USAID | MOZAMBIQUE
FROM THE AMERICAN PEOPLE

Issue Date:	February 12, 2019
Deadline for Questions:	February 20, 2019
Closing Date:	March 11, 2019
Closing Time:	10:00 AM (Maputo Time)

Subject: Notice of Funding Opportunity (NOFO) Number: 72065619RFA00002

Program Title: Media Strengthening Follow-On Program (MSP 2.0)

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking concept papers from qualified entities for consideration to implement the Media Strengthening Follow-On Program (MSP 2.0). Eligibility for this award is not restricted. See Section C of this NOFO for eligibility requirements.

Please be aware that this NOFO is non-traditional and contains three phases as described below:

Phase 1 - Request for Concept Papers: Applicants will submit a concept paper. Concept Papers should be no more than 10 pages exclusive of cover page, table of contents, and annexes. No technical or cost applications will be submitted at this stage.

Phase 2 - Co-Creation Workshop: **A**pplicants whose concept papers are determined technically capable will be invited to participate in a 1 to 2 day Co-Creation Workshop in Maputo, Mozambique. USAID will inform all selected applicants by email to participate in the Co-Creation Workshop. Information related to the date and location will also be provided.

Phase 3 Request for Application (RFA): Based on information sharing and relationships built during and after the Co-Creation Workshop, Applicants will be requested to submit a full Technical and Cost Application for consideration. The application and proposed consortium that best meets the objectives of this funding opportunity based on the selection criteria contained herein will be selected to co-create a program description which will be incorporated into the resulting Cooperative Agreement.

USAID intends to make an award to the applicant or consortium who best meets the objectives of this funding opportunity based on the merit review criteria described in this NOFO subject to a risk assessment. Eligible parties interested in submitting a concept paper are encouraged to read this NOFO thoroughly to understand the type of program sought, application submission requirements and selection process.

To be eligible for award, the applicant must meet eligibility standards in Section C of this NOFO. This opportunity is posted on www.grants.gov and may be amended. It is the responsibility of the applicant to regularly check the website to ensure they have the latest information pertaining to this notice of funding opportunity and to ensure that the NOFO has been received from the internet in its entirety. USAID bears no responsibility for data errors resulting from transmission or 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.

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements detailed in Section D.6.f. The registration process may take many weeks to complete. Therefore, Applicants are encouraged to begin registration early in the process.

Please send any questions to the point(s) of contact identified in Section D. 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 notice of funding opportunity 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 a concept paper or an application. Concept Papers and 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 programs.

Sincerely,

Eyole Luma
Agreement Officer

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SECTION A: PROGRAM DESCRIPTION

This funding opportunity is authorized under the Foreign Assistance Act (FAA) of 1961, as amended. The resulting award will be subject to 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and USAID's supplement, 2 CFR 700, as well as the additional requirements found in Section F.

A. CONTEXT

A.1. COUNTRY CONTEXT

Mozambique gained its independence in 1975, ending almost five centuries as a Portuguese colony. Large-scale emigration, economic dependence on South Africa, a severe drought, and a prolonged civil war hindered the country's development until the mid-1990s. The ruling "Front for the Liberation of Mozambique" (FRELIMO) party formally abandoned Marxism in 1989, and adopted a new constitution introducing multiparty elections and free market economy. With the new constitution, the country adopted a new press law, granting freedom for the press, access to information and speech[1]. These liberties would be later amplified through the Freedom of Information Law (FOIA), approved in 2014[2]. Meanwhile, an UN-negotiated peace agreement between FRELIMO and rebel Mozambique National Resistance (RENAMO) forces ended the fighting in 1992. Since 1994, the country held multiparty elections with the ruling party maintaining its power. In 2004, Mozambique had a delicate transition as 18 years-ruling President Joaquim Chissano stepped down. His elected successor, Armando Guebuza, served two terms and then passed executive power to Filipe Nyusi in 2014. RENAMO's residual armed forces have continued to engage in a low-level insurgency since 2012, interrupted by truce agreements in 2014 and 2016.

Despite experiencing over a decade (2000-2014) of steady economic growth (averaging over 6% annual growth in GDP), more than half of Mozambique's 28.9 million people, where 52% are women, continue to live below the poverty line. Mozambique is among the bottom eight countries in the world Human Development Index (HDI), ranking 181st in the 2016 UNDP Human Development Report. With literacy rate of around 56% and life expectancy of 56 years for males and 59 years for female[3] . Women are especially challenged by human, social, and economic development aspects such as low literacy, high HIV prevalence rate and higher ratio of women than men living under the poverty line.

The discovery of gas fields off Mozambique's coast in 2011 presents an opportunity to transform the economy of one of Africa's poorest nations. Nonetheless, corruption remains a

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[1] Lei da Imprensa. Lei No. 18/91 de 10 de Agosto de 1991. Imprensa Nacional, República de Moçambique. 1991. Source: https://www.caicc.org.mz/cd/leis/Files/Acesso%20a%20informacao/lei_de_imprensa.pdf. Accessed October 5, 2018.

[2] Lei de Direito a Informação. Lei No. 34/2014 de 31 de Dezembro de 2014. IMPRENSA NACIONAL DE MOÇAMBIQUE, E.P.. 8.º SUPLEMENTO. Assembleia da República. 2014. Source: http://www.sekelekani.org.mz/docs/Lei%20do%20Direito%20%C3%A0%20Informa%C3%A7%C3%A3o%20-%20CIVILINFO.pdf. Accessed October 5, 2018.

[3] World Health Rankings. Live Longer Live Better. Mozambique: Life Expectancy. World Bank. 2018. Source: https://www.worldlifeexpectancy.com/mozambique-life-expectancy. Accessed October 5, 2018.

critical issue in Mozambique hindering country's development. Corruption is particularly prominent in public procurement, tax and customs administrations and in the judiciary sector, which impedes effective rule of law. Pervasive corruption in the government is evidenced by the discovery of fraudulent state-guaranteed loans totaling $2.2 billion that led IMF and donors to suspend lending and aid packages, cut off previous relied-upon financial support mechanisms, and call for an international and independent audit of three state-linked companies with ties to the hidden loans[4]. Impressively, Mozambican press, mainly independent, has been keen in denouncing these and other corruption cases and demanding accountability from government officials.

A.2. MEDIA SECTOR OVERVIEW

The media sector is relatively diverse in Mozambique with around 500 printed outlets, 95 radio stations including 65 community radios, 9 TV Stations, and 47 online publications. It is estimated that by December 2017, around 5.3 million Mozambicans were online, representing an internet penetration rate of 18.4% of the population, although most usage is confined to major cities.

Printed Press: Circulation of Mozambican newspapers is relatively low as a result of high newspaper prices and low literacy rates. Research shows that only 5 in 1000 people have access to newspapers. The state-owned *Jornal Noticias* is the most popular daily newspaper with around 11,000 copies a day followed by the privately-owned *O País* that prints 2,500 to 5,000 copies daily. State controlled newspapers such as the daily *Diário de Moçambique* and weekly *Domingo* print around 2,000 copies per edition. Private-owned weekly bulletins with wider circulation include *Savana* at around 6,000, *Canal de Moçambique* with around 5,000 and *Público* with 2,500 daily copies. As outlined in the 2017 Media Sustainability Index[5], a significant funding and advertising revenue is given to pro-government newspapers[6], mainly *Jornal Noticias*, where advertisements represent 60% of the total revenues. However, the number of private newspapers with critical views of the government has increased significantly in recent years.

Radio Broadcast: Radio programs are the most widespread form of media in the country. In fact, 41% of inhabitants of Nampula and Zambezia provinces, revealed on a sampling study conducted by USAID, that radio is their primary source of information[7]. The percentage is much higher (88%) in rural areas. The most influential radio stations are state-owned, with most of the private radio stations having only a local audience. State-owned *Rádio Moçambique* (RM) is the most popular radio station in the country, reaching around 60% of the population, offering programming in 20 local languages. RM has stations in every province

[4] State Loans at Heart of Mozambique Debt Scandal. Financial Times. June 25, 2017. Source: https://www.ft.com/content/805d2b58-59a2-11e7-b553-e2df1b0c3220. Accessed October 5, 2018.

[5] Media Sustainability Index 2017. The Development of Sustainable Independent Media in Mozambique. IREX. 2017. Source: https://www.irex.org/sites/default/files/pdf/media-sustainability-index-africa-2017-mozambique.pdf Accessed October 5, 2018.

[6]

[7] Some Radio Learnings from MMEMS Studies/evaluations and Third parties. USAID/Mozambique's Mozambique Monitoring and Evaluation Mechanisms and Services (MMEMS). September 2018.

and functions mostly according to public service remits. It was established shortly after Mozambique's independence in June 1975 as a result of a merger between three other radio stations. Though it receives half of its operation budget from the government, the station has been known for trying to present fair and balanced information and hosting critical political debates and policy issues on its broadcasts, although RM most frequently invites guests who are sympathetic to the government.

Community Radios: Community radios are the major source of information in rural areas. A study of community radio undertaken by the *Community Information and Communication Support Centre* (CAICC), an Eduardo Mondlane University Computer Centre project, ***revealed that community radios are able to reach at least 18 million people (2/3 of the population) in Mozambique, with the largest numbers of listeners concentrated in the two most populous provinces of Nampula and Zambezia[8].*** The study concluded that the 120 community radio stations scattered around the country, reach 5.6 million people in the Northern provinces, 5.9 million in the Centre of the country, and 4.4 million in the South. In numerical terms, Nampula leads the way, with 18 community radios broadcasting in the province. Highlighting the importance of community radios in providing vital information to rural communities, a survey conducted in July 2018, in Nampula and Zambézia provinces, revealed that 88% of the rural population on those provinces considers radio as their key source of information. In fact, 61% of the respondents informed that they frequently (several hours a day) listen to community radio.

Television Broadcast: *Televisão de Moçambique*, established in 1981 and headquartered in Maputo, is Mozambique's only state-controlled television station. Approximately five privately owned stations are also headquartered in Maputo. Foreign television stations such as Portuguese state TV and Brazilian-based Miramar have high viewership rates. A private multi-media group, *SOICO*, launched STV, an independent TV Station in 2002, broadcasting 24 hours a day and covering all provinces[9].

Social Media: With increasing access to internet, social media on various communication platforms, including WhatsApp, Twitter, Facebook, YouTube, LinkedIn, Flickr and online streaming is gaining prominence, particularly in major cities. For instance, by December 2017, Mozambique had 1.8 Million Facebook subscribers[10], representing 6.2% of the population. Three months after the official release of the STV Play, an online streaming application, there were 72,297 downloads, with an average of 950 downloads daily. Unfortunately, information on the use of other forms of social media is not readily available.

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[8] Estimativa Do Número De Cidadãos Abrangidos Pelas Rádios Comunitárias e Centros Comunitários em Moçambique. Centro de Apóio à Informação e Comunicação Comunitária – CAICC. 2015. Source: https://www.caicc.org.mz/images/documentos/Estudo_Estimativa_Cidadaos_Abrangidos_Novembro_2015.pdf. Accessed October 5, 2018.

[9] Mozambique: Media and Telecoms Landscape Guide. Infoasaid. July 2012. Source: https://reliefweb.int/sites/reliefweb.int/files/resources/mozambique_media_guide_-_final__050712.pdf. Accessed: October 5, 2018

[10] Internet World Status. Usage and Population Statistics. Miniwatts Marketing Group. September 12, 2018. Source: https://www.internetworldstats.com/stats1.htm. Accessed: October 5, 2018

Online media: Some of printed media outlets also publish daily versions on A4 paper format, distributed by e-mail to subscribers. *Media-fax*, published by the *MediaCoop* independent media group which publishes the weekly *Savana*, is the oldest and has the widest distribution. *Canal De Moçambique* places second on the distribution through this format, followed by others with smaller circulation. The state-owned news agency *AIM* also publishes summarized news articles daily in Portuguese and English. Joseph Hanlon, a British researcher and journalist, also publishes an electronic bulletin, featuring economic and political analysis. There are also other web-based paid publications, providing news in English, such as *Club of Mozambique* and *Rhula*. New, digital-native journalist startups such as the online-only English-language subscription service *Zitamar News* provide high quality news and information.

Gender in the media sector: Despite government commitment to accelerate initiatives to develop policies and systems for gender related issues, women are especially challenged by human, social, and economic development aspects such as low literacy, high HIV prevalence rate, and a higher ratio of women than men living below the poverty line. The media sector is not immune to this tendency. Updated gender statistics for the media sector in Mozambique are not available. However, a comprehensive study conducted in 2003 showed that participation of women in the sector was very low. The study[11] builds on the findings of a gender and media baseline assessment conducted by Gender Links (GL), an NGO based in Johannesburg, and MISA. The GL/MISA[12] study found that women in Mozambique constituted only 3% of those working in the media, which is far below the regional average of 22%. In early 2000s, women only constituted 15% of the sources used in the media. The UNESCO study showed that women journalists were especially under-represented in Mozambique's print media with some newspapers, such as the Sunday newspaper, *Domingo*, and the independent, *Zambeze*, having no women journalists. Others had only one or two women. Most, although not all, editors felt that it was a problem having so few women journalists, but there was no agreement as to how to change this situation. The study found that there is only a minimal effort by a few media organizations to encourage women to take up journalism as a career. Most media organizations do not have a comprehensive gender policy, and a few newspaper editors/directors did not see it as a problem that they did not even have one single woman journalist on their paper.

The UNESCO studied highlighted that most people in the media conceded that it was a difficult profession for both men and women, because of irregular hours and very low salaries. But for women it was even harder. Mozambique's patriarchal society as a whole – though gradually changing -- still does not accept journalism as a profession for a woman. Widespread ignorance exists about the profession which also deters women from entering the profession. Those women journalists interviewed, who are staying in the profession, generally demonstrated a strong passion for their jobs. Women who enter journalism often do not stay

[11] Source: Let Women Have A Say Too! Why Are So Few Women in the Media? Why Are Women's Views Not Reflected in the Media? A report in Search of Answers. Mozambique.2003. http://www.mediamoz.com/gender/
[12] Source: Gender Links – For Equality and Justice. http://genderlinks.org.za/what-we-do/media/coes-for-gender-in-the-media/mozambique/

long. Some 40% of women journalists have worked in journalism less than five years. While it is true that there is probably a significant turnover of their male counterparts as well, fewer women advance to senior positions. Women only hold 10% of the most important editorial positions.

A.3. USAID SUPPORT THROUGH THE MEDIA STRENGTHENING PROGRAM

USAID/Mozambique has funded the Media Strengthening Program (MSP), implemented by the U.S. based IREX, since June 2012 with the overall objective of supporting *a free, open, diverse and self-sustaining Mozambican media sector providing high quality information to all citizens that promote debate, accountability and development*. The US$ 14.9 Million program, expected to last through June 2019, has worked on seven components:

1. **Professional Capacity of Journalists:** With overall objective of increasing the professional capacity of the Mozambican Media Sector, MSP trained 204 emergent journalists through the Media Lab program, (a 10-month intensive and in-depth training), out of which 63% obtained relevant employment within the media sector, and provided 24,441 training days to 1,428 journalists, out of which 418 are women, in various topics. The program also mentored 82 seasoned/experienced journalists (15 women), out of which, 69% showed significant improvement in the professional quality of media content they produced after being mentored.

2. **Business Operations and Sustainability of Media Outlets:** Aiming to strengthen the long-term financial sustainability of Mozambican media businesses, MSP targeted customized assistance to 14 of the 116 media outlets to increase their revenue and improve their operational efficiency and cost effectiveness. . Most partnerships did not yield the maximum potential improvement or output, often due to resistance, hesitation or other factors in ownership and management.

3. **Journalism Education:** MSP sponsored six academic scholarships for *Escola de Comunicação e Artes* (ECA) journalism faculty to obtain master’s degrees or doctorates from the Rhodes University School of Journalism and Media Studies in South Africa over two years IREX closed the scholarship program in 2016, due to difficulties in operationalizing the scholarship component, which would have required students to be house on-campus at Rhodes University.

4. **Community Radios:** The overall objective was to provide more and better information to people living in rural areas, through improved community radio (CR) operations and programming, by supporting 32 CR stations to build their capacity in basic journalism, radio production, and management, thus increasing their ability to provide quality information, while at the same time promoting their long-term financial sustainability. Results show that 78% of targeted community radios have progressed one or more stages towards model station status. Several activities were co-implemented with the sub-grantees *Forúm das Rádios Comunitárias* (FORCOM), *Centro de Apoio à Informação e Comunicação Comunitária* (CAICC) and the state-owned *Instituto de Comunicação Social* (ICS). A breakthrough step to support community radios sustainability was the

development and launching of ***XIPALAPALA***, an on-line portal that enables donors, businesses and others to buy airtime from multiple community radios at a standardized cost.

5. **Advocacy and Alliances:** The focus of this component has been to provide organizational development and strengthening of 36 media associations, as well as developing mechanisms for collective advocacy action by the media associations for freedom of expression, press freedom and related media legislation.

6. **Gender and Gender Based Violence:** under this component USAID works to (a) improve gender awareness, knowledge, techniques and approaches of journalists and (b) increase the space and attention paid to health issues and gender/GBV in the media A key aspect of this component is to look for program synergies and integration by sharing or coordinating resources, beneficiaries and activities across program areas. One example of this is the inclusion of health and gender issues, such as HIV/AIDS, prevention of vertical HIV transmission, antiretroviral treatment, maternal and child health, safe motherhood, pre-natal care, nutrition, breastfeeding, gender-based violence and premature marriages in the core journalism workshops and the selection of health and gender/GBV issues as topics for the application and practice component of the workshops. As part of the sustainability plan, MSP converted the Health, Communication and Gender Network (HCGN) into an independent association: H2N. The association is specialized in the implementation of local health communication projects, combining community and mass media, community engagement tools, and participatory design to help communities address local issues related to health issues. H2N houses the ***Xipalapala*** exchange.

7. **People with Disabilities:** In 2014, MSP started working with TV Surdo (Deaf TV) on a training program to develop the capacity for TV news reporting by, with and for the deaf. As of September 2017, MSP had provided 3,240 training days to 15 PWD TV Surdo journalists in TV news production, including journalism skills, research, planning, filming, editing and presentation and organization capacity building.

Three different components of the current MSP program will continue activities after the project end, namely: (1) Media Lab, (2) H2N and (3) TV Surdo. Media Lab is an independent, legally established not-for-profit association, aimed to promote media development and journalist education through intensive in-depth training to journalists and customized assistance to build capacity of media outlets. The H2N association specializes in the implementation of local health communication projects, including community radios, combining community and mass media, community engagement tools, and participatory design to help communities address local issues related to health issues. It houses the ***Xipalapala*** exchange mechanism. TV Surdo, registered as an independent association, aims to provide information, promote access, inclusion and participation of the deaf population, which in turn will allow deaf persons to play a more active role in social, economic and political affairs.

A.4. LESSONS LEARNED

MEDIA LEARNING EVENT

On August 8, 2018, USAID's Mozambique Monitoring and Evaluation Mechanism and Services (MMEMS) organized a half-day learning event, with 15 local media actors (four female) covering a wide range of local media, including the private-independent media, government owned-media, community radios and investigative journalists. Participants were asked to provide their input on three activities: (i) Survey of Perceptions; (ii) SWOT analysis of the media sector and (iii) Action Matrix with potential interventions.

SURVEY OF PERCEPTIONS: Using an online voting mechanism[13], participants' opinions on: (i) Importance of media; (ii) Journalist skills and business; and (iii) Limiting Factors, were surveyed:

- **Importance of the media**: A wide majority (85%) of respondents partially (54%) or completely (31%) agree that Mozambican media provides relevant information to citizens. Nonetheless, all (100%) respondents completely agreed that rural population have challenges in accessing information. Judging on the relationship with the government, the majority agreed partially (62%) that the media is effective in holding the government accountable.
- **Journalist skills and business**: a significant majority (77%) partially (31%) or completely (46%) agree that poor journalist skills is among the major problems in the Mozambican media. As a result, the same majority (77%) agrees that investigative journalism is poor in Mozambique. Finally, only a slim majority (54%) partially agrees that media business is sustainable in Mozambique, but almost one-third (31%) say that media business is completely unsustainable.
- **Limiting factors:** A wide majority (84%) of respondents partially (15%) or completely (69%) agreed that political power significantly limits the freedom of press. The same majority (85%) agreed that the government limits press freedom by restricting advertisement from the state-owned enterprises to independent media. Corruption was deemed as another limiting factor. Indeed, the majority (69%) partially (38%) or completely (31%) agreed that corruption significantly influences the media sector. As a result, a wide majority (77%) agree that self-censorship is a prevailing practice in the Mozambican media.

Note: The SWOT Analysis and Action Matrix with Potential Interventions are provided in Annex A and B of this NOFO.

LESSONS LEARNED FROM MSP IMPLEMENTATION

USAID conducted a mid-term evaluation of USAID's Media Strengthening Project in 2015 that addressed discrete components of that project, specifically, the results achieved in (1) increasing the level of professionalization of the Mozambican media sector; (2) Improving the financial capacity of Mozambique's media sector; and (3) Mozambican media organizations display an increased ability to advocate for press freedom and for a legal environment that

[14] DRG Learning, Evaluation and Research Activity: Mid-Term Performance Evaluation of the USAID Media Strengthening Program, 2015 USAID/NORC at the University of Chicago, Abbott, Grant, Hendley

enables media freedom. The evaluation concluded that qualitative findings indicated that the Activity contributed to improved journalism responding to a wide range of needs. It acknowledged the Activity's contribution to improving the business sustainability of partner outlets, but that partner outlets continued to face significant challenges to their financial capacity and long term viability, and that, at the time, the Activity "just scratched the surface of its work in building financial capacity"[14] .

The evaluation provided several recommendations, including: "to continue and expand efforts to promote increased women's participation in the media sector and the application of a gender perspective in the production of media content;" for journalism practitioner training, include more "instruction on special topics such as health, gender and corruption." It recommended that at the time, the Activity's focus on a select group of journalists was effective in accomplishing program goals, but that it should, "ensure opportunities for news partners and demonstrate commitment to the sector as a whole," and "engage Mozambican partners to not only inform them of activities, but also to actively bring them into the design process."[15]

Whereas some of the recommendations were addressed in the adaptation of the Activity since the evaluation, subsequent consultation with local sectoral players indicate that the latter recommendation continues to be valid and that USAID's programming should engage more with the sector and actively solicit sectoral players' involvement in design and implementation. This recommendation is incorporated into guidelines for the technical approach of the new Activity.

During the month of July 2018, the USAID/Mozambique's Mozambique Monitoring and Evaluation Mechanisms and Services (MMEMS) conducted a survey on 600 community and religious leaders in selected districts of Zambezia and Nampula over radio listening habits in their local communities. The study revealed that 88% of the rural citizens obtain their information through radio. Two thirds of local and religious leaders interviewed have a radio device and at least 61% listen to radio frequently. At least 41% of those interviewed listen to local community radios, with 28% listening in a daily basis, 39% several times a week and 33% once a week. This study highlights the importance of community radios as the main source of information to rural citizens. As for the broadcasted content, the survey revealed that the most demanded topics by community radio listeners are women's and children's health, agricultural and rural development information and cultural programs. The survey also highlighted that most community radios broadcast in more than one local language or dialect.

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[14] DRG Learning, Evaluation and Research Activity: Mid-Term Performance Evaluation of the USAID Media Strengthening Program, 2015 USAID/NORC at the University of Chicago, Abbott, Grant, Hendley

[15] DRG Learning, Evaluation and Research Activity: Mid-Term Performance Evaluation of the USAID Media Strengthening Program, 2015 USAID/NORC at the University of Chicago, Abbott, Grant, Hendley

B. PROGRAM DESCRIPTION

B.1. PROBLEM ANALYSIS

Free access to reliable, meaningful and timely information has long been defined as a fundamental human right and democracy's cornerstone, as recognized by Resolution 59 of the UN General Assembly adopted in 1946[16], as well as by Article 19 of the Universal Declaration of Human Rights (1948)[17], which states that the fundamental right of freedom of expression encompasses the freedom to "*to seek, receive and impart information and ideas through any media and regardless of frontiers*". Assessments, evaluations and consultations conducted by USAID in Mozambique[18], have identified media effectiveness in investigating key issues, delivering quality information and fostering debate as critical for advancing Democracy, Human Rights and Governance (DRG) in Mozambique. A more diverse, credible and sustainable media sector will provide Mozambican citizens with crucial information they need to increase government's accountability and transparency, understand policies and participate in the definition of public priorities, thus giving them a meaningful voice to exercise their rights advocating for changes and serving as watchdogs. Nonetheless, recent studies and surveys show that, despite some improvements during the past years, the media sector continues to face significant challenges to increase citizen's understanding of their rights and responsibilities so that they can, individually and collectively, press government bodies to better represent the interests of the citizenry.

For instance, the 2017 Freedom of the Press index, published by the Freedom House[19] evaluated the media sector in Mozambique as "Partly Free," with an average score of 48/100, which represents a drop of 2 points compared with the previous year. In the 2017 Media Sustainability Index (MSI)[20], Mozambique scored only 1.93, which reflects an "Unsustainable Mixed System," where segments of the legal system and government oppose free media, although some progress have been made in free-press advocacy, increased professionalism and establishment of new media businesses. Additionally, the USAID survey[21] conducted with 15 media actors revealed that a wide majority (85%) agreed that Mozambican media provides relevant information to citizens, although all (100%) respondents recognized that rural population have challenges in accessing information. A significant majority also agreed that political interference (84%), self-censorship (77%) poor journalist skills (77%), lack of investigative journalism (77%) and corruption (69%) are among the major challenges faced by the Mozambican media.

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[16] Calling of an International Conference on Freedom of Information. A/RES/59(I). Adopted December 14, 1946. The United Nations General Assembly. United Nations Organization.

[17] The Universal Declaration of Human Rights. Adopted on December 10, 1948. The United Nations General Assembly. United Nations Organization.

[18] Assessment to USAID's Country Assistance Strategy 2009-2014. USAID/Mozambique. September 2009.

[19] Freedom in the World 2017: Mozambique Profile. Freedom House. 2017. Source: https://freedomhouse.org/report/freedom-world/2018/mozambique. Accessed October 5, 2018.

[20] Media Sustainability Index 2017. The Development of Sustainable Independent Media in Mozambique. IREX. 2017. Source: https://www.irex.org/sites/default/files/pdf/media-sustainability-index-africa-2017-mozambique.pdf. Accessed October 5, 2018.

[21] USAID Survey conducted to 15 media sector actors during the Media Sector Learning Event

MEDIA SECTOR CHALLENGES

Media sector entities in both rural and urban areas face a number of common challenges.

Political Environment: A wide majority (84%) of (USAID surveyed) media actors agreed that political power significantly limits the freedom of press. Political interference into media content, in the form of censorship by government authorities has been reported by several media outlets. Journalists have been often threatened by local administrators for publishing reports that denounce mismanagement, inefficiencies, controversial decisions, and embezzlement of public funds committed by public officers. "*Journalists and media who upset the authorities continue to be exposed to threats and intimidation; with the result that self-censorship is widespread, especially in rural zones"*, said a local study[22]. In recent years, reprisals have included closing down media outlets through eviction from premises, interference in web-based distribution, canceling licenses, and criminal charges to journalists and managers. In general, harassment and intimidation of journalists, particularly through death threats sent via SMS, increased over the past three years. For instance, in October 2014, the news outlet *@Verdade*, while hosting a national situational room to broadcast incidents related to elections, suffered a distributed denial of services (DDOS) cyberattack on the day of national elections, which brought down its website as polls closed and its owner received several death threats and anonymous calls. During the raising of the armed conflict, in January 2014, the editor of a local newspaper was threatened by a district administrator for publishing reports on the local presence of guerrillas associated with RENAMO. Professor Jaime Macuane and Political Analyst Ercinio Salema[23], both outspoken political commentators, were kidnapped and shot in the legs. Abductions, beatings, surveillance, threats and even fatal shootings are among the most common tactics to silence critics of the government in Mozambique[24]. Furthermore, political actors reportedly use their influence to ban advertisement of government entities and public companies in independent media, with huge impact on media advertisement revenues.

Censorship: Journalists and media who speak out against government authorities continue to be exposed to threats and intimidation; with the result that self-censorship is widespread, especially in rural zones[25]. Censorship and self-censorship is a growing problem in Mozambican public and private media[26]. A significant majority (69%) of media actors

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[22] Mozambique slips down press freedom ranking – AIM report . Agencia Informação de Moçambique (AIM). May 4, 2018. Source: http://clubofmozambique.com/news/mozambique-slips-down-press-freedom-ranking-aim-report / accessed August 21, 2018.

[23] Dissent a Perilous Path in Mozambique. Daily Monitor. By AFP. May 2, 2018. Source: http://www.monitor.co.ug/News/World/Dissent-perilous-path-Mozambique/688340-4540100-g7gsq6z/index.html accessed August 21, 2018.

[24] Dissent a Perilous Path in Mozambique. Daily Monitor. By AFP. May 2, 2018. Source: http://www.monitor.co.ug/News/World/Dissent-perilous-path-Mozambique/688340-4540100-g7gsq6z/index.html accessed August 21, 2018.

[25] Mozambique: Intimidation and Self-Censorship. Reporters Without Borders. For Freedom of Information. 2017. Source: https://rsf.org/en/mozambique. Accessed October 5, 2018.

[26] Jornalismo Em Moçambique Hoje: Uma Avaliação Crítica Numa Pespectiva Académica. José Jaime Macuane & Obede Baloi. Universidade Eduardo Mondlane. Maio 2001.0 Source: http://www.caicc.org.mz/media/jornalism_moz.pdf Accessed October 5, 2018.

surveyed by USAID agreed that self-censorship is a prevailing practice in the Mozambican media. Explaining the phenomena, panelists participating in development of the 2017 Media Sustainability Index highlighted that private outlets are concerned with keeping advertisers and not antagonizing political or economic powers, and will therefore shy away from reporting that might offend or denigrate the image of sponsors. Editors may rewrite a story completely, and fearful journalists are compelled to ignore certain subjects. A code of conduct signed by several media outlets has not eliminated ethical lapses, including plagiarism, avoidance of subjects, a dearth of differing points of view, and manipulation of information and images to harm the reputation of individuals or organizations.

Illiteracy: Another significant challenge is related to high levels of illiteracy in Mozambique. Available estimates show that only 58.55% of adult population (aged 15 years and above) in Mozambique are literate (able to read and write). Illiteracy is a huge barrier to development: illiterate citizens have difficulties in seeking and using information for the betterment of their lives, including improving their job skills, health, nutrition and the education of their household members. Women who are illiterate are further disempowered from playing a meaningful role in society. This reality highlights the importance of community radios as the main source of information to rural populations. Indeed, as long as people are illiterate, speak languages other than Portuguese, and live in rural areas where electricity is scarce and roads are poor, there will be a critical need for community radios in a multiplicity of languages.

Multiplicity of Languages: Although Portuguese is the most widely spoken language and until recently, the only language used in the formal education system, a total of 43 Bantu languages are spoken in Mozambique, most of which are not used in schools, which means that speakers cannot read and write in those languages. Use of the Portuguese language remains strongly concentrated in urban areas of Mozambique, while the vast majority of the rural population depends on local languages to communicate verbally.

Journalism Ethical Standards: Most of the 2017 MSI panelists agreed that Mozambican Journalism has an ethics problem. A study produced by the *Centro de Estudos Interdisciplinares de Comunicações* (CEC) and MISA Moçambique[27], in partnership with the National Union of Journalists (SNJ), revealed that in 2016 there were several violations of ethics in the Mozambican print media, with more prominence for plagiarism. The political, social and economic situation often pushes journalists into unprofessional practices and attitudes, fueled by "*by a clientelism and fealty to political powers and some influential entities within Mozambican society*"[28]. Wages are worryingly low in journalism, as they are in most industries in Mozambique. Entry-level journalists on average make less than 10,000 meticais ($140) per month. Journalists in public media make 15,000 to 20,000 more meticais per month

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[27] Análise de Questões Éticas na Imprensa Escrita em Moçambique. MISA-Moçambique. 2017. Source: http://www.misa.org.mz/index.php/publicacoes/relatorios/30-analise-de-questoes-eticas-na-imprensa-escrita-em-mocambique) Accessed September 14, 2018.

[28] Media Sustainability Index 2017. The Development of Sustainable Independent Media in Mozambique. IREX. 2017. Source: https://www.irex.org/sites/default/files/pdf/media-sustainability-index-africa-2017-mozambique.pdf Accessed October 5, 2018.

than their counterparts in private media. As a result, some journalists seek payoffs from individuals or companies in return for coverage. Partiality and slander are not uncommon among some private media. In addition, poor salaries and working conditions limit the ability of the profession to retain journalists.

Media sector challenges can also be differentiated between those faced by community radios based in rural areas and the urban independent media.

a) LIMITED CAPACITY OF COMMUNITY RADIOS TO PROVIDE INFORMATION TO RURAL CITIZENS

As previously mentioned, community radios have the overwhelming potential to provide information to two thirds of the Mozambican population, mainly in rural or semi-rural areas. Among the most outstanding challenges to provide information to rural citizens are: *(1) poor financial sustainability; (2) poor journalistic skills and ethical standards; and (3) poor community engagement.*

1. **Poor Financial Sustainability** - The weak business structure in most Mozambican community radios and lack of alternative sources of media financing, namely advertisement and subscription payments for access to material produced by the media sector, present a huge economic challenge to the media outlets[29]. Only a slim majority (54%) of USAID surveyed media actors partially agreed that media business is sustainable in Mozambique. A recent government decree law[30] established a licensing fee for community radios at MT 50,000 (US $830), which is difficult for most radios to pay. USAID's previous media program provided targeted customized long-term assistance to 32 community radio stations aiming to build their capacity in business management, thus ensuring their long-term financial sustainability, while at the same time increasing their ability to provide information. Results show that 78% of targeted community radios have progressed one or more stages towards model station status. However, the country has over 120 community radio stations, most of which operate under severe difficulties, being often underfunded and facing serious financial difficulties to raise revenues. The country's economic crises, resulting from the disclosure of hidden government loans, have hit circulation and advertising revenues of the independent media. High interest rates hinder media outlets from borrowing, limiting modernization of high-cost operating equipment, with heavy consequences on business viability. With a few exceptions, community radios suffer from a lack of expertise, professionalism and planning, which compels some managers to resort to unethical and unwise means of obtaining financing. Most radio

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[29] The Right to Tell. The Role of Mass Media in Economic Development. World Bank Institute. November 2002. Source: http://documents.worldbank.org/curated/en/957661468780322581/pdf/multi0page.pdf Accessed October 5, 2018.

[30] Decreto Lei No. 40/2018 de 23 de Julho de 2018. Gabinfo: Taxas. 1ª Série Boletim da República. Imprensa Nacional. República de Moçambique.

stations are managed on a day-to-day basis, without operational and finance plans, by journalists handling multiple and diverse areas such as payroll, advertising and editorial.

2. **Poor Journalistic skills and ethics.** Although community radio journalists face several challenges, there are at least two outstanding challenges common to most of the community radios: (i) poor journalistic skills; (ii) weak journalism ethical standards; and (iii) deficiencies in reporting gender issues.
   - **Journalistic skills –** Despite huge efforts during the last five years to build journalistic skills, professional journalism continues to be a challenge, as reflected on the 2017 Media Sustainability Index, where Mozambique scored only 1.77 on professional journalism. "*Although there are mid- and higher-level institutions that train journalists, too many journalists are poorly trained*", highlights the MSI report. Community radio journalists have few opportunities for training and skills development, and are among the lowest skill levels of all journalists in Mozambique. Areas skills training needed for community radio journalists include: investigative journalism, engaging communities (call-in shows, audience research and dialogue), newsroom and editorial programing.
   - **Journalism ethical standards –** A study produced by the *Centro de Estudos Interdisciplinares de Comunicações* (CEC) and *MISA Moçambique*[31], in partnership with the *National Union of Journalists* (SNJ), revealed that in 2016, there were several violations of ethics in the Mozambican print media, with more prominence for plagiarism and absence of contradictory. The political, social and economic situation often pushes journalists into unprofessional practices and attitudes, fueled by "*by a clientelism and fealty to political powers and some influential entities within Mozambican society*"[32]. Partiality and infringement of personal rights, such as honor, good name and image are common, among some private media. Journalists and media who upset the authorities continue to be exposed to threats and intimidation; with the result that self-censorship is widespread, especially in rural zones. Censorship and self-censorship are a growing problem in Mozambican public and private media. Explaining the phenomena, the 2017 MSI panelists[33] highlighted that private outlets are concerned with keeping advertisers and not antagonizing political or economic powers, and will therefore shy away from reporting that might offend or denigrate the image of sponsors. Editors may rewrite a story completely, and fearful journalists ignore some subjects. A code of conduct signed by several media outlets has not prevented ethical lapses, including plagiarism, avoidance of subjects, a dearth of differing points of view, and

[31] Análise de Questões Éticas na Imprensa Escrita em Moçambique. Misa Mocambique. 2016. Source: http://www.misa.org.mz/index.php/publicacoes/relatorios/30-analise-de-questoes-eticas-na-imprensa-escrita-em-mocambique) Accessed September 29, 2018.
[32] Media Sustainability Index 2017. The Development of Sustainable Independent Media in Mozambique. IREX. Source: https://www.irex.org/sites/default/files/pdf/media-sustainability-index-africa-2017-mozambique.pdf Accessed October 5, 2018.
[33] Media Sustainability Index 2017. The Development of Sustainable Independent Media in Mozambique. IREX. Source: https://www.irex.org/sites/default/files/pdf/media-sustainability-index-africa-2017-mozambique.pdf Accessed October 5, 2018.

manipulation of information and images to harm the reputation of individuals or organizations.

- **Deficiencies in reporting gender issues:** A sensitive field requiring improved journalistic skills is the reporting of gender-related issues. Community radios also lack programming targeted to the needs and interests of women. Despite a slight increase of news items covering gender issues, such as health and gender-based violence, overall reporting of gender-related issues remains low, particularly within community radios. The Gender and Media Baseline Study looked at representation of gender issues over a one-month period in news items from 114 print and electronic media outlets in 12 Southern African countries, including Mozambique. Key findings included: (1) general under-representation of women's "views and voices"; (2) no significant differences between private and public media in the quality or frequency of coverage of women's themes; (3) older women, aged 50 and over, "are virtually invisible"; (4) lack of coverage of certain occupational categories where women predominate, with only beauty contestants, sex workers and homemakers getting significant coverage; (5) coverage of women politicians is not proportionate to their representation in Parliament; (6) men's voices dominate "hard news"; (7) the print media have the lowest levels of coverage of women's issues; and, (8) both blatantly sexist reporting and subtle stereotyping occur.

3. **Poor community engagement:** Despite efforts to respond to community needs, community radios stations have not been able to establish and strengthen meaningful linkages between citizens, the private sector, civil society and local government. Due to resource limitations and lack of technical capacity to conduct market research, audience assessment or listener's surveys, in most cases, citizens' information needs are not regularly assessed. As a result, relevant information needed by the community, especially female and youth members, might not be gathered and broadcast appropriately. The disconnection between the information provided and needed, may result in lack of interest in programming, impeding the effectiveness of community radio programming to motivate behavior change or citizen action in response to the information provided.

b) LIMITED URBAN INDEPENDENT MEDIA SECTOR SUSTAINABILITY

Similar to community radios in rural or semi-rural areas, independent media outlets mainly based in urban areas also face unique challenges to broadly provide high quality information to their audiences, which include: *(1) high cost of production and distribution of content; (2) limited capacity of journalism training programs and (3) constrained operating environment.*

1. **High operational and distribution costs.** Worldwide, media outlets have improved their financially sustainability by migrating to online distribution means, opening the door to new business models. Electronic distribution mechanisms open a wide door for streamlined production techniques, such as mobile journalism, an emerging form of new media storytelling where reporters use portable electronic devices with network connectivity to gather, edit and distribute news from his or her community. To date, only a limited number

of Mozambican established media outlets have taken initial steps in adopting new means of distributing their content. With an increasing internet penetration at lower costs throughout the country, there is huge potential offered by these new means of distribution. Evidence, shows that adoption of these technology-based distribution platforms reduces operating costs significantly while increasing revenues from advertising, thus contributing to improved financial viability of media outlets.

2. **Capacity of journalism training programs:** Understandably, training in journalistic skills remains at the top of media sector needs. Journalism training programs exist in Mozambique, however they lack the capacity to meet the media sector's training needs. Over the past five years, MSP trained over 1,400 journalists (418 women) and provided in-depth journalistic skills to 204 media lab interns. However, it is estimated that the Mozambique has over 6,000 journalists,[34] of whom 1,000 are female, with around two thirds lacking any kind of training. The majority of journalism training programs are based in Maputo. Journalists also seek training outside of Mozambique. It is important that training programs be adapted to newsroom needs, which benefit from close partnerships between training institutions and the media sector stakeholders.

   Previous USAID support led to the establishment of the Media Lab, operating as the Center of Media Excellence, to provide training and apprenticeship for selected aspiring journalists, graduating distinctively high-quality cub reporters ready to work in multi-media newsrooms. Over the years, the program trained more than 220 emergent journalists through a 10-month intensive and in-depth training, and provided in-service training to 1,428 journalists, of which 418 are women, in a variety of media skills and topics. Prospects for long term financial sustainability of the Media Lab are unclear. The Escola de Comunicação e Artes (ECA) also provides training for Mozambican journalists. ECA faces challenges in faculty capacity and integration of modern journalism training techniques. Other state sponsored training programs, such as those offered by the *Escola de Jornalismo*, face similar challenges.

   Training in investigative journalism is particularly weak. Similar to other African countries, investigative journalism in Mozambique is desperately unsupported and underfunded[35]. A significant majority (7 out of 10) of media actors surveyed by USAID agreed that investigative journalism is poor in Mozambique, mainly due to: (1) lack of journalists in country with specialized knowledge on the extractive industries and ability to cover it well, (2) the lack of journalists in country with the ability to track financial flows; (3) lack of journalist ability to analyze complex data sets needed to conduct investigations into abuse or corruption, (4) , limited resources to conduct long, in-depth investigations and (5) high risks associated with investigative journalism. With few sporadic exceptions, print

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[34] Source: Interview to Rogério Sitoe. Jornal Noticias Administrator and Head of Noticias printing house.
[35] Mozambique: In the Criminals' Country. Lazaro Mabunda. The African Investigative Publishing Collective – AIPC. 2018 . Source: http://www.investigativecollective.com/ Accessed October 5, 2018.

and broadcast media rarely produce investigative and specialized reports. As for quality niche reports, very few have been published in the Mozambican press. The few journalists who cover specific areas do so without any training, guided only out of curiosity or interest. In reality, specialty journalism is still a rarity in Mozambique, although there are promising indicators that this is changing. The emergence of nascent organizations that gather together journalists from different publishers, such as those who cover economics, sports, culture, women, or children's issues, suggests there is strong potential for more in-depth specialization of media professionals.

3. **Constrained Operating Environment:** A huge milestone in improving the freedom of the press was achieved in November 2014, when the Mozambican parliament approved the Freedom of Information Law (FOIA), which enables citizens to play a more active role in state affairs by strengthening citizens' rights to access information on issues that are of interest to them. Nonetheless, since then, additional changes in the legal framework and challenges in the political environment have posed limitations on the operating environment:
   - **Fees and Licensing:** A recent development posed additional challenges to the media sector: the approval of a government decree[36] imposing a significant increase in the fees on foreign media and domestic independent media. According to the decree, accreditation for a Mozambican freelance journalist will cost MT 30,000 (US $500) per year, a foreign freelance MT 150,000 (US $2.500), and a resident foreign correspondent 500,000 MT (US $8,300). Registering a publication will cost MT 200,000 (US $3,300) and a community radio MT 50,000 (US $830). A considerable number of media actors voiced their disagreement to this new legislation, which resulted in the suspension of its implementation. Apart from this, the licensing process for media outlets has been challenging, due to overly bureaucratic procedures to obtain operating licenses, with excessive numbers of approvals needed, including the central government entities that supervise the media sector, local government authorities, and the Ministry of Justice and tax authorities.
   - **FOIA Law:** The regulation to allow implementation of the FOIA was only approved by the Government in January 2016, which delayed the start of FOIA's effective implementation. As well, the approved regulation introduced certain practical limitations which have hindered full implementation of FOIA. For instance, the regulation requires that all government institutions should have an Information Officer, who will be responsible for handling requests for information. Given the shortage of human resources this measure is virtually impossible for many government institutions and has been used as a basis for some government institutions to decline requests of information. The fees an information requestor has to pay for copies of requested documents is also a barrier, as these fees are, for the vast majority of the population,

[36] Decreto Lei No. 40/2018 de 23 de Julho de 2018. Gabinfo: Taxas. 1ª Série Boletim da República. Imprensa Nacional. República de Moçambique.

simply unaffordable. Civil servants often deny access to information, thus undermining the possibility for local insight and monitoring of public sector performance[37].

- **Libel and Defamation Laws:** Other statues in the legal framework also limit media freedom. For instance, legislation states that defamation of the president or other high-ranking officials is illegal, which serves to deter journalists from writing freely. Libel and defamation cases can lead to fines, prison terms of up to two years, and a media outlet's suspension. In May 2014, the Attorney General´s Office in Maputo filed a court case against academic and researcher Carlos Castelo-Branco[38], under the allegation that through an article posted on his Facebook page, criticizing then President Guebuza, he had committed a crime against the state. In addition the research center he headed was evicted from its offices located in a state building agency.

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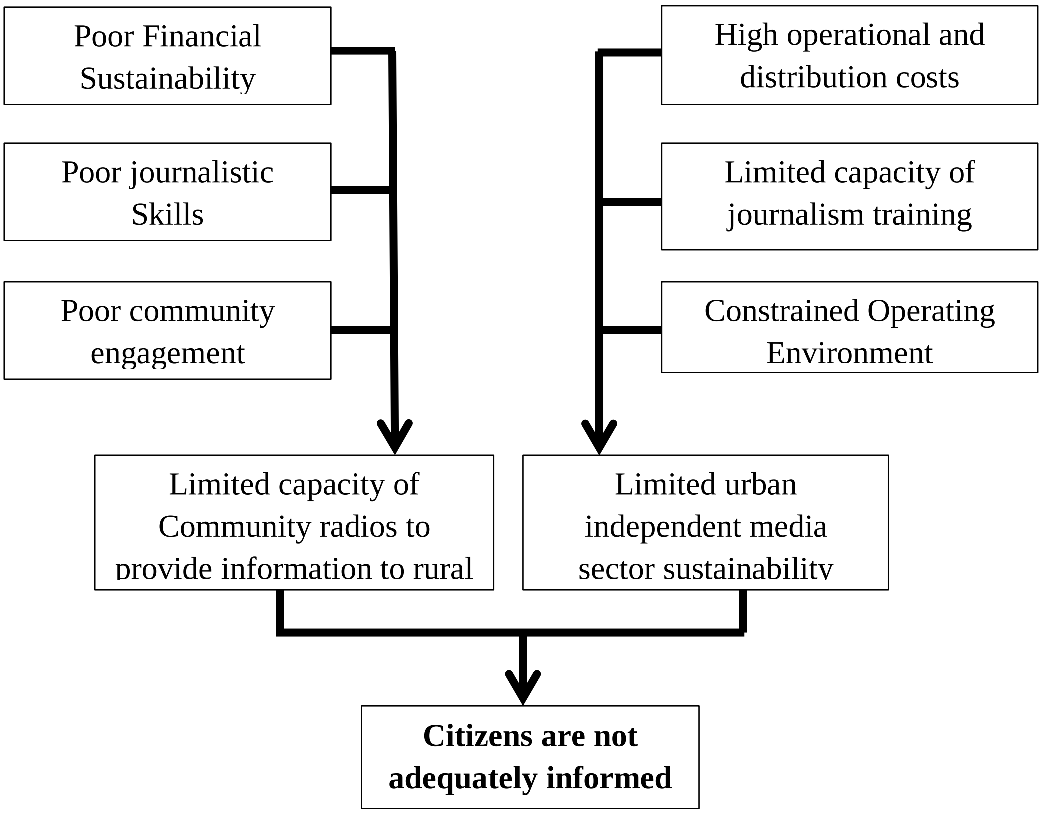
[37] Democracy Support Through The United Nations. Report 10/2010. Evaluation. Mozambique Case Report. 2010. Source: https://www.oecd.org/derec/norway/48086830.pdf accessed October 5, 2018.

[38] A Luta Continua. A Triumph For Press Freedom in Mozambique. Corinna Jentzsch. September 24, 2015. Source: https://africasacountry.com/2015/09/a-luta-continua-a-triumph-for-press-freedom-in-mozambique/ accessed October 5, 2018.

GRAPH 2– SUMMARY OF CHALLENGES LIMITING INFORMED CITIZENRY IN MOZAMBIQUE



Summary Problem Statement: ***Community radios have limited capacity to provide information to rural citizens****, accounting for two thirds of the population, mainly due to poor financial sustainability, journalistic skills and community engagement. On the other hand,* ***urban independent media sector sustainability is limited*** *by high operational and distribution costs, limited capacity of journalism training programs and limitations on the operating environment. Consequently,* ***neither rural nor urban citizens are adequately informed of their rights and responsibilities.***

B.2. GEOGRAPHIC FOCUS

Acknowledging the different nature and operating environment of urban independent media and community radios based in rural areas, the MSP 2.0 program will be structured to provide effective support to community radios located in Zambezia, Nampula, Cabo Delgado and Niassa provinces, and relatively more modest and strategic support to urban independent media nationwide. Applicants are highly encouraged to identify relevant media actors, such as the local organizations supported by the previous program: H2N and Media Lab.

B.3. ACTIVITY PURPOSE

The purpose of this program is to ***increase citizens' access to useful information.*** To achieve the main purpose of increasing citizens' access to useful information, MSP 2.0 will pursue the following illustrative sub-purposes and outputs. These are for illustrative purposes only and can be adjusted as needed by applicants.

Sub-Purpose 1: ***Improved Capacity of community radios to respond to rural citizens' information needs***

Output 1.1: ***Increased Financial Sustainability***

Output 1.2: ***Improved journalistic skills***

Output 1.3: ***Enhanced community engagement***

Sub-Purpose 2: ***Improved Sustainability of Media Sector to Provide Quality Information to Citizens***

Output 2.1: ***Strengthened Electronic Distribution Platforms;***

Output 2.2: ***Increased capacity of journalism training programs;***

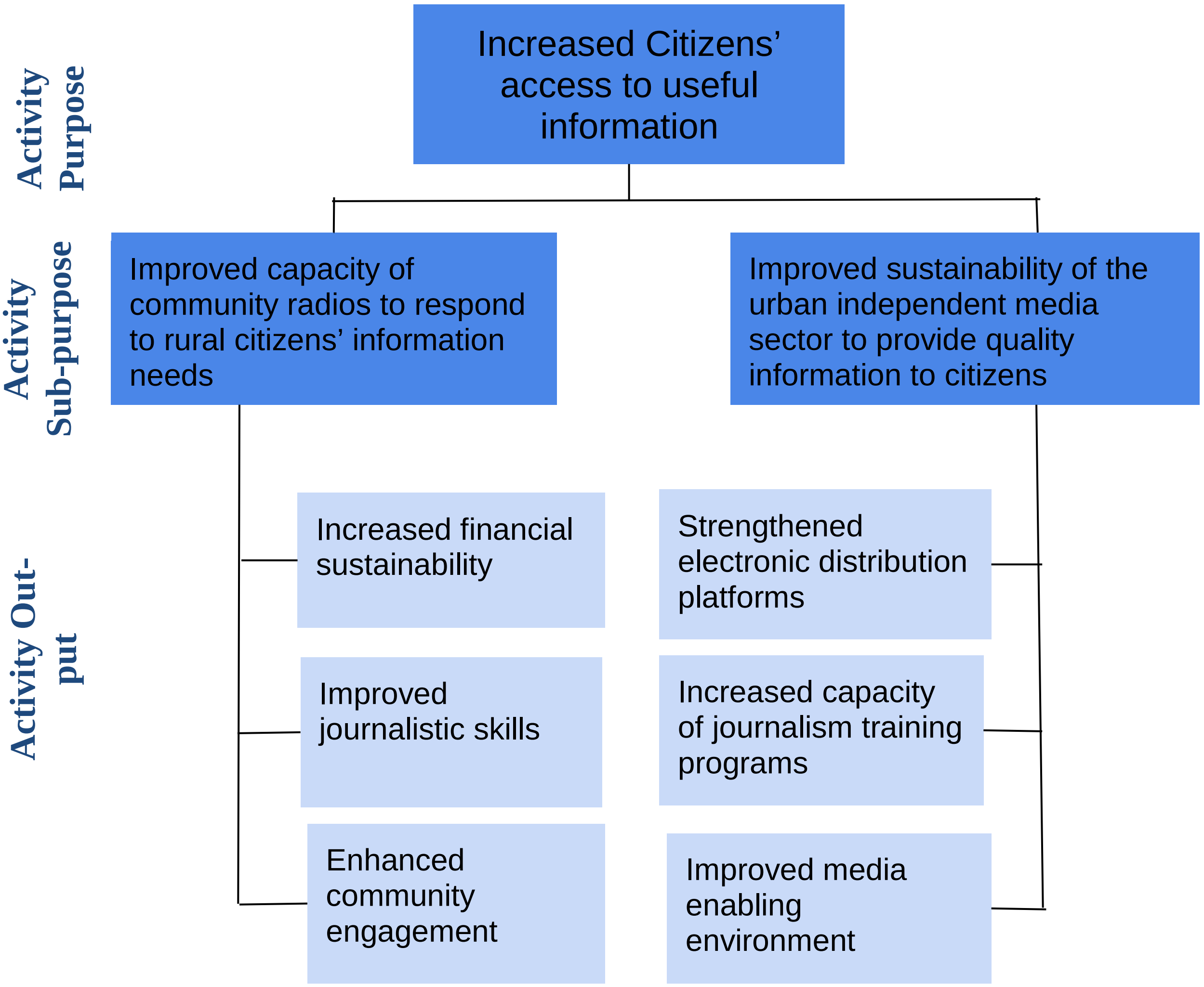
Output 2.3: ***Improved media enabling environment;***

Theory of Change

The theory of change for the MSP 2.0 is:

> ***If*** *the capacity of community radios to respond to rural citizens' information needs is improved, through increased financial sustainability, improved journalistic skills and enhanced engagement with community; and*
> ***If*** *the sustainability of the urban independent media sector to provide quality information to citizens is improved by strengthening electronic distribution platforms, increasing capacity of journalism training programs and improving the media enabling environment ;*
> **Then** *citizens' access to useful information will be increased.*

GRAPH 3 – RESULTS FRAMEWORK



Priority Thematic Areas:* *HEALTH, EDUCATION, EXTRACTIVE INDUSTRIES,

Geographic Focus: Nampula, Zambezia, Cabo Delgado, Niassa

Activity Purpose: ***Increased Citizens' access to useful information***

Illustrative high-level indicators:

- Number of individuals or CSOs exhibiting positive behavior change as a result of high quality information/communication, disaggregated by thematic area: Health, Education, Biodiversity and Extractive Industry;
- Percentage of surveyed individuals who report have taken decisions, changed behaviors or improved civic engagement and participation due to information received through community radio, disaggregated by gender, age-groups and region;
- Percentage of citizens that acknowledge that the information provided by the media outlets is useful, disaggregated by type of media;

Sub-Purpose 1: ***Improved Capacity of community radios to respond to rural citizens' information needs***

Community radio stations play an important role in Mozambique's information landscape, potentially reaching two-thirds of the Mozambican population. For isolated communities, they may be the only link to the rest of the country, and the only source of vital information on current events and politics, corruption, natural disasters, civil unrest, as well as vital development information. However, they operate under chronic challenges, including: numerous stations based in rural areas and broadcasting to small audiences have no revenues generation schemes to sustain their operations; they work in areas without a stable electricity supply; and they cannot easily maintain, repair, or replace equipment that goes through routine wear and tear. They are staffed by untrained volunteer labor, which frequently turns over. They also come under political pressure when they report or lead discussions on sensitive topics. The charitable support and the few opportunities for revenue generation (from airing announcements and PSAs), is barely enough to cover their operational costs. These are issues that Mozambican radio support organizations such as *Forum das Rádios Comunitárias* (FORCOM), *Centro de Apoio à Informação e Comunicação Comunitária* (CAICC) and *Rede de Comunicadores Amigos de Criança* (RECAC), seek to address. The lack of solid, sustainable, and adaptable business models also impacts journalists' ability to report with integrity and newsroom independence, and often rely on unpaid and voluntary workers with poor management skills. Despite these challenges, community radios have enormous potential in promoting community development, informing citizens of their rights and responsibilities and empowering them to become more civically engaged.

Under this objective, MSP 2.0 will seek to: (*sub-objective 1.1*) *improve Community Radios financial sustainability*, (*sub-objective 1.2*), improve *journalistic skills* and (*sub-objective 1.3*) *enhance community engagement*.

Output 1.1: ***Increased Financial Sustainability***

Under this sub-objective, MSP 2.0 will improve management capacity to foster changes in the community radio, by improving managers and decision-makers' business and operation management skills. Overall, the intervention should aim to streamline community radios operations, increase revenues, thus ensuring their long-term financial sustainability. The program should support initiatives to link various community radios and the local, national and international businesses to allow better flow of resources and improve overall business management.

Previous USAID programming supported the launch of the "***Xipalapala***" community radio exchange portal, a promising enterprise which puts stations within reach of health messages and campaigns, and provides opportunities for revenue generation. The applicant is encouraged to establish a strategic partnership with H2N, the local organization managing "***Xipalapala***". Through this mechanism, the community radios can improve their interconnectedness, by exchange content and other relevant information. In addition, the activity will strengthen the networks among community radios, promote exchange of content and improve the linkages with services and businesses interested in using community radios to reach rural populations.

Illustrative Indicators:

- Number of community radios that have streamlined their operations;
- Number of community radios that have increased their revenues, disaggregated by source: Advertisement, ***Xipalapala*** mechanism and other;
- Number of community radio station staff trained on management;
- Number of community radio stations achieving the status of model community radio station;
- Number of community radios using the ***Xipalapala*** exchange mechanism;

Output 1.2: Improved journalistic skills

Given that most community radios currently rely on unpaid and voluntary journalists with no or little training in journalism, MSP 2.0 will give attention to journalists and editors, aiming to improve their skills to investigate and report on relevant issues to their communities, by providing tailored training to journalists, particularly in USAID priority thematic areas of interest to the rural audiences, such Health, Education, Biodiversity and Extractive Industries.

Illustrative indicators:

- Percentage of trained journalists that have demonstrated improvement on their skills;

THEMATIC AREAS: In close partnership with other USAID supported programs the applicant will be required to improve journalists' knowledge in the following USAID primary thematic areas:

HEALTH:

Mozambique continues to show improvement on several key health indicators. Antenatal Care (ANC) coverage, defined as at least one ANC clinic visit, increased to 93 percent with 70 percent of women delivering in a health facility. Under-five child mortality was 90/1,000 live births, declining from 103/1,000 live births in 2010. Despite the improvements in some areas Mozambique continues to have significant challenges within the health sector. Malaria, acute respiratory infections, and vaccine-preventable diseases are the main causes of child mortality, with malaria contributing to one-third of deaths. Forty-three percent of children-under-the-age of five years are stunted.

Social and cultural norms have also shown an impact on poor health outcomes: one example is the Gender Inequality Index which synthesizes gender-based inequalities in three dimensions—reproductive health, empowerment, and economic activity—on which Mozambique ranks 135 of 155 countries. Mozambique has high rates of early marriage, 60 percent of women age 25-49 were married before age 20, and 40 percent of Mozambican women become pregnant before the age of 20. The adolescent pregnancy rate is 137.8 adolescent births per 1,000 live births and the risk of death among pregnant teenagers is four times higher than for women above the age of 20. Only 1.5 percent of adult women have reached at least a secondary-level of education compared to six percent of men.

The lack of quality health information and knowledge is a contributing factor in the persistence of Mozambique's greatest health challenges, especially in rural areas, and including malaria, HIV/AIDS, maternal and child health, and health sector transparency and accountability. Community radio is a critical and underutilized medium to address this information gap and to promote social behavior change.

Illustrative indicators:

- Number of individuals that have been reached through health education and promotion activities broadcasted by the community radios (disaggregated by sex, age and geographic location);
- Number of community radio stations receiving training on key messages for health education and promotion;

EDUCATION:

The lack of reinforcement of existing regulations on poor performing teachers results in poor accountability and school governance, leading to high teacher and school director absenteeism rates and ineffective use of available instruction time for effective learning. To build capacity for meaningful community contribution to effective school management, focusing on improving accountability for improved learning outcomes and better service delivery, MSP 2.0 is expected to partner with other local USAID initiatives and implementing partners, district and provincial education officers, to improve community knowledge and promote best practices, through a variety of interventions, including discussions, relevant radio debates and provide citizens with relevant information on topics such as the roles and responsibilities of school directors, effective functioning of school councils, and teachers, as well as discussions on the importance of parental oversight and effects of pupils and teachers' absenteeism and tardiness on education investment and pupils' learning. The implementer should coordinate with the Ministry of Education at the central level, as well a provincial and district education authorities, to ensure effectiveness and alignment with Government of Mozambique programs. In addition, the implementer is expected to actively collaborate with USAID partners working in the education sector, particularly those operating in communities where partner media outlets (including community radios) are located. Locally, community radios and other media outlets are expected to collaborate with School Councils and other education stakeholders. The aim should be to complement existing activities in addressing identified challenges.

Illustrative indicators:

- Number of individuals that have been reached with education related issues broadcasted by the community radios (disaggregated by sex, age and geographic location);

BIODIVERSITY:

Recognizing the importance of building the capacity of local communities to better manage wildlife and have meaningful participation in natural resources management, MSP 2.0 should build the journalistic skills of targeted journalists, in particular those working on community radios and other media outlets nearby national reserves and parks, to investigate, report and inform citizens on topics such as the true cost of wildlife crime to Mozambique and the importance of wildlife crime prevention, managing human-wildlife conflict and fire management. It is expected that the provision for such accurate information will motivate citizens to demand for greater transparency in the management of wildlife resources as well as improving their engagement in protecting those resources. Journalistic materials supported by the program are expected to contribute to increased coordination and cooperation between the various national and international institutions dedicated to combating poaching and wildlife trafficking, including the National Administration of Conservation Areas (ANAC), Niassa National Reserve, Gorongoza National Park, Grand-Limpopo National Park, and the Attorney General's Office (AGO), other reserves and parks, and the Customs Bureau. The implementer is also encouraged to collaborate with other USAID partners such as World Wildlife Fund (WWF), Wildlife Conservation Society (WCS) and other local organizations working on biodiversity conservation. The activity will also support community radios and other news outlets working to disseminate the conservation legislation including the penal code and the biodiversity conservation law.

Illustrative indicators:

- Number of individuals that have been reached with management of wildlife topics broadcasted by the community radios (disaggregated by sex, age and geographic location);

EXTRACTIVE INDUSTRIES:

Journalists mainly focus on daily reporting; covering events without the specialization needed to provide deeper analysis and sustained coverage to educate citizens on these issues, illustrate the relevance of these issues to their daily lives, and foster a discussion about accountability. Covering the extractives industry is even more complex, as the site of extraction occurs far from the capital in areas that are difficult to access. It is critical to develop reporting from the ground in communities proximate to extraction sites, which understand the local context and language, and have easier access – currently the media is not well-placed to inject effective coverage of the issue into public discourse. It is important to note that historically in Mozambique, as elsewhere in the world, economic exclusion has been and continues to be a fundamental driver of conflict, often remaining under the surface. The implementer is highly encouraged to hire or contract subject matter experts to provide in-depth knowledge to targeted journalists investigating and reporting in these selected topics.

Illustrative indicators:

- Number of journalists trained on extractives;
- Increased quality of mainstream reporting in extractives sector;

Output 1.3: Enhanced community engagement

MSP 2.0 will support community radios efforts to strengthen linkages between citizens, the private sector, civil society and local government to improve transparency and accountability in local communities. Informed citizenry requires that citizens be informed, involved and engaged on various the components comprising their government, including relevant aspects of their politics, geology, sociology, environment and economy. With relevant information, citizens are motivated to take decisions, change behaviors and improve their civic and political engagement and participation. Considering that the ultimate goal of providing relevant information to citizens is to motivate them to exercise their rights and responsibilities, MSP 2.0 will support community radios to ensure that (1) citizens' information needs are regularly assessed, through a diversity of methods such as market research, audience assessments and listener's surveys; (2) needed information is consistently gathered, processed and broadcasted and (3) citizens' reaction to the provided information through positive behaviors is systematically assessed. The applicant is encouraged to propose innovative and less expensive approaches and techniques to help community radios assess their listeners' information needs.

Considering that nearly 66% of the Mozambican population is aged 25 or under, addressing youth related issues is crucial to ensure harmonious and sustainable development. Community radios are crucial instruments in supporting youth at the individual, family and community level. Therefore, MSP 2.0 should play a vital role in strengthening youth participation in the society, through focused activities. Targeted radio programs can allow local youth to express themselves, thus providing a health space for them to speak about their problems, while at the same time offer opportunities for their families and other community members to understand them and engage in a positive dialogue, thus, promoting positive changes in their communities. Tailored radio programs can contribute to protect and promote young people's rights, by giving particular attention to issues such as early marriage, gender-based violence, trafficking in persons and rights of lesbian, gay, bisexual and transgender (LGBT) and other minority populations' rights. Broadcasting positive messages on these topics and other relevant issues can go a long way in discouraging undesired behaviors and build their resilience in poor and conflict-affected areas. Community radios can also contribute to educate and build life skills in targeted young audiences, thus preparing them for adulthood. Ultimately, MSP 2.0 will work to enable the media sector to support, protect, prepare and engage youth.

Illustrative Indicators:

- Number of community radios that regularly assess their audience needs, through a diversity of methods such as market research, audience assessments and listener's surveys;

Sub-Purpose 2: Improved Sustainability of Media Sector to Provide Quality Information to Citizens

Despite the program primary focus to improve information available to rural citizens, accounting for two thirds of the Mozambican population, the program will also provide support to improve the quality and quantity of information available through media outlets based in urban areas. Activities will foster the adoption of new means of producing and distributing content, aiming to improve the availability of information at cheaper cost for citizens and media outlets financial sustainability. MSP 2.0 will provide opportunities for training and apprenticeship for selected aspiring journalists, developing high-quality cub reporters ready to work in multi-media newsrooms. The activity will also encourage journalists to exercise their rights and join with other civic groups to improve the media enabling environment.

Output 2.1: Strengthened Electronic Distribution Platforms

With the advancement of network bandwidth capabilities, online distribution of media content became prominent in the 21st century, presenting opportunities to reduce the high operational and distribution costs that inhibit the reach of media outlets in Mozambique. Worldwide, the distribution systems have rapidly shifted from paper-based to electronic media, social channels, the web, and mobile apps. With increasing access to the internet, social media on various communication platforms, including Twitter, Facebook, YouTube, LinkedIn, Flickr, online streaming and especially WhatsApp are gaining prominence in Mozambique, particularly in major cities. By December 2017, Mozambique had 1.8 Million Facebook subscribers, representing 6.2% of the population. Demonstrating increasing adoption of new distribution means, three months after the official release of the STV Play, an online streaming application, there were 72,297 downloads, with an average of 950 downloads daily. Some media outlets (*Savana, Media-Fax, Canal De Moçambique*) already publish daily versions on A4 paper format PDF files, distributed by e-mail to subscribers. There are also other web-based paid publications, providing news in English, such as *Club of Mozambique and Rhula and Zitamar*. All of this has changed the way information is presented and delivered and it has added to the list of skills journalists need to have in a modern context.

Online distribution also opens the door to new business models. For instance, news pieces could be released, immediately after compilation instead of waiting for them all to be completed and broadcasted. This opens the door for micropayment models, thus improving revenues. Electronic distribution mechanisms open a wide door for streamlined production techniques, such as mobile journalism, an emerging form of new media storytelling where reporters use portable electronic devices with network connectivity to gather, edit and distribute news from his or her community. With an increasing internet penetration at lower costs, throughout the country, there is huge potential offered by these new means of distribution remaining untapped. Evidence shows that adoption of these technology-based production and distribution platforms reduces significantly operating costs, thus improving access to the final consumer. At the same time, expanding electronic media platforms have the potential to increase revenues from advertising in new and emerging markets, thus contributing to improve the financial viability of media outlets.

MSP 2.0 will support media outlets embracing new distribution mechanisms to assess their reach, potential for creating cost efficiencies, and the impact generated in motivating citizens to take decisions, change behaviors and improve civic engagement. Furthermore, the program should provide support to media outlets to ensure both publishers and journalists are able to discern between quality information and misinformation, a growing concern with the increasing use of electronic forms of media.

Illustrative Indicators:
- Number of media outlets adopting new distribution mechanisms;
- Percentage of reduced operational costs by adopting new distribution mechanisms;
- Percentage of increased revenues generated through new distribution mechanism;

Output 2.2: Increased capacity of journalism training programs;
Training in journalistic skills remains at the top of media sector needs, since around two thirds of the estimated 6,000 Mozambican journalists have not benefited from any kind of training in journalistic skills. The applicant is highly encouraged to partner with the existing Media Lab, established by MSP, and operating as the Center of Media Excellence, to provide training and apprenticeship for selected aspiring journalists, graduating distinctively high-quality cub reporters ready to work in multi-media newsrooms. The activity will work closely with media sector stakeholders to ensure that training provided by the program is adapted to the newsroom needs. Training will include coaching and mentoring to existing journalists and editors. The applicant is encouraged to propose and implement a strategy for the Media Lab to sustain itself and maintain quality without USAID funding.

Investigative journalism is essential for citizen oversight of government, greater transparency in the private sector, and reinforces the government's efforts to combat organized crime and corruption. It is distinctive from daily reporting in that it often takes time, resources, and specialized skills to investigate sources and data, requires legal review, and employs visualizations or multimedia products to illustrate complex data. Unfortunately, much of what gets called investigative reporting is sensational and flawed. Budding investigative reporters can be cultivated, but not through one-off training activities; rather, they require ongoing mentoring and collaborative work with editors and an investigative team. As crime and corruption reporting is high risk and requires collaboration across borders, it is critical to link investigative reporters with others in the region and globally through the numerous regional and international investigative journalism networks, and prepares them with relevant safety protocols. is the applicant highly encouraged to partner with the Media Lab and other relevant entities to develop Mozambique's expertise in investigative journalism.

Acknowledging that a sensitive field requiring improved journalistic skills is the reporting of gender issues, MSP 2.0 should also aim to increase and improve coverage of gender-related issues, such as health and gender-based violence, as well as to overcome under-representation of women's "views and voices" in the media.

Globally, USAID seeks to address the growing phenomenon of exploitation of new information technologies to corrupt the information landscape, spread disinformation, and falsely amplify messages and narratives that undermine the legitimacy of democracies. These nefarious efforts directly impact upon the effectiveness of USG efforts to support democracy, human rights, and good governance in the development context. The problem is compounded by the novelty of the speed at which disinformation travels, the scale of people affected, and the diversity of actors as disinformation sources in a globalized phenomenon. It takes place in a largely unregulated online environment where democracy and democratic governance have not advanced apace with rapidly evolving technology. In the Mozambican context, these emerging concerns regarding disinformation, especially in the context of the rapidly expanding popularity of social media, require that MSP 2.0 pay close attention to this emerging threat, and sensitize key actors in the media sector to the threat of disinformation in the Mozambican context.

Illustrative Indicators:

- Number of beginning/mid-career journalists trained;
- Number of advanced training courses provided;
- Number of investigative reports published;
- Number of investigative journalists trained, coached, mentored;
- Number of investigative journalists actively engaged with international networks and reporting projects;
- Percent of journalism trainees who have secured employment in the journalisms sector
- Financial sustainability of media training programs;
- Management capacity of media training programs;

Output 2.3: Improved Media Enabling Environment;

The recent enactment of legislation imposing high tariffs for media registration threatens media freedom. Although Mozambique's Freedom of Information Act (FOIA), provides that both public and private bodies have the duty to make available information of public interest to citizens, a culture of access to information is not yet established to ensure the law's full implementation. Work on both the supply and demand side of the implementation of the FOIA to open the flow of information and establish a culture of transparency will be critical for the media sector to ensure greater accountability and transparency. Over the life of MSP 2.0, new discussions will arise around media law and policy, as well as the regulation of digital media. The activity should provide opportunities for media actors to engage in legal policy and advocacy, to ensure Mozambique's laws remain aligned with international best practices.

Although corruption in the newsroom is noted by journalists and several studies, little has been done to actively address this issue due to the lack of a forum within the profession to discuss corruption. Under this sub-objective, MSP 2.0 should work with existing journalist associations to establish and/or update a code of ethics and adopt an enforcement mechanism for the cadre.

Illustrative Indicators:

- Number of local organizations supported in media policy and advocacy campaigns;
- Number of media laws and policies advocated for in line with international best practices;
- Number of journalists trained on the Access to Information law;
- Number of supported journalists requesting government information;
- Number of groups supported to advocate for increased compliance and implementation of the access to information law ;
- Number of public discussions on corruption in media;
- Creation and adoption of a code of ethics in newsrooms;

B.4. TECHNICAL APPROACH

STRATEGIC FOCUS: Acknowledging the different nature and substantial distinct operating environment between the urban independent media and community radios based in rural areas, and taking into consideration the overwhelming importance of community radios in providing information to two thirds of the Mozambican population, MSP 2.0 should be structured to provide effective differentiated support to the two types of media outlets, namely: (i) **rural or semi-rural community radio stations** and (ii) **urban based printed, radio, television and online/social media**. Program resources should be allocated to reflect this reality, thus **dedicating the majority of the resources to primarily support community radios stations**. Overall, USAID expects the applicant to present an implementation strategy that directs a larger portion of resources to be channeled to activities directly supporting local beneficiaries. Applicants are allowed to apply for one or both sub-purposes, stated under section **B.3**.

LOCALIZATION OF IMPLEMENTATION OF PROGRAMMING*:* In line with USAID's strategic geographic focus, MSP 2.0 should be structured to provide effective support to community radios located in the USAID/Mozambique targeted provinces of Zambézia, Nampula, Cabo Delgado and Niassa provinces, through one or more field offices to be located in the priority provinces. Applicants are encouraged to propose the best management structure to ensure that program objectives are achieved within the targeted geographic area.

COLLABORATION WITH MEDIA LAB AND H2N: Building upon two organizational structures developed by the previous Media Strengthening Program, namely: The ***Media Lab*** operating as a Media Center of Excellence and ***H2N*** *– Community Communications****,*** primarily targeting community radios, the applicant is highly encouraged to establish strategic partnerships to collaborate and support these institutions, providing them with transition support, through technical assistance and sub-grants during the initial years of implementation. Program support should aim to build the capacity of these and similar local institutions to become USAID direct recipients. Mechanisms that allow direct management of resources by these organizations, such as sub-grants, from the beginning of the activity, are highly encouraged. In addition, applications proposing approaches to allow these and similar organizations to become direct recipients are also highly encouraged.

PRIORITY THEMATIC AREAS: given the media outlets, particularly, the community radios' mission of providing citizens with information to improve their lives and the well-being of their communities, it is anticipated that MSP 2.0 may also be supported by other sector funding, such as **health, education, extractive industries** and **biodiversity**. Funded activities should be fully in line with stated USG objectives in these areas.

***CONSULTATION WITH THE SECTOR**:* In line with the strategy to build greater sustainability and self-reliance of the local media sector, MSP 2.0 should establish a strong collaboration and consultation mechanism with the media industry, from the start, continuing a consultative approach that may include setting up a formal structure to advise the activity, such as a multi-stakeholder committee, constituted by respected and influential figures from within the media sector (such as editors, media owners, journalism educators, and influential journalists).

PRIVATE SECTOR ENGAGEMENT: Programming should consider how it can partner with the private sector, which also has a stake in partnering with media to better inform host communities on private sector activities and opportunities.

***INTEGRATION WITH OTHER USAID PROGRAMMING**:* USAID/Mozambique's work in other development sectors (including local good governance, access to water and sanitation, health, education, nutrition, maternal and child health, and agriculture and economic growth) involves a substantial amount of communications and messaging. The strength of the media system and information purveyors is critical; at it serves as a vehicle through which to deliver these messages. The capacity for high quality, accurate, and well-tailored coverage of these issues plays an important role in the effectiveness of these messages. MSP 2.0 should proactively reach out to other USAID implementing partners in other development sectors to enrich the information ecosystem and contribute to their ability to strengthen their intended results. MSP 2.0 should consider joint work-planning exercises to maximize the impact of messages.

C. STRATEGIC CONSIDERATIONS

C.1 GENDER

Promoting gender equality and advancing the status of women and girls is vital to achieving USAID's development objectives. It is USAID policy that all applicants must mainstream and integrate gender into their interventions. Therefore, the applicant will be expected to demonstrate compliance with USAID Policy ADS 205, and should explicitly state how this activity supports the gender policies and strategies of the United States and the Government of the Republic of Mozambique. While the application should contain an initial gender analysis, identifying, understanding and explaining gaps between males and females targeted by the program, the applicant should plan to conduct a full gender analysis following the award. The full analysis should include the following domains: (1) Laws, Policies, Regulations and

Institutional Practices that influence the context in which men and women act and make decisions; (2) Cultural Norms and Beliefs; (3) Gender Roles, Responsibilities and Time Use; (4) Access to and Control over Assets and Resources and (5) Patterns of Power and Decision-making. This information should be supported by statistical data reflecting the intersection of sex with other characteristics such as age, marital status, income, ethnicity, race, disability status, geographic location, sexual orientation and gender identity, or other socially relevant categories as appropriate – that could hinder both men's and women's participation in media/journalism career development.

In a 2015 mid-term evaluation of prior USAID media support, program beneficiaries reported that women's participation is "lacking in the Mozambican media sector and change in this area is expected to be very gradual." The evaluation found that "journalists and managers at outlets are widely supportive of female participation in the media sector at all levels."

The evaluation concluded by specifying the need to continue and expand efforts "to promote increased women's participation in the media sector and application of a gender perspective in the production of media content." The evaluation found that women media professionals were eager to participate in media support and most male counterparts were supportive of their expanded participation; and that reporting "would be further strengthened by the application of a gendered perspective when selecting content and deciding how to cover it."

Opportunities proposed in the evaluation included: (1) collaboration with Mozambican women media leaders who may serve as role models for women seeking a career in journalism, and that "highlighting these individuals can encourage women and men to reconsider stereotypes about who should be in a newsroom and managing media outlets; and (2) promotion of gender policies within media outlets as the lack of gender policies, "makes it particularly hard for supportive media professionals to impel change within their outlets.

The evaluation focused primarily on women working in the Maputo-based media. However, gender dynamics vary in the provinces of the country. In some of these regions, this hinders women's ability to work at community-based radio stations.

An earlier, 2012 analysis was done of how the Mozambican media addressed gender and provided several recommendations that continue to be relevant:

- Efforts to strengthen civil society and civic advocacy must prioritize gender issues and gender inclusivity in partner groups.
- Activities should target equal participation of men and women. Some activities may strive to increase female participation in particular. For example, applicant should consider whether male and female journalists have the same flexibility to participate in weekend-long seminars and what can be done to design workshops to meet the needs of female and male participants.
- Activities should actively seek to ensure women's involvement in leadership roles and in making critical design, implementation, and evaluation decisions.
- The applicant should consider how activities will link with activities in other sectors and strengthen the gender approach in existing and future programs to ensure that there

are no missed opportunities to reach more Mozambicans, particularly services to meet the basic needs of women and girls.

C.2 LOCAL SYSTEMS

Applicants should propose an approach which works extensively through local media systems. Local media system actors, particularly community radios, should be involved to lead in their own development as co-implementers of the MSP 2.0, and at the same time, to build their skills to promote greater self-reliance. The approach should include a coalition of local partners to implement and manage programs, with plans that consider how efforts and cooperation will be sustained beyond the life of the Activity. International partners should play a supporting role in local efforts to achieve self-reliance.

Prior USAID media programming has established local organizations to provide vital services to the media sector where there were gaps, and work alongside well-established and influential local players. The challenges of the next phase of programming include providing a broad network of local organizations, both new and old, the opportunities to:

- Operate independently and lead project implementation while maintaining high standards;
- Foster cooperation and collaboration within the sector so that local organizations are integrated into the media system, and are accountable;
- Develop and adopt models for their operations that establish financial sustainability, and the professional skills needed to meet changing needs in a dynamic media landscape; and
- Advance their policies, governance, and management capacities so that they may be able to receive direct support from USAID.

C.3 SELF-RELIANCE AND SUSTAINABILITY

By improving journalistic skills and professionalism in the media sector, USAID seeks to encourage an increase in relevant, timely, reliable, and high-quality information to citizens. These citizens, in turn, will be empowered to have meaningful participation in governance processes. Informed citizens will be able to seize economic opportunities, and exercise their civic rights responsibly and hold governments accountable for their actions.

Investments to improve media outlets’ business sustainability will directly influence the ability of these outlets to generate domestic resources for their operations, resulting in viable businesses able to continue operations without donor funding. A vibrant, independent and impartial media sector promotes a more inclusive, participatory, and politically stable democracy.

MSP 2.0 objectives will directly contribute to the following self-reliance metrics:

- **Diagonal Accountability Index (VDem) –** by contributing to improve the quality of information provided to citizens, thus allowing them to exercise their rights and responsibilities, the Activity will directly improve the capacity of civil society.

To ensure appropriate contribution and attribution of this activity towards the Diagonal Accountability Index (VDem), the activity will establish and track the evolution of these metrics throughout its implementation.

C.4 YOUTH

Youth is a key focus group for USAID and for the media sector. Mozambique's high fertility rate has led to a significant "youth bulge," meaning a large share of the population are children or young adults. Nearly 45% of the population is aged 15 or under (nearly 13 million people) and at current rates, the absolute number of these individuals is expected to rise to 20 million by 2040[39], which present enormous economic and social challenges. Among these, there is a relatively high dependency ratio (ratio of elderly and youth to working age population), which means that a relatively small portion of the active population must provide for the needs of a large segment of the population. As a result, the government's ability to provide services such as health, education, water and sanitation is strained and the economy is unable to supply jobs and entrepreneurial opportunities, leading to high unemployment among youth. The combined impact of a youth bulge, poverty, unemployment and lack of access to economic opportunities, can drive social and political exclusion and ultimately unrest and internal instability. Sustaining interventions can help ensure that the youth of today will be able to contribute to the economy and society far into the future.

A situational analysis study commissioned by the Aga Khan Foundation-Mozambique on youth in the northern provinces of Nampula and Cabo Delgado in April 2015[40], revealed the challenged faced by the youth in three main areas: education, employment and youth engagement. (1) **Education:** Although all 63 participants in in-depth-interviews valued education and literacy, only half of them were attending school. Those who had dropped out of the school mentioned poverty, lack of financial capacity and, especially for girls, sexual abuses and harassment in schools as reasons for dropping out. (2) **Employment:** With an estimated 300,000 new young entrants into the labor market every year, youth unemployment is a prevalent challenge, as evidenced by the fact that only 12% of surveyed youth had formal employment. Among the most common barriers to employment were: lack of jobs due to limited economic activity, weak market structure and lack of formal training and poor quality of education. To counteract unemployment, 46% of participants were engaged in informal economic activities, most of which required low skills. (3) **Youth Engagement**: in total, 60% of surveyed youth were involved in some form of community group such as associations, collective save schemes, football teams, churches and cultural associations. Those who weren't engaged indicated lack of recognition, support, opportunities and initiative as reasons for their disengagement. The study concluded with recommendations to disseminate training opportunities for youth: scholarships, education grants, vocational and business training, engaging in gender specific or gender focused programming, partnering with the private sector, supporting youth led initiatives and promoting volunteerism.

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[39] Prospects and Challenges: Mozamibque's Growth and Human Development Outlook to 2040. Porter, Alex; Bohl, David; Kwasi, Stellah; Honnenfeld, Zachary and Cilliers, Jakkie. Institute for Security Studies. Irish AID. June 2017.

[40] Youth Study in Cabo Delgado and Nampula Provinces, Northern Mozambique. Aga Khan Foundation. June 2015.

Based on the knowledge drawn through these and other studies, it is clear that MSP 2.0 can play a vital role in strengthening youth participation in the society. USAID Youth Policy provides a conceptual framework that can guide the media to engage youth in positively. The conceptual framework include four interacting elements essential to strengthen youth in any development areas, including media: **support, protect, prepare and engage**. As demonstrated under *Output 1.3: Enhanced community engagement*, community radios and other media outlets can directly contribute to promote youth development within their communities. The applicant is highly encouraged to include strategies and approaches to enable the media sector to support, protect, prepare and engage youth.

Under the previous MSP, most of the over 200 graduates from the media lab were youth (24-29). The large number of new media professionals is composed by young people, below the age of 29. Most of these young journalists enter the labor market for the first time and face challenges associated with their initiation into working environment. MSP 2.0 should continue to target these young journalists, ensuring that their capacity to thrive in the industry is strengthened and their preparedness for the labor market is improved. In addition, the program should be cognizant of the specific needs of this part of the population, by designing and implementing activities that ensure that need and issues pertaining to them are catered appropriately by the media industry.

C.5 CLIMATE CHANGE INTEGRATION

Climate change is a cross cutting issue that can have significant impacts on regional, national, and local development efforts in all sectors. In recognition of that fact, the 2014 President Obama signed Executive Order (EO) 13677 requires all US agencies to factor climate change into their foreign assistance planning and manage the associated climate risks. Therefore, following award, the recipient should plan to identify any expected climate change impact over the life of program’s expected benefits and demonstrate how those risks will be reduced in order to ensure sustainability of the program’s objectives by completing with the AOR a Climate Risk Management (CRM) plan before implementation of the activity.

C.6 SCIENCE TECHNOLOGY INNOVATION AND PARTNERSHIPS (STIP)

With the increasing use of internet, new forms of media are flourishing and Mozambique still has much to do to close gaps and keep pace. This Activity will promote extensive use of technological advances, where available, while at the same time invest to prepare future generations to take advantage of ongoing innovations in the media sector. Where feasible and appropriate, MSP 2.0 will integrate science, technology, and innovation and establish strategic partnerships to improve program performance, cost-effectiveness and to advance the achievement of program objectives.

C.7 TRANSPARENCY AND ACCOUNTABILITY

Fostering transparency and accountability is an important focus area for the U.S. Mission in Mozambique and a core objective of USAID support to the media sector. At the activity level, transparency and accountability will be fostered by promoting regular mechanisms to ensure stronger collaboration and consultation with the media industry, from the start, continuing a consultative approach that may include setting up a formal structure to advise the MSP 2.0, such as a multi-stakeholder committee, constituted by respected and influential figures from within the media sector (such as editors, media owners, journalism educators). The applicant is encouraged to propose the best structure to meet this recommendation, while at the same time, allows the program to remain accountable to USAID policies, rules and regulations. In addition, stakeholders should be encouraged to participate in monitoring and evaluation activities. All data (as appropriate) generated by the program will be made broadly available to the public, government and civil society stakeholders. The data should be easily accessible, reusable, complete and timely.

Broadly, MSP 2.0 will ultimately support the provision of quality information to citizens, thus contributing to build a society where citizens are better informed of their rights and responsibilities. Informed citizens are more empowered to have effective participation in governance processes and to demand greater effectiveness, transparency and accountability of government institutions, thus improving broad diagonal accountability in Mozambique.

C.8 ENVIRONMENTAL COMPLIANCE CONSIDERATIONS

The recipient must adhere to the conditions set forth in the Mission Initial Environment Examination (IEE) and the *Strengthening Democratic Governance of Mozambique Institutions* Categorical Exclusion expiring 09/30/2019, under 22 CFR 216.2(c)(i),(iii) and (v) concerning training, and technical assistance, studies and workshops, information transfer and design related activities not directly affecting the environment.

C.9 HOST GOVERNMENT, DONOR, AND OTHER COUNTERPART COLLABORATION

Although no GRM entity is anticipated to be a direct beneficiary of the program, the recipient is highly encouraged to engage relevant GRM institutions such as ***GABINFO***, ***Instituto de Comunicação Social (ICS)*** and other local government entities, such as Provincial Governments, particularly in the targeted provinces of Nampula, Zambezia, Cabo Delgado and Niassa. In addition, where appropriate the recipient will ensure engagement with GRM institutions both at the central and local level, on policy, alignment with national priorities, coordination, regular communication and strategic discussions to develop a shared vision for successful implementation of the activity.

The recipient is also encouraged to collaborate with other USAID funded program activities to develop synergies and maximize outcomes. Such activities include but are not limited to other USAID funded programs and other programs funded by USG Agencies such as the Centers for Disease Control and Prevention (CDC), The Department of Defense, the Peace Corps , and the Department of State . Collaboration might include co-organization or joint trainings in communication of specific thematic issues such as health, nutrition, education, economy, agriculture, the extractive industry, and biodiversity.

C.10 GRANTS

The Recipient will manage a grants program of at least half of the entire budget. The grants program will support achievement of all program objectives. Initial beneficiaries of the grants will likely be the two organizations inherited from the previous Media Strengthening Program, namely: the ***Media Lab*** and ***H2N – Community Communications***, targeting community radios. These two organizations will be the main vehicles to implement program activities during the initial years and provided grants will ensure that these organizations are enabled to implement activities. MSP 2.0 will provide transition support aiming to build the capacity of these institutions to become USAID direct recipients, earlier during the implementation.

Other types of grants can be provided to local media outlets and organizations, particularly community radios, to foster activities that will directly contribute to the achievement of the program objectives. Special consideration should be given to initiatives aiming to support media outlets to adopt new distribution platforms.

The following are additional details regarding the grants program that cannot be modified without prior approval of the USAID/Mozambique Office of Acquisition and Assistance (OAA):

- The recipient/contractor must submit a Grants Manual, no later than 30 days after award, detailing the process for identifying, evaluating, vetting, awarding, and monitoring grant activities. The Grants Manual will be approved by the Contracting/Agreement Officer.
- The Recipient/Contractor must comply in all material respects with USAID's Automated Directives System (ADS) Chapter 303 (including mandatory and supplementary references) in awarding and administering grants.
- USAID retains the ability to terminate the grant activities unilaterally in extraordinary circumstances.
- Construction activities are not allowed under grants. The definition of construction is available here: http://inside.usaid.gov/ADS/300/303maw.pdf.
- All grants must be completed six months prior to the end of the project.

D. COLLABORATING, LEARNING AND ADAPTING (CLA)

This activity is expected to contribute to USAID/Mozambique's commitment to a multi-faceted Collaborating, Learning and Adapting (CLA) approach to development. The CLA approach is based on the understanding that development efforts yield more effective results if they are coordinated and collaborative, test promising, new approaches in a continuous yet also rapid, targeted search for generating improvements and efficiencies, and build on what works and eliminate what doesn‘t. CLA creates the conditions for fostering broader development success by:

- Collaborating: Facilitating collaboration internally and with external stakeholders to promote increasingly national-led socio-economic development; e.g. enhancing existing stakeholder engagement into learning platforms, substantially coordinating with other USG- or other complementary activities to ensure complementarity and reduce overlap, while also facilitating learning among activities (to reduce the collective cost while enhancing shared results faster); programs that are complementary to this activity

- Learning: Generating and feeding new learning, innovations, and performance information back into the system to inform program management, design, USG-GRM policy dialogue opportunities and funding allocations; (e.g. Creating pauses for reflection within the activity implementation scheme, engaging stakeholders for shared ‘learning moments’, conducting analytical review of existing and/or new evidence that may support or contradict common understanding);

- Adapting: Translating learning (from within the implementation experience or external sources) and considering changing conditions, along the lines of the risks, assumptions and game changers, into strategic and programmatic adjustments. (e.g. adjusting work-plans to account for contextual shifts or tacit learning from a team’s experience, while clearly and explicitly capturing and sharing the rationale for adjustments along the way).

E. MONITORING AND EVALUATION

E.1 MONITORING

Monitoring and evaluating program’s results-focused progress towards achieving its objectives is critical to successful implementation. The recipient must track indicators related to gender equity and female empowerment, and other indicators to be agreed upon. All required indicators will be finalized at the time of award and during work plan development. The recipient must capture, document and report on the impact of USAID assistance, while strengthening and using relevant national, provincial, and district-level reporting systems. The recipient will be expected to use the USAID/Mozambique reporting system managed through the Mozambique Monitoring and Evaluation Mechanism (MMEMS).

The activity M&E plan is a management tool that enables the Applicant and USAID to track whether desired results are being achieved and project implementation is being adapted to changing conditions. This plan should define critical performance indicators, data collection methods and the Recipient’s plans for analyzing utilizing and sharing information for reporting, accountability, learning and adaptation. The activity M&E plan is a required document, due within 90 days of the award.

E.2 USE OF GEOGRAPHIC INFORMATION SYSTEMS (GIS)

The recipient must ensure that the data collection and performance monitoring system used is able to report geo-enabled performance management data to USAID. Existing Government of Mozambique information systems and databases will be used to inform the structure of data collection and reporting. USAID seeks to utilize all performance data in its own GIS system to facilitate program oversight.

E.3 EVALUATION

The AOR will work with the USAID Program Office to plan for and commission an external evaluation to take place at the mid-term of the MSP 2.0 activity. This evaluation will build on measured findings and evidence generated from Objective 5. The evaluation will assess progress toward the objectives and achievement of annual targets. The result of the evaluation will guide the implementation of the award for the remaining years. USAID will fund the external evaluations.

F. KEY PERSONNEL

The implementer should propose an effective, coherent and logical staffing plan that demonstrates the proposed team to achieve the objectives of this project. It should describe the proposed role of each technical staff/advisor in the program and specify where s/he will be based. In this staffing plan, there shall be three positions designated as key personnel. The positions and roles of each position are discussed below:

a. Chief of Party

Responsibilities: The core purpose of the COP is to provide overall leadership in the management and implementation of the entire program. For this reason, the COP must be willing to work on the program for its entire duration. He or She will be responsible for the management and oversight of the entire program, including the preparation of work-plans, monitor activity progress, timely delivery of all reporting and deliverables, ensure performance quality and compliance with USAID rules and regulations. Furthermore, this position will lead planning, coordination and implementation efforts, with the media sector actors and other relevant stakeholders. The COP will supervise all other activity staff, including technical officers. His or Her general responsibilities include:

- **Program Leadership –** he or she provides overall leadership management and general direction of the entire program, ensuring an integrated vision among all partners and consortium members and media stakeholders, and focus on achieving the results defined in the Final Program Description;
- **Management and Administration –** the COP will be responsible for the overall day-to-day management and administration of program operations, including different units and offices, deciding on best way to proceed in order to ensure efficiency and effectiveness of program operations;
- **Representation and Coordination –** he or she will be the primary representative of the program before the different stakeholders, including media sector actors, government entities and USAID. He or she will possess significant coordination skills and will work to ensure coherence and consistency throughout the entire program implementation in spite urgent deadlines;
- **Staff Management, development and security –** the COP will be responsible to provide overall supervision of professional, technical and support staff and assembling teams and operating units to work on the various activities to achieve program results. Additionally, he will ensure that program provides an Equal Employment Opportunity for all staff and is free from any form of discrimination of harassment.

The COP will also be responsible to ensure that the program: (i) promotes gender equality; (ii) works extensively through local media systems; (iii) improves business sustainability and builds local actors' self-reliance; (iv) engages and empowers youth.

b. Senior Community Radios and Media Expert

Responsibilities: The Senior Community Radios and Media Expert will be primarily responsible for providing the program technical guidance. He or She will be responsible for designing, managing and monitoring all technical interventions necessary to ensure that the program will achieve the results outlined in the Final Program Description. The expert will work closely with the COP and will provide the technical guidance and coordination of the interventions to be undertaken by the prime partner and other subs or consortium members. His or her responsibilities will include:

- **Community Radios capacity building:** design, implement and monitor interventions to improve the capacity of community radios to respond to rural citizen's information needs by: (i) increasing their financial sustainability; (ii) improve journalistic skills; (iii) enhance their community engagement.
- **Support to Urban media:** design, implement and monitor interventions to improve sustainability of the urban independent media sector to provide quality information to citizens, through design and implementation of activities aiming to: (i) strengthening electronic distribution platforms; (ii) increasing capacity of journalism training programs and (iii) improve media enabling environment.

The Senior Community Radios and Media Expert will ensure that technical interventions are implemented in a manner that builds the beneficiaries' sustainability and self-reliance.

c) Finance and Grants Director

Responsibilities: Working under the direct supervision of the COP, the Finance and Grants Director (FGD) will have direct responsibility for the financial review and administration of all funds managed under this activity, including sub-grants. His or Her responsibilities will include the preparation and review of proposal budgets, financial reports , tracking accounts receivable and expenditures and ensuring compliance with Generally Accepted Accounting Principles (GAAP), as well as all USAID rules and regulation; assisting in the preparation of budgets and forecasts, maintaining the reporting database and preparing monthly and ad hoc financial reports. Specific responsibilities include:

- **Accounting:** the FGD will ensure that all transactions are entered into the accounting system; reconcile monthly accounts; prepare monthly reports and assist with annual audits;
- **Grants:** he or she will provide grants management, including pre and post- award grants management; maintain the grants proposal budget system; review grant proposals prior to approval; setup grants in accounting system, reporting system, timesheet system and any other grant tracking tool; prepare grants financial reports, invoices and payment requests; proactively review grant financial reports to ensure compliance with grant requirements, internal policies and procedures, GAAP and USAID rules and regulations.
- **Financial Planning, Reporting and Analysis:** the FGD will maintain an accurate reporting system; assist with the development of annual budgets and quarterly reports; prepare monthly actual and budget-to-actual reports; develop ad-hoc reports and analysis and performs other duties as assigned.

SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one Cooperative Agreement pursuant to this notice of funding opportunity and three phase process. Subject to funding availability and at the discretion of the Agency, USAID intends to provide approximately $10,000,000 in total USAID funding over a five year period. Please note that there are several phases to this process and the final award will be issued to the Applicant whose final technical and cost application, collaboratively developed between the selected consortium is the highest rated.

2. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is five years. The estimated start date will be July 2019.

3. Substantial Involvement

USAID plans to negotiate and award a Cooperative Agreement. As USAID desires to be substantially involved in the implementation of the selected program that is consistent with USAID policy contained in Automated Directives System (ADS) Chapter 303 concerning non-governmental assistance activities. This substantial involvement will be through the Agreement Officer, except to the extent that the Agreement Officer delegates authority to the AOR in writing.

The intended purpose of the substantial involvement during the award is to assist the Applicant and its consortium in achieving the supported objectives of the agreement. In addition to the requirements in 2 CFR 200 and 2 CFR 700 and other applicable regulations or provisions, USAID/Mozambique will be substantially involved during the implementation of this Cooperative Agreement in the following ways through the AOR or the Agreement Officer as per ADS 303.3.11:

a. Approval of the Recipient's Implementation Plans;
b. Approval of Specified Key Personnel;
c. Agency and Recipient Collaboration or Joint Participation;
   When the recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge, the AO may authorize the collaboration or joint participation of USAID and the recipient on the program. There should be sufficient reason for Agency involvement and the involvement should be specifically tailored to support identified elements in the program description. When these conditions are met, the AO may include appropriate levels of substantial involvement such as the following:

   (1) Collaborative involvement in selection of advisory committee members, if the program will establish an advisory committee that provides advice to the recipient. USAID may participate as a member of this committee as well.

Advisory committees must only deal with programmatic or technical issues and not routine administrative matters.

(2) Concurrence on the substantive provisions of sub-awards. 2 CFR 200.308 already requires the recipient to obtain the AO's prior approval for the subaward, transfer, or contracting out of any work under an award. This is generally limited to approving work by a third party under the agreement. If USAID wishes to reserve any further approval rights for sub-awards or contracts, it must clearly spell out such Agency involvement in the substantial involvement provision of the agreement.

(3) Approval of the recipient's monitoring and evaluation plans.

(4) Monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects. All such activities must be included in the program description, negotiated in the budget, and made part of the award.

4. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is **935** (any area or country including the recipient country, but excluding any country that is a prohibited source)**.**

5. Nature of the Relationship between USAID and the Recipient

The principal purpose of the relationship with the Recipient and under the subject program is to transfer funds to an applicant who in partnership with other organizations accomplishes a public purpose of support or stimulation of the **Media Strengthening Follow-On Program (MSP 2.0)**, 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.

6. Overall Process

USAID/Mozambique will follow a three-phase selection process. Phase 1 is the submission and review of written Concept Paper. Phase 2 is to participate in a 1-2 day co-creation workshop, wherein the best technically acceptable applicants from Phase 1 will be invited to make an oral presentation of their concept papers followed by a collaborative interaction with other stakeholders and local organizations to find the best solutions for media strengthening in Mozambique. USAID will provide notices to all applicants selected to participate in the co-creation workshop. After the co-creation workshop, the Applicants will be given the opportunity to partner with other stakeholders and local organizations to collaboratively develop a program description and submit written full technical and cost application(s).
The purpose of this process is to identify an Applicant with the best-combined technical approach that will have the greatest chance of success in Media Strengthening in Mozambique. This

Applicant should build on the strengths of each individual organization in a collaborative spirit and a clear shared vision on how to best impact Media Strengthening in Mozambique.

7. Selection of Instrument

USAID/Mozambique has supported the Media Strengthening Program (MSP), a $14,9 Million program implemented by IREX since June 2012, to strengthen the media sector by building the professional capacity of journalists (1,412 in-service journalists and 204 new journalist), supporting media outlets, including 32 community radio stations, among other activities. Recent market research revealed that despite these efforts, the Mozambican media sector continues to face enormous challenges, mainly: the prevalence of (1) poor journalistic skills, (2) weak distributions platforms leading to unsustainable media outlets, (3) poor capacity of community radios to provide quality information to rural citizens accounting for 2/3 of the population, and (4) limitations on the media operating environment, resulting in lack of quality information provided to citizens. These challenges will be addressed by a MSP 2.0 activity.

Taking into consideration that:
(1) the direct beneficiaries of the MSP 2.0 activity will be journalists, community radios and other media outlets and local associations receiving technical assistance and sub-grants to support the provision of high quality information to Mozambique citizens;
(2) the principal purpose of the relationship between the recipient(s) organization(s) and USAID is to assist a recipient, through transfer of funds, to provide its services to third parties (journalists, community radios and other media outlets and local organizations) aiming to provide citizens with better information;
(3) the objectives of this activity are best met by having an independent entity implementing and rather than doing so as agents of the USG and;
(4) USAID/Mozambique neither requires nor desires to exercise control or have direct involvement with routine implementation tasks under this activity, but rather provide support to the activity.

Based on the above, USAID determined that a Cooperative Agreement will be the best instrument for this activity.

[END OF SECTION B]

SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

Eligibility for this NOFO is not restricted.

This funding opportunity is open to all eligible U.S non-governmental and non-U.S nongovernmental entities and individuals (other than those from foreign policy restricted countries). While USAID welcomes all eligible entities and individuals, applicants must be non-governmental. Pursuant to Code of Federal Regulations (CFR) 2 CFR 200.400(g), it is USAID policy not to award profit under assistance instruments such as cooperative agreements.

While for-profit firms may participate, pursuant to 2 CFR 700.13(A).(1) Prohibition against profit: no funds will be paid as profit to any for-profit entity receiving or administering Federal financial assistance as a recipient or sub-recipient, and as such, for profit organizations must waive profits and/or fees to be eligible to submit an application.

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 successful applicant(s) will be subject to a responsibility determination assessment (Pre-award Survey) by the Agreement Officer (AO).

The Recipient must be a responsible entity. The AO may determine 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.

2. New Partners

a) Potential New Implementing Partners

USAID welcomes applications from organizations that have not previously received financial assistance from USAID. In support of the Agency‘s interest in fostering a larger assistance base and expanding the number and sustainability of development partners, USAID/Mozambique encourages applications from potential new implementing partners. However, resultant awards to these organizations may be significantly delayed if USAID must undertake necessary pre-award reviews of these organizations to determine their “risk assessment” (see below). Non-U.S. Organization Pre-award Survey Guidelines and Support is available in the following link: http://www.usaid.gov/sites/default/files/documents/1868/303sam.pdf.

b) Pre-award Risk Assessment

In order for an award to be made, the AO must make a positive “risk assessment,” as discussed in ADS 303.3.9. This means that the applicant must possess, or have the ability to obtain, the necessary management and technical competence to conduct the proposed program. The applicant must agree to practice mutually agreed-upon methods of accountability for funds and other assets provided or funded by USAID.

In the absence of a positive risk assessment, an award can ordinarily not be made. However, in rare cases, an award can be made with “Specific Conditions” (e.g. additional non-standard award requirements designed to minimize the risk presented to USAID of making an award to an NGO for which a positive risk assessment cannot be made), but only where it appears likely that the applicant can correct the deficiency in a reasonable period.

[END OF SECTION C]

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Points of Contact

Tania Conde
Acquisition and Assistance Specialist
USAID/Mozambique
tconde@usaid.gov

2. Questions and Answers

Questions regarding this NOFO should be submitted by email to the point of contact above by no later than the date and time indicated on the cover letter, as amended. 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.

3. General Content and Form of Application

As discussed in Section B, USAID will follow a three-phase process. The form of the applications for each phase is described below:

3.1 Phase 1 – Concept Paper Content and Format:

The 10-page concept paper should be written from a comprehensive viewpoint that shows innovations and approaches proposed by applicant(s) and its potential consortium partners. The concept paper should lay out how the Applicant and its potential consortium partners are uniquely capable of supporting media sector actors in their stated missions of ***increasing citizen's access to useful information in Mozambique***.

The three criteria described in C.2. Phase 1 - Concept Paper Merit Review reflect the requirements for the Concept Paper submitted in response to this NOFO. Applicants must note that these factors serve as the standard against which all Concept Papers will be evaluated, and serve to identify the significant matters, which Applicants must address in their Concept Papers. Each Concept Paper will be reviewed for merit by the Selection Committee (SC) in accordance with the merit review criteria set forth below in this NOFO. The Applicant and proposed partners must demonstrate clear capacity and experience to accomplish the range of technical interventions described in the broader program description. Applicants should describe their institutional capacity – their ability to gather the resources and expertise necessary to implement their application, and to be able to sustain their efforts for the duration of the resulting Cooperative Agreement.

In addition, as demonstrated by USAID's Local Sustainability objectives, involving a wide array of local partners - private, non-profit, and public – is a key Agency priority. Whenever possible, the proposed activity should bring new development actors into partnership with USAID and or expand USAID's engagement with the Media sector, social entrepreneurs, foundations, business, diaspora and communities. The partners should demonstrate a strong commitment to addressing the Media sector development challenge, experience partnering with others, and, where applicable, a proven track record in their particular areas of expertise. Applicants are expected to demonstrate how they will successfully engage other partners in their proposed activities, such as through building sustained private sector or foundation collaborations.

The applicant must format the Concept Paper as follows:

a) Spacing: Singled-spaced;
b) Font: Times New Roman, 12-point;
c) Margins: One (1") margins on all sides;
d) Paper Size: 8.5 inch X 11 inch; and
e) Any graphs, charts, exhibits, tables, etc. contained in the body of the concept paper application shall be numbered and included in the stated page limits (see below). Table font may be reduced to Times New Roman, 10-point.

The Concept Paper should be no more than 10 pages exclusive of cover page, table of contents, and annexes and should include the following sections: (i) Title Page (ii) Cover Page; (iii) Table of Contents (iv) Concept Paper body; (v) Annexes (this may be provided as a separate document.).

The suggested format for the Concept Paper Annexes is below.

Annexes:

i. Acronym List/Definition;
ii. Curriculum Vitae (CVs)/Resumes for Key Personnel and others;
iii. Staffing Plan
iv. Past Performance and References;
v. Other charts, graphs, tables, data or information considered essential to the concept paper application.

The concept paper must demonstrate a complete understanding of The MSP 2.0 Program and the applicant's strategy and methodology. The concept paper should discuss the applicant's General Approach; Key Personnel and Management Plan; and Institutional Capacity and Past Performance as follows:

i. General Approach (5 pages):

In this section the Applicant should present an overall vision for MSP 2.0 in Mozambique and how the Applicant and potential Consortium partners can support this vision. Since the Apparent

Successful Applicant(s) will be invited to participate in a collaborative co-creation workshop with relevant Media sector stakeholders, it is not necessary to present a full and detailed technical application addressing every aspect of the priority areas listed under the activity objective. The general approach as described in the concept paper will be used to demonstrate an understanding of the Mozambican media context, the main actors, and the key questions and guiding principles. As such, the Applicant will only present a technical and management approach at an appropriate level of depth for addressing media sector programming to meet the two Sub-Purposes outlined in the PD. The Applicant must present an approach demonstrating a clear understanding of the activity with regards to MSP 2.0 and the technical pieces that are needed to support their approach. This must include the identification of problems limiting the media sector and appropriate facilitative interventions ***to increase citizens' access to useful information***. Gender, local systems, self-reliance, youth, transparency and accountability must be clearly integrated within the interventions.

Acknowledging the different nature and substantial distinct operating environment between the urban independent media and community radios based in rural areas, and taking into consideration the overwhelming importance of community radios in providing information to two thirds of the Mozambican population, MSP 2.0 should be structured to provide effective differentiated support to the two types of media outlets, namely: (i) rural or semi-rural community radio stations and (ii) urban based printed, radio, television and online/social media. Program resources should be allocated to reflect this reality, thus dedicating the majority of them to primarily support community radios stations. Overall, USAID expects the applicant to present an implementation strategy that directs a larger portion of resources to be channeled to activities directly supporting local beneficiaries. Applicants are allowed to apply for one or both sub-purposes, stated under section B.3 in the PD.

In addition to the Applicant's technical vision, they should describe a proposed collaborative process that describes how they will support the two organizational structures developed by the previous Media Strengthening Program, namely: The ***Media Lab*** and ***H2N***. The applicant is highly encouraged to establish strategic partnerships to collaborate and support these institutions, providing them with transition support, through technical assistance and sub-grants during the initial years of implementation. Program support should aim to build the capacity of these institutions to eventually become USAID direct recipients.. Mechanisms that allow direct management of resources by these organizations, such as sub-grants, from the beginning of the activity, are highly encouraged.

The Recipient will manage a grants program. The grants program will support achievement of all program objectives. Initial beneficiaries of the grants will likely be the two organizations inherited from the previous Media Strengthening Program, namely: the ***Media Lab*** and ***H2N – Community Communications***, targeting community radios. These two organizations will be the main vehicles to implement program activities during the initial years and provided grants will ensure that these and other local organizations are enabled to implement activities. MSP 2.0 will provide transition support aiming to build the capacity of these institutions to become USAID direct recipients..

ii. Key Personnel and Management Plan (4 pages)

Due to the large scope of this activity, USAID/Mozambique admits the possibility of not having one organization with all the required skills and capacity to implement the award. For this reason, USAID/Mozambique allows that organizations come together to form consortium. We ask that Applicants list members of any proposed partnership as well as their individual capabilities. Please note that those applicants who are invited to participate in the Co-creation workshop will have the opportunity to build relationships and form partnerships with other local organizations and local media stakeholders.

Key Personnel: The Applicant may propose a maximum of three (3) Key Personnel. Of those three positions, the following positions must be proposed and their qualifications must meet or exceed the qualifications described below, with at least one candidate having experience using adaptive management techniques:

a. Chief of Party;
b. Senior Community Radios (Media) Expert; and
c. Finance and Grants Director.

Letters of commitment, resumes including a half page summary of qualifications of all key personnel should be included in the annexes.

NOTE: USAID reserves the right to determine relevance of education and experience.

The Applicant must propose individuals for key personnel positions that are highly qualified and are able to fulfill the responsibilities as described below. The staffing plan and its annexes (i.e. resumes) should clearly show how the individuals as well as the proposed staffing mix are appropriate to achieve MSP 2.0 objectives and support implementation at all levels.

Key personnel must have sufficient managerial as well as technical capacity, expertise and experience to effectively manage and support the overall project and its staff as outlined in the responsibilities below.

The Applicant must include resumes for all key personnel (no longer than 2 pages each) to be included in an annex. Each resume must include and multiple (maximum of five) references per candidate ideally from supervisors, colleagues, employees, and most importantly relevant donor organizations.

The required qualifications for each key personnel position are described below:

a) **Chief of Party:** The Chief of Party is absolutely critical for the success of this activity as s/he will both lead the collaborative-creation process and also serve as the representative of the Consortium, communicating its vision to achieve MSP 2.0 in Mozambique, both with USAID as well as the other development partners. The COP must demonstrate strong inclusive leadership traits and the ability to bring lead a diverse Consortium for success. The position requires an individual with the following qualifications:
   - Fluent in English;
   - At least 15 years of demonstrated expertise required in effective program and organizational management /Leadership;
   - Demonstrated expertise required in building effective partnerships and engaging local private, civil society and government institutions;
   - Demonstrated expertise required in effective adult skills building and organizational learning;
   - Demonstrated expertise required in fostering program learning , monitoring and evaluation;
   - Demonstrated expertise required in integrating gender effectively into programs;
   - Demonstrated expertise required in managing diverse and multiple teams;
   - International experience in developing country contexts and emerging democracies required;
   - At least 10 years of demonstrated expertise strongly preferred in building effective media organizations and association's organizational development;
   - Portuguese language fluency required;
   - Experience managing USAID projects and/or other international development programs strongly preferred;
   - At least 5 years prior experience working in Mozambique required; and
   - Master's Degree (equivalent) in Business Management or Organization Development strongly preferred.

b) **Senior Community Radios (Media) Expert:** The position requires an individual with the following qualifications:
   - At least 10 years of demonstrated expertise in Community Radios capacity-building programming, including expertise in media program design, training, program implementation, and monitoring and evaluation required;
   - Demonstrated expertise in effectively building skills and organizational learning required;
   - Demonstrated expertise in coaching and training related to effective journalistic skills, journalism ethics and investigative journalism required;
   - Demonstrated experience required in working effectively with diverse teams, building partnerships and engaging local private, civil society and government institutions;
   - Portuguese language fluency required;

- At least 5 years prior experience in building media sector institutions in Mozambique required; and
- Master's Degree (equivalent) or higher in the media field strongly preferred.

c) **Finance and Grants Director:** The position requires an individual with the following qualifications:
   - 10 years of demonstrated expertise in financial management of international development projects, including sub-grants is required;
   - Demonstrated expertise in effective training and coaching in the area of financial management and organizational development;
   - Demonstrated experience in conducting financial audits and assessments of organizational capacity required;
   - International experience in developing country contexts and emerging democracies (including but not limited to Africa) strongly preferred;
   - Portuguese language fluency required;
   - Mozambican national preferred; and
   - Bachelor's degree (equivalent) or higher in Business Management, Finance, Accounting or other related field strongly preferred.

Management Plan: The MSP Follow-on Program (MSP 2.0) will require specialized skills from a multiple set of partners and USAID/Mozambique admits the possibility of organizations bidding in consortia and potentially developing new partnerships during and after the co-creation workshop. USAID/Mozambique encourages applications to propose potential partner organizations and how they complement one another and would contribute to the MSP 2.0 Program. Partnerships with local entities will be critical in achieving the results of the program and USAID encourages Applicants to suggest local partners clearly defining the value each partner brings.

The Applicant will present its strategy to retain key personnel throughout the life of the program (especially the Chief of Party for the application for the Lead Organization), as well as its contingency plan in the event any of the key personnel leaves the program. The Prime should succinctly outline an inclusive leadership approach that will create a shared common vision and purpose that builds trust and recognizes the value and contribution of all partners. The Prime will coordinate the strategic approach of MSP 2.0 on two levels. The first level of coordination will be at the Mission level where the program coordinates with relevant current and upcoming projects managed by USAID/Mozambique's technical offices. The second level of coordination will focus on broader coordination across the Applicant and partnership members and with the media sector, civil society organizations (CSOs), and other donors.

The Applicant should explain how it envisions effective coordination, collaboration and working arrangements which will result in clear outcomes and maintain value for the contribution of all partners, including its approach to the development of: 1) the individual partner roles and responsibilities regarding the division of labor; 2) shared and transparent decision-making processes; and 3) a communication plan for all levels within the partnership and with external stakeholders.

iii. Institutional Capability and Past Performance (1 page)

USAID/Mozambique understands that the poor performance of the applicant or proposed partner member, if identified at this stage, can negatively impact the overall performance of the MSP 2.0 Program. For this reason, USAID/Mozambique will scrutinize both the technical capacity and the ability of the prime Applicant, to work well with others, focused on a common purpose. Applicants are strongly encouraged to provide examples of significant impact of their past projects and how cooperation in prior consortia contributed to that impact.

The Applicant must include specific examples of past partnerships where the organization served as part of other partnership. Where the Applicant served as a sub-awardee or prime, please provide points of contact with the prime. Where the Applicants served as prime, please provide points of contact with the sub-awardee(s), no longer than 2 pages, to be included in an annex.

USAID will initially determine the relevance (complexity, scope, size and magnitude) of similar performance information as a predictor of probable performance under the subject requirement. USAID may consider relevant projects successfully performed during recent 3 to 5 years to be "recent performance information".

The Applicant should address the following points:

- Demonstrated successful experience in managing and implementing similar programs, in size and scale, preferably in Mozambique;
- Timeliness of performance, cost, and scope; and
- How the Headquarters management team contributed to success.
- Ability to work in partnership with other organizations.

3.2 Phase 2 – Co-creation Workshop

Only applicants whose concept papers are determined technically acceptable will be considered to participate in the Co-creation Workshop. This will be an event held by USAID/Mozambique, where the selected applicants will have the opportunity to present their vision of the MSP 2.0 Program and exchange information with other selected partners and the media industry stakeholders, namely: reputable journalists, community radio and other media outlets representatives, media private sector, media associations and other relevant local organizations, academic institutions and government entities. The ***Media Lab*** and ***H2N*** will also be invited, given USAID's interest in continuing support to these organizations through this activity. During the event, potential applicants will be encouraged to share their technical approaches with other interesting parties to improve their objectives, activities, inputs, outputs, results and outcomes. The event will be tailored to facilitate the formation of consortiums and potential industry teaming partnerships among applicants, media outlets and local associations or organizations, academic institutions and other stakeholders.

a) Based on USAID's merit review of Concept Papers, only the applicants whose applications are determined to be technically acceptable will be invited to participate in the Co-creation Workshop.
b) Applicants who will be invited to the Co-creation workshop will be notified promptly as to the date of the event. They should expect at least two weeks' notice before their expected in-country presence in Maputo, Mozambique to participate on the Workshop. At the time of the invitation, USAID will provide an initial list of invitees.
c) In-person presence is a condition of award as most of the technical discussions will occur at this stage. There will be no conference call-in option for the Workshop.
d) The technical representative of the applicant or consortium and at least one other Key Personnel should attend the event. The Applicant is limited to three attendees and all attendees must be present in-person in Maputo, Mozambique on the date and time specified.
e) The applicants will be required to prepare a 30 to 45 -minute Oral Presentation, summarizing their approach to meet the MSP 2.0 requirements. The presentations will be followed by discussions in Question/Answer (Q&A) format, where the audience will have the opportunity to engage all applicants.

AGENDA

The Industry day will be a one-day event but may be up to two days if required. The agenda will be as follows:

a) Introductions [20 minutes] (Lead: Agreement Officer and Facilitator)
b) PowerPoint Presentation [30-45 minutes each presentation] (Lead of each Applicant);
c) Q&A/Discussions-Round 1 [1 hour] (Lead: Facilitator and each Applicant)
   Invited guests break into groups to meet each applicant individually;
d) Break for Applicants/Media Stakeholders consultations [1 ½ hour]
e) Consortium formation discussions [1 hour] (Lead: Applicant and selected partners)
f) Adjournment [1 hour] (Lead: Facilitator and each Applicant);
g) Next Steps [20 minutes] (Lead: Facilitator and Agreement Officer).

3.3 Phase 3 – Request for Full Application

As a result of the engagements during the Industry Day and thereafter, USAID/Mozambique expects to receive between one and three full applications, submitted by the applicants. Applicants will create a consortium to develop a technical application which will be the program description of the resulting Cooperative Agreement in collaboration with USAID/Mozambique and the media sector stakeholders. The Technical Application is the most important part of consideration in making award decision. It shall demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this program. It shall be specific, complete and presented concisely.

The Technical Application must be numbered and not exceed 30 pages. Both the overall page limit and the individual section page limit must be adhered to. Pages in excess of stated limitations will not be considered. Dividers will not count towards the page limit.

The Applicant must format the Initial Full Technical Application as follows:

a. Spacing: Singled-spaced;
b. Font: Times New Roman, 12-point;
c. Margins: One (1") margins on all sides;
d. Paper Size: 8.5 inch X 11 inch; and
e. Any graphs, charts, exhibits, tables, etc. contained in the body of the concept paper application shall be numbered and included in the stated page limits (see below). Table font may be reduced to Times New Roman, 10-point.

Application Contents: The Full Technical Application should be no more than 30 pages exclusive of cover page, table of contents, and annexes and should include the following sections:

(i) Title Page
(ii) Cover Page;
(iii) Table of Content
(iv) Technical Application;
(v) Annexes (this may be provided as a separate document.).

The detailed format for the technical application is the following:

i. General Approach
ii. Personnel and Management Structure
iii. Monitoring and Evaluation
iv. Co-development/Collaborative Approach
v. Cost Efficiency Plan (Value for Money)

Details for each section of the technical approach are as follows:

i. General Approach

Under this section, the full technical application must present an overview of the general approach to the activity based on the principles outlined in the applicant(s) concept paper and the discussion held during the co-creation phase with other members of the consortium. The general approach component should demonstrate an understanding of the Mozambican context and the key issues to be addressed by the MSP 2.0. Applicants are allowed to apply for one or both sub-purposes, stated under section B.3 in the PD. Specifically, this section must:

- Demonstrate a comprehensive understanding of the Mozambican media sector, from the community radios perspective (Sub-purpose 1); urban media sector (Sub-purpose 2) and identification of the system actors and the various relationships among them (both Sub-Purposes);
- Identify how the Applicant and Consortium's proposed approach will improve the capacity of community radios to respond to the rural citizens' information needs (Sub-purpose 1) and improve the sustainability of the urban independent media sector to provide quality information to citizens (Sub-purpose 2);
- Describe how the program will achieve all proposed outputs and sub-results;
- Integrate gender throughout the proposal, showing how the program will support women's empowerment and gender equality throughout implementation

- Articulate a proposed collaborative process that describes how they will support the two organizational structures developed by the previous Media Strengthening Program, namely: the Media Lab and H2N;
- Lay out the most applicable innovative, adaptive management techniques and evidence-based strategies to ensure a strong collaboration and consultation mechanism with the media industry, from the start, continuing a consultative approach involving respected and influential figures from within the media sector (such as editors, media owners, journalism educators, and influential journalists).

ii. Personnel and Management Structure

Since the full applications are expected to be developed in consortium, at this stage, the management plan must clearly describe the roles of the prime organization and sub-partners, and the comparative advantage of each organization. The division of labor among Applicant and consortium/subs is clear and appropriate to ensure the highest quality coordination and collaboration with various key stakeholders, including beneficiaries. Applicants must have clear and legally established coordination and management plan for the consortium or other partner arrangement. The Applicant must have a lead or "Prime" organization, we see the Prime's role as a "First among Equals," understanding that each Consortium member is critical to the overall success of the award. The partnering arrangement or consortium must have clear lines of responsibilities, assigns clear roles and responsibilities relevant to the program among member organizations. In addition, the management plan must also outline the relationships established with the *Media Lab* and *H2N*, as well as a timeline to build the capacity of these institutions to become USAID direct recipients.

The Applicant must include additional information related to the personnel from partner organizations, composing the consortium that will be fully involved in implementing the program. The plan should present staff from partner organizations that are highly qualified and are able to fulfill the responsibilities attributed to each organization, under the consortium. At least one key person from each partner organization should be identified, at this stage. The staffing plan and its annexes (i.e. resumes) should clearly show how these individuals as well as the proposed staffing mix are appropriate to achieve MSP 2.0's objectives and support implementation at all levels. Key personnel must have sufficient managerial as well as technical capacity, expertise and experience to effectively manage and support the overall project and the staff below their supervision, as outlined in the Management Structure. The Applicant must include resumes for all key personnel from partner organizations (no longer than 2 pages each) to be included in an annex. Each resume must include multiple (maximum of five) references per candidate ideally from supervisors, colleagues, employees, and most importantly relevant donor organizations. The Applicant must include signed letters of commitment for each key personnel from partner organizations, in an annex.

iii. Monitoring and Evaluation:

The Applicant must prepare a clear Monitoring, Evaluation and Learning (MEL) methodology that facilitate adaptive learning and management. The MEL plan must describe and demonstrate how the Applicant will structure the MEL system, give examples of this approach and describe how they will utilize minimal but sufficient data to adaptively manage interventions.

The Applicant should also describe how they will apply adaptive management techniques to inform program management and key decisions.

iv. Co-development/Collaborative Approach:

In brief summary, the Applicant and its consortium describe the collaborative development process undertaken, since the co-creation workshop and how that shaped the full Program Description. The applicant articulates how each partner will be involved in the implementation process and the integration and collaboration strategy that will allow smooth and effective delivery of program results. Applicants outline a logical process for collaboration and consultation with responsibilities, timelines, management controls and monitoring tools. Details about the strategic partnership to build the capacity of the MSP preferred partners: the Media Lab and H2N are included in this section. Partnerships with specific actors from the media sector, including details on continuous consultative process to ensure strong collaboration should be included in this section.

v. Proposed Cost Efficiency Plan (Value for Money)

As budget details depend on the specifics outlined in the final program description, a full cost-application will be developed by the Applicant and its consortium once the program description is finalized. Within this section of the Program Description, the Applicants should lay out the argument why their Consortium offers the best value for money and cost effectiveness for results achieved. Applicants are required to briefly describe the thought process that has gone into budgeting and what they expect key parts of their intervention strategy will cost. This can be a discussion on approach to cost-share, staff salaries, efficient use of resources and sub-agreements and contracts, use of local solutions, etc.

4. Application Submission Procedures

Applications must be submitted by email to eluma@usaid.gov and tconde@usaid.gov . Email submissions must include the NOFO number and applicant's name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their 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 that states: "[NOFO number], [organization name], Cost Application, Part 1 of 2".

USAID's preference is that the technical application and the cost application each be submitted as consolidated email attachments, e.g. that you consolidate the various parts of a technical application into a single document before sending it. 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 submitting an application electronically, applicants should immediately check their own email to confirm that the attachments were indeed sent. If an applicant discovers an error in 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.
Applicants are reminded that e-mail is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, applicants are requested to send the application in sufficient time ahead of the deadline. For this NOFO, the initial point of entry to the government infrastructure is the USAID mail server.

There may be a problem with the receipt of *.zip files due to anti-virus software. Therefore, applicants are discouraged from sending files in this format as USAID/Mozambique cannot guarantee their acceptance by the internet server. File size must not exceed 8MB per email.

6. Business (Cost) Application Format

The Business (Cost) Application must be submitted in phase 3 separately from the Technical Application. While no page limit exists for the full cost application, Applicants are encouraged to be as concise as possible while still providing the necessary details. The business (cost) application must illustrate the entire period of performance, using the budget format shown in the SF-424A.

Prior to award, Applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the Applicant's risk in accordance with 2 CFR 200.205. Applicants should not submit any additional information with their initial application.

The Cost Application must contain the following sections (which are further elaborated below this listing with the letters for each requirement):

a) Cover Page

b) SF 424 Form(s)

The Applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at www.grants.gov or using the following links:

Instructions for SF-424	http://www.grants.gov/web/grants/form-instructions/sf-424-instructions.html
Application for Federal Assistance (SF-424)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424A	http://www.grants.gov/web/grants/form-instructions/sf-424a-instructions.html
Budget Information (SF-424A)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424B	http://www.grants.gov/web/grants/form-instructions/sf-424b-instructions.html
Assurances (SF-424B)	https://www.grants.gov/web/grants/forms/sf-424-family.html

Failure to accurately complete these forms could result in the rejection of the application.

c) Required Certifications and Assurances

The apparently successful applicant must complete the following documents and submit a signed copy with their application:

(1) "Certifications, Assurances, Representations, and Other Statements of the Recipient" document found at http://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf
(2) Assurances for Non-Construction Programs (SF-424B)
(3) 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).

d) Budget and Budget Narrative

The Budget must be submitted as one unprotected Excel file (MS Office 2000 or later versions) with visible formulas and references and must be broken out by project year, including itemization of the federal and non-federal (cost share) amount. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make award, and may result in a rejection of the cost application. The Budget Narrative must contain sufficient detail to allow USAID to understand the proposed costs. The Applicant must ensure the budgeted costs address any additional requirements identified in Section F, such as Branding and Marking. The Budget Narrative must be thorough, including sources for costs to support USAID's determination that the proposed costs are fair and reasonable.

The Budget must include the following worksheets or tabs, and contents, at a minimum:

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the Applicant and any potential sub-applicants for the entire period of the program. See Section H, Annex 1 for Summary Budget Template
- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.
- Detailed Budgets for each sub-recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

The Detailed Budget must contain the following budget categories and information, at a minimum:

1) Salaries and Allowances – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The Applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the Applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and supporting market research.

2) Fringe Benefits – (if applicable) If the Applicant has a fringe benefit rate approved by an agency of the U.S. Government, the Applicant must use such rate and provide evidence of its approval. If an Applicant does not have a fringe benefit rate approved, the Applicant must propose a rate and explain how the Applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown comprised of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.

3) Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant's normal travel

policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.

4) Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.
5) Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200.330 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the Applicant's budget, including those related to fringe and indirect costs.

6) Other Direct Costs – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.

7) Indirect Costs – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see Subpart E of 2 CFR 200.414. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

   Method 1 - Direct Charge Only
   Eligibility: Any applicant
   Initial Application Requirements: See above on direct costs

   Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)
   Eligibility: Any applicant with a NICRA issued by a USG Agency must use that NICRA
   Initial Application Requirements: If the applicant has a current NICRA, submit your approved NICRA and the associated disclosed practices. If your NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Additionally, at the Agency's discretion, a provisional rate may be set forth in the award subject to audit and finalization. See USAID's Indirect Cost Rate Guide for Non Profit Organizations for further guidance.

   Method 3 - De minimis rate of 10% of modified total direct costs (MTDC)
   Eligibility: Any applicant that has never received a NICRA
   Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as

a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200.414(f) for further information.

If the applicant does not have an approved NICRA and does not elect to utilize the 10% de minimis rate, the Agreement Officer will provide further instructions and may request additional supporting information, including financial statements and audits, should the application still be under consideration after the merit review. USAID is under no obligation to approve the applicant's requested method.

8) Cost Sharing – The Applicant must provide a cost share contribution of 10% to be provided over the life of the agreement and specify the sources of such resources, and the basis of calculation in the budget narrative. Applicants should also provide a breakdown of the cost share (financial and in-kind contributions) of all organizations involved in implementing the resulting award.

e) Prior Approvals in accordance with 2 CFR 200.407

Inclusion of an item of cost in the detailed application budget does not satisfy any requirements for prior approval by the Agency. If the applicant would like the award to reflect approval of any cost elements for which prior written approval is specifically required for allowability, the Applicant must specify and justify that cost. See 2 CFR 200.407 for information regarding which cost elements require prior written approval.

e) Approval of Subawards

The Applicant must submit information for all subawards that it wishes to have approved at the time of award. For each proposed subaward the Applicant must provide the following:

- Name of organization
- DUNS Number
- Confirmation that the subrecipient does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (SAM)
- Confirmation that the subrecipient is not listed in the United Nations Security designation list
- Confirmation that the subrecipient is not suspended or debarred
- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.331(b)
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

f) Dun and Bradstreet and SAM Requirements

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier (DUNS number) and System for Award Management (SAM) requirements. Each applicant (unless the applicant is an individual or Federal awarding agency that is exempted from requirements under 2 CFR 25.110(b) or (c), or has an exception approved by the Federal awarding agency under 2 CFR 25.110(d)) is required to:

1. Provide a valid DUNS number for the Applicant and all proposed sub-recipients;
2. 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 (www.sam.gov).
3. 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.

The registration process may take many weeks to complete. Therefore, Applicants are encouraged to begin the process early. If an applicant has not fully complied with the requirements above by the time USAID is ready to make an award, USAID may determine that the applicant is not qualified to receive an award and use that determination as a basis for making an award to another applicant.

DUNS number: http://fedgov.dnb.com/webform
SAM registration: http://www.sam.gov

Non-U.S. applicants can find additional resources for registering in SAM, including a Quick Start Guide and a video on how to obtain an NCAGE code, on www.sam.gov, navigate to Help, then to International Registrants.

g) History of Performance

The apparently successful Applicant must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed 5 awards, as follows:
• Name of the Awarding Organization;
• Award Number;
• Activity Title;
• A brief description of the activity;
• Period of Performance;
• Award Amount;
• Reports and findings from any audits performed in the last three years; and
• Name of at least two (2) updated professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and e-mail address for each proposed individual.

If the Applicant encountered problems on any of the referenced Awards, it may provide a short explanation and the corrective action taken. The applicant should not provide general information on its performance. USAID reserves the right to obtain relevant information concerning an

Applicant's history of performance from any sources and may consider such information in its review of the Applicant's risk. The Agency may request additional information and conduct a pre-award survey if it determines that it is necessary to inform the risk assessment.

h) Branding Strategy & Marking Plan

The apparently successful applicant will be asked to provide a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer and incorporated into any resulting award.

1. Branding Strategy – Assistance (June 2012)

a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.

b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

e. The Branding Strategy must include, at a minimum, all of the following:

(1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.

(2) The intended name of the program, project, or activity.

(i) USAID requires the applicant to use the "USAID Identity," comprised of the USAID logo and brandmark, with the tagline "from the American people" as found on the USAID Web site at http://www.usaid.gov/branding, unless Section VI of the NOFO states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.

(ii) USAID prefers local language translations of the phrase "made possible by (or with) the generous support of the American People" next to the USAID Identity when acknowledging contributions.

(iii) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.

(iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.

(v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos. The NOFO will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

(3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.

(4) Planned communication or program materials used to explain or market the program to beneficiaries.

(i) Describe the main program message.

(ii) Provide plans for training materials, posters, pamphlets, public service announcement, billboards, Web sites, and so forth, as appropriate.

(iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicant must incorporate the USAID Identity and the message, "USAID is from the American People."

(iv) Provide any additional ideas to increase awareness that the American people support this project or program.

(5) Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.

(6) Any other groups whose logo or identity the applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.

f. The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

g.If the applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement.

(END OF PRE-AWARD TERM)

2. Marking Plan – Assistance (June 2012)

a. Applicants recommended for an assistance award must submit and negotiate a "Marking Plan," detailing the public communications, commodities, and program materials, and other items that will visibly bear the "USAID Identity," which comprises of the USAID logo and brandmark, with the tagline "from the American people." The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at http://www.usaid.gov/branding. The NOFO will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

c. Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

e. The Marking Plan must include all of the following:

(1) A description of the public communications, commodities, and program materials that the applicant plans to produce and which will bear the USAID Identity as part of the award, including:

- (i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;
- (ii) Technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;
- (iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and 5;
- (iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
- (v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.

(2) A table on the program deliverables with the following details:

- (i) The program deliverables that the applicant plans to mark with the USAID Identity;

(ii) The type of marking and what materials the applicant will use to mark the program deliverables;
(iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;
(iv) What program deliverables the applicant does not plan to mark with the USAID Identity; and
(v) The rationale for not marking program deliverables.

(3) Any requests for an exemption from USAID marking requirements, and an explanation of why the exemption would apply. The applicant may request an exemption if USAID marking requirements would:

(i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.
(ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.
(iii) Undercut host-country government "ownership" of constitutions, 6 laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as host-country government item or product.
(iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.
(v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.
(vi) Offend local cultural or social norms, or be considered inappropriate. The applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.
(vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.

f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

(END OF PRE-AWARD TERM)

i) Funding Restrictions

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.330 for assistance in determining whether a sub-tier entity is a subrecipient or contractor.

Construction will not be authorized under this award.

USAID will not allow the reimbursement of pre-award costs under this award without the explicit written approval of the Agreement Officer.

Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in Section B.4 of this NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

[END OF SECTION D]

SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

The merit review criteria prescribed here are tailored to the requirements of this particular NOFO. Applicants should note that these criteria serve to: (a) identify the significant matters which the Applicants should address in their applications, and (b) set the standard against which all applications will be evaluated.

Technical and other factors will be evaluated relative to each other, as described here and prescribed by the Technical Application Format. The concept papers will be scored on a pass/fail basis while the Technical Application will be scored using the criteria described below:

Adjective	Merit Review Criterion
Exceptional	An **Exceptional** application has the following characteristics: • A comprehensive and thorough application of exceptional merit. • Application meets and fully exceeds the Government expectations or exceeds NOFO objectives and presents very low risk or **no** overall degree of risk of unsuccessful performance. • Strengths **significantly outweigh** any weaknesses that may exist.
Very Good	A **Very Good** application has the following characteristics**:** • An application demonstrating a **strong** grasp of the objectives. • Application meets NOFO objectives and presents a **low** overall degree of risk of unsuccessful project performance. • **Strengths significantly outweigh any weaknesses that exist.**
Satisfactory	A **Satisfactory** application has the following characteristics: • An application demonstrating a reasonably sound response and a **good** grasp of the objectives. • Application meets NOFO objectives and presents a **moderate** overall degree of risk of unsuccessful project performance. • **Strengths outweigh weaknesses.**
Marginal	A **Marginal** application has the following characteristics: • The application shows a **limited** understanding of the objectives. • Application meets some or most of the NOFO objectives, but presents a **significant** overall degree of risk of unsuccessful project performance. • Weaknesses **equal or outweigh** any strength that exists.
Unsatisfactory	An **Unsatisfactory** application has the following characteristics: • The Application **does not meet** the NOFO objectives or requires a major rewrite of the application. • Presents an **unacceptable** degree of risk of unsuccessful project performance. • Weaknesses demonstrate a **lack of understanding** of the Government's needs. • Weaknesses **significantly outweigh** any strength that exists.

2. Review and Selection Process

a) Merit Review

USAID will conduct a merit review of all concept papers and subsequent applications received that comply with the instructions in this NOFO. Applications will be evaluated and scored in accordance with a pass/fail. The evaluation criteria for each of the phases are shown below:

Phase 1 – Concept Paper

The Concept Paper demonstrates an understanding of the challenges and opportunities in implementing activities under MSP 2.0 in Mozambique. The Concept Paper must present innovative yet realistic interventions that are in line with the approaches and desired results described under Program Description, of this NOFO.

The Concept Paper fully understands USAID media program goals and builds on existing systems established by the previous MSP and other media actors.

Concept Papers (Phase-1) will be reviewed on pass/fail basis using the following merit review criteria and weights shown below:

i. General Approach	45%
ii. Personnel and Management Plan	25%
iii. Institutional Capability and Past performance	30%

The three criteria reflect the requirements of this particular NOFO. Applicants must note that these factors serve as the standard against which all Concept Papers will be evaluated, and serve to identify the significant matters, which Applicants must address in their Concept Papers. Each concept paper will be reviewed for merit by the Selection Committee (SC) in accordance with the merit review criteria set forth in this NOFO.

Evaluation Criteria #1 - General Approach 45%:

The Applicant proposes specific and effective approaches to increase citizens' access to useful information and demonstrates how it will support the media sector in Mozambique. The proposed concept paper will likely achieve the desired outcomes based on the approach described and represent significant strides towards achieving the overall goal of MSP 2.0, including those related to gender equality and women's empowerment, capacity building, and sustainability. The proposed methodology incorporates innovative, adaptive management techniques. The methodology must also build upon best practices and lessons learned/developed by the applicant, other organizations, or USAID under similar programs.

Evaluation Criteria #2 - Key Personnel and Management Plan 25%:

The applicant's key personnel qualifications meet or exceed the required skills stated above in this NOFO. The proposed key personnel must have demonstrated relevant experience in implementing similar project of comparable scale. Applicant's key personnel must have the necessary knowledge, skill and experience in implementing similar project in a challenging environment.

Due to the large scope of this activity, USAID/Mozambique admits the possibility of having more than one organization implementing the award. For this reason, USAID/Mozambique expects that organizations will come together to form partnerships. We ask that Applicants list potential partners as well as list their organizational capabilities. To the extent that is possible, the Concept Paper must clearly describe how each organization will put aside their corporate identities to present a united vision for Media Sector in Mozambique. Partnership members may be adjusted prior to submission of the Full Program Description.

In addition, the Applicant must identify the personnel that will participate in the collaborative-development phase, as well as the role of the Chief of Party and Prime awardee in this phase. The Chief of Party is expected to participate in person during the collaborative development process. The Applicant should present how they envision the collaborative development process, specifically coordination and communication with media sector stakeholders and the role of the Applicant's organization and any partners if applicable. Applicants should also propose a logical process for collaborative-development with a notional timeline for completion of the full Activity Description.

Evaluation Criteria #3 - Institutional Capability and Past Performance 30%:

Applicant and any key partner organizations demonstrated experience and ability to carry out the development and implementation of MSP 2.0 activities. Institutional Capacity and Past performance records for both applicant and its proposed partners, if already identified in this stage, will be closely reviewed and evaluated for both recency and relevancy. Recency is defined as similar projects performed within last 3-5 years. Relevancy is defined as projects perform of a similar scope, magnitude and environment as MSP 2.0. The Applicant and its partners have the technical and management experience and skills to implement the proposed interventions in the MSP 2.0 in Mozambique.

In cases where an applicant lacks relevant past performance history or in which information on past performance is not available, the applicant will not be evaluated favorably or unfavorably on past performance. In such cases the applicant will be rated "neutral". The "neutral" rating provided to these applicants is at the Agreement Officer's discretion based on the past performance ratings for all other applicants. Prior to assigning a "neutral" past performance rating, the Agreement Officer may take into account a broad range of information related to an applicant's past performance.

Phase 2 – Co-creation Workshop with Participation of Local Relevant Stakeholders
No evaluation will be conducted during phase 2 – Co-creation workshop. Results of the applicant(s) engagement during this phase will be reviewed and taken into consideration during the evaluation of the phase 3

PHASE 3 – FULL PROGRAM DESCRIPTION
The Full Program Description (Phase 3) will be reviewed on the basis of the following merit criteria and weights:

i. Overview of General Approach	30%
ii. Personnel and Management Structure	25%
iii. Monitoring and Evaluation	20%
iv. Co-development/Collaborative Approach	15%
V. Proposed Cost Efficiency Plan (Value for Money)	10%

These factors highlight the requirements of this NOFO for the third stage of selection, which is the presentation of Full Program Description. Each PD will be evaluated and scored by the Selection Committee (SC) in accordance with the evaluation factors set forth in this section.

Evaluation Criteria #1 – Overview of General Approach 30%:

Applicants will be evaluated on how well they understand the program goal and challenges of the MSP 2.0. Each Applicant must present an overview of the general approach to the activity as outlined in their concept paper. The general approach component should demonstrate applicant's understanding of the Mozambican context and proposes specific and articulate effective approaches to advance the increased citizens' access to useful information and demonstrates how it will support the media sector in Mozambique.

Specifically, the applicant must:

- Demonstrate a comprehensive understanding of the Mozambican media sector, from the community radios perspective; urban media sector and identification of the system actors and the various relationships among them;
- Identify how the Consortium's proposed approach will improve the capacity of community radios to respond to the rural citizens' information needs and improve the sustainability of the urban independent media sector to provide quality information to citizens;

- Articulate a proposed collaborative process that describes how they will support the two organizational structures developed by the previous Media Strengthening Program, namely: the Media Lab and H2N ;
- Lay out the most applicable innovative, adaptive management techniques and evidence-based strategies to ensure a strong collaboration and consultation mechanism with the media industry, from the start, continuing a consultative approach involving respected and influential figures from within the media sector (such as editors, media owners, journalism educators, and influential journalists).
- Demonstrate full integration of gender throughout the proposal, showing how the program will support women's empowerment and gender equality throughout implementation

Evaluation Criteria #2 – Personnel and Management Structure 25%

At this stage, USAID/Mozambique will evaluate the appropriateness of the management structure and the comparative strengths of the propose applicant. The evaluation team will specifically evaluate the strengths and comparative advantage presented by each individual partnering members and the entire consortium to effectively implement the program. The evaluation will scrutinize the division of labor among Applicant and consortium/subs to determine if it is clear and appropriate to ensure the highest quality coordination and collaboration with various key stakeholders, including beneficiaries. The evaluation will look at the roles and responsibilities outlined by the partnering arrangement or consortium, as well as the relationships established with the Media Lab and H2N and the ability of the management structure to help these organizations to become USAID direct recipients earlier during the implementation.

USAID/Mozambique will evaluate the ability of the proposed personnel from partner organizations, composing the consortium to implementing the program. The evaluation will scrutinize how the proposed staffing mix is appropriate to achieve MSP 2.0's objectives and support implementation at all levels.

Evaluation Criteria #3 - Monitoring and Evaluation 20%

The Applicant must prepare a clear Monitoring, Evaluation and Learning (MEL) methodology that facilitates adaptive learning and management, while capturing differences in program indicators disaggregated by age and gender. USAID/Mozambique will evaluate how effective is the MEL plan in monitoring the program and provide relevant information for decision making.

The applicant will be evaluated on how they utilize minimal but sufficient data to adaptively manage interventions and inform program management and key decisions.

Evaluation Criteria #4 – Co-development/Collaborative Approach 15%

The Applicant will be evaluated on workability of their plan and how they envision the collaborative program implementation. Specifically, the applicant will be evaluated on its planned coordination and communication with key stakeholders, including media sector partners and beneficiaries and the role of the Applicant's organization and any sub-partners if applicable. That includes assessment of the applicant's logical process for collaboration and consultation with responsibilities, timelines, management controls and monitoring tools, including details about the strategic partnership to build the capacity of the MSP preferred partners: the Media Lab and H2N.

USAID/Mozambique understands that the poor performance of the applicant or one Consortium member, can negatively impact the overall performance of the MSP 2.0. For this reason, USAID/Mozambique will heavily scrutinize both the Applicant and all proposed Consortium members. We will not only look at technical capacity, but the ability of each Consortium member to work well with others, focused on a common purpose. Past performance information must be provided and should relate to the specific technical nature of the Activity. The Applicant must provide performance information for each Consortium member (no longer than 2 pages per organization) to be included in an annex.

Rationale for sub-awardees needs to be explained. This FRA highly encourages partnering with local partners, particularly, those supported by the previous MSP. Performance information will be used for both the responsibility determination and best value decision. USAID may use performance information obtained from sources other than those identified by the Applicant. USAID will utilize existing databases of agreements performance information if any and solicit additional information from the references provided in and from other sources if and when the Agreement Officer finds the existing databases to be insufficient for evaluating an applicant's performance.

The evaluation will scrutinize the continuous consultative process to ensure that strong collaboration with the most relevant media sector actors will prevail throughout the entire program implementation.

Evaluation Criteria #5 – Proposed Cost Efficiency Plan (Value for Money) 10%

USAID/Mozambique will evaluate the arguments laid out by the Applicant on why their Consortium offers the best value for money and cost effectiveness for results achieved. The evaluation will look at their approach to cost-share, staff salaries, efficient use of resources and sub-agreements and contracts, use of local solutions, etc. The applicant will also need to demonstrate how they have applied cost-benefit into their design and that they understand the costs of doing business in Mozambique.

b) Cost Application Review

The Agency will evaluate the cost application of the applicant(s) under consideration for an award as a result of the merit criteria review to determine whether the costs are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.

The Agency will also consider (1) the extent of the applicant's understanding of the financial aspects of the program and the applicant's ability to perform the activities within the amount requested; (2) whether the applicant's plans will achieve the program objectives with reasonable economy and efficiency; and (3) whether any special conditions relating to costs should be included in the award.

Proposed cost share, if provided, will be reviewed for compliance with the standards set forth in 2 CFR 200.306, 2 CFR 700.10, and the Standard Provision "Cost Sharing (Matching)" for U.S. entities, or the Standard Provision "Cost Share" for non-U.S. entities.

The AO will perform a risk assessment (2 CFR 200.205). The AO may determine that a pre-award survey is required to inform the risk assessment in determining whether the prospective recipient has the necessary organizational, experience, accounting and operational controls, financial resources, 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. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with “specific conditions” (2 CFR 200.207).

[END OF SECTION E]

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

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.

2. Administrative & National Policy Requirements

The resulting award from this NOFO will be administered in accordance with the following policies and regulations.

For US organizations: ADS 303, 2 CFR 700, 2 CFR 200, and Standard Provisions for U.S. Non-governmental organizations.

For Non US organizations: Standard Provisions for Non-U.S. Non-governmental Organizations.

See Annex 2, for a list of the Standard Provisions that will be applicable to any awards resulting from this NOFO.

3. Reporting Requirements

3.1 Program Reporting

a. Annual Work Plan: Based on this PD, the recipient shall prepare and submit a detailed annual work-plan to guide the implementation process with a breakdown of activities and timelines and anticipated progress in the achievement of the activity results (consistent with the Activity M&E Plan), as well as the associated costs. The recipient shall ensure a collaborative process in work-plan development, consulting beneficiaries, partners, USAID and other relevant stakeholders in preparing the annual work-plan to ensure complementarity and shared ownership. In addition, the AOR may work with the Recipient to define particularly relevant sections of the work-plan that would enhance implementation, such as key assumptions and risks (as well as plans to mitigate and update these), lessons learned and work-plan adjustments going forward.

b. Quarterly Reports: The Recipient shall submit quarterly reports that include narratives of quarterly achievements, and progress against the work plan, and agreed upon performance indicators. A format for the quarterly report shall be approved by the AOR. The quarterly report shall describe and assess the overall progress to date based upon agreed performance indicators. The reports shall also describe the accomplishments of the Recipient and the progress made during the past quarter; include information on key activities, both ongoing and completed during the quarter (e.g. meetings, trainings, workshops, significant events, subcontracts, and grants).

The quarterly reports should provide information on the extent to which gaps between males and females were closed; what new opportunities for men and women were created; what differential negative impacts on males/females were addressed or avoided; and what needs and gender inequalities emerged or remained. Recipients shall notify USAID of developments that have a significant impact on the award-supported activities.

The quarterly report provides the opportunity to discuss impacts of learning on the program, updates in key assumptions and the underlying development hypotheses. Also, notification shall be given in the case of problems, delays, or adverse conditions which materially impair the ability to meet the objectives of the award or which may have an impact on the development hypothesis or theory of change for the activity, and/or other activities (USG-funded or not) which might be informed by such learning. This notification shall include a statement of the action taken or contemplated, and any assistance needed to resolve the situation. The Recipient shall also prepare quarterly financial reports showing the amount of funding and level of effort spent and accrued during the quarter, cumulative spending, and estimates for the next quarter. The quarterly activity and financial reports are to be submitted within 30 days after the end of each fiscal quarter to the AOR at USAID/Mozambique.

c. Annual Report: Annual performance reports on the project activities and progress against indicators are the responsibility of the Recipient and are needed by USAID/Mozambique to provide timely input to the USG's Operational Plan. To the extent possible, the annual performance report should cover activities and results through the end of the fiscal year, and should review the cumulative experience, learning, adaptations and the implications of these for the year. However, the draft annual performance reports must be received by USAID 30 days after the end of the year and in final no later than 90 days after the end of the year.

d. Final Report: A draft final report should be submitted to the AOR no later than 30 calendar days after the completion of the activity. The final report is due 90 calendar days after the end of the award. Three copies should be submitted to the AOR. The report shall summarize the accomplishments of the agreement, methods of work used, and recommendations regarding unfinished work and/or program continuation, as well as key learnings from the total implementation experience. In addition the report should specifically address how the activity addressed gaps between males and females were closed; what new opportunities for men and women were created; what differential negative impacts on males/females were addressed or avoided; and what needs and gender inequalities emerged or remained. It shall cover the entire period of the award and include the cumulative results achieved, an assessment of the impact of the program, lessons learned and recommendations, any particularly notable impact stories (or challenges), and detailed financial information. It should be grounded in evidence and data. The final/completion report shall also contain an index of all reports and information products produced under the award.

3.2 Financial Reporting

a. Quarterly Financial Report: In accordance with 22 CFR 226.52 the Federal Financial Reporting Form (FFR) will be required on a quarterly basis. FFR 425 must be submitted.

b. Other Quarterly Financial Reports: The purpose of this clause is to enable USAID to implement the tax provisions of its bilateral agreement with the GRM. To comply with this clause, the Contractor shall maintain records of all taxes paid to GRM with U.S. government funds as well as other financial information as may be required by USAID. The Applicant shall furnish this information to USAID in accordance with guidance circulated by the Contracting Officer, as amended from time to time.

3.3 Baseline Report

Given that MSP 2.0 will be continuing the activities initiated by the previous Media Strengthening Program, it is not anticipated any need to conduct a baseline survey. However, if the applicant deems necessary to conduct a baseline survey to establish the pre-intervention conditions, inform the development of tailored interventions and provide a basis for monitoring activity results and impacts, the applicant should include a rationale in the proposal. The proposed assessment should provide gender disaggregated statistics and also investigate specific gaps that exist between males and females with respect to the problem that is being addressed, and explain or indicate potential causes of those gaps and indicate what opportunities there are to promote women's leadership and empowerment to project outcomes. This baseline and therefore the baseline report should be conducted after the Applicant/Applicant has secured an approved activity M&E plan but within 6 months of contract award.

3.4 Environmental Monitoring And Mitigation Plan

This will be developed by the Applicant and approved by USAID prior to the launch of each activity having a potential adverse impact on physical and natural environment. For any activity implemented under an IEE that has a Positive Determination (PD) or a Negative Determination with Conditions, contractors and grantees must develop EMMPs to implement these conditions. If a project contains no sub grants and all project activities are known in advance, the EMMP shall be included in the work plan and/or submitted with the work plan at the onset of the project (an annotated EMMP template can be found at http://www.usaidgems.org). If a project contains sub grants, subcontracts, or any activities that are not known at the time of the preparation of the work plan, subproject Environmental Reviews with EMMPs signed by the AOR/COR/AM and the MEO are necessary prior to the approval of a sub grant or sub activity. Signed Environmental Review Forms (ERFs) and Environmental Review Reports (ERRs) will be kept in USAID's official files. Formats for ERF and ERR can be found at the following website: http://www.usaidgems.org

3.5 Gender Analysis
Gender analysis is a tool for examining the differences between the roles that women and men play in communities and societies, the different levels of power they hold, their differing needs, constraints and opportunities, and the impact of these differences on their lives.

The gender analysis should identify root causes of existing gender inequalities or obstacles to female empowerment in the context of the activity, so that the applicant can seek out opportunities to promote women's leadership and participation. The gender analysis should also identify potential adverse impacts and/or risks of gender based exclusion that could result from planned activities, including: (a) Displacing women from access to resources or assets; (b) Increasing the unpaid work or caregiver burden of females relative to males; (c) Conditions that restrict the participation of women or men in project activities and benefits based on pregnancy, maternity/paternity leave, or marital status; (d) Increasing the risk of gender based violence, including sexual exploitation or human trafficking, sexually transmitted diseases, and HIV/AIDS; and (e) Marginalizing or excluding women in political and governance processes.

Because males and females are not homogenous groups, the gender analysis should also to the extent possible disaggregate by income, region, caste, race, ethnicity, disability, and other relevant social characteristics and explicitly recognize the specific needs of young girls and boys, adolescent girls and boys, adult women and men, and older women and men.

3.6 Branding & Marking
Applicants must submit a final Branding & Marketing plan in English. (See the provision entitled "Marking and Public Communications Under USAID-Funded Assistance" in ADS 303maa).

[END OF SECTION F]

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

The points of contact (POC) for questions on this funding opportunity are the following:

Tania Conde
Acquisition and Assistance Specialist
USAID/Mozambique
E-Mail: tconde@usaid.gov

[END OF SECTION G]

SECTION H: OTHER INFORMATION

USAID reserves the right to fund any or none of the applications submitted. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. Any award and subsequent incremental funding will be subject to the availability of funds and continued relevance to Agency programming.

Applications with Proprietary Data

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 cover page with the following:

> "This application includes data that must not be disclosed duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this application. If, however, an award is made as a result of – or in connection with – the submission of this data, the U.S. Government will have the right to duplicate, use, or disclose the data to the extent provided in the resulting award. 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}."

Additionally, the Applicant must mark each sheet of data it wishes to restrict with the following:

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

[END OF SECTION H]

ANNEX 1 – SUMMARY BUDGET TEMPLATE

The budget will be in the SF-424A form as per Section D (6) of this NOFO.

ANNEX 2 - STANDARD PROVISIONS

(Note: the full text of these provisions may be found at: https://www.usaid.gov/ads/policy/300/303maa and https://www.usaid.gov/ads/policy/300/303mab). The actual Standard Provisions included in the award will be dependent on the organization that is selected. The award will include the latest Mandatory Provisions for either U.S. or non-U.S. Nongovernmental organizations**.** The award will also contain the following "required as applicable" Standard Provisions:

REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL ORGANIZATIONS

Required	Not Required	Standard Provision
TBD		RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (DECEMBER 2014)
		RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (DECEMBER 2014)
		RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2014)
	X	RAA4. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	X	RAA5. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	X	RAA6. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)
	X	RAA7. CARE OF LABORATORY ANIMALS (MARCH 2004)
X		RAA8. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)
X		RAA9. COST SHARING (MATCHING) (FEBRUARY 2012)
X		RAA10. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
	X	RAA11. INVESTMENT PROMOTION (NOVEMBER 2003)
X		RAA12. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2014)
X		RAA13. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	X	RAA14. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	X	RAA15. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
X		RAA16. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
X		RAA17. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)
	X	RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
X		RAA19. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
X		RAA20. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
X		RAA21. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO

		PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
X		RAA22. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (July 2015)
X		RAA23. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)
	X	RAA24. PATENT REPORTING PROCEDURES (DECEMBER 2014)
	X	RAA25. ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013)
X		RAA26. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
	X	RAA27. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
X		RAA28. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2017)

REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR NON-U.S. NONGOVERNMENTAL ORGANIZATIONS

Required	Not Required	Standard Provision
TBD		RAA1. ADVANCE PAYMENT AND REFUNDS (DECEMBER 2014)
		RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
TBD		RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (DECEMBER 2014)
		RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
X		RAA5. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (July 2015)
X		RAA6. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)
X		RAA7. SUBAWARDS (DECEMBER 2014)
X		RAA8. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
	X	RAA9. OCEAN SHIPMENT OF GOODS (JUNE 2012)
X		RAA10. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
	X	RAA11. PATENT RIGHTS (JUNE 2012)
X		RAA12. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	X	RAA13. INVESTMENT PROMOTION (NOVEMBER 2003)
X		RAA 14. COST SHARE (JUNE 2012)
	X	RAA15. PROGRAM INCOME (DECEMBER 2014)
X		RAA16. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
X		RAA17. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	X	RAA18. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
X		RAA19. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)

X		RAA20. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
X		RAA21. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
	X	RAA22. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	X	RAA23. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	X	RAA24. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
X		RAA25. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING(ASSISTANCE) (SEPTEMBER 2014)
	X	RAA26. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
	X	RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
	X	RAA28. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
X		RAA29. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2017)

ANNEX 3 – ABBREVIATIONS AND ACRONYMS

ADS	Automated Directives System
AGO	Attorney General´s Office
AIDS	Acquired Immune Deficiency Syndrome
AIM	Agência de Informação de Moçambique
ANAC	Administração Nacional das Áreas de Conservação
ANC	Antenatal Care
AOR	Agreement Officer Representative
CAICC	Centro de Apoio à Informação e Comunicação Comunitária
CDC	Centers for Disease Control and Prevention
CEC	Centro de Estudos Interdisciplinares de Comunicações
CFR	Code of Federal Regulations
CLA	Collaborating, Learning and Adapting
COR	Contracting Officer Representative
CR	Community Radio
CRM	Climate Risk Management
CSO	Civil Society Organization
DDOS	Distributed Denial-Of-Service
DRG	Democracy, Human Rights and Governance
ECA	Escola de Comunicação e Artes
EMMP	Environmental Monitoring and Management Programme
EO	Executive Order
ERF	Environmental Review Forms
ERR	Environmental Review Report
FFR	Federal Financial Reporting
FOIA	Freedom of Information Act
FORCOM	Forúm das Rádios Comunitárias
FRELIMO	Frente de Libertação de Moçambique
GABINFO	Gabinete de Informação
GBV	Gender Based Violence
GDP	Gross Domestic Product
GIS	Geographic Information Systems
GL	Gender Links
GRM	Government of the Republic of Mozambique
H2N	Health and Nutrition
HCGN	Health, Communication and Gender Network
HDI	Human Development Index
HIV	Human Immunodeficiency Virus

ICS	Instituto de Comunicação Social
IEE	Initial Environment Examination
IREX	International Research & Exchanges Board
LGBT	Lesbian, Gay, Bisexual and Transgender
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MISA	Media Institute of Southern Africa
MMEMS	Mozambique Monitoring and Evaluation Mechanism and Services
MSI	Media Sustainability Index
MSP	Media Strengthening Program
OAA	Office of Acquisition and Assistance
PD	Program Description
PWD	People With Disabilities
RECAC	Rede de Comunicadores Amigos de Criança
RENAMO	Resistência Nacional de Moçambique
RM	Rádio Moçambique
STV	Soico Television
SWOT	Strengths, Weaknesses, Opportunities, and Threats
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
USAID	United States Agency for International Development
USG	United States Government
V-DEM	Varieties of Democracy
WCS	Wildlife Conservation Society
WWF	World Wildlife Fund

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ANNEX 4 – LIST OF REFERENCES

1. Lei da Imprensa. Lei No. 18/91 de 10 de Agosto de 1991. Imprensa Nacional, República de Moçambique. 1991. Source: https://www.caicc.org.mz/cd/leis/Files/Acesso%20a%20informacao/lei_de_imprensa.pdf. Accessed October 5, 2018.

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ATTACHMENT A – Additional information on Media Learning Event

SWOT ANALYSIS ON MEDIA SECTOR:

TABLE 1 – SWOT ANALSYS ON MEDIA SECTOR

STRENGTHS	WEAKNESSES
Journalists: ● Journalists creativity and resourcefulness; ● Eagerness to learn more; ● Relative freedom to investigate and report; **Editors:** ● 27 years of Press law; ● Freedom of information Law; ● Opinion makers; **Media outlets owners/managers:** ● Creativity and resilience; ● Vibrant independent media sector; ● Know-how, innovation and ability to bring to life what the audience wants; ● Competitive market; ● Independence and impartiality of private media; ● Improved awareness of the citizens of their rights and responsibilities due to media;	**Journalists:** ● Lack of resources and tools; ● Newsroom/editorial chiefs outdated; ● Media outlets owners/managers captured by political power; **Editors:** ● Poor/Lack of journalistic skills; ● Self-censorship; ● Poor salaries paid to journalists **Media outlets owners/managers:** ● Revenues heavily depending on advertisement; ● Advertisement ban to the independent media; ● Other ordinary legislation that penalizes media; ● Limited technical & human resources due to unstable economy. ● Maintain equipment operational; ● Obsolete equipment and difficulties to maintain it operational; ● High operational costs; ● Woman participation and empowerment;
OPPORTUNITIES	**THREATS**

Journalists: ● Increasing social media; ● Possibility to connect to international journalism network; ● Increasing opportunities for training in different areas **Editors:** ● ICT and online development; ● Provide information to multimedia platform; **Media outlets owners/managers:** ● Freedom of press guarantee by the constitution and international treats; ● Increasing audience coverage nationwide visibility and influence upon citizens; ● Digital immigration on broadcasting; ● National and international networking and cooperation among media outlets; ● Diversification of revenues sources through multimedia platforms;	**Journalists:** ● Persecution, harassment of journalist; ● Legal procedures against journalists; ● High risks associated with investigative journalism; **Editors:** ● Political influence; ● Corruption; ● Lack of regulation on web-based and online media; **Media outlets owners/managers:** ● New legislation introducing heavy tariffs on media sector; ● Political and military instability; ● Persecution, harassment of media owners; ● Lack of financial resources hinders objectivity and impartiality; ● High interest rates for investments; ● Being a private media group challenged with political discourse; ● Impunity and lack of prosecution of corrupt public officials denounced by the media;

ATTACHMENT B: TABLE 2 - ACTION MATRIX WITH POTENTIAL INTERVENTIONS

CHALLENGES	CAUSES	ACTION/STRATEGY	STAKEHOLDERS	ROLES
• Poor information quality	• Lack of appropriate training opportunities for journalists; • Poor quality of available training;	• Provision of specialized short and long-term training by media training institutions;	• Donors; • Training institutions	• Fund training institutions; • Improve training quality and quantity;
	• Poor investigative journalism	• Train journalists in specialized themes/issues		• Train in specific topic;
• Community radios provide limited information to rural citizens	• Community radios lack financial sustainability; • High rotation of community radios journalists; • Lack of journalism skills and expertise on thematic areas;	• Improvement of business models (management and marketing) for community radios - Explore alternative sources of revenues; • Explore the possibility of transforming community radios into multimedia hubs;	• FORCOM; • CAICC; • ICS • Donors	• Provide support to community radios;
		• Expand the use of ***Xipalapala*** to exchange content and provide resources to community radios;	• H2N	• Expand ***Xipalapala*** use throughout the country;
		• Train community radio journalists in journalist skills and thematic areas; • Train community radios managers;	• Donors; • Training institutions	• Provide support and training to community radios
	• Current law does not allow community radios to have advertisement	• Advocate to revise the community radios legislation; • Explore other options to generate revenues within existing law;	• FORCOM, CAICC, ICS • Community radios	• Advocate for legislation changes; • Develop alternative sources of revenues
• Media outlets Business sustainability	• Economic crises; • High operating costs; High interest rates for capital investments	• Provide direct donor funding for media outlets; • Streamline operations and increase distribution channels	• Donors; • Media Outlets	• Provide funding for capital/investment; • Streamline operations
	• Poor management of media outlets	• Train media outlet managers in management, marketing and business operations;	• Training institutions	• Train media managers;
	• New legislations that imposes high tariffs for journalists and media outlets	• Advocate for the annulation/change on the legislation	• Media association	• Advocacy to legislation changes
	• Obsolete and in-operational equipment - Lack of capital to update and maintain equipment	• Increase revenues through diversification of distribution platforms;	• Media owners and managers	• Streamline operations
• Unequal distribution of information throughout the country	• High costs to have journalists throughout the country; • High transportation costs;	• Train and hire journalists in provinces;	• Training institutions	• Train journalists outside Maputo;
		• Develop alternative distribution means in the provinces;	• Media outlets	• Diversify distribution channels;

• Political interference over the media and self-censorship	• Lack of knowledge on the freedom of press and information legislation	• Training journalists on Freedom of information and press legislation implementation; • Raise awareness of all stakeholders on legislation;	• Media associations	• Train and raise awareness on the media legislation and journalist ethics
	• Journalists subject to corruption	• Raise awareness in journalistic ethics;		• Raise awareness on journalism ethics;
• Gender imbalance	• Difficulties for woman to participate in the media sector	• Train more female journalists – positive discrimination in favor of women; • Promote "nursery programs" for young girls;	• Training institutions • Community radios	• Train more female journalists; • Promote "nursery programs" for young girls;

GRAPH 1 – COMMUNITY RADIOS CHALLENGES, POTENTIAL AND ENVIRONMENT

Three representatives from the community radios attending the Learning Event were asked to describe the main challenges, opportunities and operating environment faced by the community radios. The graph below, summarize their reflection: