



Notice of Funding Opportunity (NOFO)
No. 72052318RFA00001
Investigative Journalism

Issue Date:	May 4, 2018
Deadline for Question/Clarifications:	May 25, 2018
Closing Date for Receipt of Applications:	June 29, 2018
Closing Time:	12:00 noon (Mexico City time)

To whom it may concern:

The United States Agency for International Development (USAID) seeks applications from qualified organizations to fund an activity entitled *Investigative Journalism*. Eligibility for this award is not restricted. Please see Section C for eligibility requirements.

Subject to the availability of funds, an award will be made to a responsible applicant (s) whose application best meets the eligibility criteria of this funding opportunity. One (1) award is anticipated as a result of this notice of funding opportunity (NOFO). USAID reserves the right to fund any or none of the applications submitted. The successful Applicant will be responsible for ensuring the achievement of the program objectives.

For the purposes of this NOFO the term "Grant" is the same as "Cooperative Agreement" or "Fixed Amount Award"; "Grantee" is with the same as "Recipient"; and "Grant Officer" is the same as "Agreement Officer". Eligible organizations interested in submitting an application are encouraged to read this funding opportunity thoroughly to understand the type of program sought, application submission requirements, and the eligibility process.

To be eligible for award, the applicant must provide all information required in this NOFO and meet eligibility standards 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 they have the latest information regarding this NOFO.

It is the responsibility of the applicant to ensure that the NOFO has been downloaded from the internet in its entirety as USAID bears no responsibility for data errors resulting from transmission or the conversion process. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

Please send any questions to mexicoaa@usaid.gov. The deadline for questions is shown above.

Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted to www.grants.gov.

Issuance of this NOFO 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. Applications are submitted at the risk of the applicant and all preparation and submission costs are at the applicant's expense.

Thank you for your interest in USAID programs.

Sincerely,



Control Number: 2018-0072

G. Michael Junge
Agreement Officer
USAID/Mexico

SECTION A - PROGRAM DESCRIPTION

A.1 PROBLEM STATEMENT

Ensuring sufficient access to impartial, fact-based reporting, investigations, and analyses in Mexico is a challenge, particularly at the subnational level. When information is available, the data can be complex and difficult to understand. While the GOM has released large volumes of public information at the federal level, the quality is not always consistent and datasets are often not user-friendly. At the state level and below, information that should be in the public domain can be difficult to find and access.

Without access to information, Mexican citizens and civil society are not able to effectively participate in public policy dialogue, advocate for increased government transparency, or advance legal and regulatory reforms that can help reduce impunity.

Journalists play a critical role in ensuring information access, interpreting data, and informing the public. In order to be effective they require legal knowledge, technical expertise, exposure to the cutting-edge investigative techniques, and access to resources to conduct their work.

A.2 PURPOSE

In targeted Mexican states and municipalities, deter corruption and support transparency by improving journalists' ability to investigate issues related to corruption.

A.3 THEORY OF CHANGE

IF the capacity of journalists to investigate and report on corruption-related issues and identify corruption vulnerabilities is strengthened **THEN** public oversight of government activities will improve, resulting in increased accountability in the use of public funds.

A.4 BACKGROUND

As evidenced by the historic citizen-initiated constitutional reforms that created the National Anti-corruption System (NAS), civil society and the media have a critical role to play in advancing transparency and accountability efforts in Mexico. High quality investigative journalism can help to educate citizens, inform advocacy efforts, and also assist the GOM to identify corruption vulnerabilities while providing a roadmap to reform legal frameworks, regulations, and internal oversight policies.

Mexico has internationally recognized journalists and robust media landscape at the national level, including independent and new media and civil society organizations that conduct investigative reporting. Nevertheless, journalists – especially at the subnational level – often confront editorial pressure that affects the topics on which they are able to investigate and report. Compared to their national counterparts, media outlets and journalists at the subnational level rely more heavily on government advertising revenue and are more susceptible to harassment from other local actors. In its Freedom of the Press 2017, Freedom House notes that Mexico is one of the world's most dangerous places for journalists and media workers. This is especially true for journalists focused on reporting topics that call attention to illicit acts, such as corruption.

The legal framework for journalists in Mexico presents opportunities and challenges. Mexico has strong freedom of information and transparency laws and a well-regarded autonomous National Institute for Transparency, Access to Information, and Personal Data Protection (INAI). The 2016 “3 x 3 Law” requires public employees to disclose assets, taxes, and potential conflicts of interest, though there is not currently sufficient capacity to verify the accuracy of information provided for all disclosures. Nevertheless, there is wide range of public data available for analysis and research. Despite these legal protections, information can be withheld without sufficient justification, particularly at the subnational level. Additionally, journalists can be pursued under criminal or civil defamation laws that deter them from reporting on some topics, while others have been subjected to electronic surveillance and monitoring.

A.5 PERFORMANCE OBJECTIVES AND MEASURES

Objective 1: Local Capacity in Data Journalism Increased

Problem Statement: The availability of government information and data continues to grow in Mexico, however, it is often not presented in a user-friendly format. In other cases, the sheer volume of data can make analysis difficult.

- *Measure 1.1:* In targeted states and municipalities journalists utilize public data and technology-based approaches (machine learning, data scraping, social network analyses, etc) to develop stories
- *Measure 1.2:* Journalists incorporate data visualizations and infographics to tell compelling stories
- *Measure 1.3:* Journalists demonstrate understanding of legal framework for access to information and compel disclosure of documents

Objective 2: Corruption Vulnerabilities Identified and Addressed (While the focus of this activity is primarily journalists, USAID is also interested in supporting investigative reporting by think tanks, civil society organizations, and others who conduct and publish investigative products).

Problem Statement: Reporting on specific cases of corruption is important for raising public awareness but the prevention of corruption depends on identifying underlying issues that allow corrupt practices to take place. These issues can be corrected through changes to legislation, regulation, or internal procedures. Journalists and civil society have a critical role to play in identifying areas that are susceptible to corruption and informing policy decisions.

- *Measure 2.1:* Journalists and civil society counterparts possess the technical knowledge to identify corruption vulnerabilities in government procurement and service delivery.
- *Measure 2.2:* Analytic reports and stories produced on topics including public budgets and fiscal transfers, public works and contracting, asset declaration, business registration and ghost companies, money laundering, and real estate transactions.
- *Measure 2.3:* Public accountability improved through interaction between media, civil society, business, and government officials, in the development of policy responses to corruption vulnerabilities.

Objective 3: Investigative Reporting Incentivized

Problem Statement: Many large national-level, and some state level, media outlets benefit from government support which helps to subsidize their production costs, however, this support also inhibits their ability to independently cover controversial topics. In contrast, independent journalists and news outlets at the sub-national level have less editorial interference but fewer financial resources.

- *Measure 3.1:* Promising investigative works are supported and incentivized through innovative funding models.
- *Measure 3.2:* Select subnational media outlets have diversified business models that allow for greater editorial independence and in-depth reporting.
- *Measure 3.3:* National, regional, and international connections developed to increase visibility and highlight successful investigative products (Linkages should also be made to USAID's regional PROSAFE media program, in particular to increase international exposure for relevant stories and to foster information exchange with journalists working on similar topics in other countries).

Component 4: Digital Security of Journalists Improved (With regard to physical security and protection of journalists, activities must be closely coordinated with current USAID/Mexico programming implemented through Article 19 and the ProVoces program, both of which are already engaged in this area).

Problem Statement: Though significant opportunities exist for journalists to report on corruption-related topics and contribute to the public discourse on transparency and integrity, the external environment within Mexico presents risks. Journalists and civil society organizations have been the targets of cyberattacks and monitoring, as well as physical assault and intimidation.

- *Measure 4.1:* Journalists understand cyber-security best practices, utilize secure communications methods, and have a reduced exposure for data breaches and monitoring.
- *Measure 4.2:* Journalists have access to secure electronic platforms to collaborate and exchange information.

Objective 5: Sustainable Local Partnerships Developed

Problem Statement: Sustainability requires local ownership, resource commitments, and results that are truly valued by stakeholders. Solutions proposed for objectives one through four should be carefully planned to engage with relevant local actors, through existing local systems, including through the use of cost-sharing models as appropriate.

- *Measure 5.1:* Partnerships and networks developed between subnational and national-level journalists to exchange information and expertise.
- *Measure 5.2:* Champions and supporters for investigative journalism identified in business community, civil society and government.
- *Measure 5.3:* Local resources invested in initiatives to support investigative journalism, access to information, and transparency.

NOTE: USAID strongly encourages prospective implementers to consult the *Local Systems Framework* (<https://www.usaid.gov/sites/default/files/documents/1870/LocalSystemsFramework.pdf>) and the *5Rs Framework*

(https://usaidlearninglab.org/sites/default/files/resource/files/5rs_techncial_note_ver_2_1_final.pdf) in developing their applications.

A.6 GEOGRAPHIC FOCUS

USAID is currently concentrating its anti-corruption activities in the states of Chihuahua, Coahuila, Nuevo León, Sonora, and possibly Baja California and Baja California Sur. On a more limited basis, USAID may also support work in other states based on factors such as demonstrated motivation by journalists to report on corruption- and transparency-related issues, other local stakeholders' commitment to supporting investigative journalism, and emerging windows of opportunity to have an impact. The existence of key state-level anti-corruption institutions including Citizen Participation Committees (CPCs), specialized anti-corruption prosecutors, administrative tribunals, and independent auditors will be essential in determining geographic focus.

A.7 GENDER

Gender is a social construct that refers to relations between and among the sexes, based on their relative roles. USAID's Automated Directive System (ADS) states: "Gender issues are central to the achievement of strategic plans and Development Objectives (DO), and USAID strives to promote gender equality, in which both men and women have equal opportunity to benefit from and contribute to economic, social, cultural, and political development; enjoy socially valued resources and rewards; and realize their human rights". (ADS 201.3.9.3)

Further, USAID requires that gender integration be incorporated into new project designs. Specifically, gender integration entails the identification and subsequent treatment of gender differences and inequalities during program/project design, implementation, monitoring, and evaluation. As part of the design of any proposed activity, the applicant should assess and identify gender issues that affect the participation of men and women equally in the participation of this project.

USAID is committed to ensuring that gender issues are integrated into all proposed interventions. This includes ensure equitable opportunities for women and men to participate in planned activities, including trainings, seminars, workshops. The activity must encourage a balanced participation by women and men journalists, coaches, editors, and other participants, when possible. In addition, gender will be incorporated as a lens of analysis for investigative reporting and research, with a goal towards identifying correlations or relationships between gender dynamics and corruption vulnerabilities. The activity will also encourage participants to consider the gendered aspects of topics being investigated as part of reporting projects, and will include gender discussions in capacity building.

A.8 COORDINATION WITH OTHER USG AGENCIES AND USAID PROGRAMS

This activity will complement existing USAID programming by focusing efforts on the development of investigative journalism capacity at the sub-national level (states, municipalities) and the development of national networks and peer-to-peer exchange opportunities. Activities will be closely coordinated with existing regional USAID programming and USAID/Mexico's efforts to improve safety and security for journalists in Mexico. High quality investigative journalism will help to educate citizens, inform advocacy efforts, and also assist the GOM to identify corruption vulnerabilities while providing a roadmap to reform legal frameworks, regulations, and internal oversight policies.

USAID/Mexico is currently supporting a data journalism professional certificate (*diplomado*) with the Instituto Tecnológico Autónomo de México (ITAM) and Data Cívica, through USAID's Mexico Economic Policy Program (MEPP). The first diplomado class graduated in July 2017 and included journalists, technical staff from CSOs, and researchers who committed to publishing articles about government accountability using open government data tools they learned about in the course. USAID plans to support additional related diplomados and workshops over the next year. Coordination with these activities will be critical, particularly in the development of coursework and curricula.

USAID/Mexico has two human rights projects related to journalist protection. With support from USAID, Article 19 promotes greater awareness of the growing threats against freedom of expression in Mexico, including aggression against journalists; provides self-protection training for journalists and issues alerts to highlight aggressions against journalists; and represents journalists seeking protection from the Mexican Government's National Protection Mechanism to Protect Journalists and Human Rights Defenders (NPM).

The ProVoces project assists civil society and the Interior Ministry (Secretaría de Gobernación, SEGOB) improve human rights protection systems (primarily the NPM); improve efforts by local actors to prevent human rights aggressions; and help the Attorney General's Special Prosecutor for Crimes Against Freedom of Expression (Fiscalía Especial para la Atención de Delitos Cometidos Contra la Libertad de Expresión, FEADLE) improve investigation and prosecution of aggressions against journalists, including assassinations.

Regionally, USAID funds the Promoting Security and Freedom of Expression for the Media (PROSAFE) which works to develop tools and capacity for safe investigative journalism in countries where the media are under threat from government pressure/censorship or intimidation and violence from transnational criminal organizations. Countries of focus include Ecuador, México, Nicaragua, Paraguay, El Salvador, Guatemala, and Honduras. Activities consist of developing a safe, online space for cross-border journalistic collaboration, an online data mining and data journalism tool that connects investigative journalists with information sources from around the world, and capacity building on safe journalism practices and advanced investigative journalism techniques. The prospective applicant of this activity should closely coordinate with PROSAFE in order to take advantage of its regional network and digital tools.

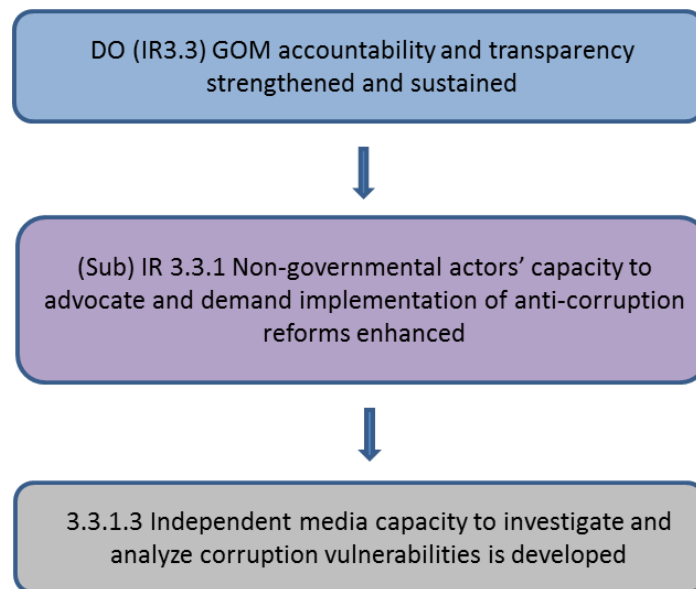
The State Department's Bureau for International Narcotics and Law Enforcement (INL) is currently seeking Statements of Interest (SOIs) for a regional program focused on supporting anti-corruption journalism with a focus on illicit financing. Additionally, the Public Affairs Section (PAS) of the US Embassy and Consulates work closely with Mexican media and provide support through exchange programs, fellowships, and targeted training opportunities.

A.9 LINK TO USAID/MEXICO LOGICAL FRAMEWORK

USAID/Mexico focuses on assisting Mexican federal and targeted state entities implementing anti-corruption reforms and supports the full implementation of the legally-mandated National Anti-Corruption System (NAS). This includes support for a more transparent federal public procurement system; strengthening ethics, conflict of interest, and financial disclosure policies for Government of

Mexico officials; and helping implement regulatory reforms to benefit small and medium enterprises. USAID/Mexico supports the implementation of these new reforms through partnerships with GOM, private sector, and civil society stakeholders that demonstrate substantial political will to effect change, including those who invest their own resources.

The proposed activities to support investigative journalism are complementary of existing programming and contribute directly to Intermediate Result 3.3 of the Country Development and Cooperation Strategy (CDCS) “GOM accountability and transparency strengthened and sustained.”



This activity will contribute to the following USAID/Mexico Results Framework Outcome Indicators. The proposed targets are a minimum, but may be adjusted upward by the applicant.

Outcome Indicators	Baseline year	Baseline Value	Target FY19	Target FY23 (cumulative)
Number of data-driven, evidence-based analyses and reporting which expose corrupt acts or systemic vulnerabilities in key border states	2017	4	4	30
Number of corrective actions (legal/regulatory changes, policy adjustments, administrative sanctions, judicial actions, etc.) taken by government in response to investigative reporting	2018	0	0	10

Outcome indicators for this activity may include:

1. Number of mechanisms for external oversight of public resource use supported by USG (DR 2.4-2)
2. Number of journalists in targeted states employing increased technical capacity to access and use data.
3. Number of journalists in targeted states employing increased technical knowledge to report on corruption-related activities such as money laundering, ghost companies, etc.
4. % improvement in accuracy of media coverage of corruption cases (content analysis by trained media expert).
5. Number of corruption vulnerabilities identified through investigative reporting and complemented with analysis and recommendations for relevant institutions to address them.

Output indicators for this activity may include:

1. Number of training days provided to journalists with USG assistance, measured by person-days of training (DR 5.2-1)
2. Number of USG-assisted media-sector civil society organizations (CSO) and/or institutions that serve to strengthen the independent media or journalists (DR 5.2-3)
3. Number of partnerships/networks established between national and subnational media and civil society organizations

A.10 MONITORING, EVALUATION, AND LEARNING PLAN

Prospective implementers must submit a draft Monitoring, Evaluation, and Learning (MEL) Plan as part of the application package. A final MEL Plan will be developed in consultation with the Agreement Officer's Representative (AOR) and must be submitted within 90 days of the start date of the activity.

The MEL Plan is a management tool that includes a Monitoring, an Evaluation and a Learning section. The first one specifies indicators with baselines and targets, and the necessary methodologies to enable the Implementing Partner and USAID/Mexico to monitor the progress of activities towards achieving the stated objectives. The Evaluation section includes a brief description of any systematic collection and analysis of information as a basis for judgements to improve and inform decisions about programming. Finally, the Learning section indicates how the activity will address learning questions or knowledge gaps and identify ways to allow for adjustments as circumstances change or learning evolves. The Monitoring section must include the outcome indicators established by USAID with baseline values, as well as targets for each Fiscal Year and for the Life of the Activity. The Implementing partner can add other indicators (outcome or output) as needed to monitor progress.

The Implementing partner will also prepare and submit a Quarterly Progress Report to the AOR no later than 30 days after the end of each reporting period. This report must include an update on the progress of the planned indicators. The Implementing partners must use the standard USAID Mexico's templates for MEL Plan, Quarterly Report and Indicator Summary Table.

Additionally, USAID/Mexico envisions awarding a mission-wide monitoring and evaluation mechanism. This platform can provide a range of services to support monitoring activities associated with this award, including media analysis, public opinion surveying, and monitoring of third-partying indices. The successful applicant will coordinate closely with the platform implementer.

A.11 AUTHORIZING LEGISLATION

The authorizing legislation is the Foreign Affairs Act of 1961, as amended. The award will be subject to 2 CFR 700 and 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.

SECTION B - FEDERAL AWARD INFORMATION

B.1 ESTIMATE OF FUNDS AVAILABLE AND NUMBER OF AWARDS CONTEMPLATED

Subject to funding availability, USAID intends to provide one award with a maximum ceiling of \$6,000,000.00 over a five-year period. Actual funding amounts are subject to availability of funds.

USAID intends to award one (1) cooperative agreement pursuant to this NOFO. USAID reserves the right to fund any one or none of the applications submitted.

B.2 START DATE AND PERIOD OF PERFORMANCE FOR FEDERAL AWARDS

The period of performance anticipated herein is five (5) years. The estimated start date will be upon the signature of the award.

B.3 SUBSTANTIAL INVOLVEMENT

In the case of a Cooperative Agreement, USAID will be substantially involved in the program and management performance of any awarded Cooperative Agreement through technical collaboration on specified program interventions. Examples of USAID responsibilities are as follows. USAID (including the Agreement Officer's Representative (AOR) for a cooperative agreement provided through USAID) might provide:

- a) Approval of the recipient's implementation plans
- b) Approval of specified key personnel
- c) Agency and Recipient Collaboration or Joint Participation, to include:
 - involvement in selection of advisory committee members;
 - concurrence of substantive provisions of sub-awards;
 - approval of the recipient's monitoring and evaluation plans;
 - monitoring specified kinds of directions or redirection because of interrelationships with other projects, in particular to ensure coordination with other USG activities.

B.4 TITLE TO PROPERTY

Property title under the resulting agreement shall vest with the recipient in accordance with the requirements of 2 CFR 200.313.

B.5 AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for procurement of goods and services under this award is 937. Code 937 is defined as the United States, the cooperating/recipient country, and developing countries other than advanced developing countries, and excluding prohibited sources.

B.6 PURPOSE OF THE AWARD

In targeted Mexican states and municipalities, deter corruption and support transparency by improving journalists' ability to investigate issues related to corruption.

SECTION C - ELIGIBILITY INFORMATION

C.1 ELIGIBLE APPLICANTS

Both U.S. and non-US organizations may participate under this NOFO. Additionally USAID welcomes applications from organizations which have not previously received financial assistance from USAID.

Applicants must have established financial management, monitoring and evaluation processes, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws, and regulations.

The Recipient must be a responsible entity. The AO may determine that a pre-award survey is required to conduct an examination that will determine whether the prospective recipient has the necessary organization, experience, accounting and operational controls, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. The successful applicant(s) will be subject to a responsibility determination assessment (Non-U.S. Organization Pre-Award Survey (NUPAS) <https://www.usaid.gov/sites/default/files/documents/1868/303sam.pdf>) by the Agreement Officer (AO).

Participation of Faith-Based and Community Organizations

In accordance with [Executive Order 13279, Equal Protection for the Laws for Faith-Based and Community Organizations](#), and [22 CFR 205, Participation by Religious Organizations in USAID Programs](#), these organizations are eligible to participate in USAID programs as long as they carry out eligible activities in accordance with all program requirements and other applicable requirements governing the conduct of USAID-funded activities, including those prohibiting the use of direct financial assistance from USAID to engage in inherently religious activities (see [22 CFR 205.1\(f\)](#)).

C.2 COST SHARE CONTRIBUTION

Cost share refers to the resources a Recipient contributes to the total cost of a cooperative agreement, which may be cash or in-kind contributions. Such contributions may be mobilized from the recipient; other multilateral, bilateral, and foundation donors; host governments; and local organizations, communities and private businesses that contribute financially and in-kind to the implementation of activities at the country level. In this NOFO, cost share is encouraged, but not required. For guidance on cost sharing in grants and cooperative agreements, see 2 CFR 200.306. Please note that the Recipient will be legally liable to comply with the cost share contribution established in the resulting cooperative agreement.

C.3 OTHER

More information on how to work with USAID may be found at: <https://www.usaid.gov/work-usaid/get-grant-or-contract/trainings-how-work-usaid/es> (Spanish).

SECTION D - APPLICATION AND SUBMISSION INFORMATION

D.1 AGENCY POINT OF CONTACT

USAID/Mexico
G. Michael Junge
Agreement Officer

Email: mexicoaa@usaid.gov

D.2 INSTRUCTIONS TO OFFERORS

Applicants are expected to review, understand, and comply with all aspects of this NOFO.

USAID seeks innovative and creative solutions (with a focus on partnerships with local organizations), to help improve the quality of investigative and data journalism at the sub-national level in Mexico. Rather than requiring an activity design based on specific methods of performance, USAID/Mexico requires prospective applicants to propose technical approaches that best achieve the identified performance objectives as defined by each objective's performance measure.

Questions and Answers: All questions regarding this NOFO must be submitted in writing no later than the date and time specified on the front page of the NOFO, to provide sufficient time to address the questions and incorporate the questions and answers as an amendment to this solicitation in www.grants.gov. Any information given to a prospective Applicant concerning this NOFO will be furnished promptly to all other prospective Applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicant.

Preparation of Applications: Each Applicant shall furnish the complete information required by this NOFO. Applications must be submitted in two separate parts/two separate emails: (a) Technical Application, and (b) Cost/Business Application. When submitting the two emails you must clearly label in the subject field of the email, "72052318RFA00001 Investigative Journalism (name of your organization) Part 1 Technical/or Part 2 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.”

D.3 CONTENT AND FORM OF APPLICATIONS

Technical Application

The technical application will be the most important factor for consideration in selection for award. The application must demonstrate the Applicant's capabilities and expertise with respect to achieving the goals of this program and must take into account the requirements of the program and evaluation criteria found in this NOFO.

Please note the following:

(a) Applicants must organize the Technical Application to follow the technical evaluation criteria listed in Section E as elaborated further below. The Technical Application must be specific, complete, presented concisely, and be responsive to the instructions contained herein. The Technical Application must include the Applicant's proposed expected results. It must clearly demonstrate how the proposed approach will achieve these expected results, the goals and objectives of the Project, and fulfill the Recipient's Project implementation responsibilities.

(b) The Applicant's Technical Application must complement and not duplicate other donor assistance.

(c) The written Technical Application is limited to 20 pages and must be written in English. Applicants must use 8.5 inch by 11 inch (210 mm by 297 mm) paper, single-spaced pages. Applicants must use 12 point Times New Roman font with margins no less than one inch on each border. The Cover Page, Table of Contents, List of Acronyms, Executive Summary, and dividers do not count against the page limit. The use of charts, tables, and graphs is encouraged to convey information, and will be included as part of the 20-page limit. Applications that exceed the page limit may not be evaluated.

(d) All pages of the Technical Application must be sequentially numbered. Failure to include all information or to organize the application in the manner prescribed immediately below may result in rejection of the application.

(e) The following sections of the Technical Application are required:

- I. Technical Approach
- II. Institutional Capability
- III. Annexes (not counted in the 20-page limit)

- a. Statement of Intent (not to exceed one page)
 - You must provide a one page narrative as an annex (not included in 20 page limit) of why your organization is interested in this sector and how it fits with your organization's long term goals. USAID/Mexico is most interested in partnering with organizations who have a long term commitment to the development of investigative journalism in Mexico and Latin America and therefore the statement of intent must show past commitment of resources to this area, previous efforts to support local actors in this area, and capacity for continued commitment beyond USAID's funding of the project.
- b. Project Organizational Chart - there is no fixed format, use a chart that best conveys your organization's structure.
- c. Key Personnel Resumes (not to exceed 3 pages each) and References. Offerors must designate as key personnel only the following: Those personnel directly responsible for management of the award, or those personnel whose professional and technical skills are certified by the requiring office as being essential for the successful implementation of the activity.
 - Number of Key Personnel: The number of key personnel designated for any award must not be more than five individuals or five percent of the implementer's employees working under the award, whichever is greater.
- d. Draft Annual Work Plan (including a mobilization timeline)
- e. Draft MEL Plan (Sample Template included in Attachment A)
- f. Graphical Representation of Theory of Change
- g. Draft Branding and Marking Plan (Sample included in Attachment B)
- h. Relevant Past Performance Information and Summary Chart (for prime and major sub-partners)

Applicants must organize the Technical Application to follow the technical evaluation criteria specified in Section E. Annexes are limited to those specified above. Additional annexes will not be accepted nor reviewed.

Technical Applications must be organized as follows:

1. Cover Page (not included in the page limit - not to exceed one page): The Cover Page must include the NOFO number, names of the organizations/institutions involved (with the name of the lead or primary Applicant clearly identified), and title of the Technical Application. In addition, the Cover Page shall provide a contact person for the primary Applicant, including the individual's name, title, or position within the organization/institution, mailing address, email address, and telephone. The Applicant shall also clearly state that the identified contact person has the authority to negotiate on behalf of the Applicant, or, if not, provide the contact information for the appropriate person with the authority to negotiate.
2. Table of Contents (not included in the page limit): Includes page numbers of all sections and annexes.
3. List of Acronyms (not included in the page limit): All acronyms used in the Technical Application shall be listed here.
4. Executive Summary (not included in the page limit - not to exceed two pages): The Executive Summary must provide a clear summary of the key elements of the Technical Application, including but not limited to the technical approach, implementation plan, and roles of contributing organizations. The

Executive Summary shall be a maximum of two pages and must describe how the overall Project will be managed.

5. Body of Technical Application (20 pages): The Technical Application must address how the Applicant intends to carry out the Program Description contained in Section C. The Applicant must demonstrate their comparative advantage in achieving the Project purpose and objectives. The Technical Application must include the Applicant's proposed expected results for the Project and each objective. The Technical Application shall describe the proposed strategy, methodology, techniques, and activities, and explain how they will achieve these expected results and meet Project requirements. The Applicant must describe the coherence and complementarity of the proposed activities. The Technical Application shall demonstrate an innovative, feasible, and sustainable strategy for achieving the Project purpose and objectives, and describe how capacity will be maximized. The Applicant must describe opportunities for partnerships and synergies with the private sector, civil society, USAID projects, other donor-funded projects, and regional institutions to achieve greater results.

Applicants must structure their application based on the objectives identified in the Program Description. The technical approach should not merely repeat the contents of the Program Description, but rather offer original, critical thinking and analysis. The Applicant must contain a clear understanding of the work to be undertaken and the responsibilities of all parties involved.

Cost Application

The Cost or Business application is to be submitted under a separate cover from the Technical application. The Cost/Business application is also to be submitted in both PDF format and Microsoft Excel 2010 compatible file with unlocked cells and visible formulas. Budget narrative must be in Word, text accessible. 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 Applicant is requested to submit a detailed budget broken down by program years with an accompanying detailed budget narrative which supports clearly the proposed costs for implementation of the program as further detailed below. An extensive cost analysis will be performed on the apparently successful Applicant's cost application. Budget information required from the apparently successful Applicant should be in enough detail to determine that proposed costs are allocable, allowable and reasonable.

Certain documents are required to be submitted by an Applicant in order for the Agreement Officer to make a determination of responsibility. However, it is USAID policy not to burden Applicants with undue reporting requirements if that information is readily available through other sources. 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 NOFO are not desired.

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 liable for the acts or omissions of the other.

While there is no page limit for the cost application, Applicants are encouraged to be as concise as possible, while noting the following:

(a) 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. 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.).

(b) 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 which can be downloaded from the following web site at:

<http://apply07.grants.gov/apply/FormLinks?family=15>

(c) A breakdown of all costs associated with the program according to the costs of, if applicable, headquarters, regional and/or country offices. Please note that Value Added Tax (VAT) charged in Mexico must be included in the cost of the Award.

(d) Applicants who intend to utilize contractors or sub-awardees should indicate the extent intended and provide 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.

(e) Applicant and/or Major Sub-Applicant must submit a Negotiated Indirect Cost Rate Agreement (NICRA) if the organization has such an agreement with an agency or department of the U.S. Government. If a NICRA is not in place, the following information must be presented in support of a proposed indirect cost rate:

- Reviewed Financial Statements Report: a report issued by a Certified Public Accountant (CPA) documenting the review of the financial statements was performed in accordance with Statements on Standards for Accounting and Review Services; that management is responsible for the preparation and fair presentation of the financial statements in accordance with the applicable financial reporting

framework and for designing, implementing and maintaining internal control relevant to the preparation. The accountant must also state the he or she is not aware of any material modifications that should be made to the financial statements; or

- Audited Financial Statements Report: An auditor issues a report documenting the audit was conducted in accordance with Generally Accepted Auditing Standards (GAAS), the financial statements are the responsibility of management, provides an opinion that the financial statements present fairly in all material respects the financial position of the company and the results of operations are in conformity with the applicable financial reporting framework (or issues a qualified opinion if the financial statements are not in conformity with the applicable financial reporting framework).

- Compiled financial statements shall not be accepted because the Accountant does not obtain or provide any assurance that there are no material modifications that should be made to the financial statements. That is, you have no assurance that the organization is misrepresenting their costs on compiled financial statements which puts the agency at risk. The objective of compiled financial statements is to assist management in presenting financial information in

(f) Cost share. Even though cost share contributions are not required, they are highly encouraged; therefore, a slight preference will be given to those applicants who can identify and bring cost share to the project. Non-USAID resources from private firms and institutions (such as equipment, training, level of effort and any in-kind contributions) may be considered part of cost share. Cost sharing may be also demonstrated either through direct funding, beneficiary contributions, in-kind assistance, or a combination thereof. USAID shall make the final determination and assess whether or not the Applicants' cost share contributions (e.g. categories or items) meet the standards set in 2 CFR 200.

(g) In order to allow the Agreement Officer to make a responsibility determination, the following information must be provided:

1. Required assurances, certifications and representations (Attachment 1); The Applicant must complete the certifications in Attachment 1, "Required Certifications" and sign and date in the signature spaces provided. The signed and dated copy must then be submitted as an annex to the cost application. Original signed hard copy of the certifications may be requested from the successful applicant prior to the agreement award.

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

- a. Has adequate financial resources or the ability to obtain such resources as require during the performance of the award;
- b. Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the Applicant;
- c. 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;
- d. Has a satisfactory record of integrity and business ethics; and
- e. Is otherwise qualified and eligible to receive a Cooperative Agreement under applicable laws and regulations (e.g., EEO).

(h) Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA) - this is not standard and therefore is not expected. There is a process whereby M/OAA can certify procurement systems.

(i) 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:

- Bylaws, 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.

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 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.

IMPORTANT: In order to register in SAM, each organization must submit a letter in accordance with the following instructions:

For Non-US organizations: https://www.fsd.gov/fsd-gov/answer.do?sysparm_kbid=dbf8053adb119344d71272131f961946&sysparm_search=KB0013221

For U.S. organizations: https://fsd.gov/fsd-gov/answer.do?sysparm_kbid=d2e67885db0d5f00b3257d321f96194b&sysparm_search=kb0013183

More guidance on obtaining a DUNS and registering in SAM is found in Attachments C – G of this NOFO.

Investigative Journalism Application Submission Procedures

Applications must be submitted electronically as specified below:

Electronic applications must be submitted to the following address: mexicoaa@usaid.gov. Email submissions must contain a PDF copy of the Technical and Cost Applications, scanned signatures as required. Cost Application budget spreadsheets must also be submitted in Excel (Microsoft Excel 2010 compatible file) with unlocked cells and visible formulas.

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: "72052318RFA00001 Investigative Journalism [organization name] Cost Application Part 1 of 2".

Our preference is that the technical application and the cost application be submitted separately as single email attachments, e.g. that you consolidate the various parts of a technical application into a single document before sending it as one email, and the same for the Cost application, consolidating everything to one document (caution - USAID email servers have a 50 MB limit per email - it is advisable to send as a verification of receipt email so that you know that we have received your submission) . If it is not possible to collate to one document, 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 they are unclear. All applications received by the submission deadline will be reviewed for responsiveness to the NOFO and the application format. It is the Applicant's responsibility to ensure that all necessary documentation is complete and received on time, no additions or modifications will be accepted after the submission date.

After sending applications electronically, it is suggested that applicants immediately check their own email to confirm that the attachments intended to be sent were indeed sent. If an error in transmission is discovered, 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.

No hard copies of the application are required.

D.3 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.

D.4 ADDITIONAL CONSIDERATIONS/CROSS CUTTING PRACTICES

Environmental Procedures

Awards are subject to an initial environmental examination before final approval. Further information may be found at 22 CFR 216.

Controlling Language

It is USAID policy that English is the official language of all award documents because a translation may not convey the full meaning of the original. Therefore, any resulting awards under this NOFO will be in English.

SECTION E - APPLICATION REVIEW INFORMATION

E.1 EVALUATION CRITERIA

USAID will conduct a review of all applications received that comply with the instructions in this NOFO. Applications will be reviewed and evaluated in accordance with the following criteria, in descending order of importance with the technical approach being approximately $\frac{3}{4}$ of the overall evaluation and approximately $\frac{1}{4}$ being Institutional Capacity. The subcriteria under each are of equal weight.

Technical Approach

- Extent to which the proposed program is well-conceived, clear, technically sound, innovative and ambitious, yet feasible in achieving all the objectives identified in this RFA, with specific descriptions of proposed interventions and anticipated results.
- Extent to which the proposed approach demonstrates understanding of the Mexican media environment and challenges related to the accomplishment of program objectives.
- Extent to which the applicant utilizes systems thinking and proposes partnerships and engagement with local actors to achieve objectives and sustain results.
- Extent to which applicant's proposed geographic focus demonstrates sound rationale and clear criteria for engagement based on analysis of local context.
- Clarity, appropriateness, consistency and soundness of an illustrative (draft) Monitoring, Evaluation and Learning (MEL) Plan for measuring progress in achieving expected results of the program, including suggested performance indicators and a plan for collecting baseline and actual data.
 - The MEL must include targets for each indicator that are directly linked to proposed activities.
- Clarity and appropriateness of an illustrative (draft) branding and marketing plan, which should demonstrate an understanding of political sensitivities and risks for proposed communications products.
- Appropriateness and clarity of an implementation plan for efficient start-up and meeting objectives during the project period.

Institutional/Management Capability

- Quality of the applicant's Statement of Intent and demonstrated commitment to long-term engagement in support of journalism and media in Latin America.

- The extent to which the applicant engages existing regional networks and local partners to advance programmatic objectives and leverages local expertise and resources to sustain results.
- The extent to which the applicant's organizational capability and experience demonstrates its ability to manage technical and administrative aspects of media programs, achieve measurable results, and work effectively and efficiently with local stakeholders.
- Appropriateness of the proposed management plan and organizational structure to achieve stated objectives. Relevant and demonstrated experience of proposed staff with successful similar programs, particularly in the region.
- Track record of successfully building and effectively managing diverse teams of employees;
- The extent to which the proposed Key Personnel have experience and capability in the following areas: (1) managing media or related programs; (2) expertise in political and media analysis; (3) effective interpersonal skills, (4) creative problem-solving and ethical management; (5) prior experience in Mexico or Latin American; (6) Spanish language skills.

Cost Evaluation

While Cost is less important than technical and is not weighted, the cost applications of the apparently successful technical application will be evaluated for cost effectiveness including the level of proposed cost share, if any. 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 Sharing

Even though cost share contributions are not required, these are highly encouraged; therefore, a slight preference will be given to those applicants who can identify and bring cost share to the project. Non-USAID resources from private firms and institutions (such as equipment, training, level of effort and any in-kind contributions) may be considered part of cost share. Cost sharing may be also demonstrated either through direct funding, beneficiary contributions, in-kind assistance, or a combination thereof. USAID shall make the final determination and assess whether or not the Applicants' cost share contributions (e.g. categories or items) meet the standards set in 2 CFR 200.

E.2 REVIEW AND SELECTION PROCESS

A review panel established under the direction of the Agreement Officer will evaluate all technical applications. Prior to negotiating an actual award, the Agreement Officer will review the apparently successful applicant's budget to ensure that costs are in compliance with 2 CFR 200 and USAID policies. The costs proposed must be determined to be reasonable, based on the cost application and other information provided, before an award can be made. Award will be made to the responsible applicant whose application is determined to be the best based on technical and cost factors specified in this NOFO.

Cost applications will be evaluated based on cost fairness, completeness and reasonableness. Cost realism is defined as the Applicant's ability to project costs which as realistic to the work to be performed, reflect a clear understanding of the requirements; and are consistent with the Applicant's technical approach. Administrative and management costs will be carefully scrutinized to determine if financial resources are maximized to support the project approach.

Proposed costs may be adjusted, for purposes of evaluation, based on results of the cost analysis, including an assessment of reasonableness, completeness, and realism.

SECTION F - FEDERAL AWARD ADMINISTRATION INFORMATION

F.1 FEDERAL AWARD NOTICES

Upon completion of the evaluation process, the AO may notify the apparently successful awardee that they are being further considered for an award. This notice will be sent electronically to the authorized representatives of the apparent successful applicant. In addition, USAID may provide electronic debriefings to unsuccessful applicants following the procedures included in ADS 303.3.7.2.

Award of the agreement contemplated by this NOFO 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.

F.2 ADMINISTRATIVE & NATIONAL POLICY REQUIREMENTS

Any resulting award shall be made and administered in accordance with the following which may be found at <http://www.usaid.gov/ads/policy/300/303>:

- For US organizations in accordance with 2 CFR 700, 2 CFR 200, and the applicable Standard Provisions.
- For Non-US Nongovernmental Organizations in accordance with 2 CFR 200 the Standard Provisions for Non-US Non-Governmental Organizations.
- Federal Acquisition Regulations (FAR) Part 31 for profit organizations
- ADS 303

F.3 REPORTING AND EVALUATION

All reports must be submitted in English with the exception of the Quarterly Progress Reports which may be submitted in Spanish with an Executive Summary in English.

a. Annual Implementation Plans

The Recipient will develop annual implementation plans for the award period. The initial 12-Month Implementation Plan will be finalized in consultation with USAID/Mexico during the first 90 [AN1] calendar days after the effective date of the cooperative agreement. A draft Implementation Plan should be submitted with the application.

Subsequent annual implementation plans will be prepared and submitted to USAID/Mexico for approval within 15 calendar days prior to the beginning of each subsequent implementation year. All implementation plans shall include, at a minimum:

- Proposed accomplishments and expected progress towards achieving results and performance measures in the M&E Plan.
- Timeline for implementation, including milestones and target completion dates.
- Information on how activities will be implemented.
- Planned collaboration with other major partners.

b. Monitoring Evaluation and Learning Plan (MEL)

The MEL Plan is a management tool that specifies indicators, targets and methodologies to enable the Recipient and USAID/Mexico to monitor the progress of project activities towards achieving the stated project objectives. The M,E&L also allows USAID to gauge the Recipient's performance and understand any unforeseen changes in strategy to achieve intended results.

The Award Recipient is required to develop and maintain an MEL Plan tailored to the development objectives and required indicators established for this program and other indicators the Recipient finds necessary to monitor the progress and results of the Program. The MEL Plan shall include baseline and target data as well as gender disaggregated data as appropriate in order to draw valid inferences about the results of activities. The Recipient must use the standard USAID Mexico's templates for MEL Plan, Indicator Summary Table, and Performance Indicator Reference Sheets.

c. Quarterly Progress Reports

The Recipient shall prepare and submit to the AOR quarterly performance reports within 30 days after the end of each quarter, and must use USAID/Mexico standard templates for Quarterly report and Indicator Summary Table. The report will describe results in relation to the approved implementation plan. The fourth quarterly report in a given implementation year shall also serve as the annual report.[AN2] The report must contain, at a minimum:

- An executive summary
- Context Analysis
- Indicator progress (using USAID/Mexico's template for Indicator Summary Table) based on the Monitoring and Evaluation Plan indicators
- Accomplishments and Overall Status.
- Problems and delays encountered and whether they were solved or are still outstanding.
- Proposed solutions to new or ongoing problems.
- Updates on Evaluation and Learning plans or activities
- Success stories (if available): The recipient shall provide USAID with short descriptions of specific program success at least twice a year in order to assist the Mission in accurately describing the impact of the activities. These stories must wherever possible reflect the impact on specific communities, associations or individuals.
- Documentation of best practices that can be replicated (if applicable).

d. Partnership Report (Only if Partnerships are part of the award)

USAID/Mexico may ask the Recipient to submit to the AOR a quarterly Partnership Report within 30 days after the end of each quarter. In such case, the Recipient must use USAID/Mexico's standard template. The report must contain, at a minimum:

- When leverage is a part of the award - Leverage Reporting: The Recipient's Annual Work Plans shall include projected timelines for activities and results based on projected Resource Partner leverage contributions. The Recipient's Annual and/or Quarterly Progress Reports shall include leveraged contributions received and program activities and results achieved with the support of the Resource Partner's contributions.

e. Quarterly Financial Reporting

The recipient must submit a financial report on a quarterly basis to the AOR with a copy to the USAID/MEXICO/FMO at mexicofmo@usaid.gov. Although the recipient is not required to submit Federal Financial Report (FFR) SF-425, recipient must still ensure that its reports contain, at a minimum, the information required in that form.

Links to the SF-425 form and instructions are provided below for reference only:

- Form SF-425 and instructions: <https://www.gsa.gov/cdnstatic/SF425-V2.pdf?forceDownload=1>

e. Annual Report

The Award Recipient shall prepare and submit to the AOR an annual performance reports within 30 days after the end of each year. The report will describe results in relation to the approved implementation plan. The report must contain, at a minimum:

- An executive summary
- Context analysis
- Indicator progress for a complete Fiscal Year (using USAID/Mexico's template for Indicator Summary Table) based on the Monitoring and Evaluation Plan indicators
- Problems and delays encountered and whether they were solved or are still outstanding.
- Proposed solutions to new or ongoing problems.
- Updates on Evaluation and Learning plans or activities
- Documentation of best practices that can be replicated (if applicable).
- Planned activities for the next year.

f. Final Agreement Completion Report

Sixty (60) days prior to the end of this award, the Recipient will submit a draft Final Report to the AOR containing information required by 2 CFR Part 200.328 the summary of the accomplishments of this agreement, methods of work used, budget and disbursement activity, impact of the activity and lessons learned, closeout activities and recommendations regarding unfinished work and/or program continuation. The final/completion report shall also contain an index of all reports and information

products produced under this agreement. Fifteen days after submission of the draft report, USAID will provide the Recipient with comments. The Final Report is due on the end date of the award.

In addition, the Recipient shall submit the original and email copies to the Regional Financial Management Office (RFMO), the Agreement Officer (AO), and the AOR and one copy of final documents to one of the following:

(a) Online: <http://www.usaid.gov/results-and-data/information-resources/development-experience-clearinghouse-dec>

(b) By mail (for pouch delivery):
USAID Development Experience Clearinghouse
M/CIO/ITSD/KM/DEC
RRB M.01-010
Washington, DC 20523-6100

(c) For questions on DEC submissions, contact
M/CIO/ITSD/KM/DEC
Telephone: +1 202-712-0579
Email: DocSubmit@usaid.gov

SECTION G - FEDERAL AWARDING AGENCY CONTACT

G. Michael Junge
Agreement Officer
USAID/Mexico

Email: mexicoaa@usaid.gov

SECTION H - OTHER INFORMATION

List of Attachments:

- A. Draft MEL Plan
- B. Draft Branding and Marking Plan template
- C. Certifications, Assurances and Other Statements of the Recipient and Solicitation Provisions
- D. DUNS and SAM registration (step by step in Spanish)
- E. Guía para obtener número DUNS
- F. Instructions for NSPA NCAGE_2015
- G. SAM Registration - General Information and Common Issues