



Issue Date: December 7, 2017

Deadline for Questions: December 21, 2017 at 3:00 p.m. (Pretoria, South Africa time)

USAID Responses Posted: By January 3, 2017

Closing Date: January 31, 2018

Closing Time: 4:00 p.m. (Pretoria, South Africa time)

Subject: Notice of Funding Opportunity Number: 72067418RFA00005

Program Title: Strengthening Local Governance to Improve Gender Based Violence (GBV) Response Project

The United States Agency for International Development (USAID) Mission to Southern Africa (USAID/SA) is seeking applications from qualified organizations for a project entitled "*Strengthening Local Governance to Improve Gender Based Violence (GBV) Response*". Eligibility for this award is restricted to Local South African entities. For the purposes of this Notice of Funding Opportunity (NFO), USAID/SA defines "Local" in Section C, Eligibility Requirements.

Subject to the availability of funding, an award will be made to that responsible applicant whose application best meets the objectives of this funding opportunity and the selection criteria contained herein. While one award is anticipated as a result of this NFO, USAID reserves the right to fund any or none of the applications submitted.

For the purposes of this NFO, the term "Grant" is synonymous with "Cooperative Agreement"; "Grantee" is synonymous with "Recipient"; and "Grant Officer" is synonymous with "Agreement Officer". Eligible organizations interested in submitting an application are encouraged to read this funding opportunity thoroughly in order to understand the type of program sought, the application submission requirements, and the evaluation process.

To be eligible for an award, the applicant must provide all information as required in this NFO and meet eligibility standards contained in Section C. This funding opportunity is posted on www.grants.gov, and may be amended. Potential applicants should regularly check the website to ensure that they have the latest information pertaining to this NFO. Applicants will need to have available or download Adobe Acrobat to their computers in order to view and save the Adobe forms properly. It is the responsibility of the applicant to ensure that the entire NFO has been received from the internet in its entirety; USAID bears no responsibility for data errors resulting from the transmission or conversion process. If you have difficulty registering on www.grants.gov or accessing the NFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

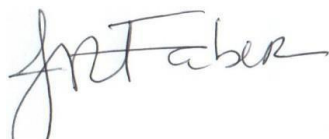
The successful applicant will be responsible for ensuring the achievement of the program objectives contained herein. Please read each section of the NFO carefully.

Please send any questions you may have to the point of contact as identified in Section D. The deadline for the submission of questions is found on the cover page and in Section D. Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice and will be posted to www.grants.gov.

The issuance of this NFO does not constitute an award commitment on the part of the Government nor does it commit the Government to pay for any costs incurred in preparation or submission of comments/suggestions or an application. All applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense.

Thank you for your interest in USAID/SA programs.

Sincerely,

A handwritten signature in black ink, appearing to read 'JRFaber', written in a cursive style.

Jessica R. Faber
Regional Agreement Officer

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SECTION A: PROGRAM DESCRIPTION

SUMMARY

USAID/SA is seeking assistance for a five-year program to **strengthen the capacity of South African structures to lead, coordinate, and manage the local governance and community response to gender-based violence (GBV) prevention and mitigation.** This project is expected to result in the reduction of vulnerability to GBV risks and the enhanced mitigation of the effects of GBV in communities.

The *Strengthening Local Governance to Improve GBV Response* Project will maximize the impact of USAID and PEPFAR activities by supporting communities in four geographic districts in South Africa to respond to GBV with tailored and coordinated prevention and mitigation strategies. This project will expand interventions to: 1) strengthen community governance and accountability; 2) increase primary and secondary GBV prevention; 3) improve mitigation of GBV harms (tertiary prevention); and 4) improve access to justice for all victims and survivors of GBV.

Subject to the availability of funding, USAID intends to provide approximately **\$10 million** in total funding for this program. Funding, benchmarks, and targets will be reviewed annually.

BACKGROUND

Development Problem

In the past 23 years, impressive gains have been made by South Africa towards democracy and the realization of women's human rights and gender equality, including progress towards control of the HIV/AIDS epidemic. Nonetheless, it remains one of the most violent societies¹ in the world, with the largest number of people living with HIV/AIDS and one of the highest rates of GBV in the world.¹ Socio-cultural, economic, and related factors in South Africa converge to heighten the vulnerability of women and children to violence and to HIV infection. While the leading cause of death is AIDS, the second most prevalent cause of death is violent injury, including exceptionally high rates of GBV and rape. According to the 2016 Statistics SA Demographic and Health Survey, one in five South African women older than 18 have experienced physical violence, but the picture of gender-based attacks vary according to marital status and wealth. Four in 10 divorced or separated women reported physical violence, as has one in three women in the poorest households. One woman is killed every eight hours, making South Africa's femicide rate five times higher than the global average.

¹ The Institute for Economics and Peace (IEP) Global Peace Index ranks South Africa as the 8th most violent country in the world, with a murder rate of 31 per 100,000 people (2015).

In South Africa, more than 1,000 women are killed by an intimate partner each year. In fact, intimate partner femicide, which is the most serious form of gender-based violence, is the leading cause of the murder of women. A 2009 Medical Research Council study showed the vast majority of female homicides went unpunished, with less than 38 percent of intimate-partner femicide leading to conviction in less than two years. Further, according to the Department of Justice and Constitutional Development, in 2015/16, some 51,895 sexual offences were recorded in South Africa. That's an average of 142.2 per day. According to the Victims of Crime Survey 2015/2016, only 35% of rapes are reported. Studies indicate that an estimated 60% of women in South Africa experience some form of abuse in relationships and that one woman is raped every 35 seconds. Of all rape reports, more than half of the victims are under the age of 18, with 15% under the age of 12.

A 2009 study further states that 6.7% of females interviewed aged 15-24 years reported that their first sexual experience were forced.² The same study concluded that young people who had their sexual debut at an early age or whose first partner had forced them to have sex were more likely than other respondents to report not having used condoms at their first sexual experience. The Centre for Justice and Crime Prevention and the University of Cape Town recently released a study that found that one in three young people report a sexually abusive experience in their lifetime. A total of 784 967 South Africans have been abused sexually at least once by the age of 17.³ Almost half of these cases occurred in 2015 alone. Boys reported higher lifetime prevalence rates of sexual abuse (36.8%) than girls (33.9%) unlike previously thought. However, the nature of the abuse is often different, with girls are more likely to experience contact sexual abuse (being physically touched), and boys more likely to experience exposure abuse (being forced to see sexual images or incidents). Children are more likely to know their abuser and half of the young people reporting abuse by an older person they know say that the incidents happened more than once.

Socio-cultural norms that place a high value on male dominance and female subordination contribute to the country's high rates of GBV and rape. Prevailing notions of manhood, such as being tough, brave and invulnerable, have serious consequences for not just women and children, but men themselves. Risk-taking behaviors are often seen as ways to affirm manhood and contribute to lower rates of health-seeking behavior. For women, norms that favor passivity and compliance limit their ability to protect themselves against GBV and HIV, and militate against seeking health and justice related services. A pervasive 'culture of violence', not effectively curbed by the rule of law, also contributes to other groups such as the elderly, the disabled, and Lesbian, Gay, Bisexual, Trans-Sexual and Intersex (LGBTI) individuals being vulnerable as targets for violence.

Discrimination toward the LGBTI community, in particular, is common when individuals seek to access post-GBV care. The community is targeted for sexual and gender-based violence, with the term "corrective" rape coined in South Africa in 2011 to describe the rape of (mostly) gender non-conforming women by straight men in an attempt to "correct" their sexual orientation. Although sexual identity is not recorded by South Africa Police, activists claim more than 500 women report

² Victims of Crime Survey 2015/16. Pretoria: Statistics South Africa.

³ <http://bhekisisa.org/article/2016-06-05-four-frightening-facts-about-child-sexual-abuse-in-south-africa>

being victims of “corrective” rape each year, and that dozens of such attacks have been fatal. The LGBTI community reports frequent secondary victimization when they bring complaints to police.

GBV's links to HIV

In South Africa GBV fuels the HIV epidemic and women represent a disproportionate majority of new infections. Among females in the 15-19 and 20-24 age groups, HIV prevalence (5.4 % and 16.8%) is considerably higher than males in the same age group (2.1% and 4.4%), and one in three females is HIV positive. Research has shown that in South Africa intimate partner violence and high levels of male control in relationships were associated with HIV seropositivity. GBV contributes to the HIV epidemic through various pathways. Studies show that violent or controlling male partners often impose risky sexual practices on their female partners. In 2010 it was estimated that 16% of all HIV infections in women could have been prevented if women did not experience violence from their partners.

Women who are in abusive relationships are particularly at risk of exposure to HIV infection due to the threat of further violence, abandonment or loss of economic support if they attempt to negotiate safer sex or refuse sex. In addition, women living with HIV often face an increased risk of GBV. Because they are often first to test positive through pre-natal testing, and are then branded as the “spreaders” of the virus. Once their HIV-positive status is revealed or disclosed to their partners, women may face being physically abused, losing access to important economic resources, or the threat of being chased from their homes. The inadequate numbers of shelters, especially shelters where women can bring their children, make the choice to leave an abusive partner extremely difficult, if not impossible.

While GBV and HIV in South Africa have often been referred to as ‘twinned epidemics’⁴, the response to GBV, particularly its prevention, has been weak and has not received the level of public health attention needed to turn its tide. Without a deliberate, intensive and coordinated response that fosters accountability at local-level, the individual efforts of government, civil society, academics and donors in GBV prevention and response will continue to have no significant population-level impact.

In addition to the health implication described above, GBV has a profound negative impact on both social and economic indicators. Gender-based violence both expresses and reinforces inequality. Children exposed to sexual abuse, domestic violence, and maltreatment, for example, have shown impaired social-emotional functioning and educational outcomes in adolescence, and lower job performance, job stability, and earnings into adulthood. Women exposed to partner violence have shown higher work absenteeism, lower productivity, and lower earnings than peers that aren’t beaten.⁵ A 2014 study by KPMG and Sonke Gender Justice found that GBV costs South Africa

⁴ According to UNAIDS, women who have experienced violence are up to three times more likely to be infected with HIV than those who have not.

⁵ Klugman, Jeni. Why development must Tackle Gender-based Violence. October 13, 2013
<http://news.trust.org//item/20131013183644-bikt2/>

between R28.4 billion and R42.4 billion per year – or between 0.9% and 1.3% of GDP respectively in 2012 and 2013.

Efforts to Address GBV

Since South Africa's democratic transition, much has been achieved with respect to GBV. A strong commitment to gender equality that includes some of the best GBV response systems is included in various policies and implemented. South Africa has enacted legislation on domestic violence, human trafficking and sexual assault and sexual harassment. The Department of Social Development (DSD) has formed an inter-departmental and multi-sectorial partnership to operate a 24-hour "Gender-based Violence Command Centre", which is staffed by social workers to telephonically assist victims with counseling, and a link to various services. A national network of Thuthuzela Care Centre (TCCs) is currently providing comprehensive, integrated, clinical, legal and psycho-social support to victims of sexual assault, and several USAID partners have developed innovative models of community mobilization for GBV prevention and response.

Despite this national level response, much still remains to be done. Secondary victimization by untrained police, health care providers and service providers in the criminal justice system continues to create a significant disincentive from reporting incidences of GBV⁶. Despite dramatic improvements in conviction rates (increased from 4% in 1997 to 75% in 2008) due to the TCCs⁷ and other models, areas without services have failed to prosecute perpetrators and to protect survivors from further violence and abuse. GBV services are not uniformly high-quality, service providers do not work together to ensure a holistic plan for post-GBV care and survivors in many areas (especially rural, remote locales) do not have access to facilities and services.

In addition, while it is acknowledged that GBV prevention is a pressing social issue in South Africa, prevention approaches are not widely implemented. The strong commitment to gender equality included in various policies has not sufficiently extended into strategic or coordinated processes that address incidence of GBV, and understanding of how the illegalities of child sexual abuse and statutory rape can be effectively mobilized. There are also gaps in the literature in relation to the incidence and effects of sexual violence and GBV on key populations including LGBTI, sex workers and persons with disabilities (PWD).

To date, GBV efforts in South Africa have focused primarily on providing services to survivors, and GBV prevention programs have not sufficiently addressed the root causes. Limited resources have been allocated to identifying effective models for primary prevention of GBV. The few programs that focus on GBV prevention are small and geographically limited, and often stop at awareness-raising or encouraging people to report instances of abuse or violation. There remains a large unmet need for community-focused programs that engage local actors to understand, plan, and take action against GBV in a coordinated and systematized manner.

⁶ CSVR. Gender based violence in South Africa: A Brief Review. April 2016

⁷ NPA Presentation: Mexican Delegation, 2013

A more holistic and methodological approach is needed to decrease social tolerance for GBV, to improve the integration, coordination and management of community-based GBV prevention and mitigation efforts, and consider and take advantage of potential synergies with broader community health and human rights activities.

This NFO addresses current weaknesses in fragmented community-level GBV response, and aims to work synergistically with other programs in the selected geographic areas to provide a coordinated, methodological approach to combatting GBV.

III. PROJECT RATIONALE: COMMUNITY FOCUS FOR GBV

To achieve its goals of reducing GBV incidence and strengthening mitigation of the effects of GBV, the core strategy of the project will be to strengthen capacity of local structures to lead, coordinate, and manage a community response to GBV prevention and mitigation. The project will build on existing resources, approaches and tools developed and implemented in South Africa, and will be expected to enhance and work in a synergistic way with SAG, USG and other donor-funded GBV activities.

Weak coordination of assistance critically undermines the effectiveness of South African GBV prevention efforts. This is a particular problem at the community level where extensive fragmentation of information and assistance prevents the establishment of a common understanding of GBV, and shared responsibility for preventing the problem. While mass media and national campaigns can provide an important backdrop, every social platform and channel of communication, including local media, school governing bodies and PTAs, workplaces, cultural events and faith-based organizations have a role to play in mobilizing the population to take action against GBV. Recognition that reducing GBV requires collective action and responsibility needs to enter community discourses at a much higher, more public level. Processes that promote change within local social systems and along horizontal networks of communication need to be harnessed. The most effective programmatic approaches to promote this level of change are those that engage people in interactive ways, incorporate community perspectives and knowledge, build upon existing resources and socio-cultural frames for understanding, and support stakeholders to identify and address the structural barriers, such as limited awareness, skills or capacity gaps or lack of resources that impede effective action.

Why Communities are key.

Communities play a vital role in an effective GBV response at the primary, secondary and tertiary level. Investing in communities has produced significant results for a range of development objectives, including improved knowledge and behaviors, increased use of health services, and even decreases in HIV incidence. Calls for greater community-focus in the GBV response are supported by the following:

- Community action is essential to **GBV prevention**. Effective behavioral prevention needs to go beyond a focus on individual determinants to address socio-cultural norms and other structural factors that tacitly endorse gender inequality and GBV. Communities need to collectively promote the adoption of protective behaviors. Fresh approaches are needed to galvanize community leaders to reduce vulnerability to GBV, including identifying appropriate messengers and champions to appeal to and influence youth regarding the unacceptability of all forms of GBV.
- Communities are the key to **GBV mitigation**. Women and children and LGBTI are particularly vulnerable to GBV in South Africa. Community members are best placed to identify individuals at risk of violence and sexual abuse, provide the necessary family interventions or support, facilitate appropriate alternative family or community care, and ensure that they have access to quality services and material support and are protected from abuse and violence. Schools in local communities also have a role in ensuring that youth are enrolled and retained in school, provided with life skills and GBV prevention education, and are safeguarded and mentored.
- Communities are also central to **stigma reduction** and the **creation of enabling environments** for GBV service uptake. As respected community members local leaders, including faith-based and traditional leaders, often have the moral authority to foster not only greater acceptance of and social support for survivors of GBV, but also to promote non-tolerance of GBV, encourage GBV service uptake, and pursuing legal action. Reducing stigma and discrimination can create an environment that encourages people to speak out against GBV and empowers survivors to report GBV, access care and justice, and hold the government accountable for the services that they have to deliver.

IV. SOUTH AFRICAN GOVERNMENT RESPONSE

The South African Government's (SAG) commitment to combating GBV is bolstered by a strong legal framework. However, given the complex and multi-sectoral nature of the problem, the SAG response has been spread across multiple departments at the national and subnational level. This has hindered their ability to provide uniform, victim-centered services and led to a fragmented approach, which is often focused on services and prosecutions, rather than on prevention. While attempts at service coordination have met mixed success at the national level, service delivery integration often fails at the local level.

- **The Department of Justice and Constitutional Development (DOJ&CD)** is responsible for enforcement of existing laws and legal protections against GBV. The department and the National Prosecuting Authority (NPA) has spearheaded many interdepartmental initiatives including the Inter-Departmental Management Team (IDMT) which was mandated to develop and implement an anti-rape strategy and a communication strategy on sexual offences in the country. This work led to the development of 55 **Thuthuzela Care Centers (TCC)** across the country which provides comprehensive post-rape care to GBV survivors

and legal redress through dedicated case management. In recent years, they have reestablished dedicated sexual offences courtrooms and formed a rapid response team for crimes against LGBTI to ensure speedy investigations and finalization of cases.

- **The Department of Health (DOH)** acknowledges the role that harmful gender norms and GBV plays in the high HIV incidence rates of adolescent girls and young women. The National Strategic Plan (NSP) for HIV, STIs and TB (2017-2022) calls for multi-departmental collaboration to “ground the response to HIV, TB and STIs in human rights principles and approaches”, including those that “address the social and structural drivers of HIV, TB and STI infections and reduce harmful gender norms and violence against women and increasing their legal, social and economic empowerment.” The department is also responsible for providing clinical services to victims, including post-exposure prophylaxis (PEP) as well as expert court testimony and mandates compulsory HIV testing for suspected offenders. In June 2016, the DOH launched a 3 year, nationwide “She Conquers” campaign focused on HIV prevention in adolescent girls and young women, with one of their 5 stated strategies being to reduce GBV in this group.
- **The Department of Social Development (DSD)** is responsible for the delivery of social services and they largely work through funding and supporting NGOs to provide trauma counselling, psychosocial care and shelters. They have also led the interdepartmental and multi-sectorial National Victim Empowerment Program (VEP). In 2014 the DSD launched the 24-hour Gender-based Violence Command Centre (GBVCC). The GBVCC provides support and counseling to GBV victims and has GPS mapping capability, which enables call center staff to geo-locate the origin of the calls, combined with a referral mechanism linked to the South African Police Services (SAPS), health facilities and local social services.
- **The South African Police Services (SAPS)**, as first responders responsible for prevention, and investigation of crime, are often the survivor’s first point of contact and entry into the SAG’s response to GBV. They have specialized Family Violence, Child Protection and Sexual Offences Investigation Units across the country. SAPS are aware of the under reporting of crimes against women and are reportedly working towards creating a victim-friendly environment. Efforts to avoid secondary re-victimization include training modules that are being developed and implemented within the workforce and by establishing private, Victim-Friendly Rooms (VFRs) at all police stations. To increase reporting rates, they are investing in community outreach and have to date reportedly linked over 1000 schools to local police stations.
- **The Ministry of Women** was established in 2014 within The Presidency and aims to prevent GBV through public awareness campaigns and by leading coordination with various stakeholders including other government departments, local municipalities and civil society organizations.
- **The Department of Basic Education (DBE)** and **The Department of Higher Education & Training (DHET)** have taken steps to combat GBV and to create safe educational environments. The DBE has developed educational materials for students, parents and educators and have instituted a mentoring program, in which educators train

other educators and community members in a cascade. For communities with institutes of higher education, the DHET has established the Higher Education and Training HIV/AIDS Program (HEAIDS), which has set up a Technical Task Team on Sexual and Gender Based Violence, which is currently working towards developing a draft SGBV policy and strategy framework for Higher Education to help shape a unified response to sexual and gender-based violence for all universities and colleges in South Africa.

V. LINKAGE TO OTHER PEPFAR/USAID PROGRAMMING

This project will build on existing US Government (USG) supported initiatives related to GBV by leveraging partners, existing community structures, programs, and resources already identified and developed in the target communities:

SAG system support for Gender-based Violence Support

- The **Increasing Services for Survivors of Sexual Assault in South Africa (ISSSASA)** program works to improve holistic services to survivors of GBV, through supporting the Thuthuzela Care Centers (TCCs) and expanding education to increasing awareness.
- The **Improving Case Outcomes for Gender-based Violence Pilot** is developing a new court management process and improving services for survivors of sexual assault.
- Through care and treatment programs, the USG supports capacity building for providers to manage SGBV cases and post-rape/assault care, including post-exposure prophylaxis (PEP) provision and adherence, and community mobilization to increase awareness of these services.
- Additional GBV-related support through USAID including PEPFAR:
- The USG supported voluntary medical male circumcision (**VMMC**) services seek to address harmful-gender norms that contribute directly or indirectly to GBV.

Working with Priority Populations

- **DREAMS** is an initiative that aims to decrease HIV incidence in adolescent girls and young women aged 15-24 through addressing structural drivers that indirectly increase risk and vulnerability, including gender inequality and sexual violence. A core package of evidence-informed interventions is offered in 5 districts in South Africa, which includes gender-based violence prevention and post-violence care, as well as community mobilization to change social norms.
- The **Orphans and Vulnerable Children (OVC)** programs support clinic-based child abuse and GBV response services, as well as households to access services and pursue prosecution. OVC programs also support national and community level GBV prevention and response activities, including supporting schools in small-group HIV prevention education initiatives combined with skills building and gender norms shifts.
- Services targeting **migrant/mobile populations and key populations** such as female sex workers (FSWs) include a GBV education component.

- The USG supports targeted **communication interventions** to shift gender norms in AGYW and young males.

Community-based Violence Reduction

- The USG supports effective and holistic rehabilitation of **victims of torture** residing in South African communities while sharing clinical best practices and lessons learned in the region.
- Through **community cohesion** programs, the USG supports communities building their internal capacity to address violence.

VI. PROGRAM DESCRIPTION

Overall Goal and Strategic Objective

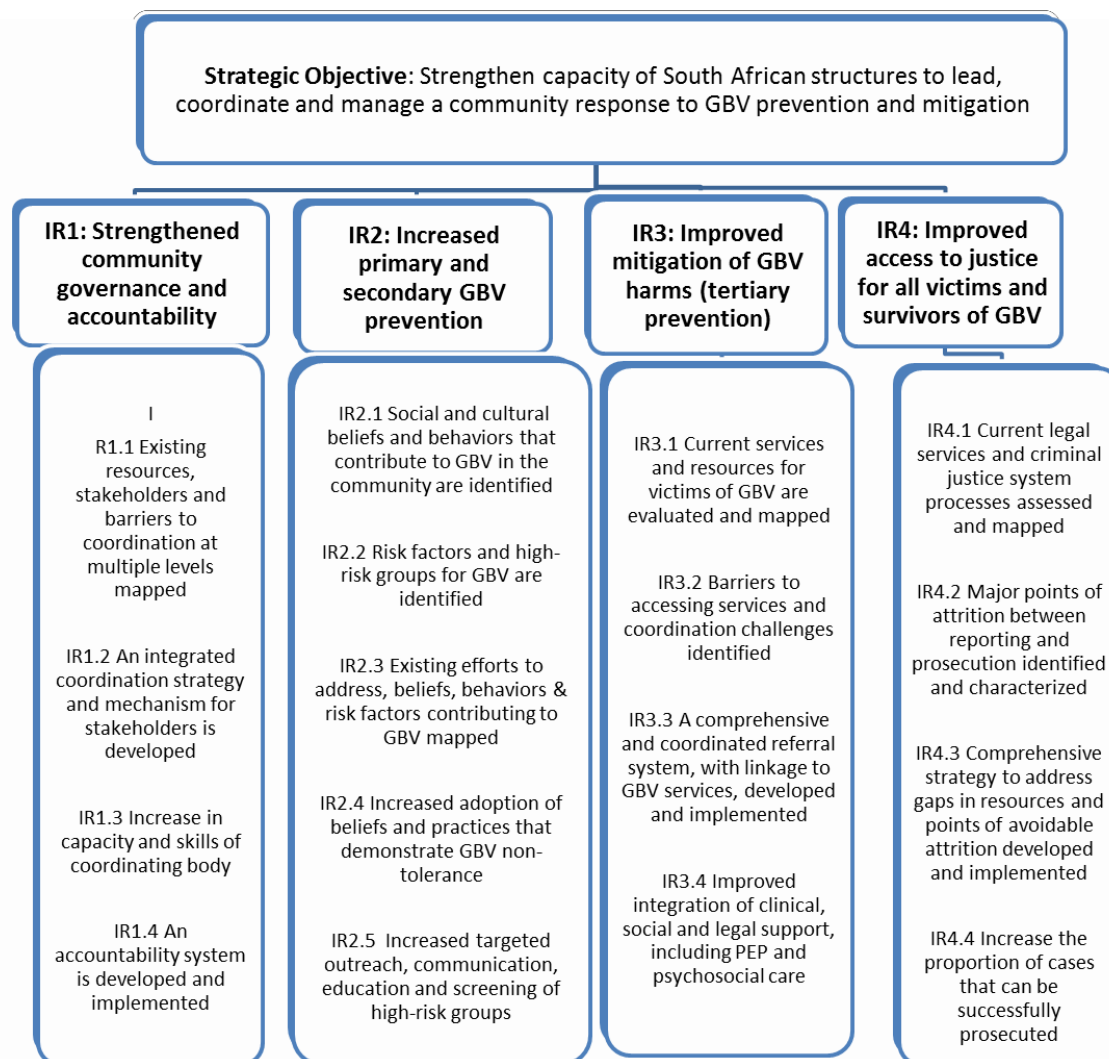
The overall goal of the project is to reduce vulnerability to GBV through improved local governance and service delivery. This goal will be achieved through the project's strategic objective to strengthen capacity of local structures to lead, coordinate and manage a community response to GBV prevention and mitigation.

The project will focus on the districts identified by PEPFAR as priority districts because of their high incidents of HIV/AIDS. Initial activities will focus on **four geographic districts including eThekweni (KZN), Johannesburg (GP), Ehlanzeni (MP), Nkangala (MP)**. These four districts will allow USAID to assess the project's success in a variety of communities with different characteristics.

The strategic objective supports SAG's multi-sector strategies and priorities for GBV prevention and response, with an emphasis on minimizing negative impacts of GBV and addressing social, behavioral, and structural drivers of GBV.

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Strengthening Local Governance to improve GBV Response-Results Framework



This holistic program looks to strengthen the capacity of individual stakeholder's under the umbrella of a governance mechanism that ensures an appropriate response is planned and individual components are implemented in an integrated manner. The project will enable the community to conduct baseline studies to assess the GBV problem in selected geographic areas, including the magnitude of the problem, key determinants contributing to GBV perpetration and the criminal justice system's response at the local-level. Additionally, the project will work with key stakeholders to identify, evaluate and map existing resources for GBV prevention, mitigation and reporting within the community. Results from this process will be used by the community coordinating body, made up of local leaders, practitioners, activists, private sector, etc., to develop and implement a comprehensive and integrated community action plan to address GBV prevention, mitigation and improve access to justice for victims and survivors. The plan should be designed to maximize

existing resources available to the community and incorporate known best practices into existing activities. For a comprehensive approach to GBV prevention the project will ensure that the study design and strategic plan addresses the entire continuum of GBV prevention: primary, secondary and tertiary (mitigation) as described for IR 2 and 3.

Intermediate Results narratives

In order to achieve its objective, the project will deliver the following results:

Intermediate Result 1: Strengthened community governance and accountability

Despite some successes with addressing GBV, there is broad consensus between civil society and the government on the need to strengthen efforts, especially at the community-level. While there are exceptions, most GBV activities have not adequately engaged local leadership nor fostered sufficient buy-in and participation from targeted communities. GBV campaigns have been mostly top down, vertically focused, nationally-driven and ‘one-size-fits-all’ in nature. As a result interventions are inadequately tailored to the local community context and local stakeholders have played limited roles in driving a GBV response. Since no consensus model exists for community-level GBV prevention and mitigation, stakeholders lack a shared strategy, coordination is weak and accountability mechanisms often do not exist. The quality of existing community-level responses to GBV is uneven and most have not been rigorously evaluated. Few quality assurance measures are in place. Important components of what could be considered a GBV “best practice” local governance and community response package is lacking. Community-based GBV efforts often do not integrate with formal GBV mitigation services or legal/criminal justice services, and coordination between community level response; provincial and national level interventions need improvement. This result area aims to address these shortcomings by increasing local-level ownership and sustainability of GBV prevention and mitigation, and strengthening local capacity to plan, lead, coordinate and manage a response. Situating governance and accountability at a local level can help to foster and maintain an optimal level of mutual responsibility and accountability for a GBV response that is tailored and makes a difference in communities.

IR1.1 Existing resources, stakeholders and barriers to coordination at multiple levels mapped

As part of an initial assessment the project will:

- Assess and map existing GBV prevention and mitigation efforts within the community, including but not limited to, initiatives at the municipal, district, provincial, and national level and within the private sector, Faith-based Organizations (FBOs), donor organizations, academia and civil society.
- Identify and engage multi-sectoral stakeholders and partners, including but not limited to, local municipalities and government departments, donor organizations, NGOs, traditional and community leaders, private sector, academia, local media, FBO’s, GBV survivors and advocacy groups.

- Identify existing resources and opportunities to leverage new resources within the community
- Identify gaps in existing services and opportunities for increased coordination and improved funding by leveraging existing resources.

IR1.2 An integrated coordination strategy and mechanism for stakeholders is developed

Based on the information obtained through IR1.1, the project will develop a strategy and action plan for addressing GBV and create and/or support a mechanism for coordinating stakeholders and maximizing existing resources available to the community. The strategy should demonstrate how activities inter-relate and how it will reach stated goals. The action plan should include a management plan for coordinating activities and adapting existing programs to better meet the stated objectives within the strategy. It should also include a resource plan.

IR1.3 Increase in capacity and skills of coordinating body

The project will provide technical assistance and training for participants in the coordinating mechanism to increase their capacity to proactively respond to GBV in the community. It will also improve their skills in resource identification, solicitation and management; improve coordination and collaboration skills.

IR1.4 An accountability system is developed and implemented

The project will guide and assist the coordinating mechanism to develop and implement an accountability system for all stakeholders and partners. The system will engage members of the coordinating body, partners and community members to perform ongoing monitoring of the community strategy implementation and make corrective adjustments as needed.

Intermediate Result 1: Expected Outcomes:

- Establishment of an effective, functioning and sustainable coordinating body
- Demonstrated improved coordination of existing services among stakeholders
- Engaged new stakeholders, including traditional leaders, faith-based organizations, youth organizations and the private sector, to mainstream GBV response into community development efforts across sectors
- Increased revenue for GBV related initiatives from existing sources of funding, including the private sector
- Establish a system and appropriate tools to hold the coordinating body and service delivery organizations accountable to the community
- Incorporation of GBV initiatives into local Integrated Development Plans (IDPs)

Illustrative Indicators

- Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions.
- Number of IDPs including resource requests for GBV activities
- Percentage of community-based GBV activities with non-USG/donor funding
- Development of a community action plan for combatting GBV with concrete performance measures

Intermediate Result 2: Increased primary and secondary GBV prevention

The project will be guided by a community development approach that will provide local stakeholders with opportunities and skills to effect change, and empower individuals and groups at grass-roots level to create safe, GBV-free communities. A first step towards community action against GBV is to be aware of the sources of risk and gaps that increase the incidents of GBV in a given locality. Creating a sound understanding of the GBV problem in selected communities will require close communication between local stakeholders and the development of a coordinating body to oversee the process. By challenging communities to take collective responsibility and action to address the complex factors that maintain GBV, the project will enable communities to strengthen and sustain their responses to GBV. The project will integrate local knowledge and problem solving strategies.

IR2.1 Socio-cultural barriers to and facilitators of GBV prevention in the community are identified and characterized

The project will work with communities to conduct a study to identify and describe key contextual factors (economic barriers, social norms, cultural beliefs and values, pervasive practices, etc.) that contribute to GBV as well as factors that facilitate its prevention and could be built upon for mobilization. These factors could include but not limited to, pervasive attitudes and knowledge about GBV and HIV, gender ideologies and those related to LGBTI, the role of alcohol and substance abuse in GBV, identification of anti-GBV champions or potential champions, identification of supportive and protective structures for girls, women and key populations.

IR2.2 Risk factors and high-risk groups for GBV are identified

The project will work with communities to conduct a study to identify risk factors for GBV within the community in order to better define high-risk groups. Risk factors should be identified both for potential perpetrators and victims including, but not limited to, demographic risk factors (e.g. age, income level, education level), characterization of GBV (e.g. rape, attempted rape, child abuse, intimate partner violence, femicide), behavioral risk-factors (e.g. substance use, history of violence), structural risk factors (housing, lighting, derelict buildings) and situational risk-factors (e.g. location, time of day, day of week). The project will identify groups at highest risk of victimization and perpetration in each focal community. Limited data on vulnerable segments remain a challenge;

therefore, over the life of the project, a high priority will be to generate more systematic data to determine accurate levels of GBV within communities, and to guide investments in locally tailored, community-based GBV prevention.

IR2.3 Existing efforts to address beliefs, behaviors and risk factors contributing to GBV mapped

The project will evaluate and map ongoing efforts within the community that aim to address the risk factors, including harmful community beliefs and behaviors identified in IR1.1 and that target high-risk groups or mitigate high-risk situations identified in IR1.2. Such efforts would include, but are not limited to, strategic communication, education and training programs, and structural interventions to create a more protective environment.

IR2.4 Increased adoption of norms, beliefs and practices that demonstrate GBV non-tolerance

Reduction in harmful socio-cultural norms, beliefs and practices within the community would be expected following the implementation of the integrated community action plan to leverage existing resources. This would include shifts in gender ideologies and those related to LGBTI, efforts to address the role of alcohol and substance abuse in GBV, anger management and stress relief programs, empowerment of anti-GBV champions, creating or supporting protective structures for girls, women and key populations.

IR2.5 Increased targeted outreach, communication, education and screening of high-risk groups

By maximizing existing efforts and engaging stakeholders in the community, community members at high-risk of both GBV victimization and perpetration, will be reached through targeted outreach, communication and education efforts. Based on the community study (IR 2.2), those identified as at high-risk for GBV victimization should also be screened to identify unreported cases of GBV and linked to tertiary prevention services, both to mitigate the effects of GBV and to help prevent future incidents. Both traditional (healthcare workers) and non-traditional (teachers, employers) should be engaged in identifying high-risk individuals and groups in order to actively link them to services.

Intermediate Result 2: Expected Outcomes

- Decrease in rates of GBV within the community
- Adapted community programs and activities to better incorporate best practices for preventing or responding to GBV
- Changes in community knowledge, attitudes and practice measures around GBV

Illustrative Indicators

- Number of cases of GBV reported⁸
- Percent of target audience who say that physical, psychological or mental intimidation is an acceptable way for husbands to discipline their wives
- Number of high-risk group members reached for education that includes examining gender and culture norms related to GBV
- Number of GBV screenings done in select groups
- Number of positive GBV screening that is linked to services.
- Number of programs implemented for men and boys that include examining gender and culture norms related to GBV

Intermediate Result 3: Improved mitigation of GBV harms (tertiary prevention)

A key objective for the *Strengthening Local Governance to Improve GBV Response* project is to strengthen linkages between community-based outreach activities, GBV service delivery platforms, and services offered through the criminal justice system. This “tri-directional” approach is intended to ensure that community members avail themselves of the services they need for a successful continuum of GBV response. The project will develop coordinated, systematic and standardized approaches to documenting, monitoring, measuring and reporting project linkages at community level. The project will identify barriers and facilitators to linkage and referrals, and offer innovative solutions that leverage existing platforms and resources to strengthen linkages for improved mitigation of GBV.

IR3.1 Current services and resources for victims of GBV are assessed and mapped

The project will conduct a comprehensive evaluation of existing prevention and response services and resources in the community for victims of GBV as well as those at high risk of perpetration, and assess them in relation to known best practices.

IR 3.2 Barriers to accessing services and coordination challenges identified

The project will identify barriers to access for existing services and describe challenges to coordination which result in gaps in care and prevention services.

IR 3.3 A comprehensive and coordinated referral system, with linkage to GBV services, developed and implemented

Results from IR3.1 and IR3.2, will be used to develop a comprehensive and coordinated referral system for victims of GBV. The system should be informed by best practices and be designed to increase linkage to high-impact services. The system should be standardized, transparent, widely-available and easy to access.

⁸ Disaggregated by sex, LGBTI, CSW, and / or PWD group status.

IR 3.4 Improved integration of clinical, social and legal support including PEP and psychosocial care

Victims within the community will have access to comprehensive and integrated post-GBV care, including but not limited to, clinical care and support (e.g. forensic examination, PEP, pregnancy and other STI prophylaxis, PEP adherence support), psychosocial care (e.g. counseling, peer-support), social support (e.g. access to shelters, material support, skills building) and legal support (e.g. access to lawyers and court support).

Intermediate Result 3: Expected Outcomes

- Increased reporting rates of GBV
- Increased linkage to clinical services for survivors of GBV
- Increased uptake and adherence to PEP for survivors of GBV
- Improved post-GBV health, social and legal services

Illustrative Indicators

- Number of service providers trained to educate or identify, refer, and care for GBV survivors
- Percent of organizations with at least one service provider trained to educate, care for and refer GBV survivors
- Number of the priority populations (PP) reached with the standardized, evidence-based intervention(s) required that are designed to promote the adoption of HIV prevention behaviors and service uptake. (PEPFAR)
- Percent of health units that have documented and adopted protocol for the clinical management of GBV services
- Attitudes of service providers towards GBV survivors or services
- Number of people receiving post-gender based violence (GBV) clinical care based on the minimum package (PEPFAR) Number of individuals who received HIV Testing Services (HTS) and received their test results (PEPFAR)
- Number of victims assisted through centers that provide medical, legal, and psychosocial services for victims of gender-based violence

Intermediate Result 4: Improved access to justice for all victims and survivors of GBV

The project will support community members and stakeholders to engage with the local criminal justice system in order to ensure that all victims and survivors of GBV have appropriate access to the justice that is enshrined in the law. Improving and enhancing the function of the criminal justice system, is an integral part of a comprehensive approach to combatting GBV within communities. Regardless of where a victim or survivor enters the criminal justice system, the system should perform predictably, effectively, and without secondary victimization. A reduction in attrition, an increase in successful prosecutions, combined with a victim-friendly system, will complement other

community-centered GBV prevention and mitigation efforts through removing perpetrators and empowering survivors. A functional criminal justice system involves multiple stages and actors, from reporting of an incident, through the investigation stage, including the collection of evidence, to the prosecution stage, ending with a verdict and sentencing. Not only do the appropriate steps need to be completed at each stage, but they have to be done at high enough quality to meet legal standards. Any weakness in the process can contribute to significant attrition of cases as they progress through the system. A truly community-driven response is required to hold all parts of the criminal justice system accountable and to increase community ownership of the process. The project will assist in this response through a systematic evaluation of the criminal justice system functioning at the local level and by identifying major points of avoidable attrition as targets for intervention. Innovative, coordinated, community-driven measures will be implemented to address the gaps identified within the system, resulting in a cumulative impact of more reported cases being successfully prosecuted.

IR 4.1 Current legal services and criminal justice system processes assessed and mapped

The project will conduct a comprehensive assessment of the current legal services and support available for victims and survivors within the community, including but not limited to, obtaining information from survivors about barriers to reporting their experience within the criminal justice system. Additionally, the project should map processes within the criminal justice system related to GBV cases from the time of reporting to trial verdict, including all relevant policies, protocols and practices in the investigation (SAPS) and prosecution (NPA) stages.

IR4.2 Major points of attrition between reporting and prosecution identified and characterized

Results from IR4.1 will be used to characterize points within the criminal justice system where avoidable attrition of cases occurs or points at which the quality of the cases are compromised to the extent that it impacts the chances of successful prosecution. Such points may include, but are not limited to:

- Victim statement collection, including accurate identifying information and contact information by SAPS.
- Visiting crime scenes and the collection of forensic evidence by SAPS.
- Forensic medical examinations that are timely and conducted by trained medical professionals, accompanied by appropriate documentation (J88 form).
- Contacting witnesses, including obtaining the ‘first report statement’ by SAPS.
- Decisions made to close cases by SAPS and decisions made by the NPA not to prosecute cases referred by SAPS.

IR4.3 Comprehensive strategy to address gaps in resources and points of avoidable attrition developed and implemented

Results from IR4.1 and IR4.2, will be used to develop and implement a comprehensive strategy designed to address gaps and needs identified within the criminal justice system that are barriers to reporting and to successful prosecutions of cases.

IR4.4 Increase in the proportion of cases that can be successfully prosecuted

The cumulative impact of the community assessment and strategy implementation will be to improve the proportion of all cases that can be successfully prosecuted. By identifying and addressing crucial limiting steps in the entire process, the overall number and quality of cases are expected to increase, resulting in a higher proportion that are successfully tried.

Intermediate Result 4: Expected Outcomes

- Increase in the proportion of cases opened from GBV reports
- Increase number of timely, high quality medical forensic examinations
- Increase in quality and rigor of SAPS investigation policies and procedures
- Reduction in attrition of cases initiated by victims
- Increase in proportion of cases that prosecutors decide to take to trial

Illustrative Indicators

- Number of GBV cases opened
- Number of reported GBV cases taken to prosecution
- Number of GBV cases resulting in conviction

VII. OTHER TECHNICAL AREAS

The project will have to demonstrate incorporation of the following considerations and principles:

- **Alignment with SAG priorities:** USAID South Africa recognizes the SAG as the center of decision-making, leadership and management of the national GBV response. All USG partners must support the priorities articulated in key SAG guidance documents. Leveraging other partners is a core principle of the new project. It will work closely with relevant SAG departments, USG partners, other development partners, private sector and communities to build local-level capacity in communication, mobilization, and demand creation for GBV prevention and response. The project will coordinate closely with other USG and SAG partners to achieve coverage and layering of services in targeted areas and to strengthen links with services supported by those partners to ensure a robust continuum of prevention and response.
- **Child Safeguarding:** Vulnerable children need to be protected from further abuse, violence, neglect and exploitation which sometimes comes from the people that are supposed to protect them. Special attention will be given in this project to GBV prevention

among children and youth. Families, communities, civil society organizations and governments need to work together towards safe guarding children. Child safeguarding policies are a first step towards this goal. Project staff must be trained on such policies and systems must be in place to ensure employment of people without history of abusing, neglecting, exploiting or violating children. Existing community child protection structures must be recognized and engaged as appropriate.
(<http://www.usaid.gov/sites/default/files/documents/1864/200mbt.pdf>)

- **Local Ownership and Sustainability:** A cross-cutting priority is to build capacity of South African organizations at all levels to lead, implement and sustain an effective GBV response. While the focus of this project is local and community-level, it should also promote substantive participation of government agencies, private sector, traditional authorities, and faith-based leaders, People living with HIV (PLHIV), local media, schools, School Governing Bodies (SGBs), taxi associations, marginalized groups and other beneficiaries to encourage broad-based local ownership and buy-in of programs and to strengthen potential for long-term sustainability. Leveraging the power of local leadership and influencers to play meaningful roles in promoting GBV prevention and response will strengthen ownership, cultural competence of activities, and help to ensure sustainability. This project is intended to accelerate and entrench local leadership in the fight against GBV.
- **Mutual Accountability and Collective Responsibility:** The success of this project is dependent on the extent to which it stimulates a shared social reaction that includes the development of clearly defined and measurable processes of accountability and sanction **against** GBV and **for** post-GBV service uptake and access to justice. Focus should be on developing a coordinated, holistic, and integrated approach to GBV prevention and response. Collective responsibility is needed to reshape norms that confer risk for GBV, and social sanctions both positive and negative are needed to incentivize non-violent behaviors. The cycle of intergenerational violence and abuse in South Africa needs to be broken. Supporting the development and implementation of a participative ‘pledge to action’ would be illustrative of a community’s willingness to take ownership of and be accountable for GBV.
- **Linkages and Combinations:** Community-level engagements must be linked to other interventions prioritized by USAID, PEPFAR and the SAG’s current GBV, HIV, human rights, and criminal justice efforts. These include among other things promotion of LGBTI-friendly services, access to PEP, HIV counseling and testing and disclosure to partners, and activities aimed at reducing stigma and discrimination at all levels.
- **Coordination and Leveraging:** Coordination and collaboration with other stakeholders involved in the South African GBV response will be the key to program success. These include government ministries, regional/provincial and district-level AIDS committees, relevant traditional authorities, and other USG and donor-supported programs doing similar and/or complementary work. The program will also seek to leverage resources and increase program coverage through public-private partnerships. The applicant should demonstrate

how proposed activities will be coordinated to avoid duplication and provide synergies for the scale up of GBV services.

- **Contextual Relevance and Flexibility to Respond:** The program should prioritize identifying and addressing behavioral and structural drivers most salient to the GBV situation in the selected districts and communities, based on relevant data. There should be sufficient flexibility to make adjustments over the life of the project based on new program data as well as implementation experience. To learn more about how USAID approaches collaboration, learning and adaptability (CLA) please visit <https://usaidlearninglab.org/faq/collaborating-learning-and-adapting-cla>.

Gender Integration

Gender norms profoundly shape opportunities to access and utilize health services, including services for GBV. In South Africa many traditional patriarchal norms have been modified to varying degrees in response to economic realities, the education of girls, and exposure to globalization and technology among other factors. Still, studies⁹ conclude that current norms continue to support forms of power and privilege among South African men that further aggravate the vulnerability of women, girls, and sexual minorities to GBV and HIV.

These factors and others further limit individuals' ability to seek medical and legal attention related to GBV and to adopt protective measures, negotiate non-violence, and access and follow through with seeking justice. They also affect men's ability to cope with frustration and anger in non-violent ways. Addressing gender norms and inequities is critical to achieving the expected outcomes of interest.

Gender integration will be a core element in all project activities. A major focus at community level will be put on raising awareness of—and addressing—the detrimental impact of negative gender norms upon women, girls, men and boys, and supporting leadership among men to reduce gender inequalities that facilitate GBV. Proposed activities will reflect analysis and incorporation of gender-related considerations and outline how such considerations will be addressed.

The proposed project should respond to the operational principles of USAID's Gender Equality and Female Empowerment Policy (<http://auslnxapvweb01.usaid.gov/ADS/200/205.pdf>) as well as

⁹ 1) Abigail Harrison, Lucia F. O'Sullivan, Susie Hoffman, Curtis Dolezal, Robert Morrell. Gender Role and Relationship Norms among Young Adults in South Africa: Measuring the Context of Masculinity and HIV Risk. *J Urban Health* . 2006 Jul; 83(4): 709–722. Published online 2006 Jun 7. doi: 10.1007/s11524-006-9077-y;

2) Hunter M. Love in the time of AIDS: inequality, gender and rights in South Africa. Bloomington IN: Indiana University Press; 2010.

3) Jewkes RK, Dunkle K, Nduna M, Shai N. Intimate partner violence, relationship power inequity, and incidence of HIV infection in young women in South Africa: a cohort study. *Lancet*. 2010; 376:41–8

its Disability Policy Paper. See:

http://pdf.usaid.gov/pdf_docs/PDABQ631.pdfhttp://pdf.usaid.gov/pdf_docs/PDABQ631.pdf.

Climate Resiliency

South Africa is currently experiencing persistent drought conditions as caused by the El Nino phenomenon. Agriculture and food security has suffered due to drought and the frequency of drought events is expected to increase and possibly intensify over time with climate change. This will likely impact communities in numerous ways, resulting in, among other things, rising levels of malnutrition and drought related diseases, and possibly, as reportedly the case in neighboring Swaziland, increases in GBV in communities due to household food pressures.¹³

For South Africa there is real potential for on-going decreases in quantity and quality of food, decreases in family incomes and ability to pay for food, and increases in financial stress and stresses related to changing patterns of migration, to lead to increases in unprotected sex in exchange for food and shelter. These types of impacts and the way individuals and communities adapt to them have serious implications for the achievement of South Africa's health and development goals.

Communities will need to be prepared for a potentially increasing health and development burden. Creating a foundational understanding of climate change will be a necessary first step for community leaders and community members to be in a position to assist with and support any government or donor-led efforts to build adaptive and responsive systems based on information from local-level monitoring and surveillance or early warning systems. This project will be expected to align with and incorporate any USAID guidance and tools for climate change integration and screening. Through its focused engagement with local structures, leaders, and community members, the awardee will be expected, at the very least, to integrate the topic of drought into communication-related activities to build a foundational understanding of its potential impact.

Monitoring and Evaluation

USAID and PEPFAR places great emphasis on building the evidence base through program evaluation. PEPFAR-supported programs must contribute to the advancement of global HIV research, and programs must expand the tracking of quality, outcomes, cost-effectiveness, innovation and impact in both the short- and long- terms. Additionally, the 2011 PEPFAR Guidance for the Prevention of Sexually Transmitted HIV Infections has a strong emphasis on Four "Knows": Know Your Epidemic, Know Your Context, Know Your Response, and Know Your Costs. Understanding these four "knows" are critical aims of basic program monitoring and evaluation and will be emphasized in the Performance Monitoring Plan for this activity. Another priority is improving program delivery by providing clear answers about efficiency, effectiveness, and impact of programs. The results of this project will be measured in a manner that goes beyond the input and output levels. Quality assurance is of particular interest. The project will establish strong monitoring, evaluation, data collection, and analysis components to ensure that program interventions are effective and replicable.

This project aims to support the National Strategic Plan on HIV, STIs, and TB (2017-2022). It will directly support Goal 4: Addressing the social and structural drivers of HIV, TB and STI infections and linking these efforts to the NDP; and Goal 5: Ground the response to HIV, TB and STIs in human rights principles and approaches, particularly Sub-Objective 5.3: Reduce harmful gender norms and violence against women and increasing their legal, social and economic empowerment in the context of HIV.

A process evaluation that identifies best practices and costs and benefits, of the project will be expected. Declines in GBV and improved mitigation of GBV could be expected in intervention communities compared to similar non-intervention communities. Illustrative outcome and output results could include, among others:

- Increased number of operational local structures with sufficient GBV appraisal, program design, implementation, and monitoring skills;
- Decreased social tolerance/acceptance of GBV;
- Decreased rate of GBV in intervention communities;
- Increased number of high quality GBV prevention (Advocacy, Communication and Social Mobilization (ACSM), behavior change and service promotion) materials, messages and tools that are effectively utilized;
- Increased demand for and uptake of post-GBV care and services, including increased uptake of and adherence to PEP.
- Increased number of active and measureable linkage/referrals and systems between community-based and facility-based GBV activities.

In addition, relevant PEPFAR indicators (identified under the Illustrative indicators) will be collected for reporting to the Office of the Global AIDS Coordinator.

Science, technology, innovation, and partnerships (STIP)

USAID/Southern Africa seeks to increase the application of STIP to achieve, sustain, and extend the Agency's development impact in Southern Africa. The Applicant should consider the use a diverse array of technological and innovative approaches that are easily accessible, replicable and sustainable to garner greater ownership for reforms. For examples of how STIP is fostered at USAID, please visit <https://www.usaid.gov/GlobalDevLab/about>.

PARTICIPANT TRAINING

Any proposed Participant Training activities will be in accordance with ADS 253(<https://www.usaid.gov/sites/default/files/documents/1865/253.pdf>) "Participant Training for Capacity Development". (Note: In the application of the ADS the Applicant is considered a "Program Implementer" and USAID/Southern Africa is considered "Sponsoring Unit".

[END OF SECTION A]

SECTION B: FEDERAL AWARD INFORMATION

Estimate of Funds Available and Number of Awards Contemplated

Subject to the availability funding, USAID intends to provide \$10,000,000.00 in total USAID funding over a five year period. The award ceiling for this program is \$10,000,000.00; however, USAID cannot guarantee that the ceiling will be reached by the end of the program. Actual funding amounts are subject to availability of funding.

USAID intends to award one Cooperative Agreement pursuant to this NOFO. Given the complexity of the project, consortiums are preferred.

USAID reserves the right to fund any one or none of the applications submitted.

Start Date and Period of Performance for Federal Awards

The period of performance anticipated herein is five years. The estimated start date will be upon the signature of the award.

Substantial Involvement

USAID/Southern Africa considers collaboration with the Recipient crucial for the successful implementation of this program. Substantial involvement under the proposed award shall include the following:

1. Approval of Recipient's Annual Implementation Plans
2. Approval of Specified Key Personnel
3. Agency and Recipient Collaboration or Joint Participation
 - a. Collaborative involvement in selection of advisory committee members, USAID may participate as a member of this committee as well.
 - b. Concurrence on the substantive provisions of sub-awards. 2 CFR 200.308 requires the Recipient to obtain the Agreement Officer's prior approval for the sub-award, transfer, or contracting out of any work under an award.
 - c. Approval of the recipient's activity monitoring and evaluation plans.
 - d. Monitoring to authorize specified kinds of direction or redirection because of interrelationships with other projects.

Title to Property

Property title under the resultant agreement shall vest with the Recipient in accordance with the Requirements of 2 CFR 200.311.

Authorized Geographic Code

The geographic code for this program is **937**. This code includes the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is prohibited source. See ADS 310 for more information at: <https://www.usaid.gov/sites/default/files/documents/1876/310.pdf>.

Purpose of the Award

The principal purpose of the relationship with the Recipient and under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the **Strengthening Local Governance to Improve Gender Based Violence (GBV) Response Project** which is authorized by Federal statute.

The successful Recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award. The Recipient, using its own unique combination of staff, facilities, and experience, has the primary responsibility for employing whatever form of sound organization and management techniques may be necessary in order to assure proper and efficient administration of the resulting award.

[END OF SECTION B]

SECTION C: ELIGIBILITY REQUIREMENTS

1. Eligible Applicants

This competition is limited to local South African organizations (defined below); non-governmental organizations (NGOs), Private Voluntary Organizations (PVOs), faith-based and community organizations, and for-profit entities are eligible to apply under this NFO.

In support of USAID's interest in fostering a larger assistance base and expanding the number and sustainability of development partners, USAID/SA encourages applications from potential new partners. A "local partner" may be an individual or sole proprietorship or a legal entity of any type except for governmental organizations.

To be considered an eligible local partner for the purposes of this NFO, the applicant must:

1. Be organized under the laws of South Africa;
2. Has its principal place of business in South Africa;
3. Is majority owned by individuals who are citizens or lawful permanent residents of South Africa or be managed by a governing body, the majority of whom are citizens or lawful permanent residents of South Africa; and
4. Must not be controlled by a foreign entity or an individual or individuals who are not citizens or permanent residents of South Africa.

The term "controlled", in the above definition means having a majority ownership or beneficiary interest, or the power, either directly or indirectly, whether exercised or exercisable, to control the election, appointment, or tenure of the organization's managers or a majority of the organization's governing body by any means, e.g., ownership, contract operation of law. The term "foreign entity" means an organization that fail to meet any part of the "local organization" definition.

Local partners are not required to have previous experience with USAID. When considering making an award to an organization with limited or no previous USAID experience, the Agreement Officer (AO) may determine that a pre-award survey, which is part of a risk assessment and responsibility determination, is necessary to determine whether the organization is capable of completing the proposed activities effectively.

2. Cost Sharing or Matching

Cost sharing is not required under the GBV program.

[END OF SECTION C]

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. AGENCY POINT OF CONTACT

The Agreement Officer for the Cooperative Agreement is:

Jessica R. Faber
Regional Agreement Officer
USAID/ Southern Africa
Box 43, Groenkloof, 0027
Pretoria, South Africa
Email: jfaber@usaid.gov

The Acquisition and Assistance Specialist for this NFO is:

Thokozile Mokhele
Regional Acquisition and Assistance Specialist
USAID/ Southern Africa
Box 43, Groenkloof, 0027
Pretoria, South Africa
Email: tmokhele@usaid.gov

Questions and Answers:

All questions regarding this NFO should be submitted in writing to Thokozile Mokhele with a copy to Jessica Faber at the email addresses listed above.

Questions regarding this NFO should be submitted no later than **December 21, 2017 at 3:00 p.m.** (Pretoria, South Africa time) to provide sufficient time to address the questions and incorporate the questions and answers as an amendment to this solicitation. Any information given to a prospective Applicant concerning this NFO will be furnished promptly to all other prospective Applicants as an amendment to this NFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicant.

Questions submitted after the deadline for questions will not receive responses.

2. CONTENT AND FORM OF APPLICATION SUBMISSION

(a) General Instructions:

The following general guidance is applicable to the submission of the applications under this NFO:

- The duty post of the award is Pretoria, South Africa.
- Applicants should submit an application directly responsive to the terms, conditions, and specifications of this NFO. The Applicant must follow the instructions set forth herein. Applications not conforming to the requirements may be categorized as non-responsive and may be eliminated from further consideration.
- It is USAID policy that English shall be the official language of all award documents. As a result, it is required that that applications be in English.
- Applications must be submitted electronically via email (preferred delivery method) to: PretoriaApplications@usaid.gov with a copy to tmokhele@usaid.gov.
- The subject line must include the following: "Strengthening Local Governance to Improve Gender Based Violence (GBV) Response, 72067418RFA00005."
- The technical application and the cost application must be submitted as separate volumes, in separate emails, as email attachments, e.g. that you consolidate the various parts of a technical application into a single document before sending it. The technical application will be Volume I and the cost application will be Volume II. If this is not possible, please provide instructions on how to collate the attachments. USAID will not be responsible for errors in compiling electronic applications if no instructions are provided or are unclear.
- After you have sent your applications electronically, immediately check your own email to confirm that the attachments you intended to send were indeed sent. If you discover an error in your transmission, please send the material again and note in the subject line of the email that it is a "corrected" submission. Please do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.
- Applications (and corrections, if any) must be submitted no later than the date indicated as the deadline for the submission of applications in this NFO as indicated on the cover letter accompanying this NFO. All applications received by the submission deadline will be reviewed for responsiveness to the NFO and the application format. No addition or modifications will be accepted after the submission date.
- Consistent with ADS 303.3.6.6, 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.
- Applicants are expected to review, understand, and comply with all aspects of the NFO.
- It is the Applicant's responsibility to ensure that all necessary documentation is complete and received on time.

(b) Preparation of Applications:

Each Applicant shall furnish the information required by this NFO. Applications shall be submitted in two separate parts, in two separate emails: (a) Volume I - Technical Application, and (b) Volume II - Cost/Business Application.

Any erasures or other changes to the application must be initiated by the person signing the application. Applications signed by an agent on behalf of the Applicant shall be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.

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 purpose, should mark the title 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, a grant is awarded to this Applicant as a result of – or in connection with – the submission of this data, the U.S. Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting grant. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets {insert sheet numbers} and, mark each sheet of data it wished to restrict with the following legend:

"Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application."

Applicants should retain for their records one (1) copy of the application and all enclosures which accompany it.

3. APPLICATION SUBMISSION PROCEDURES

It is the Applicant's responsibility to ensure that all necessary documentation is complete and received on time. All application materials must be sent by email.

For an application sent by multiple emails, please indicate in the subject line of the email whether the email relates to the technical or cost application, and the desired sequence of multiple emails (if more than one is sent) and of attachments (e.g. "No. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line which says: "[organization name], Volume II: Cost Application, Part 1 of 2".

The technical application and the cost application should be submitted as single email attachments, e.g. that you consolidate the various parts of a technical application into a single document before sending them. If this is not possible, please provide instructions on how to collate the attachments. USAID will not be responsible for errors in compiling electronic applications if no instructions are provided or are unclear. All applications received by the submission deadline will be reviewed for responsiveness to the NFO and the application format. No addition or modifications will be accepted after the submission date.

After you have sent your applications electronically, immediately check your own email to confirm that the attachments you intended to send were indeed sent. If you discover an error in your transmission, please send the material again and note in the subject line of the email or indicate in the file name if submitted via grants.gov that it is a "corrected" submission. Do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

4. TECHNICAL APPLICATION FORMAT

The technical application will be the most important factor for consideration in selection for award of the proposed Cooperative Agreement. The technical application should be specific, complete, and presented concisely. The application should demonstrate the Applicant's capabilities and expertise with respect to achieving the goals of this program.

The technical approach, responding to the specific objectives and expected results, must be no more than 25 pages long; however, it is up to the Applicant to determine how many pages to dedicate to each of the required Technical Approach sections (items II – V as listed under The Technical Approach below).

The remaining supplement submission requirements (Activity Monitoring and Evaluation Plan, Key Personnel, Partnership Approach, Management Plan, Organizational Capacity and Performance Plan, Mobilization Plan, and Draft Year 1 Implementation Plan) will be included as an Annex in support of the technical approach. The technical approach will serve as the project description for the selected recipient.

This section should provide a detailed description of the Applicant's proposed approach and methodology that will lead to the achievement of project goal and objectives. The Applicant should explain how their methodology will lead to achieving the expected results.

The technical application shall include the following format:

(i) Cover Page

The Cover page should include the following:

- a. Program title;
- b. NFO reference number;
- c. Name of organization proposed as the prime partner or the name of the consortium involved in the proposed program;
- d. Any partnerships; and

e. Identify the primary contact person (by name, title, organization, mailing address, telephone number and email address) and of the alternate contact person (by name, title, organization, mailing address, telephone number and email address) and corresponding signatures.

(ii) Table of contents that follows the technical applications format outlined herein.

The Technical Approach:

- I. Executive Summary – 1 page max (not included in the 25-page limit)
- II. Introduction and Background
 - a. Provide an overview of the overarching approach/methodology to be applied to achieve the project goal. It should also discuss how the proposed approach/methodology responds to the unique country contexts.
 - b. Description of how the overarching proposed approach/methodology will lead towards achieving the project's goal.
- III. Objectives – The information requested below, bullets a-d, should be disaggregated by each of the four objectives.
 - a. Describe the specific approach/methodology to be applied and how its effectiveness leads to the objectives and expected results.
 - b. Describe the assumptions taken into consideration.
 - c. Describe the sustainability of this approach in terms of identifying an exit strategy and ensuring the longer term success of the objective outlined.
 - d. Outline any planned collaboration with other complementary projects implemented by the USG, other donor partners, or other organizations.
- IV. Gender
 - a. Include a plan for integrating gender and promoting culture and equity in programmatic plans and activities, with emphasis on the merits, specificity and logical basis of the proposed approach.
- V. Monitoring and Evaluation
 - a. Develop a robust illustrative performance monitoring plan that incorporates best practices of adaptive management, allows for rigorous evaluation of impacts, and ensures that the program evolves over time based on progress as well as failures
 - b. Describe how the proposed methodology and approach is flexible and adaptable.

SUPPLEMENTAL SUBMISSION REQUIREMENTS AND DIRECTIONS

The following supplemental documents are required as part of the official application and are not included in the 25 page limit, as outlined above, for the technical approach:

- Illustrative Activity Monitoring and Evaluation Plan (AMEP)
- Management Plan
- Partnership Approach
- Key Personnel
- Mobilization Plan
- Illustrative First Year Work Plan Timeline
- Organizational Capability and Experience

Illustrative Activity Monitoring and Evaluation Plan (AMEP) – 3 page limit, not including any matrices.

The illustrative AMEP tracks progress towards the objectives and expected results listed in this Program Description Framework. The Applicant is encouraged to use both the U.S. State Department's Standard F indicators and propose other custom indicators that will assist in gauging project performance. The illustrative AMEP shall contain project objectives and results, performance indicators, data sources and collection methods, baseline information or a timeline for collecting it, annual targets. Performance indicators should comply with the following criteria: direct, objective, practical, adequate, and useful in managing for results. AMEP data should be based on fiscal year calendar. The successful Recipient will submit an official and more detailed AMEP after signing of the agreement.

The AMEP shall have the following structure:

- List of key indicators disaggregated by project objective that is a combination of output and outcome indicators. Include a brief description of the linkages between the indicators and to the expected results.
- Targets for each indicator for each fiscal year of planned implementation.

The Applicant should include how the Application will continually reflect and evaluate project progress on at least a quarterly basis and allow for capturing these lessons learned and adjustments during the life of the program. This approach should be in line with USAID's framework on continuous learning and adaptation (CLA).

Management Plan – 4 page limit

The Management Plan should consist of a clear and concise description of how internal management plans, organizational structures, lines of communications, and partnerships, would have the combined effect of a timely and integrated project implementation. The proposal shall include a staffing plan with specific position titles and level of effort. The management structure and staffing

plan should relate directly to the approaches, strategies, and activities proposed for achieving the objectives and results, and include anticipated short-term technical assistance needs, organizational structures, and project management mechanisms deemed important by the applicant. It should also outline how the Applicant intends to manage the implementation of this project across all 4 identified districts.

Key Personnel – 3 page limit per candidate (includes CV)

This section should include a brief justification for the proposed candidates for the four identified key positions: Chief of Party, Deputy Chief of Party, Monitoring and Evaluation Specialist and Community/Stakeholder Liaison Officer. Given the complexity of this project, it is essential that this project has identified the right individuals to work and serve as technical experts and mentors to local communities, local municipalities and businesses in the identified districts. Candidates must meet the following minimum requirements as outlined below:

Chief of Party (COP)

The COP should serve as the primary point of contact with USAID/SA with regard to day-to-day implementation and management matters relating to the agreement. The COP should have overall responsibility for ensuring quality control, the appropriateness and overall responsiveness of all assistance provided under the agreement, whether by short- or long-term advisors, sub-grantee partners or others. This position also entails: monitoring, evaluating and documenting progress toward project objectives; evaluating activities through consultative meetings, site visits and reporting requirements; implementing solutions to keep activities on track; and providing overall technical leadership and management, focusing the activity team on achieving agreed targets and long-term strategic objectives. The COP should have:

- A Master's Degree or higher in public health, social sciences or other relevant field, with specialized training in development, social work, health promotion, or health education;
- Demonstrated ability to establish and sustain professional relationships and to work collaboratively with host country government counterparts and civil society organizations;
- A demonstrated track record, including ten (10) years of progressively responsible experience, in rule of law strengthening projects, GBV focused project and managerial experience implementing complex joint donor-SAG projects;
- Prior experience and knowledge of capacity development and system strengthening methods required to accomplish the program description;
- Management of a US Government cooperative agreement or contract, with experience in senior program management, including professional and support staff supervision, is highly desired.
- Strong leadership, communication, interpersonal skills, including proven ability to develop and communicate a common vision among diverse partners and lead a multi-disciplinary team; and

- Specific knowledge of South Africa's development challenges, public finance, decentralisation and civil society operation in South Africa.

References for the last three (3) years of work experience are required and will be verified. English fluency is required.

Deputy Chief of Party (DCOP)

In order to increase and diversify the management capacity of the key personnel team, the skills of the DCOP should complement and not duplicate the skills of the proposed COP. USAID recommends that an individual with strong managerial, financial, administrative, and writing skills and with a demonstrated track record, including five (5) years of progressively responsible experience in local government, be considered. A Master's degree in a relevant field is highly desired. References for the last three (3) years of work experience are required and will be verified. English fluency is required.

Monitoring and Evaluation (M&E) Specialist

A full-time M&E Specialist should design, manage, and provide regular information as part of the project's AMEP, which will monitor progress against the project's indicators. The M&E Specialist should be responsible for ensuring integrity and sound design for the collection of data feeding into the AMEP. The Specialist should also schedule and manage internal evaluations with the purpose of ensuring sustainability of best practices identified and gauging project impact. The Specialist should ensure staff at all levels of project implementation are trained and prepared to fulfill their roles in reporting. The specialist should have:

- Master's Degree or higher in Public Health, Social Sciences, or other relevant discipline is highly desired;
- Five years (5) of M&E experience working on monitoring, evaluation and research, managing data intensive programs, and designing monitoring and evaluation methodologies and tools, with progressively increasing responsibility;
- Knowledge of M&E issues and indicator development for system strengthening/capacity building and service delivery strengthening;
- Familiarity with PEPFAR indicators and reporting requirements;
- Excellent report writing, analytical and communication skills, including oral presentation skills;
- Experience in knowledge management and dissemination of research findings;
- Proficiency in SPSS, Excel, Word and other MS Office software required; and
- Demonstrated expertise in the design and implementation of rigorous quantitative and qualitative research studies, rapid appraisals, etc., and methods for data analysis preferred.

References for the last three (3) years of work experience are required and will be verified. English fluency is required.

Community/Stakeholder Liaison Officer

The Community/Stakeholder Liaison Officer will act as the primary liaison between the recipient and government of South Africa, private sector, and civil society stakeholders. This person will be responsible for ensuring regular communication with national, provincial, and community stakeholders. The Liaison Officer will interact regularly with the stakeholders' point persons on this project to ensure that project development is in line with stakeholder's priorities and that proper technical assistance is being provided to ensure transfer of knowledge. This position is critical to ensuring skills transfer to local stakeholders and proper preparation of those stakeholders to take on responsibility for the project beyond the five year pilot phase. Experience working with government counterparts is preferred. References for the last three (3) years of work experience are required and will be verified. English fluency is required.

Mobilization Plan – 3 page limit

The Applicant will outline how it plans to mobilize within the first 60 days after signing the cooperative agreement. This includes efforts to create a physical presence in each identified district, outreach efforts to communities and local authorities, bringing on staff, and rolling out of initial activities.

Illustrative First Year Work Plan Timeline

An illustrative first year work plan timeline should be included in the Annex. The timeline should specify specific activities and their timing and relationships to other activities.

Partnership Approach - 4 page limit

A summary of expertise, roles and responsibilities of key partners and sub-awardees are required. If all key partners are not yet known, this section should describe the approach to identify such partners. Mechanisms for coordination with the complimentary USAID contracts/awards should be discussed.

Organizational Capability and Experience – 5 page limit

The Applicant should concisely outline relevant past performance over the past seven years that demonstrates technical and managerial expertise in similar or related projects either funded by USAID or other organizations.

5. COST APPLICATION FORMAT

The Applicant must sign and submit the cost application standard form number SF-424 and SF-424A. Standard Forms can be accessed electronically at www.grants.gov.

The Cost/Business application is to be submitted under a separate cover from the Technical Application, in MS Excel format, as Volume II. The Applicant is required to submit a budget broken down by program years with an accompanying detailed budget which provides in detail the total costs for implementation of the program as further detailed below.

There is no page limit on the Cost Application. However, unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application in response to this NFO is not desired. Elaborate art work, expensive paper and bindings, and expensive visual and other presentation aids are neither necessary nor wanted.

If the Applicant has established a consortium or another legal relationship among its partners, the Cost/Business application must include a copy of the legal relationship between the parties. The agreement should include a full discussion of the relationship between the Applicant and Sub-Applicant(s) including identification of the Applicant with whom USAID will work with for purposes of Agreement administration, 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.

The following sections describe the documentation that the Applicants must submit to USAID prior to award. While there is no page limit for this portion, Applicants are encouraged to be as concise as possible, but still provide the necessary details to address the following:

1. The budget must have an accompanying detailed budget narrative and justification that provides in detail the total program amount for implementation of the program your organization is proposing. It should be straightforward and easy for the reader to follow. The budget narrative should provide information regarding the basis of estimate for each line item, including reference to sources used to substantiate the cost estimate (e.g. organization's policy, payroll document, and vendor quotes, etc.).
2. A budget for each program year with an accompanying detailed budget narrative which provides in detail the total costs for implementation of the program. The budget must be submitted using Standard Form 424, Application for Federal Assistance, which can be downloaded from the following web site at: <http://apply07.grants.gov/apply/FormLinks?family=15>
3. A breakdown of all costs associated with the program according to the costs of, if applicable, headquarters, regional and/or country offices.
4. Applicants who intend to utilize contractors or sub-awardees should indicate the extent intended and a complete cost breakdown. Extensive contracts/agreement financial plans should follow the same cost format as submitted by the primary Applicant. A breakdown of all costs according to each partner organization, contract or sub-awardee involved in the program should be provided.

Pursuant to 2 CFR 200, Contract means a legal instrument by which the Applicant purchases property or services needed to carry out the project or program under a resulting award. The term

does not include a legal instrument when the substance of the transaction meets the definition of a Federal award or sub-award (see §200.92 Sub-award), even if the Applicant considers it a contract. The Applicant must describe the work to be performed, the risk borne by the contractor, the contractor's investment, the amount of subcontracting proposed by the contractor, and the quality of its record of past performance for similar work. For-profit contract organizations that work under the award and do not meet the above definition of a sub-awardee are eligible for profit/fee.

5. The cost/business application should contain the budget categories as shown on the SF-424A:

The business section of the cost/business application should include:

A. Evidence of responsibility that the Agreement Officer can use to determine that the Applicant:

1. Has adequate financial resources or the ability to obtain such resources as require during the performance of the award;
2. Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the Applicant;
3. Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance;
4. Has a satisfactory record of integrity and business ethics; and
5. Is otherwise qualified and eligible to receive a Cooperative Agreement under applicable laws and regulations (e.g., EEO).

B. Statutory and Regulation Certifications

If the Applicant is selected for award, or during negotiations leading to an award, the Applicant shall complete the certifications in the Required Certifications section as outlined below and sign and date in the signature space provided. The certifications will be requested from the successful applicant prior to the agreement award.

POTENTIAL REQUEST FOR ADDITIONAL DOCUMENTATION

Upon consideration of award or during the negotiations leading to an award, Applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to make an affirmative determination of responsibility. Applicants should not submit the information below with their applications!

The information in this section is provided so that Applicants may become familiar with additional documentation that may be requested by the Agreement Officer:

The information submitted should substantiate by laws, constitution, and articles of incorporation, if applicable, whether the organizational travel, procurement, financial management, accounting manual and personnel policies and procedures, especially regarding salary, promotion, leave, differentials, etc., submitted under this section have been reviewed and approved by any agency of the Federal Government, and if so, provide the name, address, and phone number of the cognizant reviewing official.

REQUIRED CERTIFICATIONS

Prior to award, the selected applicant is required to provide all certifications and statements found in ADS 303mav, Certifications, Assurances, and Other Statements of the Recipient and Solicitation Standard Provisions, including, but not limited to:

1. Assurance of Compliance with Laws and Regulations Governing Nondiscrimination in Federally Assisted Programs (This assurance applies to Non-U.S. organizations, if any part of the program will be undertaken in the U.S.);
2. Certification on Lobbying;
3. Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206, Prohibition of Assistance to Drug Traffickers);
4. Certification Regarding Terrorist Financing Implementing Executive Order 13224;
5. Certification of Recipient;
6. A signed copy of the Survey on Ensuring Equal Opportunity for Applicants;
7. Representation by Organization regarding a Delinquent Tax Liability or Felony Criminal Conviction (August 2014); and
8. Other Statements of Recipients.

Unique Entity Identifier and System for Award Management

Dun and Bradstreet and SAM.gov Requirements

USAID may not award to an applicant until the applicant has complied with all applicable unique entity identifier and SAM requirements. **Each applicant is required to:**

- (i) Be registered in SAM.gov **before submitting its application**. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient;
- (ii) Provide a valid unique entity identifier in its application; and

(iii) Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

It is the Applicant's responsibility to ensure that all necessary documentation is complete and received on time.

Funding Restrictions

USAID policy is not to award profit under assistance instruments. However, all reasonable, allocable and allowable expenses, both direct and indirect, which are related to the agreement program and are in accordance with applicable cost principle under 2 CFR 200 Subpart E. of the Uniform Administrative Requirements may be paid under the anticipated award.

[END OF SECTION D]

SECTION E: APPLICATION REVIEW INFORMATION

Criteria

The selection criteria below will be used to make an award decision.

Summary:

The following criteria will be evaluated. The Selection Committee (SC) will evaluate the various components of the application set forth below in descending order of importance:

1. Technical Approach and Methodology (50 points)
2. Activity Monitoring and Evaluation Plan (15 points)
3. Organizational Capability and Experience (15 points)
4. Key Personnel (10 points)
5. Management Plan (10 points)

Review and Selection Process

A. TECHNICAL EVALUATION

USAID will conduct a merit review all applications received that complies with the instructions in this NFO. Applications will be reviewed and evaluated in accordance with the following criteria shown in descending order of importance:

Technical Approach and Methodology (50 points)

- The extent to which the application effectively describes a technical approach and methodology that will likely leads to the successful achievement of the goal, objectives, and end results.
- The extent to which the application clearly identifies ways in which to leverage similar projects within the region to strengthen its overall ability to achieve its goals.
- The extent to which the application's exit strategy and approach ensure that the program results can be independently sustained after completion of the program.
- The extent to which the application the application successfully incorporates flexibility and adaptability to take into consideration CLA efforts.
- The extent to which specific gender concerns are successfully incorporated into the application.

- The extent to which a partnership approach strategically aligned with the project's objectives and lay out a plan for forging partnerships and alliances with national and local institutions, including but not limited to private sector entities, which leverage USAID resources to expand impact.
- The quality of the plan for integrating gender and promoting culture and equity in programmatic plans and activities, with emphasis on the merits, specificity and logical basis of the proposed approach.

Activity Monitoring and Evaluation Plan (AMEP) (15 points)

Extent to which the illustrative five-year AMEP accurately reflects the Applicant's technical approach, and includes specific, appropriate, comprehensive, and meaningful indicators and targets, (including sex disaggregated targets) by fiscal year, and evaluation approaches.

Organizational Capability and Experience (10 points)

- The organization should describe specific experience of the organization implementing similar services, including access to justice, rule of law, GBV services and/or good governance in the past in South Africa or in another developing country; demonstrated success in implementing similar projects.
- Demonstrated success in managing and administering medium to long-term technical assistance teams on similar projects.
- Provide experience of ability to develop and implement management procedures (financial, administrative, personnel and technical issues) and systems to manage resources and activities.
- The applicant should discuss its capability and experience and also that of any major subcontractors and how that experience is relevant to successfully performing the project.

Key Personnel (10 points)

- The extent to which the proposed key personnel meet or exceed the minimum requirements outlined in the solicitation.
- The extent to which the application effectively describes the unique characteristics of each individual candidate, which would have the combined effect to the successful implementation of this project.

Management Plan (10 points)

The extent to which the proposed management structure and approach will ensure program effectiveness and efficiency in achieving maximum benefits and results across identified districts.

B. COST EVALUATION

While Cost is less important than technical and is not weighted, however, the cost applications of the apparently successful technical applications will be evaluated for cost effectiveness. Other considerations are the completeness of the application, adequacy of budget detail and consistency with elements of the technical application. In addition, the organization must demonstrate adequate financial management capability, to be measured for a responsibility determination.

The application with the lowest estimated cost may not be selected if award to a higher priced technical application offers a greater overall benefit for the program. All evaluation factors other than cost or price, when combined, are significantly more important than cost. However, estimated cost is an important factor and the estimated cost to the Government increases in importance as competing applications approach equivalence and may become the deciding factor when technical applications are approximately equivalent in merit.

Cost estimates will be analyzed as part of the application evaluation process. Proposed costs may be adjusted, for purposes of evaluation, based on results of the cost analysis and its assessment of reasonableness, completeness, and credibility.

[END OF SECTION E]

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. FEDERAL AWARD NOTICES

Award of the agreement contemplated by this NFO cannot be made until funds have been appropriated, allocated, and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for the award. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Agreement Officer.

2. ADMINISTRATIVE & NATIONAL POLICY REQUIREMENTS

For awardees which are Non-U.S. Nongovernmental Organizations, the Standard Provisions for Non-U.S. NGO Recipients will be included in any final agreement. They can be found at the following link: <https://www.usaid.gov/ads/policy/300/303mab>

3. REPORTING REQUIREMENTS

Financial Reporting:

(1) The Recipient is required to prepare and reconcile financial statements on a quarterly basis, in accordance with USAID's quarterly reporting schedule, for the duration of this program in order to establish the internal controls adequate to support financial reporting required under this Agreement. The Recipient shall submit the Federal Financial Standard Form SF-425 or SF-425A Federal Financial Report on a quarterly basis to the Agreement Officer's Representative, and one copy each to the Agreement Officer and the Payment Office within 30 days of the end of each calendar quarter, regardless the effective date of the Agreement. The form and instructions for using it are available on the Grants Management Forms page of the Office of Management and Budget website, at: http://www.whitehouse.gov/omb/grants_forms.

(2) The Recipient shall submit a Standard Form 1034 and SF 270 'Request for Advance or Reimbursement' on monthly bases for each upcoming month (30 day period) with the statement "Request for Advance" printed at the top of the form. Or respectively, the Recipient shall submit a Request for Reimbursement if for any reason it incurred expenditures but did not request or receive any advances yet, or if the Recipient received advances, but the expenditures exceeded the aggregate amount of advances previously received. In case of the latter, the Request for Reimbursement shall not exceed the amount of expenditures in excess of the aggregate amount of advances received.

(3) The Recipient is requested to liquidate the advance on monthly bases. Regardless of the effective date of the agreement, the recipient shall submit an SF-1034 (marked "Liquidation of Advances") and SF-425 or SF-425a Federal Financial Report to liquidate the advances of the previous month.

The Recipient shall submit the Liquidation of Advances Reports to the Paying Office and to the Agreement Officer's Representative.

(4) Each financial form shall be identified by the appropriate award number.

(5) The original and two copies of all final financial reports shall be submitted to the Paying Office, the Agreement Officer and the Agreement Officer's Representative not later than 60 calendar days after the estimated completion date of this award.

Program Reporting

The Recipient will provide the following reports to the USAID Agreement Officer Representative (AOR) and the Agreement Officer (AO), as specified below, in accordance with 2 CFR 200.327 and 200.328 8

a. Annual Implementation Plans

Within 60 days of the signing of Cooperative Agreement, the Recipient will present an initial implementation plan to the USAID/Southern Africa AOR for review and approval (an electronic copy). The AOR must provide written comments on the draft plan within 30 days of receipt and the AOR will provide written approval when the plan is satisfactorily finalized. All subsequent years' implementation plans must be submitted 45 days before the start of the next fiscal year.

The implementation plan for year 1 will be for the period that extends from the project start date through to September 30, 2018. Subsequent annual implementation plan periods will align with the US fiscal calendar, which runs October 1 – September 30. In the final year, the implementation plan shall be for a partial year that reflects the end date of the project.

The implementation plan will describe activities to be conducted at a greater level of detail than the project description and application in response to the project description, but shall be clearly cross-referenced with the applicable sections in the project description. All implementation plan activities must be within the scope. Implementation plan activities shall not change the project description or any other terms and conditions outlined in the cooperative agreement in any way. Such changes must receive AOR concurrence and AO approval, in advance and in writing.

The implementation plan should include a list of activities to be completed during the year, grouped under the respective objective that they seek to support. For each activity, the Recipient should 1) explain in brief its link to the objective and expected results; 2) define the necessary steps to complete the tasks; 3) assign responsibilities for completing those steps, if using a consortium, sub-grantees or consultants; 4) provide any quantitative or qualitative targets; and 5) a timeline for the completion of the task.

b. Activity Monitoring and Evaluation Plans

The annual implementation plan must include the Recipient's proposed annual Activity Monitoring and Evaluation Plan (AMEP), as an annex. The annual AMEP establishes specific output and outcome indicators, annual targets, progress benchmarks for the life of the award, and the date by which all baseline data will be established. All people-level indicators must be disaggregated by gender.

The Recipient is encouraged to use both the U.S. State Department's Standard F indicators and propose other custom indicators that will assist in gauging project performance. The AMEP shall contain project objectives and results, performance indicators, data sources and collection methods, baseline information or a timeline for collecting it, annual targets. Performance indicators should comply with the following criteria: direct, objective, practical, adequate, and useful in managing for results.

The annual AMEP shall have the following aspects:

- List of output and outcome indicators disaggregated by project objective. Include a brief description of its relevance to the objectives and expected results.
- Targets for each indicator for each fiscal year of planned implementation.
- Recorded actuals against the indicators, updated quarterly.
- Brief explanation if the project is on track to achieve targets or not.

Performance Indicator Reference Sheet per Indicator: Definition and detailed description of the performance indicators to be tracked including: unit of measure and disaggregation by gender, as appropriate and feasible; justification/management utility; annual baselines/targets; schedule for data collection; individual responsibility for data collection and availability of data at USAID; and, detailed plans for data analysis, review and reporting. A template for the Performance Indicator Reference Sheet is included as part of the solicitation package.

The Recipient should include how the Recipient will continually reflect and evaluate project progress on at least a quarterly basis and allow for capturing these lessons learned and adjustments during the life of the program. This approach should be in line with USAID's framework on Continuous Learning and Adaptation (CLA). As part of the CLA, a Political Economy Analysis (PEA) should be conducted at the onset of the award for each country to establish the contextual underpinnings of the environments in which these activities will be implemented and opportunities to affect change as it relates to the project. The results of those findings should be periodically tested and evaluated to ensure that the assumptions and context in which the project is operating is still accurate thereby confirming the effectiveness and efficiency of the proposed technical approach and methodology or identifying a need for changed approach. This process and results should be captured and shared with USAID/SA accordingly.

Questions to frame the ongoing CLA analysis include:

- Who are the key actors with the ability to affect the greatest change?

- What are the incentives to support the desired outcomes?
- What are the top three ways one might improve the efficacy of this project?
- What are the most important challenges to which the project should adapt to address, and how?
- What are the most important unforeseen opportunities the project should adapt to seize?
- How can this program capitalize on or contribute to the success of other projects in DRG and other technical sectors?
- Are there more efficient means of accomplishing the same results?
- Can this project be replicated or scaled up given locally available resources.
- Is there evidence that project interventions will be sustainable beyond the project lifetime?

Each year, the Recipient and USAID will agree upon the final choice of performance indicators useful for timely management decisions that credibly reflects the actual performance of the project. The Recipient should explain how the AMEP will be implemented. AMEP data should meet reasonable quality criteria of validity, reliability, timeliness, precision and integrity, and disaggregated by sex whenever possible, or otherwise instructed. In designing the AMEP, the Recipient should also weigh human and financial resources necessary to implement it. The AMEP is subject to final approval by the AOR and is separate from the regular financial and other reports required by the standard contract provisions.

c. Progress Performance reporting

Quarterly and Annual Reports

The Recipient shall submit one copy of a concise and brief quarterly project performance report to the AOR, and one copy to the Agreement Officer. The report should be no more than 20 pages, excluding annexes. It should be accompanied with a quarterly submission of the AMEP. Electronic submissions are preferred over hard-copy. The due-date for these program performance reports is not later than 30 days after the end of each reporting period. However, if the reporting period ends before 45 days from the effective date of this Award; or less than 30 days from the estimated completion date of the Award, and this Award is not being extended, no submission shall be required. All other reporting requirements shall, however, apply.

At a minimum, the report shall include:

- A discussion of actual accomplishments/results, both for the reporting period and cumulatively, towards the identified goal, objectives, and expected results.
- Reasons for deviation from the implementation plan and if expected results were not met (if applicable), the impact on the project objective(s), and how the impact has been/will be addressed;

- Challenges in implementation, if USAID assistance is required to seek resolution or how the Recipient will directly resolve it.
- Discussion on lessons learned or proposed adjustments based on the CLA process outlined in the annual AMEP submission.
- AMEP quarterly submission reflects progress to-date on indicators with brief commentary explaining any deviations +/- 10% of the target. No discussion of the CLA efforts are required as part of the quarterly AMEP submission.
- A brief outline of next quarter's planned activities; and
- Quarterly activity schedule to include:
 - date/time/location of activity;
 - brief activity purpose and link to objectives;
 - targeted audience and expected participants; and
 - state whether U.S. government participation is possible.

The Recipient shall submit annual reports in lieu of the 4th quarterly report each year no longer than 25 pages, excluding annexes. The annual reports will include the same aforementioned information and will include consolidated lessons learned.

Final Report

The Recipient shall submit the original copy to the AOR, one copy to the AO, and one copy to USAID Development Experience Clearinghouse. The final report shall be submitted no later than 90 calendar days after the expiration or termination of the award. Reference 2 CFR 200.328. The final report shall also consolidate activities and analyses of all partners into one document and their activities and progress towards results. The final performance report shall contain the following information:

- An executive summary of the accomplishments and results achieved;
- An in-depth analysis of progress and results that synthesizes achievements of all organizations that contributed towards project objectives. This section should clearly describe activities, major accomplishments and results achieved, including results for all of the activities under the award;
- Final data, compared to baseline data, for all indicators included in the AMEP. This section should include disaggregated data by gender, historically disenfranchised groups and other relevant groups identified.
- Reasons why established goals were not met, if appropriate.
- A summary of problems/obstacles encountered during the implementation, and how those obstacles were addressed and overcome if appropriate;
- Significance of these activities for overall elections and political processes development worldwide;

- Lessons learned, best practices, and other findings along with recommendations for future programming under each of the program result;
- A comparison of actual expenditures with budget estimates, including analysis an explanation of cost overruns or high unit costs, and any other pertinent information.

Ad Hoc Reports

The Recipient will be required to fulfill ad hoc requirements for specific deliverables, reports and other documentation in support of activities specified in the work plan. Those deliverables will be due based on the schedule established in the work plan, or any modifications thereof. It is also anticipated that *ad hoc* reports may be required by the AOR in writing and based on deadlines established by the AOR.

1. Submission of Datasets to the Development Data Library (DDL)

As required by Provision Submission of Datasets to the Development Data Library (DDL) (October 2014) (see also ADS 579), contractors must submit any dataset created or collected with USAID funding to the Development Data Library in accordance with the terms and conditions of their awards.

PEPFAR Reporting

1. The recipient must submit completed quarterly, semi-annual and annual performance data through the Data for Accountability, Transparency, and Impact (DATIM) information system, or other required information system(s) as required by PEPFAR and USAID for specific USG initiatives. This includes, but is not limited to PEPFAR. These reports follow the USG fiscal year quarters.

2. The recipient must report annually on program expenditures. Specifically, recipients will use the form PEPFAR Program Expenditures (DS-4213 OMB 1405-0208), the PROMIS information system, the Business Intelligence & Analytics Information System and subsequently approved information systems as a part of completing the PEPFAR Annual Progress Report at the end of each USG fiscal year (September 30).

Development Experience Clearinghouse Requirements

Copies of program reports must be submitted to the Development Experience Clearinghouse (DEC). For guidelines on this process, please see ADS 540.

Program Income

If it is expected that program income might be generated under this program, then program income earned under the resulting award shall be added to the program and used to further eligible program objectives as agreed upon by USAID. Applicants should describe how program income might be generated under the proposed activities and how it envisions program income being utilized to

successfully accomplish program objectives. Program Income, if any, will be accounted for in accordance with 2 CFR 200.307 for U.S. organizations or the Standard Provision entitled Program Income for non-U.S. organizations.

Branding & Marking:

Pursuant to 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 320.3.1.2, 2 CFR 700.16 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 Officer. The cost of Branding and Marking should be included in the cost application.

Environmental Compliance

- a. 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 (<https://www.usaid.gov/sites/default/files/documents/1865/204.pdf>) 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. Applicants' environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this NFO.
- b. In addition, the recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter shall govern.
- c. No activity funded under the resulting 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 38 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.")
- d. As part of its initial Work Plan, and all Annual Work Plans thereafter, the Recipient, in collaboration with the USAID Agreement Officer's Representative (AOR) and Mission Environmental Officer, shall review all ongoing and planned activities under this Cooperative Agreement to determine if they are within the scope of the approved Regulation 216 environmental documentation.
- e. 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.

- f. 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.

[END OF SECTION F]

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

See Section D for Points of Contact (POC) within USAID while this NFO is open.

For technical assistance related to Grants.gov, applicants may contact the Grants.gov Helpdesk at 1-800-518- 4726 or via email at support@grants.gov.

[END OF SECTION G]

[END OF NFO NO. 72067418RFA00005]