retain copies of informed consent forms and certification documents for each voluntary sterilization procedure for a period of three years after performance of the sterilization procedure.

(g) The contractor shall insert this Alternate I in all subcontracts involving family planning Activities.

ATTACHMENT 4

Mandatory Standard Provisions for U.S., Nongovernmental Recipients:

<http://www.usaid.gov/pubs/ads/300/303maa.pdf>

Mandatory Standard Provisions for Non- U.S. Nongovernmental Recipients:

<http://www.usaid.gov/policy/ads/300/303mab.pdf>

22CRF226

http://www.access.gpo.gov/nara/cfr/waisidx_02/22cfr226_02.html

OMB Circular A-122

<http://www.whitehouse.gov/omb/circulars/a122/a122.html>

OMB Circular A-110

<http://www.whitehouse.gov/omb/circulars/a110/a110.html>