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Federal Agency Name: United States Agency for International Development (USAID)/Liberia

Funding Opportunity Title: Request for Application (RFA): Liberia Media Development (LMD) Activity

Announcement Type: Initial
Funding Opportunity Number: RFA-669-15-000001
Catalog of Federal Domestic Assistance (CFDA) No.: 98.001

RFA Submission Dates:
Note: All specified times in this RFA are Monrovia (GMT) time.

RFA Issuance Date:	March 13, 2015
RFA Questions Due:	March 20, 2015, 5:00 PM GMT (12:00 PM EDT)
Past Performance Short Forms:	March 20, 2015, 5:00 PM GMT (12:00 PM EDT)
RFA Closing Date:	April 12, 2015
RFA Closing Time:	10:00 PM GMT (5:00 PM EDT)

Introduction
USAID/Liberia invites interested parties to submit an application to respond to the Liberia Media Development (LMD) Program RFA. The primary goal of the program is to increase all Liberian citizens' access to independent and reliable information and empowerment to engage in well-informed public discussion of important issues of the day. It is expected that program support will focus on both commercial media outlets and Community Radio Stations (CRS).

General RFA Information
Issuance of this RFA does not constitute an award commitment on the part of the Government, nor does it commit the Government to pay for costs incurred in the preparation and/or submission of an application (preaward expenses). Applicants who come under consideration for an award that have never received USAID funding will be subject to a preaward audit to determine fiscal responsibility, ensure adequacy of financial controls, and establish an indirect cost rate (if applicable). The authority for this RFA is found in the Foreign Assistance Act of 1961, as amended.

USAID intends to award one (1) Cooperative Agreement up to an amount totaling $11,000,000. A Cooperative Agreement issued under this RFA may have an implementation period (FY2015-FY2020) of up to five (5) years. Projects proposed with an implementation period of more than five (5) years will not be considered. The Government reserves the right to reject any or all applications received and may or may not award a Cooperative Agreement under this RFA.

Additionally, pursuant to 2 CFR 2 200.400(g) and 2 CFR 700.13 (commercial organizations), it is USAID policy not to award profit under assistance instruments. However, all reasonable, allowable and allocable expenses, both direct and indirect, which are related to the Agreement program and are in accordance with applicable cost standards (2 CFR 200 Subpart E and 2 CFR 230 , and the Federal Acquisition Regulation (FAR) Part 31 for profit organizations), may be paid under the agreement.

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

Period for Questions

Prospective applicants shall submit all questions in writing via email ONLY to Edward Lamin at elamin@usaid.gov with a "cc" to Joshua Schramm at jschramm@usaid.gov and Gerald Smith at gesmith@usaid.gov **no later than 5:00 PM GMT on March 20, 2015** (also see RFA Dates on the cover sheet). Questions will not be answered prior to the closing date of questions. Phone calls regarding any questions concerning this RFA will not be accepted. Question answers will be communicated via an amendment to the RFA and will be posted on Grants.gov. Questions submitted after the specified closing date of the open question period will not be accepted or answered. Also see Section VII. Federal Awarding Agency Contacts.

The preferred method of distribution of USAID assistance information is via the Internet. This RFA contains all necessary information, web links, and materials to submit a complete, full application. Any additional information regarding this RFA will be furnished through an amendment(s) and will be communicated through Grants.gov. This RFA and any future amendments can be downloaded from the World Wide Web Address at http://www.grants.gov. In order to apply to this RFA, an applicant organization must be registered on Grants.gov. Additionally, in order to submit an application, organizations must have a current registration in the System for Award Management (SAM) on sam.gov. If an organization is currently not registered in SAM, Applicants are advised to begin the registration process IMMEDIATELY upon the issuance of this RFA.

Thank you for your interest in this USAID initiative. USAID looks forward to your organization's participation.

Sincerely,

H. Marshall

Hillary A. Marshall
Agreement Officer

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Section I: Program Description

A. Introduction

USAID/Liberia invites interested parties to submit an application to respond to the Liberia Media Development (LMD) Program. The funding priorities for this award are listed in the objective areas described in this section. The authority for this RFA is found in the Foreign Assistance Act of 1961, as amended and is subject to the requirements of 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards and the Agency's supplement to this section at 2 CFR 700.

The primary goal of the program is to increase all Liberian citizens' access to independent and reliable information and empowerment to engage in well-informed public discussion of important issues of the day. It is expected that program support will focus with both commercial media outlets and Community Radio Stations (CRS). Specifically, according to the objectives, the award will lead to:

- Increased sustainability of media houses (both commercial and community radio stations);
- A plurality of voices represented in Liberian media;
- Improved quality of media, including wider adherence to professional standards of journalism;
- Strengthened normative-legal enabling environment for freer media; and,
- Strengthened Information Commission to be able to respond rapidly to requests from citizens and media establishments.

USAID/Liberia expects to award a five-year (60 month) $11,000,000 cooperative agreement for this program. The illustrative activities and results in this RFA are meant to be examples only, and USAID welcomes thoughtful applications which propose activities and interventions that are both innovative and appropriate to the Liberian context.

USAID's Liberia Media Development (LMD) Program falls under the Foreign Assistance Framework (FAF) Governing Justly and Democratically Objective, Program Area 2.45 *Civil Society*. It is also aligned with USAID/Liberia's Country Development Cooperation Strategy (CDCS) which identified the following overall strategic goal: strengthened Liberian institutions positioned to drive inclusive economic growth and poverty reduction.[1] This is to be accomplished through a package of interventions targeted at four complementary Development Objectives (DOs) addressing governance, economic growth, health and education. The activities proposed in this PD have been compiled with the goal of achieving DO 1: More effective, accountable, and inclusive governance.
The following principles are essential to this program:

1. Sustainability: Projects can be called sustainable when they "deliver an appropriate level of benefits for an extended period of time after major financial managerial and technical assistance from an external donor is terminated."[2] USAID supports country-led development by strengthening local expertise, institutions and managements systems. For example, the project will focus on helping media outlets to develop and maintain strategies to ensure they are relevant to their clients.

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[1] http://www.usaid.gov/sites/default/files/documents/1870/liberia-cdcs.pdf
[2] Development Assistance Committee definition.

2. Gender Integration: While both men and women actively participate in all areas of economic, social, and political life in Liberia, women have significantly less income, influence, autonomy, and political clout than men. Women's full and equal participation and the integration of gender perspectives are hallmarks of democratic electoral processes. Gender issues should, therefore, be taken into consideration throughout project design, implementation, and evaluation. The recipient will be required to: design interventions in every objective area that respond to the specific needs of both genders as well as facilitate women's increased participation in electoral processes; collect data disaggregated by sex as appropriate; and implement monitoring mechanisms that determine if activities are facilitating a more equitable role for women.

B. Background

Since the end of the Liberian civil war in 2003, there is increasing space for the engagement of citizens, Civil Society Organizations (CSOs), and the media in public policy and service delivery, but effective accountability mechanisms lag behind. Currently, governance is based on the consensus of elite groups, leaving little room for broad-based civic input. Across all sectors, laws and regulations are increasingly well-developed and in compliance with regional and international standards but they are poorly implemented and enforced. There are low opinions of government transparency, accountability, and responsiveness and a sense that civil and political rights have not led to greater realization of core economic and social rights. Citizens lack widespread access to information and communication and thus do not have the means to understand and monitor their government and ensure that their interests are reflected in the public agenda. The media sector specifically (radio, television, print, and digital media), is faced with a wide range of challenges, including restrictions on press freedom, market failures, weak organizational and business management practices, a lack of professional standards, and weak media interest groups.

Within this formidable cluster of inhibiting factors, there are also important opportunities. Enabling elements include increasing experience and skill in working in coalitions to mobilize constituencies and influence state action, high level Government of Liberia (GOL) commitment to key international good governance frameworks, and a gradual opening up of the policy process, itself. There are several examples of successful engagement in which the GOL relied on the expertise of CSOs for service delivery and policy formulation.

A crucial role for the independent media is to serve as broadly inclusive information conduits (operating as professionally and neutrally as possible) that can interconnect all societal actors, including: civil society (citizens and CSOs), the private sector, legislatures, and government authorities at all levels. Despite many weaknesses, the Liberian media have proven particularly influential in galvanizing the public to key issues, providing information, enabling public discussion, changing the terms of the debate, and eliciting responses from state actors.

As Liberia perseveres to address the multiple challenges of socio-economic development, health, and building a young democracy, the independent media will prove crucial in many important respects. Media can enable: informed participation by citizens, productive multi-directional communications among civil society and government authorities, and provision of urgent information needed to help the country overcome wide-ranging problems.

Major Issues

Unevenly Functioning Information Environment: Citizens lack widespread access to information and communication are excluded from full and equal participation in the public sphere. CSOs lack the capacity to take basic political information, analyze it and repackage it in a way that the public can understand. News media are of varying quality.

According to the 2012 Afrobarometer survey[3], radio is the pre-eminent medium, with 73 percent of Liberians using this medium to get their news every day or a few times a week, in comparison to TV (16 percent) or newspapers (20 percent). Mobile phone usage in Liberia has grown at a rapid rate. Sixty-five percent of adult Liberians report owning a mobile phone. Internet usage has also seen an exponential uptick, primarily in urban areas. Harnessing new media to disseminate information, to rebut destabilizing rumors, and to connect citizens to the state represents a major opportunity. The use of short message service (SMS) technology to access information as well as to report rights violations is still nascent, but a mechanism that shows promise. As technology expands, mobile news gathering, social networking, and citizen journalism will be more common.

Media Enabling Environment: The Constitution provides a strong framework for access to information and the protection of freedom of speech and the press, although historically statutory law has not been as supportive. Liberia made important progress with the passage of the Freedom of Information Act (FOIA) in 2010, following public pressure from a large coalition of journalists and domestic and international media organizations. There is increased awareness of the FOIA among media leaders, journalists and CSOs and anecdotal evidence of government response to requests for information, particularly since the establishment of the Independent Information Commission in 2012 with USAID assistance. The low level of requests, GOL weaknesses in implementation, the fear of reprisals, and resistance to compliance continue to be barriers to its effectiveness.

Other pieces of legislation drafted and proposed by media reform groups have been stalled in the legislature for several years. Large and disproportionate monetary fines in civil libel cases against the media have become a pressing concern. There has been little actual movement on enacting a decriminalization law despite the GOL’s stated intention to do so. The threat of libel suits, plus other political and economic pressures, have contributed to a culture of self-censorship and a reluctance to scrutinize the government by investigating allegations of corruption. The GOL is also the major source of advertising revenue for media outlets and this has undermined media independence. There is a perception that the GOL uses advertising as a tool to favor certain media outlets over others, for either political or commercial gain. Recently, moreover, the Government abruptly shut down the National Chronicle without apparent cause, raising concerns about the sanctity of press freedoms in the country.

Media Pluralism: The press is most effective and less prone to capture by vested interests if there is a plurality of media entities representing diverse views and ownership patterns, as well as broader public access to media. Pluralism, as represented in the number of media outlets, is relatively robust, with over three dozen newspapers in print, 24 radio stations on the air in Monrovia and surrounding areas, six television stations, and 58 community radio stations around the country. Currently, UNMIL Radio is the only broadcaster with national coverage, but it is set to close when the peacekeeping mission ends in 2017. UNMIL is important as a key source of funds for community radio stations, which are paid to broadcast its news. UNMIL also provides what is considered an objective, non-partisan news

[3] http://www.afrobarometer.org/files/documents/summary_results/lib_r5_sor.pdf

broadcast and crucially a relay distribution system for its programs, which would need to be taken over or replaced were UNMIL to close as planned in 2017. If state-owned media takes over UNMIL assets and programs, the state would gain budgetary and content control over the community radio sector, which provides news to the majority of the population.

Media pluralism also implies a diversity of perspectives and voices. Elite dynamics and inequalities influence the plurality of voices in the media sector, although this is somewhat mitigated by the growth of community radio. Many social and regional interests are not given voice. The Liberian media landscape is dominated mostly by men, as managers, producers and consumers of media. Women comprise only 20 percent of reporters and there are even fewer female managers or editorial members. Women leaders and experts are infrequently quoted by the media. Issues concerning women are given less space or airtime. Print news does a poor job covering rural matters and newspapers are rarely distributed outside of Monrovia. Local radio stations rarely cover issues that are not either national in scope or extremely localized. There is very little information sharing among rural media platforms and these stations rarely feed content to Monrovia media houses. Both forms of radio draw news heavily from the print press and particularly from those papers with an online presence. Continued weaknesses in the media system limit citizens' means to understand and monitor their government or ensure that their interests are reflected in the public agenda.

Community Radio Station Management: Community radio stations face several obstacles that threaten both their operations and engagement in democratic development. These stations continue to struggle with limited financial resources, equipment problems and very weak news gathering staff. Community Radio Stations (CRSs) are dependent on the websites of Monrovia newspapers for significant parts of their news as well as news and donor-sponsored programming distributed by UNMIL. Planning for UNMIL's post 2016 draw-down is an important element of CRS support. The uncertain legal footing of CRS is another important issue. Although originally constituted by community votes, many CRS boards have not regularly sought renewed mandates. Some have been taken over by political forces or are owned by individuals rather than collectively, and their programming is not developed with the participation of the communities they serve. CRSs are not well prepared to withstand political pressure. Even stations that largely conform to the accepted definition of community radio are prone to enter into political debates, lacking sufficient independence or professionalism to objectively report all sides of the debated issues. Some have succumbed to pressure from local authorities who force them to broadcast messages of support and use them as a vehicle for propaganda. Some communities are showing creativity in developing sources of funding and in soliciting donations to maintain equipment and buildings. CRSs can benefit from renewed management boards, development of better business plans, better revenue and accounting controls, training of staff and diversification of revenues.[4]

Commercial Media Business Management: Financial viability and independence are the primary challenges faced by commercial media in Liberia. Business management has consistently been the weakest of the performance areas in the Media Sustainability Index's annual survey. A weak domestic economy and widespread poverty challenge the sustainability of media outlets in a number of ways, most notably by limiting revenue potential from sales and making media outlets dependent on a small number of potential advertisers. The commercial media landscape is oversaturated and most major

[4] Please refer to attached document for more information on CRS reach. "Final Survey Report to Measure Percentage of Liberian Population Reached by Community Radio Partners"

newspapers print fewer than 2,000 copies. A 2011 IREX survey[5] found that the top five newspapers captured 82 percent of the newspaper reading market and that the top eight accounted for 96 percent of the market share. Too many newspapers results in excessive competition for a limited pool of advertising. There is no independent market research to measure readership/listenership and to help advertisers steer their ad buys toward better quality outlets with larger audiences. Market research would help improve media quality, weed out uncompetitive entities, and, through rationalizing advertising rates, provide clear financial incentives to outlets to improve quality and distribution.

Professional Skills and Ethics: Low levels of professional, ethical, management and technical standards are reported consistently among media practitioners. These low standards are attributed to four factors: insufficient or poor-quality training institutions; rapid expansion of media outlets that has further strained already limited resources; low salaries and status; and high levels of attrition and skills exodus to better paid and more prestigious career paths. Media ownership is often shrouded in secrecy, and several media houses are owned or patronized by politicians. Reporters commonly accept payment from individuals covered in their stories, and the placement of a story in a paper or radio show can often be bought or influenced by outside interests. Grammar in print journalism is poor and reporting remains sketchy, politically-motivated and published with few or sometimes no on-the-record sources in many print and broadcast outlets. It is routine practice for journalists and editors to accept bribes to either place or suppress stories, severely damaging the reputation of the media sector as a whole and undermining its ability to hold politicians accountable.

Operational Challenges: In all media sectors there is a shortage of equipment such as mobile phones, computers, digital cameras, and means of transportation. Additionally, many outlets rely on generators to provide electricity at great expense, thus there are operational challenges surrounding the lack of a nationwide electrical grid. Journalism is a capital-intensive activity which requires production and broadcast equipment. Technical equipment is difficult to secure and maintain; there are few specialists trained to repair it, and physically accessing community radio stations can be challenging. The recent Ebola crisis highlighted these operational challenges and safety considerations faced by journalists.

Program Goal and Strategic Approach

USAID/Liberia's Country Development Cooperation Strategy (CDCS) identified the following overall strategic goal: strengthened Liberian institutions positioned to drive inclusive economic growth and poverty reduction. This is to be accomplished through a package of interventions targeted at four complementary Development Objectives (DOs) addressing governance, economic growth, health and education. The activities proposed in this project description have been compiled with the goal of achieving DO 1: More effective, accountable, and inclusive governance. More specifically, this project aims to *increase influence of citizens and media in the governance of public goods and services* (IR 1.4) by **increasing Liberian citizens' access to independent and reliable information.**

USAID Liberia's CDCS notes the importance of these multiple roles in ensuring peace and development. "The inclusiveness of Liberia's institutions will be critical -- both to develop and take full advantage of the country's human resource potential, and to maintain the legitimacy and stability of the State during a prolonged transition process in which people's aspirations and expectations are likely to exceed realistically achievable milestones. Public, private sector, and civil society institutions

5 IREX, The Liberian Media and Advertising Market, July 2011 survey report

all have a critical role in this process, including by operating as checks and balances on each other to ensure inclusiveness and accountability for development results."

C. Program Objectives, Illustrative Activities, and Anticipated Results

This project should be designed to strengthen the Liberian media so that it can more effectively provide information to all citizens throughout the country, promote public debate of political and social issues, and hold government and business accountable. Elements of the project are broadly divided into program focus areas; support to print news media, the commercial radio sector, and the community radio sector, which is the main provider of news and governance information to a large majority of citizens, as well as to the emerging digital, multi-media and social media sectors.

Because the modes of delivery of services differ between print and radio, different approaches may be required. However, rapid changes in media technologies increasingly require media outlets and personnel to master multi-media skills, which also open richer opportunities for exchanging news and information across diverse media platforms. In all cases, gender related programming should be incorporated, and adapted to the platform(s) in question (print, radio and/or multi-media). Within both the print and radio sectors emphasis is placed on improving the quality of media outputs, assisting the sectors to become more financially independent, strengthening industry associations in ways that better enable the media to represent its interests and organize forms of collective action to improve long-term sustainability. Realizing the full potential of old and new media requires going beyond the journalism to develop other forms of programming that are supportive of democratic deliberation. Radio program development skills are in short supply and will be needed when UNMIL closes and stations no longer can rely on its programming.

<u>The primary objectives of this award are:</u>

1. Sustainability of media houses is strengthened
2. A plurality of voices is represented in Liberian media
3. Professionalism of media is improved
4. Enabling normative-legal-regulatory environment for media is improved
5. GOL's ability to respond to FOI requests from citizens and media establishments is strengthened

Results will be achieved through a variety of approaches to include technical assistance, trainings, facilitated seminars and discussions, the provision of limited commodities to community radio stations to enable them to expand their coverage areas, and small grants to media associations and media-related NGOs. It is anticipated that, where possible, the applicant will draw from regional and local experts to provide technical assistance and advisory services. Given the oversaturation of media outlets, particularly in Monrovia, it is expected that the applicant would develop a clear set of criteria by which to select its local beneficiaries. The criteria would include a focus on the relative strength of the outlet both in terms of its existing readership/listenership, the quality of its content, and its potential for financial sustainability based on its current circulation/listenership and advertising base. The willingness of its leadership to receive technical assistance, implement reforms, and improve the quality of content should also be considered. In the case of community radio stations, careful attention should be paid to working with stations that provide or have the potential to provide coverage to otherwise marginalized areas of the country which may mean working with traditionally weaker and/or more remote stations. Furthermore, the implementer will be expected to work solely with CRSs which are independently owned and operated by community members, not those that have been co-opted by local politicians. Therefore, it will be necessary for the implementer to carefully monitor partner CRSs accordingly and to cease assistance to groups that no longer meet this threshold.

This project is not intended to be an Ebola Response activity, rather is meant to be a systems strengthening approach, to improve the overall media landscape.

Objective 1: Sustainability of media houses is strengthened

There is mounting evidence that media strengthening initiatives will not be effective if they fail to address sustainability. As it relates to the media sector, sustainability is multi-faceted and complex. It does not merely imply financial viability, rather a more expanded, holistic definition which focuses on two additional dimensions: institutional/organizational sustainability and, in the case of CRSs, social sustainability which speaks to their ability to remain connected to their communities. Media institutions which are more sustainable are more likely to succeed and provide information to their audiences on a reliable basis. Additionally, lessons learned from other countries point to the need for media outlets to diversify their revenue sources and develop and implement sound financial accounting mechanisms in order to be sustainable. The recipient will be required to conduct assessments and develop strategies for how the sustainability of both commercial media houses and non-profit CRSs can be increased.

In many countries, media associations have played a critical role as coordinating bodies for technical assistance, media market research, and other types of trainings. Media associations such as the Association of Liberian Community Radio (ALICOR) and the Press Union of Liberia (PUL) have the potential to play such a role, yet they do not currently have the capacity to effectively respond to members' development and capacity building needs. It is anticipated that the recipient will take this, and other lessons learned from similar media strengthening activities, into consideration, and monitor and, as appropriate, promote the viability of providing technical assistance for media outlets through media associations and media-related NGOs.

As noted above, UNMIL plans to cease operations after 2016, and it is unclear what this will mean for UNMIL radio. Its departure will have four potential impacts that require planning and programming: 1) UNMIL pays community radio stations to carry its programming, which means stations will need to develop replacement revenues; 2) the need to develop program conception and production skills within community radio stations will be under greater pressure once they no longer have UNMIL to create programs; 3) UNMIL provides the infrastructure to distribute programs via relays, without which national programming cannot be distributed; 4) if government were to take over the UNMIL radio system and take over the role of paying stations to broadcast programs, government could suddenly gain *de facto* control of the sector. Ideally, the implementing partner will play a critical role in determining how the UNMIL transition will take place, in terms of what would be the most appropriate solution for the Liberian context. As a result, the applicant should encourage the media sector, including major media organizations, to develop contingency plans to offer program distribution, program production training and assist stations in developing funding alternatives that permit community radio stations to preserve their financial sustainability and programming independence. Although replacement programs could be developed centrally and given to stations, developing capacity in stations requires hands-on involvement in program development and production. The overall ability of the radio sector to sustainably create its own programming would be assisted by distribution and syndication systems enabling sharing of content.

Illustrative Inputs Leading to Objective 1:

- Conduct assessment of Liberian media outlets and associations to identify promising partners and their technical assistance needs and develop strategy on how to promote their sustainability.
- Produce a national map of CRSs to include information on internet connectivity, power supply, current reach, transmitter footprints, listenership, and sustainability.
- Conduct periodic market research to help media outlets demonstrate the size of their audience, obtain information about what reader/listener preferences, and determine fair advertising prices.
- Provide specialized training to media outlets to assist them in developing strategies and tools to diversify their revenue sources and improve their financial management.
- Provide technical training to a core group of technicians to enhance their ability to run and maintain print and broadcast equipment.
- Provide limited equipment to CRSs to continue to expand coverage areas, especially for more remote areas.
- Work with media outlets to develop alternative revenue streams and community services enabling greater sustainability.
- Work with community radio stations to improve production capacity of socially constructive programs and sharing/syndication of such programs.
- Provide the call-management equipment and on-air talk-show host training to improve the quality of current affairs discussion programming.

Illustrative anticipated results:

- Increase in accuracy and impartiality of targeted media outlets (radio and newsprint).
- Percent of population with access to independent media sources increases.
- Community radio stations devote greater airtime to public affairs programming.

Objective 2: Plurality of voices is represented in Liberian media
The activities to achieve this objective will promote diversity in the Liberian media in three distinct aspects: employment, news coverage and distribution. In terms of employment, efforts should be made to promote diverse hiring into reporting and management ranks. Women are particularly underrepresented in media employment. In terms of subject matter, efforts should be made to diversify news coverage to include rural as well as capital city issues and expand coverage of gender and development issues of concern to women, youth, disabled, LGBT populations, and rural Liberians. Efforts should be made to include such voices as sources in news stories. Efforts should also be made to ensure that media outputs reach a larger portion of the public. Innovative approaches could be used to incorporate the voice of marginalized populations into media productions, including through the use of edutainment or Information and Communication Technologies (ICT) methodologies to elicit comments, questions, and opinions. Applicants might also demonstrate how, though their proposed interventions, information flows will be stronger, enabling for a wider, more diverse audience for media reporting

Illustrative Inputs Leading to Objective 2

- Work with the media associations or NGOs to conduct media monitoring including content and diversity analysis.
- Support citizen journalists from marginalized groups to report on issues of relevance to them.
- Create mentor programs that match seasoned professionals with new entrants from marginalized communities to fast track and nurture their development.
- Conduct gender sensitization/integration training for media editors and journalists.
- Strengthen linkages between CRSs and Monrovia-based media outlets to allow them to share stories and promote enhanced coverage of rural issues and concerns at the national level.
- Develop SMS-based platforms to promote the participation of marginalized groups in participatory radio formats such as talk shows.

Illustrative anticipated results:

- Increase in local, issues-oriented programming in the Liberia media, including women, youth and minority language populations.
- Improvement in the level of transparent public debate on local issues engaging local communities and local public officials.
- Establishment of cooperation among radio stations, creating an effective independent national community radio presence through shared programming.
- Increase in the quality and quantity of local news reporting by communities and community radio stations.

Objective 3: Professionalism of media is improved

Working closely with media associations, the activities to achieve this objective will seek to enhance the professionalism of the Liberian media, thereby strengthening their credibility and reliability. As noted earlier, one area of focus will be to build the capacity of media associations, both to serve their members and also to keep their members in check. For example, given limited resources and constraints, media associations, if they have the buy-in of member institutions can act as a coordinating body, working with member organizations to identify capacity gaps, and arranging for technical assistance. Moreover, these organizations can work to ensure that journalists and media houses adhere to certain codes of conduct and penalize those members that violate them.

Journalism training, on its own, has proven to be relatively ineffective in Liberia given the poor remuneration of journalists and the high attrition rates within the sector. Those who have benefited from training often translate these skills into higher paying jobs in other sectors. The implementer will have to carefully consider meaningful ways to improve professionalism so that the quality of the media is improved, both in terms of production and content and the training mechanisms used encourage retention of trained staff. USAID-supported trainings might include basic and advanced journalism skills associated with news reporting and investigative journalism, story development, on-air presentation, digital audio and visual editing, talk show hosting, copy editing, online journalism, filing and following up on FOIA requests, incorporating research and analysis, and using ICT for reporting purposes. In partnership with relevant CSOs, potentially including those with whom USAID is engaging around issues-based advocacy, the implementer could provide select journalists with more in-depth training on specific beats such as gender, extractive industries, development, health, and human rights.

While the primary focus of training will be on working media professionals, there are certain instances where it may make sense to target students and/or citizen reporters. For example, Lux FM, the student-run radio station affiliated with the University of Liberia's School of Mass Communication, has reach in five counties and provides an opportunity for students to gain practical experience in running and maintaining a radio studio. While print media sells forms of journalism, radio relies on news plus talk, drama, culture and discussion/interview programs. While journalism training per se is helpful, other skills can contribute to the extent to which radio contributes to developing mature, democratic public deliberation. Talk show hosts need to learn the arts of critical journalistic thinking but also the skills of diplomacy and courtesy to handle volatile issues on air. A key aspect of professionalism involves assisting poorly funded community radio stations with development of new program formats that build understanding of and commitment to democratic principles.

Illustrative Inputs Leading to Objective 3:

- Assist local partner to conduct innovative media monitoring to gauge content and adherence to journalistic standards, where possible building on and maintaining continuity with existing approaches to media monitoring and content scoring.
- Harness the forces of competition for quality audiences and professional peer pressure/recognition to encourage higher standards. Develop a strong ombudsman function that produces public commentary on examples of good and bad journalism. Use the ombudsman to present awards and publicize surveys of public perceptions of different outlets to stimulate competition to improve quality.
- Conduct assessments to identify training needs of targeted media outlets and develop a strategy on how best to meet these needs in a sustainable way and maximize impact.
- Provide training and technical assistance to media professionals, including managers and editors, on a range of technical and substantive issues/skills.
- Provide grants to local organizations to provide technical assistance.

Illustrative anticipated results:

- Codes of ethics developed, disseminated, and enforced by appropriate media outlets and associations.
- Evidence of media responsiveness to complaints about poor conduct and lack of professionalism.
- Editorial quality of commercial media houses improved.
- Technical capacity of print and broadcast technicians improved.

Objective 4: Strengthened normative-legal enabling environment for freer media

As previously noted, the Liberian Constitution provides a strong framework for access to information and the protection of freedom of speech and the press, although historically statutory law has not been as supportive. Journalists operate without government issued licensing aside from broadcast frequency licensing, which is granted without evident restriction to both private and state-run broadcast outlets.

Liberia passed the Freedom of Information Act (FOIA) in 2010 but criminal penalties for libel remain on the books, and at least one prominent journalist was jailed for failure to pay a sizable civil defamation claim. Such realities have contributed to self-censorship among many reporters.

Activities under this output will contribute to the maintenance or widening of the existing space for media rights, and facilitate advocacy around the reform of Liberian laws, policies, and practices that are not in keeping with freedom of speech. Some common challenges affecting the media could be solved through collective action. A major focus of this output would be on building the capacity of media associations such as PUL and ALICOR to more effectively inform and advocate on behalf of their members and engage credibly in national debate on media laws and regulations. Efforts would also be made to assist these associations to engage with other media interest groups and related CSOs to coordinate and amplify efforts to influence policy dialogues and lobby for reforms.

Illustrative Inputs Leading to Objective 4:

- Provide technical assistance to the PUL, ALICOR and related associations to build their capacity to resolve industry issues and problems and engage in advocacy and collective action.
- Sponsor national and local seminars that engage media, CSOs, the private sector, and key government ministries and agencies to create demand for reforms such as the decriminalization of libel, improvements in GOL advertising practices, government support of community radio, and e-governance measures linked to the transparency of public information.
- Support the PUL to explore the creation and management of a media legal defense fund.
- Provide grants to local organizations to analyze and report on legal and policy developments related to the media and public information.
- Bring in experts, if required, to provide technical advice to media associations and interest groups and the GOL on media and public information related policies and legislation.

Illustrative anticipated results:

- Perception of transparency and fairness of GOL advertising and payment practices is improved.
- Legislative and regulatory changes influenced by media associations, interest groups, and CSOs increased.
- Reduction in the number of broadcasters/publishers that are closed or threatened with closure based on the content of their reporting.
- Understanding of media rights improved by both community and government officials.

Objective 5: GOL's ability to respond to requests from citizens and media establishments is strengthened

The Freedom of Information Act of 2010 enshrines in law the right of citizens to obtain government-held information. However, the law has not yet been widely used, nor has it made a substantial difference in the flow of information to the public. Some progress has been made, in part through the recently ended USAID-funded Access to Information program, implemented by The Carter Center, however, more time and resources will be needed to build the capacity of the GOL to implement the legislation and citizens and the media to take advantage of their right to access information. This is especially true as freedom of information represents “a radical shift in bureaucratic mindset and habit”, as noted in the USAID-funded evaluation of the Carter Center program.

Activities under this output will work to further the capacity of the Information Commission and Information Officers within line ministries/agencies to respond to and track FOI requests and engage more effectively with the Liberian public. The implementer may also consider providing support on records management as this is regularly cited as a major impediment to the provision of information. The activity should also work to address the demand side of the equation. Liberian citizens are ill informed of their rights regarding FOI and thus are often reticent to engage the Information Commission. This is especially true for women. While journalists were instrumental in pushing for the establishment of the FOIA, to date they have not filed requests in large numbers.

USAID anticipates this component to work closely with the Information Commission.

Illustrative Inputs Leading to Objective 5:

- Build the capacity of the Information Commission to enforce, oversee, and monitor the implementation of the FOIA and assist it to lobby for the resources necessary to do so effectively.
- Provide technical assistance to Information Officers to enable them to interact more effectively with colleagues in their ministries/agencies to get better, more timely responses to FOI requests.
- Assist the Information Commission and line ministries/agencies to accurately track and report on FOI requests, perhaps through the establishment of a government website
- Provide technical advice and training to line ministries and agencies on records. management to enhance their ability to respond to FOI requests.
- Promote public demand by sponsoring seminars to inform citizens of their right to information and how to go about getting it.
- Conduct trainings for media professionals on how to file and follow up on FOI requests to enhance investigative reporting.

Illustrative anticipated results:

- Increased percentage of FOI requests handled correctly.
- Improved responsiveness to FOI requests – including timeliness.

Gender Considerations: In response to the gender and other exclusion issues identified in the Background section, the applicant is required to demonstrate the effective integration of gender equality and women's empowerment as a cross-cutting objective throughout the project approach, and propose approaches and specific activities that will strengthen gender equality and women's empowerment as they relate to the project purpose. The Recipient should incorporate realistic but ambitious gender-disaggregated targets in performance planning and monitoring.

I. Potential Target Groups

While USAID/Liberia expects the implementing partner(s) to propose an expanded list of potential stakeholders to engage under this program, the Mission suggests the following organizations and guidance for consideration.

- Media houses
- PUL/ALICOR and other media associations
- Information Commission

USAID/Liberia would welcome having other organizations targeted especially as the ICT landscape will surely change and there will be greater opportunities to integrate edutainment and ICT technologies into media production/dissemination. [6]

II. Staffing Approach

Key personnel are those considered to be essential to the work being performed under this cooperative agreement. It is expected that the key personnel will serve 100% Level of Effort. Key personnel and changes to key personnel are subject to approval by the USAID Agreement Officer prior to their employment under this award. Before removing, replacing or diverting any of the listed or specified personnel, the partner shall (1) notify the Agreement Officer and the AOR reasonably in advance and (2) submit justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact on this agreement.

The Applicant shall propose a management/organizational approach and staffing plan with a clear structure and lines of accountability to achieve maximum impact with the budget resources provided. Key personnel and other staff should have the required skillsets to meet all objectives. Personnel should have extensive media experience and expertise in designing, implementing and evaluating activities similar to those described in the program description, as well as managing the relationships with high ranking government officials, media professionals, USAID, and other key stakeholders.

Given the great range of possible effective skill combinations among potential staff members, USAID is not specifying the organizational configuration and staffing plan, however, is requiring a minimum of two senior (key personnel) positions, one of whom must occupy the role of Chief of Party (COP). Applicants may employ U.S., third country and local experts as permanent key staff or short term. The use of local rather than international personnel for both short-term and permanent positions should be maximized as much as possible to assure appropriate institutionalization and sustainability. Curricula vitae for the proposed two or more key personnel must be provided. USAID does not expect any Liberian organization or potential Liberian staff to have to promise exclusivity to one partner with one potential implementing partner.

Responsibilities and Qualifications for the Chief of Party

The Chief of Party (COP) will be the primary liaison with USAID/Liberia on technical matters and shall adjust programs and operations in response to USAID/Liberia technical direction. The COP shall be responsible for responding to the designated AOR and USAID/Liberia's Agreements Officer. The COP shall also be responsible for ensuring quality control and the overall responsiveness of technical assistance provided under the award. The COP primary responsibilities are aimed at providing overall leadership management and general technical direction of the entire program, ensuring an integrated vision among different components and actors, and a focus on achieving the results defined in the award. This individual will be expected to identify issues and risks related to program implementation

[6] Applicants should be familiar with the newly developed principles set forth for ICT for Development, and propose activities that adhere to these principles at http://ict4dprinciples.org/

in a timely manner, and suggest appropriate program adjustments. Following are minimum requirements for the COP:

- S/he must have an advanced degree (master's or higher) in social sciences, international development, management, or a related field.
- S/he must have a minimum of 10 years professional experience in development at a senior program management level, including direct supervision of professional and support staff.
- S/he must have at least five (5) years of experience working in a developing country on media issues.
- It is preferred that s/he have previous work experience in Sub-Saharan Africa, with long term work experience (5 plus years).
- S/he must have demonstrated experience in working effectively with media organizations, and capabilities in media development.
- S/he must have proven exceptional leadership in the design, management, implementation, monitoring and evaluation of similar-sized donor-supported programs, with skills in high level strategic visioning and leadership, and have experience in managing complex activities involving coordination with multiple partner institutions.
- S/he must have strong communication skills, including interpersonal and in written and oral English.
- S/he must have the proven ability to develop and communicate a common vision among diverse partners and the ability to lead multidisciplinary teams.

Qualifications for Other Proposed Key Personnel

- S/he must have a university degree, either an advanced degree with 10 years of work experience **or** a Bachelor's degree with 15 years of work experience.
- S/he must have at least five (5) years of experience working in a developing country.
- It is preferred that/he have previous work experience in Sub-Saharan Africa, with long term work experience (5 plus years).
- S/he must have demonstrated experience in working effectively with media organizations, and capabilities in media development.
- S/he must have strong communication skills, including interpersonal and in written and oral English.
- S/he must have the proven ability to develop and communicate a common vision among diverse partners and the ability to lead multidisciplinary teams.

III. Program and Reporting Requirements

The implementing partner is required to provide the reports outlined below.

- **Annual Implementation plans:** The Recipient shall submit an Annual Implementation plan within 30 days from the date of the award and at the beginning of every project year thereafter. The USAID/Liberia designated AOR will review the Implementation plan and provide comments within one week of receipt. The Recipient shall incorporate these comments and provide a revised draft within one week of receiving USAID's comments. Thus, a final Annual Implementation plan will be in place within 60 days from the beginning of the program. The Implementation plan will include major activities that will be undertaken, rationale behind these activities, anticipated results of these efforts and how they will be measured, any outside technical assistance that may be required to complete the activity, and a timeframe for when activities will commence and end. Details of collaboration with other USAID-funded democracy and governance partners will also be included.

- **Monitoring and Evaluation Plan:** At the beginning of each agreement year, the Recipient shall submit an M&E Plan with the Annual Implementation plan. The M&E Plan will be approved at the same time and with a similar approval process as the Annual Implementation plan. The M&E Plan shall be updated and revised as needed in collaboration with USAID. The M&E Plan will include specific benchmarks and indicators for measuring progress for all activities that are ongoing, including results outlined in the Program Description, risks and assumptions set forth in the risk analyses, and USAID/Liberia's overall Performance Management Plan along with additional benchmarks and indicators developed by the Applicant. The plan will specify how data will be collected and analyzed for each of the benchmarks and indicators. The M&E Plan will also highlight how data collected will show the impact and effectiveness of program approaches and methodologies employed and how the data will contribute toward enhancing understanding of best practices in the sector. Measurement will focus on both output and outcome data as well as on higher levels of impact, to demonstrate the impacts and results of program activities. For each objective, there should be at least 2 to 3 qualitative outcome-oriented objectives. All data should be disaggregated by gender, disability, and age, whenever applicable. Please note that the recipient should plan to also collect detailed, in-depth baseline data for all relevant components in order to track impact of the LMD activities over the life of the program. By having the initial baseline data from the studies undertaken by previous-USAID funded activities and the implementing partner, there will be a strong basis from which to measure changes, as well as evidence-based data to make informed decisions about future activities and interventions. Therefore, this will promote institutional learning for implementing partners, media outlets, and associations, and USAID alike. The Recipient should anticipate an annual reporting schedule that will accommodate the collection and analysis of performance data for each fiscal year (October- September), with compilation and presentation to USAID/Liberia by October 31 in order to allow USAID sufficient time to prepare the Mission's Annual Report for timely submission to USAID/Washington in December of each year.

- **Branding and Marking Plan:** The Recipient shall include a Branding and Marking plan, with a budget (in the Cost Application) as part of the application package. Marking shall comply with the USAID "Graphic Standards Manual" available at: www.usaid.gov/branding, or any successor branding policy.

- **Annual Risk Assessment:** The Recipient shall conduct an annual risk assessment to assess the overall context, monitor risks and key assumptions, and identify mitigating measures that can be put in place. This annual risk assessment will be incorporated with the annual implementation plan. USAID reserves the right to suspend activities should the situation change.

- **Quarterly Reports:** The Recipient shall deliver a single quarterly progress report to the USAID Agreement Officer's Representative (AOR) within 30 days from the end of the quarter (January – March; April – June; July – September, October - December). These reports shall include a descriptive analysis of the activities conducted during the life of the project; a quantitative and/or qualitative description of actual achievements versus planned activities for the life of the project, in both narrative and in data performance table formats; and targets for the next reporting period, as well as information detailing how the programmatic outputs are linked to financial reporting. Reports will specify any problems encountered and indicate resolutions or proposed corrective actions. Quarterly reports will utilize USAID's PMP for IR 1.4 as a baseline for reporting results, and will provide examples of how the program is meeting these targets and list activities proposed for the next reporting period, noting where they deviate from the approved implementation plan. The July – September report should summarize progress made for the entire year and report against all agreed upon indicators. In addition, the recipient will provide, in electronic form, a copy of this annual report to the Development Experience Clearinghouse at https://dec.usaid.gov/dec/home/Default.aspx. Complementing the annual report, the implementing partner may, at the AOR's request, hold annual project reviews with USAID and selected stakeholders to present results, review progress, and determine adjustments to the project. Agenda for the review should be determined in collaboration with USAID.

- **Quarterly Financial Reports:** The Recipient shall submit the SF425 financial reporting form quarterly. Financial Reports shall be in keeping with 2 CFR 200.327.

- **Demobilization Plan:** Ninety days prior to the completion date of the Cooperative Agreement, a demobilization plan including the proposed disposition of equipment, if any, will be submitted to the AOR for review and approval of the Agreement Officer.

- **Final Report:** The Recipient shall submit a final report of the program within 90 calendar days after the expiration or termination of the award. The final report contents shall meet requirements as set in 2 CFR 200.301 and include major success stories, best practices, and lessons learned. It shall include a description of the cumulative results achieved; final data for all indicators included in the M&E plan; an assessment of the impact of the program; a summary of the problems/obstacles encountered during the implementation and how they were addressed or overcome; and recommendations regarding unfinished work and/or future needs and directions for further strengthening elections and political transitions in Liberia. The final report will consolidate activities and analyses of all partners into one document and their activities and progress towards results. The recipient shall submit the original and three copies as well as one CD of the program final report to the AOR and the Agreement Officer, respectively. In addition, the recipient will provide, in electronic form, a copy of this report to the Development Experience Clearinghouse.

- **Grants Database:** The Recipient will also be expected to maintain and share with USAID a regularly updated database of grants so that information on the USAID media program, including the results achieved and list of community organizations receiving sub-grants, will be easily available to respond in a timely manner to requests for information from the US Embassy, USAID, and Congress.

IV. Budget and Timeline

This is a 5 year, $11 million award. USAID/Liberia expects implementing partners, including the majority of key personnel, to mobilize in Liberia within 30 days of the award being signed.

V. Coordination with Other Donors, Implementers, and NGOs

While there are a plethora of actors that provide support to media organizations, USAID has historically been the most significant donor in this sector. We anticipate that LMD will be the sole media strengthening mechanism in place for the five year period. Should another donor fund a similar project, we would expect close coordination.

The Civil Society and Media Leadership (CSML) (2010-2015) Program in Liberia provide resources to local civil society organizations and independent media to engage the population in inclusive, peaceful and sustainable development. CSML is improving the skills, performance and perceptions of Liberian civil society organizations (CSOs) through training, mentoring, and small grant projects. Simultaneously, the project is working with the Liberian media industry to build capacity and professionalize both individual journalists and media outlets.[7]

USAID/Liberia through The Carter Center Access to Information, worked with the Government of Liberia Access to Information Commission along with eight ministries and agencies to build their internal capacities to respond effectively to information request from the public. As access to information is a new initiative in Liberia and the first on the African Continent, the project helped to prepare the ground by strengthening the public institutions to be able to respond to information demand by the public. The activity had a three-year duration (2011 – 2013).[8] Additionally, IREX through CSML, has supported TCC and its Access to Information initiative since 2010. Once the FOI Law was passed, activities included familiarizing journalists and CSOs with their new rights and responsibilities as guaranteed by the Liberian Constitution Article 15.c, providing trainings on how to use it.

Media Development is multi-sectoral. As such, LMD may be linked to and complement the following ongoing and planned development programs (including other USG funded programs) representing a variety of sectors including but not limited to:

- Liberia Accountability and Voice Initiative (LAVI): This five-year activity which will begin in mid-2015 will work to strengthen multi-stakeholder partnerships to advocate for and monitor policy and accountability reforms where coordination between media and civil society will be important in raising issues. LAVI will focus on the following objectives:
    - Increased horizontal and vertical linkages among actors engaged in similar issues;
    - Increased organizational capacity of targeted CSOs to participate in issue-based reforms;
    - On-going capacity development services available on local market; and
    - Learning and methodologies shared and applied by other development actors.

- Liberia Elections and Political Transitions (LEPT): This five year (2015-2019) project, implemented by two organizations, is working to *strengthen capacity to implement election*

[7] Please refer to the past quarterly reports for information on the current USAID/Liberia funded CSML project implemented by IREX. These reports are available on Grants.gov.
[8] Please see Final Evaluation at http://pdf.usaid.gov/pdf_docs/pa00jz62.pdf

processes (IR 1.3) by increasing the capacity of the NEC to effectively manage the full election cycle and enhancing the capacity of domestic CSOs and political parties to meaningfully and constructively engage. IFES provides assistance to the National Elections Commission, especially as it plans for the upcoming 2017 General Elections, where the current president, Ellen Johnson Sirleaf will transition the presidency to another leader. Concurrently, NDI works to strengthen the role of civil society to oversee the electoral cycle and deliver civic and voter education/information to all Liberians, especially historically marginalized groups.

End of Section I

Section II: Federal Award Information

A. Type and Expected Number of Awards

The anticipated type of assistance instrument to be awarded under this RFA is a cooperative agreement which may be awarded to one (1) recipient. The substantial involvement in this cooperative agreement is described in Section B below.

C. Total Estimated Amount of the Program

The Total Estimated Amount of funding for this award is $11,000,000.00.

B. Substantial Involvement

USAID/Liberia considers collaboration with the Recipient crucial for the successful implementation of this program. Technical supervision in the performance of this cooperative agreement shall be provided by the designated AOR at the USAID/Liberia Mission. USAID's substantial involvement in the program described in this program description will extend to:

- **Approval of Annual Implementation Plan:** On an annual basis, the Recipient shall prepare and provide for USAID's approval an annual work-plan. Prior to submission to USAID, the implementing partner should have consulted with relevant stakeholders. USAID will be consulted during the development of the annual implementation plans/revisions and have final approval.
- **Approval of Key Personnel:** USAID will approve the personnel filling those positions considered to be essential to the successful implementation of the award. USAID will be consulted early in the process of any proposed changes following award; and USAID will approve any changes in key personnel prior to the change.
- **Approval of Performance Monitoring and Evaluation Plan:** USAID will review and approve the Recipient's monitoring and evaluation plan, inclusive of realistic and appropriate performance indicators and plans for periodic evaluation of activities. USAID will also conduct site visits to monitor implementation of activities and make suggested modifications or recommendations for improvement which will be included in the approach in order to guarantee results.
- **Approval of Risk Assessments:** USAID will review and approve the annual Risk Assessment which will be prepared and delivered by the recipient in tandem with the annual implementation plan.
- **Approval of Sub-Awards:** Unless otherwise directed by the Agreement Officer, USAID concurrence shall be required on criteria, the selection of all sub-award recipients, and substantive provisions of the sub-awards.

C. Anticipated Award Schedule

It is anticipated that awards will be made by July 2015. Applicants must propose projects that have periods of performance of five (5) years from FY2015 to FY2020. Projects proposed with an implementation period of more than five (5) years, will not be accepted or considered for award.

B. Authorized Geographic Code

The authorized geographic code for the procurement of services and commodities for this activity is 937.

End of Section II

Section III: Eligibility Information

A. Eligibility Requirements

To be eligible for the LMD Cooperative Agreement under this RFA, principal applicants must meet the below applicable eligibility requirements. Applicants who do meet the below eligibility requirements as applicable by the closing date of this RFA shall be deemed ineligible for consideration of award. Any proposed deviation to the eligibility requirements will not be accepted.

B. Eligible Applicants

This award will be fully and openly competed. There are no restrictions on the types of entities which may apply for this award. Therefore, all potential applicants are eligible. USAID encourages applications from potential new partners. As stated on the cover letter of this RFA, in order to be eligible to submit an application under this RFA, Applicant's must be registered in the System for Award Management (SAM) on sam.gov and have no active exclusions from Federal awards. If an organization is currently not registered in SAM, it is advised to begin the registration process IMMEDIATELY upon the issuance of this RFA. Should the Applicant experience difficulties in the registration process, contact the appropriate personnel listed in Section VII: Federal Awarding Agency Contacts.

Documented Legal Presence - The prime applicant must have legal presence in Liberia. This should be documented by a signed agreement with the host government and included in the application. Letters of support from the MOH, or a legal document recognizing a local partner may not be submitted in lieu of the PVO/NGO agreement with the local government.

C. Cost Sharing or Matching

Cost sharing or matching is not required under this RFA. However, the Applicant is not precluded from proposing cost share within its program. Any proposed cost share shall meet the requirements of 2 CFR 200.306 and be accurately reflected in the Applicant's budget.

D. Application Limitations

Each Applicant/organization is limited to submitting no more than one (1) application.

End Section III

Section IV: Application and Submission Information

A. Address to Request Application Package

The preferred method of distribution of USAID assistance information is via the Internet. This RFA contains all necessary information, web links, and materials to submit a complete, full application. Any additional information regarding this RFA will be furnished through an amendment(s) and will be communicated through Grants.gov. This RFA and any future amendments can be downloaded from the World Wide Web Address at http://www.grants.gov.
However, to otherwise communicate with the Agency regarding this RFA or its requirements, refer to Section VII: Federal Awarding Agency Contacts.

B. Content and Form of Application Submission

The following are general instructions for what constitutes a complete, full application. The instructions include the required contents and format of an application. It is highly recommended that applicants read the entire RFA before submitting an application.

C. Required Contents of an Application

This section provides a checklist of the documents to be submitted that constitute a complete application.

A complete application shall consist of:

- ☐ Two separate volumes;
  - ☐ Technical Application/Annexes
  - ☐ Cost Application/SF 424 Forms/ Certifications, Assurances, and Other Statements of the Recipient/and other required documents
- ☐ Past Performance Short Forms (**to be submitted separately by March 20, 2015**)

D. Required Format of Application Submission

General

1. All information shall be presented in the English language.
2. The Application shall use the Letter Format 8 ½" x 11" (There are two exceptions to the aforementioned instruction: 1) budgets may be in a slightly smaller font (10 point) with smaller margins, and 2) tables may use smaller fonts and margins, however, must be easily readable).
3. 12-point font
4. 1" margins on standard, letter-sized paper (8½" x 11").
5. All documents must be "print ready" meaning no additional formatting of margins, etc. is required and printable on either 8 ½ x 11 (Letter) or 8 ½ x 14 (Legal) size paper (for budgets only)
6. An Application submitted in Word, Excel or Adobe must be Versions 2000 or later.

Technical Application Content and Format

1. The Technical Application shall be formatted in both Microsoft Word and Adobe PDF.
2. The Technical Application shall not contain any cost information.
3. Number of Overall Pages: The Technical Application shall not exceed 26 pages. This page number restriction does not include Technical Annexes or administrative information such title page, table of contents, or acronym list.
4. The Technical Application shall include a:
    - ☐ Title page (not to exceed 1 page)
    - ☐ Table of contents
    - ☐ Acronym list
    - ☐ Executive Summary (not to exceed 1 page)
    - ☐ Technical Approach (not to exceed 18 pages)
    - ☐ Staffing/Management Approach (not to exceed 6 pages)
    - ☐ Past Performance (not to exceed 1 page)
    - ☐ Technical Annexes (not included in page count):
        - ☐ Map of Program Area
        - ☐ Illustrative Monitoring and Evaluation Plan
        - ☐ Illustrative Risk Assessment
        - ☐ Organization Chart
        - ☐ Level of Effort (LOE) Table
        - ☐ Resumes, letter of intent, professional references of designated Key Personnel and other staff as appropriate
        - ☐ Past Performance Short Forms
        - ☐ Branding Strategy and Marking Plan
        - ☐ Legal Authorization to Operate in Liberia
        - ☐ Letters of Support as applicable (e.g. MOH or other host country government, local/international NGOs, research institutions, private sector partners, mentoring organization)

1. Title Page

    - ☐ Contact information of the Applicant to include email address, address, telephone and fax
    - ☐ The name of the authorized signing official and with his/her signature and any other relevant point(s) of contact for the submitted application
    - ☐ The program title, “Liberia Media Development (LMD) Program”
    - ☐ The RFA number
    - ☐ DUNS, TIN, LOC no. (if applicable) CAGE Code
    - ☐ Date of submission

2. Executive Summary

The summary must not exceed one (1) page and should summarize the key elements of the Applicant’s strategy and technical approach.

3. Technical Approach

The Technical Approach section must contain the following elements not exceed 18 pages.

- ☐ Program Description – This section of the technical approach will present the Applicant's overall approach to achieve the objectives outlined in Section I of this RFA to include integration of stakeholders, gender considerations, project sustainability, anticipated activities and results to be achieved. The overall approach should demonstrate the applicant's comprehensive understanding of the program description by proposing a clear and focused, convincing, logical, and realistic technical approach, including innovative approaches using Information and Communication Technologies (ICT).

- ☐ Illustrative Monitoring and Evaluation Plan – This section of the technical approach will describe the applicant's approach to monitoring and evaluation of the program to include the planned activities and relevant indicators and how activities will be implemented into the project on an ongoing basis. The applicant will present a clear and focused overall approach to project monitoring and evaluation so as to demonstrate its understanding of the issues and challenges associated with the execution of planned activities.

- ☐ Illustrative Risk Assessment – This section of the technical approach will describe the applicant's approach to conducting a risk assessment on the project to include identifying possible risks to the overall program and mitigating measures to be taken on behalf of the applicant and how they will be implemented into the project on an ongoing basis. The applicant will present a clear and focused overall approach to conducting a project risk assessment so as to demonstrate its understanding of the risks and assumptions working with the media sector in Liberia.

4. Staffing/Management Approach

The Staffing/Management section should contain the following elements and must not exceed 6 pages.

- ☐ Key Personnel – This section of the staffing/management approach will describe in narrative format, the roles and responsibilities, qualifications of the proposed key personnel and how they meet or exceed the minimum requirements detailed in Section I of this RFA. The Applicant must state concisely why the proposed key personnel are appropriate for this effort and how they maximize the probability of successful performance of the program. Additionally, for all proposed key personnel, the applicant must provide an annex to include resumes in a standard format to be determined by the applicant, three professional references to include name, title, telephone number, e-mail, and description of the project, and letters of intent to include a written and signed letter from each key personnel indicating his/her: 1) availability to serve in the stated position, in terms of number of days after award; and 2) intention to serve for a specified duration.

- ☐ Staffing Plan/Organizational Chart – This section of the staffing/management approach will describe the applicant's overall approach to staffing. The Applicant must describe in narrative format how its proposed staffing plan is an appropriate mix of expertise and support functions and how they will together achieve the objectives of the activity identified in Section I of this RFA. The Plan must describe and define the roles and responsibilities of each proposed team member to include key personnel and present clear lines of communication among prime recipient staff and/or home office support staff and its subpartner(s), if any. Additionally, the Applicant must provide an annex to include an organizational chart that depicts the structure of the organization and lines of reporting and communication.

- ☐ Management Plan - The applicant must demonstrate how it will successfully and systematically manage the staff and activities presented in its technical approach including project schedule, budget, and personnel using appropriate management tools.

5. Past Performance

   - ☐ The applicant must describe its work performance on relevant programs related to media development it has previously implemented. Similar work need not be with USAID nor with a US government agency. It must describe how its performance (providing 20% or more of work) contributed to the successful completion of the project in terms of its management of the services it provided, controlling project costs, meeting the project schedule, the manner in which business was conducted, overall customer satisfaction, and effectiveness of key personnel on the project.

   - ☐ In an annex, the applicant must provide three relevant past performance references with the contents and format provided in Annex B of this RFA. The Applicant must alert the contacts that their names have been submitted and that they are authorized to provide past performance information when requested.

6. Technical Annexes

   - ☐ Map of Program Area- This map demonstrates the area in which the Applicant will perform program activities
   - ☐ Illustrative Monitoring and Evaluation Plan – An M&E Plan responsive to the evaluation criteria
   - ☐ Illustrative Risk Assessment – A Risk Assessment Plan responsive to the evaluation criteria
   - ☐ Organization Chart- Organization of staffing plan depicting clear lines of communication
   - ☐ Level of Effort (LOE) Table - A table that demonstrates the level of effort in days and percentages for all proposed staff on the project
   - ☐ Resumes, letters of intent, professional references- Resumes to provide documentation of staff qualifications/experience, letters of intent showing staff commitment and/or availability, professional references to check past performance of proposed key personnel/staff
   - ☐ Past Performance Short Forms – See Annex B for content and format
   - ☐ Branding Strategy and Marking Plan - The applicant must describe its plans of how it will implement its Branding Strategy and Marking Plan in accordance with Part VI, No. 1 and No. 2 of the Certifications,

Assurances, and Other Statements of the Recipient. Further information on Branding & Marking can be found on the USAID Branding website for Assistance awards at http://www.usaid.gov/branding/assistance-awards.

- ☐ Legal Authorization to Operate in Target Country- This documentation is provided to USAID to ensure it has the legal authorization to operate in Liberia and/or counties where it proposes to perform activities.
- ☐ Letters of Support as applicable (e.g. MOH or other host country government, local/international NGOs, research institutions, private sector partners, mentoring organization)

Cost Application Content and Format

USAID will evaluate the Cost Application separately for cost effectiveness and realism as well as ensure costs are allowable, allocable and reasonable IAW 2 CFR 200 Subpart E and 2 CFR 230. The Cost Application shall contain the following documents:

- ☐ Title Page
- ☐ Completed SF 424 Forms
- ☐ Budget Narrative
- ☐ Detailed Budget
- ☐ Certifications, Assurances, and Other Statements of the Recipient

1. The Cost Application <u>Budget Narrative</u> shall be formatted in <u>both</u> Microsoft Word and Adobe PDF.
2. The Cost Application <u>Detailed Budget</u> shall be formatted in an <u>unprotected Microsoft Excel spreadsheet</u> and shall display all formulas with unlocked cells (to illustrate method of calculation).
3. There is no page limit for the cost application. However, the Applicant is encouraged to be as concise as possible and still provide the necessary details.

The Cost Application shall be completely separate from the Technical Application. However, the contents of the Budget Narrative and Detailed Budget documents shall mirror and reflect one another. For example, the Budget Narrative shall have appropriate headings that match those of the Detailed Budget and the narrative shall explain how salaries and wages proposed in the budget were determined and give the appropriate rational under the **Salaries and Wages** heading. And the Detailed Budget shall display the estimated costs for salaries and wages under the **Salaries and Wages** budget line item. The Budget Narrative shall explain in great detail how costs were derived and the methodologies used to derive and estimate costs. The Detailed Budget shall display the estimated costs proposed for each budget line item.

1. Title Page:
    - ☐ Contact information of the Applicant to include email address, address, telephone and fax
    - ☐ The name of the authorized signing official and with his/her signature and any other relevant point(s) of contact for the submitted application
    - ☐ The program title, “Liberia Media Development (LMD) Program”
    - ☐ The RFA number
    - ☐ DUNS, TIN, LOC No. if applicable, CAGE Code
    - ☐ Date of submission

2. SF 424 Forms: SF 424 Forms must be submitted in accordance with the form instructions and can be obtained from the following links:
    - Instructions for SF-424
    - SF424
    - Instructions for SF-424A
    - SF 424A
    - Instructions for SF-424B
    - SF 424B

3. Budget Narrative Contents and Format

To support proposed project costs, the Budget Narrative must provide an explanation for all costs of how the costs were derived and the methodologies used. The Budget Narrative must provide:

- ☐ The breakdown of all costs associated with the program (e.g. allocability of a cost- how it relates to/supports the project), and the basis of estimate and method of calculation (e.g. based on historical costs/catalog pricing of $100/mo for similar projects, supply costs are $100/mo. x 12/mo = $1,200/yr).
- ☐ When explaining Salaries:
    - ☐ For any salaries over $167,000, please provide the salary history of the last three years to include dates of employment, place of employment, position held, and annual salary.
    - ☐ List position name in the Excel budget alongside the proposed individual's name (if applicable)
    - ☐ List the status of all staff proposed (e.g. Third Country National, Cooperating Country National, etc.)
    - ☐ List overall annual salary and daily rate in addition to the paid salary on the project.
    - ☐ State the basis of estimate for salaries (e.g. If salaries are based on the Applicant's pay scale, provide a detailed explanation of how it arrived at the proposed estimates. This explanation may include explaining policies regarding salaries, experience requirements, etc.)
    - ☐ List funded and cost share in the same Excel sheet but identify the costs separately as cost share
    - ☐ Ensure the proposed LOE in the Excel budget matches the narrative as well as the Technical Application (if applicable)
    - ☐ Provide the role/responsibilities of proposed staff to the project and ensure it matches up with the Technical Application and/or provide a page reference to roles/responsibilities noted in the Technical Application (as opposed to only listing qualifications and experience of staff, list their role on this project). This is to support the Agency's allocability determination of the proposed staff.
    - ☐ The breakdown of all costs according to each subpartner organization, if any, involved in the program.
    - ☐ The costs associated with external, expatriate technical assistance and those associated with local in-country technical assistance.
    - ☐ The breakdown of any financial and in-kind contributions of all organizations involved in implementing this program.
    - ☐ Procurement plan for commodities, goods and services (if applicable).

4. Detailed Budget Contents and Format

The Detailed Budget Excel spreadsheet should be broken out by the projects implementation period and should contain the following budget categories as applicable and identify a separate column for cost share, if any:

- Salary and Wages: Direct salaries and wages should be proposed in accordance with the Applicant's personnel policies; USAID requires that salary daily rates are calculated using 260 working days per year. The Budget Narrative should explain how daily rates are calculated.

- Fringe Benefits: If the Applicant has a fringe benefit rate that has been approved by a U.S. Federal Agency, such rate should be used and evidence of its approval shall be provided. If a fringe benefit rate has not been approved, the Application should propose a rate and explain how the rate was determined. If the latter is used, the narrative should include a detailed breakdown comprised of all items of fringe benefits (e.g. unemployment insurance, workers compensation, health and life insurance, retirement, FICA, etc.) and the costs of each, expressed in dollars and as a percentage of salaries.

- Travel and Transportation: The budget should indicate the number of trips to include domestic, regional, and international, and the estimated costs. Specify the purpose of the trip(s), origin and destination for proposed trips, duration of travel, and number of individuals traveling. Per Diem shall be based on the Applicant's normal travel policies.

- Equipment: The budget should provide the estimated types of equipment to be used on this project. Be sure to include all costs associated with equipment such as safety gear (e.g. helmets), fuel, tax/tag, and insurance premiums as applicable under an appropriate budget category. The equipment model number, cost per unit and quantity shall be provided. Items listed under this line item shall list equipment as defined by 2 CFR 200.33.

- Supplies: The budget shall specify the supply items related to this activity (e.g. specimen collection, sample transport, administrative). All supplies shall list a unit and value.

- Contractual: The budget shall identify any goods and services being procured through a contract mechanism.

- Other Direct Costs: The budget shall identify the following but is not limited to: communications, report preparation costs, passports, visas, medical exams and inoculations, insurance (other than insurance included in the Applicant's fringe benefits). The narrative shall support and provide a breakdown for all other direct costs.

- Indirect Costs: The Applicant shall support the proposed indirect cost rate with a letter from a cognizant U.S. Federal audit agency, a Negotiated Indirect Cost Agreement

(NICRA), or with sufficient information for USAID to determine the reasonableness of the rates (For example, a breakdown of labor bases and overhead pools, the method of determining the rate, etc.). Indirect cost rates must be noted in the format below in the budget narrative. Additionally, applicants are required to propose indirect cost rate ceiling amounts in the format noted below. Applicants must explain the rationale for the proposed ceiling rates.

Negotiated Indirect Cost Rates

(a) Reimbursement for indirect costs shall be at the lower of the negotiated final or predetermined rates, or the following ceiling rates:

Description		Rate	Base	Type	Period
%	1/	1/	1/		
%	2/	2/	2/		

1/Base of Application:
Type of Rate:
Period:
Source:

2/Base of Application:
Type of Rate:
Period:
Source:

(b) The Government shall not be obligated to pay any additional amount should the final indirect cost rates exceed the negotiated ceiling rates. If the final indirect cost rates are less than the negotiated ceiling rates, the negotiated rates shall be reduced to conform to the lower rates.

(c) This advance understanding shall not change any monetary ceiling, obligation, or specific cost allowance or disallowance. Any changes in classifying or allocating indirect costs require the prior written approval of the Agreement Officer.

(d) The Recipient will make no change in its established method of classifying or allocating indirect costs without the prior written approval of the Agreement Officer and OAA/CAS.

(e) This advance understanding shall not change any monetary ceiling, cost limitation, or obligation established in the contract.

(f) The distribution base for establishment of final overhead rates is_____________. The distribution base for establishment of final G&A rates is________________.

Indirect Cost Ceilings

Applicants shall propose a cost ceiling on the following:

1. Indirect Cost Rates
2. Final Reimbursement for Indirect Costs
3. Indirect Costs.

4. Certifications, Assurances, and Other Statements of the Recipient

The applicant must provide Certifications, Assurances, and Other Statements of the Recipient using the template provided in Annex A of this RFA or at the following link: http://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf.

All information requested is intended to be submitted by the closing date of this RFA with the exception of the past performance forms which are due prior to the closing date (reference the cover page and/or the subsequent section for submission dates/times).

E. Submission Dates and Times

The following are submission dates and times:

1. Please refer to the cover page of this RFA for the submission dates and times for Applications, question and answer period, and Past Performance Short Form due dates. All required documents must be submitted to the points of contact listed in Section VII: Federal Awarding Agency Contacts. A hard copy application whether hand delivered or by postal mail will not be accepted. The determination of Applications that are submitted timely will be determined by the date and time stamp given by Grants.gov and/or the Agency's point of contact email system (only in special, preauthorized cases can Applications be submitted via email). Therefore, it is the responsibility of the Applicant to submit Applications in a timely manner to account for system uploads, and/or time differences. The Agreement Officer will use his/her discretion should it be determined an Application was not submitted timely in accordance with the dates/times listed in this RFA.

2. Issuance of this RFA does not constitute an award commitment on the part of the Government, nor does it commit the Government to pay for costs incurred in the preparation and submission of an application.

3. To facilitate the review of an application, USAID will only review an Application conforming to the format prescribed in this RFA.

F. DUNS Number and SAM

The Applicant must be registered in the System for Award Management (SAM) before submitting its application. The Applicant must also provide a valid Dun and Bradstreet Universal Numbering System (DUNS) Number in its application. The Applicant must 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. USAID will not make a Federal award to an applicant until the applicant has complied with all applicable DUNS and SAM requirements. By the time of award, if such registrations are not active and/or maintained, USAID may determine the applicant as not qualified to receive a Federal award and use this determination as a basis for making a Federal award to another applicant.

G. Funding Restrictions

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

2. Please review the USAID Eligibility Rules for Goods and Services in the Standard Provisions, for a list of goods and services restricted from purchase with USAID funding.

3. Pursuant to 22 CFR 200(g), USAID does not authorize program income under this award. However, all reasonable, allocable and allowable expenses, both direct and indirect, which are related to the agreement program and are in accordance with applicable cost standards 2 CFR 200 Subpart E and 2 CFR 230, may be paid under the agreement.

4. The Applicant is required to submit Certifications, Assurances, and Representations as part of the Cost Application using the template provided in Annex A of this RFA. However, applicants are encouraged to use the Microsoft Word format version of this form which is available as an attachment to this RFA via http://www.grants.gov/

H. Other Submission Requirements

There are no other submission requirements for this RFA. Applicants may send a request via email to the Agency point of contact listed in Section VII to check the Grants.gov system to ensure their Application was uploaded and received. Applicant’s will not receive an automated confirmation of the submitted Application from Grants.gov. In the event of technical difficulties with submitting an application, contact the appropriate personnel listed in Section VII. Federal Awarding Agency Contacts.

End of Section IV

Section V: Application Review Information

The Technical Application will be evaluated by a Technical Evaluation Committee (TEC) whose members are appointed by the Agreement Officer. However, the final decision of award lies with the Agreement Officer. To facilitate an expedient review of the Technical Application, applicants should organize the narrative sections of their applications in the same order as the evaluation criteria. The Technical Application shall not contain any cost information.

The following evaluation criteria to include non-technical criteria will; a) serve as the standard against which all applications will be evaluated, and b) serve to identify the significant matters Applicants must address in their applications. The evaluation criteria are presented below in descending order of importance.

Evaluation Criteria

1. Technical Approach (Most Important)

    - The extent to which the Applicant presents an innovative (including the use of Information and Communication Technologies (ICT), feasible, and focused approach, with appropriate activities and corresponding results, for meeting the objectives outlined in this RFA (reference Section I, subsection C. Program Objectives).

    - The extent to which the application demonstrates an understanding of the program description and the degree to which the proposed implementation approach is politically, technically, and managerially sound. Further, the extent to which the approach is realistic, informed by the local context and considers a political economy approach.

    - The extent to which the Applicant integrates appropriate stakeholders into the technical approach.

    - The extent to which gender considerations are integrated into the technical approach.

    - The extent to which the applicant demonstrates an understanding of the issues and challenges associated with the execution of the planned activities and a clear description of how the M&E plan and risk analyses will be integrated into project implementation on an ongoing basis. The extent to which the M&E plan is clear and presents relevant indicators.

    - The extent to which the proposed approach demonstrates how sustainability will be achieved and the transfer of specialized capacity to Liberian partners.

2. Staffing/Management Approach (Very Important)

    - The extent to which the Applicant proposed key personnel, including those of regional and Liberian nationals, who meet or exceed the qualifications outlined in Section I, subsection II. Staffing Approach, possess the appropriate technical and management

skills and/or complement each other to successfully implement the activity and achieve the objectives outlined in the Program Description Objectives in Section I.
- Extent to which the Applicant assembles a team with maximization of local/regional technical experts and clearly describes how the team will be effective in achieving the objectives described in this RFA.

- The Applicant presents a clear, realistic and efficient organizational structure and management model that maximizes the technical strengths of its partners, presents clear lines of communication (as illustrated in the organizational chart) among staff to include between the prime recipient/home office and subpartner(s) relationships, if any, and includes a comprehensive project mobilization plan.

3. Past Performance (Important)

   - Extent to which the Applicant's past performance in managing media-related programs of similar size, scale and complexity reflects its ability to meet the program objectives outlined in this RFA (reference Section I, subsection C. Program Objectives). The applicant's performance information determined to be relevant will be evaluated in accordance with the elements below.

     (a) Quality of product or service, including consistency in meeting goals and targets;

     (b) Cost control, including forecasting costs as well as accuracy in financial reporting;

     (c) Schedule, including the timeliness of performance, adherence to agreement schedules and other time-sensitive project conditions and effectiveness of the home and field office management to make prompt decisions and ensure effective completion of tasks;

     (d) Business relations, addressing the history of professional behavior and overall business-like concern for the interests of the customer, including the applicant's history of reasonable and cooperative behavior (to include timely identification of issues of controversy), customer satisfaction, timely award and management of subcontracts and developing country partners and timely completion of all administrative requirements;

     (e) Customer satisfaction with performance, including end user or beneficiary whenever possible;

     (f) Effectiveness of Key Personnel, including appropriateness of personnel for the job and prompt and satisfactory changes in personnel when problems were identified;

Non-technical Criteria

1. Branding Strategy and Marking Plan

The Branding Strategy and Marking plan will be evaluated on a pass/fail basis and will consider the following points:

- The extent to which the Applicant presents a well-defined Branding Strategy describing how the program, project, or activity is named and positioned; promoted and communicated to beneficiaries and cooperating country citizens, and identifies how donors will be acknowledged.

- The extent to which the Applicant presents a well-defined Marking Plan which details the public communications, commodities, and program materials and other items that will visibly bear the USAID identity.

2. Cost Effectiveness and Cost Realism

   The Agreement Officer, Acquisition and Assistance (A&A) Specialist, and/or other Agnecy cost experts will review/evaluate the Cost Application. The Applicant's Cost Application will be evaluated but not scored. The Applicant's Cost Application will be evaluated on the degree to which costs proposed are allowable, allocable, and reasonable IAW 2 CFR 200 Subpart E and cost principles IAW 2 CFR 230 and the degree to which costs proposed are realistic to support the project.

End of Section V

Section VI: Federal Award Administration Information

A. Award Notices

The Applicant will be notified in writing via email of their Application status (successful or unsuccessful) upon completion of the application review process described in Section V.

B. Authority to Obligate the Government

The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Agreement Officer.

C. Administrative and National Policy Requirements LIMITING

CONSTRUCTION ACTIVITIES (AUGUST 2013)

a) Construction is not eligible for reimbursement under this award unless specifically identified in paragraph d) below**.**

b) Construction means —construction, alteration, or repair (including dredging and excavation) of buildings, structures, or other real property and includes, without limitation, improvements, renovation, alteration and refurbishment. The term includes, without limitation, roads, power plants, buildings, bridges, water treatment facilities, and vertical structures.

c) Agreement Officers will not approve any subawards or procurements by recipients for construction activities that are not listed in paragraph d) below. USAID will reimburse allowable costs for only the construction activities listed in this provision not to exceed the amount specified in the construction line item of the award budget. The recipient must receive prior written approval from the AO to transfer funds allotted for construction activities to other cost categories, or vice versa.

d) Description

Construction is not eligible for reimbursement under this award.

e) The recipient must include this provision in all subawards and procurements and make vendors providing services under this award and subrecipients aware of the restrictions of this provision.

[END OF PROVISION]

USAID IMPLEMENTING PARTNER NOTICES (IPN) PORTAL FOR ASSISTANCE (JULY 2014)

(a) Definitions

"USAID Implementing Partner Notices (IPN) Portal for Assistance ("IPN Portal")" means the single point where USAID posts proposed universal bilateral amendments for USAID awards, which can be accessed electronically by registered USAID recipients. The IPN Portal is located at **https://sites.google.com/site/usaidipnforassistance/**. Universal amendments are those which affect all assistance awards or a designated class of awards as specified in each amendment by the IPN Portal Administrator.

"IPN Portal Administrator" means the USAID official designated by the Director, M/OAA, who has overall responsibility for managing the USAID Implementing Partner Notices Portal for Assistance.

"Universal bilateral amendment" means those amendments with revisions or new requirements or provisions that affect all awards or a designated class of awards, as specified in the Agency notification of such revisions or new requirements.

(b) By submission of an application and execution of an award, the Applicant/Recipient acknowledges the requirement to:

(1) Register with the IPN Portal if awarded an assistance award resulting from this solicitation, and

(2) Receive universal bilateral amendments to this award and general notices via the IPN Portal.

(c) Procedure to register for notifications.

Go to **https://sites.google.com/site/usaidipnforassistance/** and click the "Register" button at the top of the page. Recipient representatives must use their official organization email address when subscribing, not personal email addresses.

(d) Processing of IPN Portal Amendments

The Recipient may access the IPN Portal at any time to review all IPN Portal amendments; however, the system will also notify the Recipient by email when the USAID IPN Portal Administrator posts a universal bilateral amendment for Recipient's review and signature. Proposed USAID IPN Portal amendments distributed via the IPN Portal are applicable to all awards, unless otherwise noted in the proposed amendment.

Within 15 calendar days from receipt of the notification email from the IPN Portal, the Recipient must do one of the following:

(1) (a) verify applicability of the proposed amendment for their award(s) per the instructions provided with each amendment; (b) download the amendment and incorporate the following information on the amendment form: award number, organization name, and organization mailing address as it appears in the basic award; (c) sign the hardcopy version; and (d) send the signed amendment (by email or hardcopy) to the AO for signature. The Recipient must not incorporate any other changes to the IPN Portal amendment. Bilateral amendments provided through the IPN Portal are not effective until the both the Recipient and the AO sign the amendment;

(2) Notify the AO in writing if the amendment requires negotiation of additional changes to terms and conditions of the award; or

(3) Notify the AO that the Recipient declines to sign the amendment.

Within 30 calendar days of receipt of a signed amendment from the Recipient, the AO must provide the fully executed amendment to the Recipient or initiate discussions with the Recipient.

[End of Provision]

CENTRAL CONTRACTOR REGISTRATION AND UNIVERSAL IDENTIFIER (DECEMBER 2014)

a. **Requirement for Central Contractor Registration (CCR).** Unless you are exempted from this requirement under 2 CFR 25.110, you as the recipient must maintain the currency of your information in the CCR until you submit the final financial report required under this award or receive the final payment, whichever is later. This requires that you review and update the information at least annually after the initial registration, and more frequently, if required by changes in your information or another award term.

b. **Requirement for Data Universal Numbering System (DUNS) numbers.** If you are authorized to make subawards under this award, you:

(1) Must notify potential subrecipients that no entity (see definition in paragraph c. of this award term) may receive a subaward from you unless the entity has provided its DUNS number to you.

(2) May not make a subaward to an entity unless the entity has provided its DUNS number to you.

c. **Definitions.** For purposes of this award term:

(1) Central Contractor Registration (CCR) means the Federal repository into which an entity must provide information required for the conduct of business as a recipient. Additional information about registration procedures may be found at the CCR Internet site (currently at **www.ccr.gov**).

(2) Data Universal Numbering System (DUNS) number means the nine-digit number established and assigned by Dun and Bradstreet, Inc. (D&B) to uniquely identify business entities. A DUNS number may be obtained from D&B by telephone (currently 866-705-5711) or the Internet (currently at **fedgov.dnb.com/webform**).

(3) Entity, as it is used in this award term, means all of the following, as defined at 2 CFR 25, subpart C:

(i) A governmental organization, which is a State, local government, or Indian tribe;

(ii) A foreign public entity;

(iii) A domestic or foreign nonprofit organization;

(iv) A domestic or foreign for-profit organization; and

(v) A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.

(4) Subaward:

(i) This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that you as the recipient award to an eligible subrecipient.

(ii) The term does not include your procurement of property and services needed to carry out the project or program (for further explanation, see 2 CFR 200 Subpart F Audit Requirements).

(iii) A subaward may be provided through any legal agreement, including an agreement that you consider a contract.

(5) Subrecipient means an entity that:

(i) Receives a subaward from you under this award; and

(ii) Is accountable to you for the use of the Federal funds provided by the subaward.

ADDENDUM (JUNE 2012):

a. **Exceptions.** The requirements of this provision to obtain a Data Universal Numbering System (DUNS) number and maintain a current registration in the Central Contractor Registration (CCR) do not apply, at the prime award or subaward level, to:

(1) Awards to individuals

(2) Awards less than $25,000 to foreign recipients to be performed outside the United

States (based on a USAID determination)

(3) Awards where the Agreement Officer determines, in writing, that these requirements would cause personal safety concerns.

b. This provision does not need to be included in subawards.

[END OF PROVISION]

REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)

a. Reporting of first-tier subawards.

(1) Applicability. Unless you are exempt as provided in paragraph d. of this award term, you must report each action that obligates $25,000 or more in Federal funds that does not include Recovery funds (as defined in section 1512(a)(2) of the American Recovery and Reinvestment Act of 2009, Pub. L. 111-5) for a subaward to an entity (see definitions in paragraph e. of this award term).

(2) Where and when to report.

(i) You must report each obligating action described in paragraph a.(1) of this award term to **www.fsrs.gov**.

(ii) For subaward information, report no later than the end of the month following the month in which the obligation was made. (For example, if the obligation was made on November 7, 2010, the obligation must be reported by no later than December 31, 2010.)

(3) What to report. You must report the information about each obligating action that the submission instructions posted at **www.fsrs.gov** specify.

b. Reporting Total Compensation of Recipient Executives.

(1) Applicability and what to report. You must report total compensation for each of your five most highly compensated executives for the preceding completed fiscal year, if –

(i) The total Federal funding authorized to date under this award is $25,000 or more;

(ii) In the preceding fiscal year, you received—

(A) 80 percent or more of your annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and

(B) $25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and

(iii) The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at **www.sec.gov/answers/execomp.htm**.)

(2) Where and when to report. You must report executive total compensation described in paragraph b.(1) of this award term:

(i) As part of your registration profile at **www.bpn.gov/ccr**.

(ii) By the end of the month following the month in which this award is made, and annually thereafter.

c. Reporting of Total Compensation of Subrecipient Executives.

(1) Applicability and what to report. Unless you are exempt as provided in paragraph d. of this award term, for each first-tier subrecipient under this award, you must report the names and total compensation of each of the subrecipient's five most highly compensated executives for the subrecipient's preceding completed fiscal year, if–

(i) In the subrecipient's preceding fiscal year, the subrecipient received—

(A) 80 percent or more of its annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and

(B) $25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts), and Federal financial assistance subject to the Transparency Act (and subawards); and

(ii) The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at **www.sec.gov/answers/execomp.htm**.)

(2) Where and when to report. You must report subrecipient executive total compensation described in paragraph c.(1) of this award term:

(i) To the recipient.

(ii) By the end of the month following the month during which you make the subaward. For example, if a subaward is obligated on any date during the month of October of a given year (for example, between October 1 and 31), you must report any required compensation information of the subrecipient by November 30 of that year.

d. Exemptions.

If, in the previous tax year, you had gross income, from all sources, under $300,000, you are exempt from the requirements to report:

(1) Subawards, and

(2) The total compensation of the five most highly compensated executives of any subrecipient.

e. Definitions.

For purposes of this award term:

(1) Entity means all of the following, as defined in 2 CFR 25:

(i) A governmental organization, which is a State, local government, or Indian tribe;

(ii) A foreign public entity;

(iii) A domestic or foreign nonprofit organization;

(iv) A domestic or foreign for-profit organization; and

(v) A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.

(2) Executive means officers, managing partners, or any other employees in management positions.

(3) Subaward:

(i) This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that you as the recipient award to an eligible subrecipient.

(ii) The term does not include your procurement of property and services needed to carry out the project or program (for further explanation, see2 CFR 200 Subpart F Audit Requirements).

(iii) A subaward may be provided through any legal agreement, including an agreement that you or a subrecipient considers a contract.

(4) Subrecipient means an entity that:

(i) Receives a subaward from you (the recipient) under this award; and

(ii) Is accountable to you for the use of the Federal funds provided by the subaward.

(5) Total compensation means the cash and noncash dollar value earned by the executive during the recipient's or subrecipient's preceding fiscal year and includes the following (for more information see 17 CFR 229.402(c)(2)):

(i) Salary and bonus.

(ii) Awards of stock, stock options, and stock appreciation rights. Use the dollar amount recognized for financial statement reporting purposes with respect to the fiscal year in accordance with the Statement of Financial Accounting Standards No. 123 (Revised 2004) (FAS 123R), Shared Based Payments.

(iii) Earnings for services under nonequity incentive plans. This does not include group life, health, hospitalization, or medical reimbursement plans that do not discriminate in favor of executives, and are available generally to all salaried employees.

(iv) Change in pension value. This is the change in present value of defined benefit and actuarial pension plans.

(v) Above-market earnings on deferred compensation which is not tax-qualified.

(vi) Other compensation, if the aggregate value of all such other compensation (for example, severance, termination payments, value of life insurance paid on behalf of the employee, perquisites or property) for the executive exceeds $10,000.

[END OF PROVISION]

D. Standard Provisions

If awarded a Grant under this RFA, the Recipient shall adhere to and govern itself under Part C. of this Section and the Mandatory Standard Provisions and the Required As Applicable Provisions for U.S. NGOs and/or Non-U.S. NGOs as applicable. Links to these Standard Provisions can be found in Section VIII. Other Information "Regulations and References". Further, any award made under this RFA is subject to 2 CFR 200 and the Agency's supplement of 2 CFR 700 as noted in Section VIII.

E. Environmental Compliance Terms

An Initial Environmental Examination (IEE) will be prepared for the proposed program prior to initiating project activities. The IEE will cover activities expected to be implemented under the potential Agreement award under this RFA. The recipient shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this RFA. The

IEE will identify environmental impacts that are reasonably anticipated to occur from project activities and the environmental mitigations to be implemented to address the impacts. The IEE will be uploaded with this RFA to Grants.gov for Applicant's to consider when preparing the Technical/Cost Application.

Reporting

Reporting requirements are listed under "III. Program and Reporting Requirements" in Section I. Further, documents and development-assistance activity descriptions produced or funded by USAID must be submitted for inclusion in the DEC databases, the largest online resource of USAID-funded technical and programmatic documentation. Materials must be submitted through the public-facing and searchable DEC Web site, through e-mail (docsubmit@usaid.gov), or through the U.S. Postal Service delivery to the following address:

USAID Development Experience Clearinghouse
M/CIO/ITSD/KM
Ronald Reagan Building M. 01
U.S. Agency for International Development
Washington, DC 20523

At the time of award and/or specific report submission, the Agreement Officer's Representative (AOR) will provide more details on the content and format of reports to be submitted to the USAID's DEC.

End Section VI

Section VII: Federal Awarding Agency Contacts

The Applicant may contact the following USAID personnel in writing via email regarding this RFA:

Primary Point of Contact:

Joshua Schramm
USAID/Liberia/Office of Acquisition and Assistance
Agreement Specialist
jschramm@usaid.gov

Alternate Points of Contact:

Edward Lamin
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End of Section VI

Section VIII: Other Information

A. USAID Rights and Funding

The Government may (a) reject any or all applications, (b) accept other than the lowest cost application, (c) accept more than one application, (d) accept alternate applications meeting the applicable standards of this RFA, and (e) waive informalities and minor irregularities in the application(s) received.

B. Regulations and References

USAID Civil Society and Media Program (CSML) Quarterly Reports (October-December 2013, January-March 2014, April-June 2014, July-September 2014): Please find in Supporting Documents in grants.gov.

Mandatory Standard Provisions for U.S., Nongovernmental Recipients
http://www.usaid.gov/sites/default/files/documents/1868/303maa.pdf

2 CFR 200 (Uniform Administrative Requirements, Cost Principles, And Audit Requirements for Federal Awards) (see Subpart E for Cost Principles)
http://www.ecfr.gov/cgi-bin/text-idx?SID=1f6582bfb1439ade6067c748d5fd4ef2&node=pt2.1.200&rgn=div5

2 CFR 700 (USAID Supplement to 2 CFR 200)
http://www.ecfr.gov/cgi-bin/text-idx?SID=18fce4045d211e74d460016792650587&node=20141219y1.358

Federal Acquisition Regulation (FAR) Part 31 (Cost principles for profit organizations)
http://www.acquisition.gov/far/html/FARTOCP31.html

2 CFR 230 (Cost Principles for Non-Profit Organizations) (previously OMB Circular A-122)
http://www.gpo.gov/fdsys/pkg/CFR-2012-title2-vol1/xml/CFR-2012-title2-vol1-part230.xml

22 CFR 228 (USAID Source, Origin, Nationality Regulations)
http://www.access.gpo.gov/nara/cfr/waisidx_01/22cfr228_01.html

End of Section VIII

Annex A: Certifications, Assurances, and Other Statements of the Recipient

CERTIFICATIONS, ASSURANCES, AND OTHER STATEMENTS OF THE RECIPIENT (JUNE 2011)

NOTE: When these Certifications, Assurances, and Other Statements of Recipient are used for cooperative agreements, the term "Grant" means "Cooperative Agreement."

There are five parts to this section to include the following:

Part I. Certifications and Assurances
Part II. Key Individual Certification Narcotics Offenses and Drug Trafficking
Part III. Participant Certification Narcotics Offenses and Drug Trafficking
Part IV. Survey on Ensuring Equal Employment Opportunity for Applicants
Part V. Other Statements of Recipients

Certifications, Assurances, and Other Statements of the Recipient are not to be submitted by the closing date of this RFA. However, apparently successful applicants will be requested to submit Certifications, Assurances, and Other Statements of the Recipient upon notification of successful application by the Agency. The applicant shall review, comply and fill out all five applicable parts of this section to be considered for award. Any parts or subsections that do not apply to the applicant shall be indicated with “n/a” and a brief explanation of why it does not apply.

PART I - CERTIFICATIONS AND ASSURANCES

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

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

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

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

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

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

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

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

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

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

2. CERTIFICATION REGARDING LOBBYING

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

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

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a

Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

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

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

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that: If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

3. PROHIBITION ON ASSISTANCE TO DRUG TRAFFICKERS FOR COVERED COUNTRIES AND INDIVIDUALS (ADS 206)

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

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

4. CERTIFICATION REGARDING TERRORIST FINANCING IMPLEMENTING EXECUTIVE ORDER 13224

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

Recipient, to the best of its current knowledge, did not provide, within the previous ten years, and will take all reasonable steps to ensure that it does not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts, as that term is defined in paragraph 3.

2. The following steps may enable the Recipient to comply with its obligations under paragraph 1:

a. Before providing any material support or resources to an individual or entity, the Recipient will verify that the individual or entity does not (i) appear on the master list of Specially Designated Nationals and Blocked Persons, which list is maintained by the U.S. Treasury's Office of Foreign Assets Control (OFAC) and is available online at OFAC's website : http://www.treas.gov/offices/eotffc/ofac/sdn/t11sdn.pdf, or (ii) is not included in any supplementary information concerning prohibited individuals or entities that may be provided by USAID to the Recipient.

b. Before providing any material support or resources to an individual or entity, the Recipient also will verify that the individual or entity has not been designated by the United Nations Security (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the "1267 Committee") [individuals and entities linked to the Taliban, Osama bin Laden, or the Al Qaida Organization]. To determine whether there has been a published designation of an individual or entity by the 1267 Committee, the Recipient should refer to the consolidated list available online at the Committee's website: http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm.

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

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

3. For purposes of this Certification-

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

b. "Terrorist act" means-

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

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

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

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

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

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

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

5. CERTIFICATION OF RECIPIENT

By signing below the recipient provides certifications and assurances for (1) the Assurance of Compliance with Laws and Regulations Governing Non-Discrimination in Federally Assisted Programs, (2) the Certification Regarding Lobbying, (3) the Prohibition on Assistance to Drug

Traffickers for Covered Countries and Individuals (ADS 206) and (4) the Certification Regarding Terrorist Financing Implementing Executive Order 13224 above.

RFA/APS No. ________________________________

Application No. ________________________________

Date of Application ________________________________

Name of Recipient ________________________________

Typed Name and Title________________________________

Signature ________________________________

Date ________________________________

PART II - KEY INDIVIDUAL CERTIFICATION NARCOTICS OFFENSES AND DRUG TRAFFICKING

I hereby certify that within the last ten years:

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

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

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

Signature: ______________________________

Date: ______________________________

Name: ______________________________

Title/Position: ______________________________

Organization: ______________________________

Address: ______________________________

____

Date of Birth: ______________________________

NOTICE:

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

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

PART III - PARTICIPANT CERTIFICATION NARCOTICS OFFENSES AND DRUG TRAFFICKING

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

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

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

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

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

Signature: ______________________________________

Name: ______________________________________

Date: ______________________________________

Address: ______________________________________

____

Date of Birth: ______________________________________

NOTICE:

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

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

PART IV - SURVEY ON ENSURING EQUAL OPPORTUNITY FOR APPLICANTS

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

This survey can be found at the following website:

http://www.usaid.gov/forms/surveyeo.doc

PART V - OTHER STATEMENTS OF RECIPIENT

1. AUTHORIZED INDIVIDUALS

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

Name	Title	Telephone No.	Facsimile No.

2. TAXPAYER IDENTIFICATION NUMBER (TIN)

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

TIN: ________________________________

3. DATA UNIVERSAL NUMBERING SYSTEM (DUNS) NUMBER

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

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

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

(c) Recipients located outside the United States may e-mail Dun and Bradstreet at globalinfo@dbisma.com to obtain the location and phone number of the local Dun and Bradstreet Information Services office.

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

DUNS: ____

4. LETTER OF CREDIT (LOC) NUMBER

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

LOC: ____

5. PROCUREMENT INFORMATION

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

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

$____________________________

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

TYPE/DESCRIPTION (Generic)____________________________
QUANTITY ____________________________
ESTIMATED UNIT COST ____________________________

(d) Source, Origin, and Componentry of Goods. If the recipient plans to purchase any goods/commodities which are not of U.S. source and/or U.S. origin, and/or does not contain at least 50% componentry, which are not at least 50% U.S. source and origin, please indicate below (using a continuation page, as necessary) the types and quantities of each, estimated unit costs of each, and probable source and/or origin, to include the probable source and/or origin of the components if less than 50% U.S. components will be contained in the commodity. "Source" means the country from which a commodity is shipped to the cooperating country or the cooperating country itself if the commodity is located therein at the time of purchase. However, where a commodity is shipped from a free port or bonded warehouse in the form in which received therein, "source" means the country from which the commodity was shipped to the free port or bonded warehouse. Any commodity whose source is a non-Free World country is ineligible for USAID financing. The "origin" of a commodity is the country or area in which a commodity is mined, grown, or produced. A commodity is produced when, through manufacturing, processing, or substantial and major assembling of components, a commercially recognized new commodity results, which is substantially different in basic characteristics or in purpose or utility from its components. Merely packaging various items together for a particular procurement or relabeling items do not constitute production of a commodity. Any commodity whose origin is a non-Free World country is ineligible for USAID financing. "Components" are the goods, which go directly into the production of a produced commodity. Any component from a non-Free World country makes the commodity ineligible for USAID financing.

TYPE/DESCRIPTION ____________________________
QUANTITY ____________________________
ESTIMATED GOODS ____________________________
PROBABLE GOODS ____________________________
PROBABLE (Generic) ____________________________
UNIT COST ____________________________
COMPONENTS ____________________________
SOURCE ____________________________
COMPONENTS ____________________________
ORIGIN ____________________________

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

TYPE/DESCRIPTION ________________________________
QUANTITY ________________________________
ESTIMATED ________________________________
PROBABLE ________________________________
INTENDED USE (Generic) ________________________________
UNIT COST ________________________________
SOURCE ________________________________
ORIGIN ________________________________

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

TYPE/DESCRIPTION ________________________________
QUANTITY ________________________________
ESTIMATED ________________________________
PROBABLE SUPPLIER ________________________________
NATIONALITY ________________________________
RATIONALE (Generic) ________________________________
UNIT COST (Non-US Only) ________________________________
FOR NON-US ________________________________

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

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

6. PAST PERFORMANCE REFERENCES

Please provide past performance information requested in the RFA.

7. TYPE OF ORGANIZATION
The recipient, by checking the applicable box, represents that -

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

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

8. ESTIMATED COSTS OF COMMUNICATIONS PRODUCTS

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

End of Annex A

Annex B: Past Performance Short Form (3 references required)

Note: Part I is to be completed by the applicant. USAID will obtain the information to complete Part II.

PERFORMANCE REPORT - SHORT FORM
PART I: Award Information (to be completed by Applicant)
1. Name and Address of Organization for which the work was performed:
2. Award Number:
3. Award Type:
4. Award Value (TEC): (if subagreement, subagreement value)
5. Contacts: (Name, Telephone Number and E-mail address)
6. Period of Performance:
7. Title/Brief Description of Product/Service Provided/ Results Achieved to Date:
8. Problems: (if problems encountered on this award, explain corrective action taken)
PART II: Performance Assessment (to be obtained by USAID—DO NOT COMPLETE)
1. Quality of product or service, including consistency in meeting goals and targets, and cooperation and effectiveness of the Prime in fixing problems. Comment:
2. Cost control, including forecasting costs as well as accuracy in financial reporting. Comment:
3. Schedule/timeliness of performance, including adherence to contract/agreement schedules and other time-sensitive project conditions, and effectiveness of home and field office management to make prompt decisions and ensure efficient operation of tasks. Comment:
4. Customer satisfaction, including satisfactory business relationship to clients, initiation and management of several complex activities simultaneously, coordination among subcontractors and developing country partners, prompt and satisfactory correction of problems, and cooperative attitude in fixing problems. Comment:
5. Effectiveness of key personnel including: effectiveness and appropriateness of personnel for the job; and prompt and satisfactory changes in personnel when problems with clients where identified. Comment:

End of Annex B/End of RFA