



Subject: Request for Applications USAID-Washington M-OAA-DCHA-DOFDA-08-151

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Closing Date: May 15, 2008, **11:00 am EST**, Washington DC

Title: Elections and Political Processes

The United States Agency for International Development (USAID) is seeking applications from eligible institutions as described in Section III of this RFA, for a program titled “Elections and Political Processes” through the award of one Leader with Associates Cooperative Agreement (also referred to herein as “Leader Award”). A description of the program is provided in Section I of this RFA

The authority for the RFA is found in the Foreign Assistance Act of 1961, as amended. Pursuant to 22 CFR 226.81, it is USAID policy not to include profit of any nature under assistance instruments. However, all other reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the agreement program and are in accordance with applicable cost standards (22 CFR 226, OMB Circular A-122 for non-profit organization, OMB Circular A-21 for universities, and the Federal Acquisition Regulation (FAR) Part 31 for for-profit organizations), may be paid under the award.

USAID reserves the right to fund any or none of the applications submitted. Funding details are provided in Section II of the RFA.

For the purposes of this program, this RFA is being issued and consists of this cover letter and the following:

1. Section I Program Description;
2. Section II Award Information;
3. Section III Eligibility Information;
4. Section IV Application and Submission Instructions;
5. Section V Selection Criteria;
6. Section VI Award and Administration Information;
7. Section VII Other Information - References;
8. Annexes A - G

RFA No. M-OAA-DCHA-DOFDA-08-151

To be eligible for award, the applicant must provide all required information in its application. Applicants must submit the full application package pursuant to the requirements set forth in Section IV of this RFA.

For the purposes of this RFA, the term "Grant" is synonymous with "Cooperative Agreement"; "Grantee" is synonymous with "Recipient"; and "Grant Officer" is synonymous with "Agreement Officer".

If you decide to submit an application, it must be received by the closing date and time indicated at the top of this RFA cover letter at the place designated for receipt in the RFA Section IV, Application and Submission Instructions. Hard copies of the Technical and the Cost Application and any modifications thereof must bear the name and address of the applicant and RFA # M-OAA-DCHA-DOFDA-08-151.

Issuance of this RFA does not constitute an award commitment on the part of USAID, nor does it commit USAID to pay for costs incurred in the preparation and submission of an application. Further, USAID reserves the right to reject any or all applications received. In addition, final award of any Leader 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 applicants, and all preparation and submission costs are at applicants' own expense.

Thank you for your interest in USAID Programs.

Sincerely,

Joseph Lentini
Agreement Officer
M/OAA/DCHA/DOFDA

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SECTION I – PROGRAM DESCRIPTION

A. INTRODUCTION AND PURPOSE

The role of the Office of Democracy and Governance of the pillar Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA/DG) is to provide USAID and other development practitioners with technical and intellectual leadership, and implementing mechanisms to support democratic development around the world. In addition to strategic planning, monitoring and evaluation, DCHA/DG has four core technical areas outlined in its strategic plan: elections and political processes, rule of law, civil society and governance. The elections and political processes technical area supports the Agency's objective to encourage more credible and competitive political processes.

This RFA will support USAID's goals and objectives under the Governing Justly and Democratically area of the new Foreign Assistance Framework, and more specifically the Political Competition and Consensus Building program element in the framework. The resulting LWA will aim to develop, to the maximum extent practicable, the capacity and expertise of local and regional institutions and civil society organizations to carry out programs of technical assistance, training, civic education, and related services in connection with strengthening electoral and political processes.

B. CHALLENGES

The main problems that democracy practitioners confront in strengthening election and political processes have changed subtly over time. It is still the case that credible, competitive, and participatory electoral and political processes are indispensable to democracy. While other elements of democracy can develop before competitive elections are held, a country cannot be truly democratic, or on its way to democratic governance, until its citizens have the opportunity to choose their representatives in a competitive, multi-party process. The quality of electoral and political processes, competition and representation, and the creation of checks and balances are at the heart of the challenges democracy practitioners face today.

In terms of elections, as of 2003, roughly three of every five independent countries filled their principal positions of political power through free, fair and regular elections. The inaugural elections of the third wave that dominated election assistance programs in earlier decades have given way to new challenges in settings that are at least minimally democratic. Although today there are more electoral democracies in the world than ever before in history, a smaller proportion than ever before meet the high standards of a liberal democracy – free, respectful of basic human rights and the rule of law. The quality of electoral processes is tremendously fragile in countries that cannot – or will not – guarantee basic freedoms, nor respect human rights and the rule of law.

Another serious challenge is that the political parties that compete in elections are falling short of popular expectations and hindering rather than helping the process of political, economic and

social reform. Opinion polls worldwide evidence that confidence in political parties is declining from the already low levels at which most citizens typically view politicians. Common complaints are that parties are electoral machines, only reach out to voters around elections, and after elections fail to represent voters or to govern in the public interest. Corruption in political parties is of particular concern, as evidenced by a 2003 Transparency International poll in which respondents in three out of four countries said political parties are the top institution in which they would eliminate corruption if they had a magic wand (TI, 2003). Analysts widely acknowledge that we are in the era of electoralist political parties and that modern campaign approaches which rely heavily on mass media and broad electoral mobilization, have distanced parties from their constituents. Political parties are less defined by ideology or class cleavages and more focused on personalities than in the past, making voter identification with parties less stable (Diamond and Gunther, 1999).

These challenges are evident in many of the countries in which USAID works, but they have become even more prominent in countries emerging from post-conflict situations and/or suffering from the results of a weak or failing state. Weak and failing states, including those that are post-conflict, pose special challenges for electoral and political processes. By definition, these states lack the capacity and/or the political will to represent a broad consensus and govern effectively; and instead focus on very narrow, elite interests and benefits and subjugate the state to those interests. Electoral and political competition may not even exist due to domination of the state by one group or party. When electoral and/or political competition does exist, it is often marked by zero sum politics that result in a country vulnerable to conflict and violence, or worse, where inhabitants are marginalized or subject to terrorism. Elections are often a key feature in peace accords. Elections, referenda and other political processes are critical to creating legitimate leadership and broad consensus in a country; including helping to turn warring factions into legitimate political parties, for instance. Support for a broad range of political processes in weak and failing states is critical to moving a country through the process of building or rebuilding a democratic political system. In this way, USAID sees an important opportunity to help support weak and failing states to assist them on a path to greater political stability, more democratic governance and eventually a transition to democracy.

To facilitate peace agreements and processes that serve to mitigate conflict, the international community often turns to elections and other consensus-building processes as means to transition to legitimate and peaceful governance. Altering established power structures in these kinds of environments is even more challenging without several key elements, such as an impartial electoral framework, inclusive dialogue and consensus-building, capacity to administer electoral processes, representative political parties, and well-informed citizens inclusive of marginalized populations.

The Cooperative Agreement awarded as a result of this RFA should also address new approaches to fostering more accountable and responsive political parties, political actors and electoral systems through the provision of expert technical assistance, in-depth analytical research resulting in applicable lessons and innovative programmatic activities that draw on in-country experience.

C. ELECTIONS AND POLITICAL PROCESSES PROGRAM OBJECTIVES

This RFA seeks applications from qualified organizations to provide technical assistance and support to elections and political processes in developing countries through the achievement of the following objectives:

- (1) Developing an impartial legal framework for elections and political parties;
- (2) Building a sustainable, indigenous capacity to effectively administer elections;
- (3) Informing and empowering all members of society to become active participants in the political process;
- (4) Supporting local, regional and international efforts to monitor electoral processes;
- (5) Ensuring inclusive political participation wherein a greater range of groups, including women and other historically excluded populations, influence and participate in political processes;
- (6) Promoting consensus-building for peaceful agreement on democratic reform, rules and framework through peaceful, broad-based participation in defining and negotiating changes to governing structures;
- (7) Strengthening political parties to ensure a competitive multi-party system that represents the diversity within a country;
- (8) Fostering the smooth transfer of power following elections;
- (9) Strengthening governance capacity of elected leaders and bodies;
- (10) Building capable and sustainable local and regional civil society organizations engaged in election assistance and in providing technical assistance to political parties and political processes.

The ten program objectives described below may be implemented under the leader or associate awards.

Objective 1: Impartial Legal Framework for Elections and Political Parties

Although not a sufficient condition, an impartial framework (i.e. constitutional provisions, laws, rules, regulations, and institutions which govern electoral and political processes) is a necessary condition for sustainable, credible electoral processes and representative, democratic political parties.

Anticipated Results

- Improved legal frameworks that ensure transparent electoral procedures that promote genuine and competitive elections and foster representative, democratic political parties.
- Increased acceptance and understanding of legal frameworks by political parties and citizens.
- Increased local capacity to develop legal frameworks which further local participation.
- More substantive and inclusive public dialogue on key issues related to revisions to legal frameworks.
- Improved legal structures to promote participation and equitable representation of opposition and minority groups in the political process.

- The concept of “one person-one vote” is respected in practice.

Objective 2: Credible Electoral Administration

In most countries, elections administration and related matters (e.g., voter registration) are delegated to an authority within a government ministry, or to an electoral commission. Credible electoral administration requires an impartial, transparent, and competent electoral authority managing the elections, and sufficient resources to permit neutral administration. It also requires professional staff who are competent in key areas of electoral administration including registration, designating polling sites, drawing up voters’ lists, tabulating votes, providing security, enforcing political finance rules, using computer hardware and software effectively, educating voters and adjudicating complaints [if within the electoral authority’s mandate]). Thus, “credible” means that most segments of the population trust the government to effectively and transparently administer elections.

Anticipated Results

- Increased professionalism, competence, independence and diversity of election officials and poll workers.
- More efficient and accessible electoral administration (i.e. adequate materials, ease of voter participation, accurate and timely vote tabulation and reporting, sufficient security, and voter education resources for those populations more in need, enforcement of political finance rules) through indigenous processes.
- Increased indigenous capacity to administer elections without donor technical assistance.
- Public trust in and acceptance of the electoral authority’s actions as impartial and transparent.
- Improved, accurate voter registries that can be updated and challenged for inaccuracies as necessary.
- Increased use, timeliness, and effectiveness of, and citizen access to, election dispute resolution mechanisms.
- Improved coordination between international organizations, donors, electoral bodies, and law enforcement forces to ensure pre-election and Election Day security so as to reduce intimidation of voters and candidates.
- Improved security for electoral processes and procedures, including information systems.

Objective 3: An Informed and Active Citizenry

An informed and active citizenry is the driving force behind a truly genuine and competitive political process. It also helps build confidence in the system, and public acceptance of results. Free and fair elections require that all citizens understand the electoral system and political choices, and participate in political processes through party membership, voting, volunteer service, and membership in NGOs. Elections must be inclusive, wherein all constituents are involved: men and women, urban and rural populations, youth, all ethnic groups, and other non-citizen residents of a country who may place demands on public institutions for services or status.

Anticipated Results

- Increased awareness and understanding among population groups about the political system including registration and voting procedures, and the role of the election commission, political parties, and monitors.
- Increased citizen understanding of the political implications of elections.
- Increased political participation among citizens.
- Increased indigenous demand for government accountability.
- Increased indigenous development and production of programs that increase electoral and political awareness and voter participation.
- Increased citizen demand for issue-oriented elections.

Objective 4: Effective Oversight of Electoral Processes

Monitoring electoral processes can reduce the opportunities and incentives for electoral fraud, identify shortcomings of the electoral process with the intention of facilitating genuine and competitive elections, and legitimize a peaceful transfer of power. Recognizing that Election Day comprises only one component of the electoral process, effective oversight of electoral processes includes sufficient pre/post-election monitoring. Election monitors may include: political contestants who monitor violations of their supporters' political rights; nonpartisan citizen organizations; and international organizations which evaluate a country's electoral framework and administration compared to international standards and practices. The media can also serve a useful watchdog function during an electoral process if it has the capacity to produce credible and accurate reports about the preparations for, and the conduct of, elections. Monitoring of the electoral process -- by international organizations, domestic monitors, political party poll watchers or local media -- can lend confidence in the outcome of an election.

Anticipated Results

- Improved oversight by monitors (political party, nonpartisan citizen organizations, international organizations and media) of all aspects of the electoral process including candidate recruitment, political finance issues, electoral violence, and post-election activities.
- Increased acceptance by all segments of the public, political actors, and election administrators of election monitors and their assessments.
- Improved effectiveness in documenting irregularities, fraud and violence.
- Improved deterrence of electoral fraud and violence.
- Increased confidence among voters and key sub-populations (e.g. women and men, rural and urban, various ethnic groups, etc.) in the electoral process.
- Increased professionalism of political party agents, indigenous NGOs, and local media to monitor electoral processes, including more credible and broader dissemination of their findings.
- Increased legitimacy and reliance upon indigenous monitors representative of a country, and decreased reliance on the international community to monitor electoral processes.
- Increased public confidence in indigenous NGOs and media outlets as neutral, unbiased watchdogs of the electoral process.

- Increased confidence in and acceptance of election results.
- Increased transparency and accountability in political finance and the strengthening of compliance capabilities of electoral bodies.

Objective 5: Increased Political Participation of Women and Historically Disenfranchised Groups

While attention to greater inclusiveness is included throughout Objectives #1-7, USAID also includes this specific objective which promotes increased political participation of groups that have historically been excluded from fair participation. Illustrative examples of these groups include (but are not limited to) women, minorities, internally displaced persons (IDPs), and persons with disabilities. To ensure the inclusion of these groups, and others, in electoral activities, it is critical that electoral laws, administration and oversight are *non-discriminatory* and *non-exclusionary*, and that civil and political rights of politically marginalized groups are protected through effective enforcement. This objective aims not only to remove barriers to participation, but also to improve political participation and representation through targeted training, skills development and effective voter education. The goal is to strengthen the capacity of historically disenfranchised groups to participate in and influence decision-making bodies within political parties and government. Applicants are encouraged to recognize the heterogeneity of “historically marginalized groups” and develop program approaches that reflect the differing needs of these groups. For example, rural and urban women may have different priorities; therefore program approaches should target these groups separately as needed.

Anticipated Results

- Increased participation/representation of women, youth, internally displaced persons and other historically disenfranchised groups in voting and within electoral commissions, political parties, and monitoring groups.
- Increased number of women and representatives from other disenfranchised groups running for political office, becoming effective legislators, and assuming leadership positions.
- Increased knowledge among women, internally displaced persons and others from disenfranchised groups about their political and civil rights and responsibilities.
- Increased competence and professionalism of women, internally displaced persons and other frequently excluded groups in legislative drafting, constituency representation and political agenda setting. .
- Increased use of political tools (e.g., coalition building, lobbying, policy analysis, campaign contributions, formation of non-partisan women’s caucuses, etc.) by women’s and other disenfranchised groups to further their agendas and/or perform governmental responsibilities.
- Elimination of laws and regulations that discriminate against or marginalize women and other disadvantaged groups with respect to elections and political processes – be it overt discrimination or rules that have a negative impact on frequently excluded populations.

Objective 6: Consensus-building to promote peaceful agreement on democratic reform

This objective aims to develop processes for promoting peaceful agreement for democratic reform through broad-based participation in determining and negotiating changes to governing structures.

Anticipated Results:

- Consensus building processes at national, sub-national and/or local levels that incorporate views of all stakeholders including political parties and groupings, citizens, formerly warring factions, etc., (e.g., related to peace agreements, national dialogues, referenda, and constitutional development or reform).
- Improved skills of political leadership, civil society representatives, key political party representatives, etc, in conflict mediation, resolution and dispute negotiation, (e.g., related to peace-building processes, the above consensus building activities, inter-party disputes).
- Increased citizen knowledge of and participation in consensus building forums, including marginalized groups, vulnerable populations, etc.
- Improved institutional capacity of executive branch entities, legislative bodies, the judiciary, independent institutions, and civil society groups to conduct consensus building forums and uphold democratic processes.
- Improved advocacy for and oversight of consensus-building processes by relevant entities (civil society groups, political party actors, legislative bodies, international monitors, etc.)

Objective 7: Representative and Competitive Multiparty System

A representative and competitive multiparty system consists of political parties which have internal democratic procedures (i.e. democratic elections for party offices, established by-laws), and broader institutional structures that are transparent, inclusive of sub-populations within a country, accountable and that are accepted by party members. Representative political parties serve many functions such as acting as an intermediary between the electorate and the elected; involving members of different ethnicities, religious beliefs or genders; developing platforms based citizen input; and ensuring effective communications between political party structures and constituencies. There is consensus within and outside USAID on the need to devote greater attention to political party development. Applicants are strongly encouraged to develop innovative and integrated approaches to political party development and reform.

Anticipated Results

- Strengthened party systems that adequately reflect the various constituencies, sectors, issues, and ideologies in society;
- Improved political party capacities to form and participate in strategic coalitions.
- Increased inclusion of women and people of different social backgrounds, e.g., ethnic/religious/economic groups within party systems and party leadership.
- Increased number of platform-based campaigns rather than personality-based campaigns.
- Increased institutional capacity of parties to administer themselves – e.g., manage finances, organize a hierarchy, communicate between headquarters and party branches, attract volunteers, select leaders, institute staff and future leadership training programs, and democratically make decisions regarding policy platforms and party organization.

- Increased transparency of political finance.
- Increased professionalism and competence of political party poll watchers.
- Improved political party contributions to good governance within the legislative branch of government.

Objective 8: Effective Transfer of Political Power

Genuine and competitive political processes require: the peaceful transfer of power between different individuals, groups, or political parties through established procedures; losing parties accepting the outcome of the election and the authority of newly elected officials; and public recognition of the legitimacy of the process. Newly elected officials must be prepared to fulfill their responsibilities and political parties must be prepared to assume a proper governance role. To be effective, political parties out of power must understand their role as a “loyal opposition”, as a channel for minority views and input into the legislative process.

Anticipated Results

- Increased number of key political actors who agree on the procedures for transfer of power.
- Increased number of citizens who accept legitimacy of newly elected bodies and/or officials.
- Improved ability of parties to develop and implement effective post-election strategies including: systematic analysis of election results; policy analysis and formulation; and capacity for governance through effective input into the legislative process and service delivery to constituents.

Objective 9: Effective Governance by Elected Leaders and Bodies

Elected leaders must be able to govern effectively once they take office. Parties and their leaders at the national, regional and local level need to serve the public, rather than private interests. Legislative bodies need to develop technical skills, as well as rules of procedure and ways of operating which enhance their ability to develop legislation and to provide oversight of the executive branch. At the local level, mayors and councils need to be able to work together as well as perform their specific functions such that the local community benefits from democratically elected government.

Anticipated Results

- Increased professionalism and competence of elected legislators and public officials who govern in accordance with duly constituted authorities.
- Increased ability of the legislative body to effectively function through coalition building and other means.
- Improved accountability and responsiveness by elected officials to their constituencies.
- Increased capacity of parties in the minority to effectively play the role of the “loyal opposition,” both in terms of challenging parties in power and representing minority viewpoints in the legislative process.
- Increased ability of elected leaders at all levels to effectively manage their responsibilities.

Objective 10: Promoting Sustainable Local/Regional Organizations Engaged in Election Assistance

USAID aims to strengthen the capacity of indigenous local/regional organizations in developing countries to: 1) conduct elections related activities; and 2) provide technical assistance and training to other local organizations on elections and political processes. The rationale is that *strengthened* election-oriented organizations in developing countries will: 1) broaden the community of democracy promoters and advocates abroad; 2) demonstrate that USAID assistance leads directly to sustainable change among local organizations, without dependence on intermediary organizations; and 3) promote replication.

Anticipated Results

- Improved technical and organizational capacities of local civil society and regional organizations to implement and sustain election-related programs over the long term. This includes strengthened abilities to compete for, administer and account for resources from foundations, US nonprofits, international organizations, and international financial institutions, and bilateral donors.
- Local (non-U.S.) civil society organizations provide technical assistance and training to *other* local organizations on elections and political processes activities.

D. PROGRAMMATIC APPROACHES

1. General Information

This RFA covers one global Leader with Associates (LWA) award, which will provide leadership for worldwide activities, and for subsequent Associate Awards by USAID Missions, Regional Bureaus or other USAID Offices. No further competition or waiver of competition is required for any Associate Agreements awarded within the terms of the Leader Award. Missions or other USAID offices may award their own Associate Awards without further competition. Each Associate Award is a separate Assistance Agreement funded by a USAID Mission Operating Unit or other Regional Bureau Offices and awarded to the Leader Award recipient to support a distinct local or regional activity that fits within the scope of the broad worldwide program description in the Leader Agreement.

An Associate Award may be a grant or a cooperative agreement, independent of whether the Leader Award is a grant or cooperative agreement. An Associate cooperative agreement must spell out the terms of any substantial involvement. Each Associate Award will determine its own cost-share needs. Under individual Associate Awards, the need for cost-sharing will be individually determined by each Mission or Bureau for their respective programs. Associate awards will not contain separate standard provisions. Instead, they will be subject to the provisions of the Leader award.

Associate Awards may be awarded for an initial five-year period. They may be issued through the final day of the period of performance of the Leader Award. Associate Awards may be extended for a

cumulative term of up to ten years, but in no event may Associate Awards extend for more than five years past the expiration of the Leader Award. In no case may an Associate award extend more than five years into the future at any given time. The Leader award will not be closed out until all the associate awards have been completed.

The Leader Award made subsequent to this RFA will include the following estimates, as more fully described in the sections below:

- (i) Leader Award:
 - Global DCHA/DG “Core” Program Activities: \$8,000,000.00
 - Department of State and Other Non-Presence Activities: \$5,000,000.00

- (ii) Associate Awards: \$600,000,000.00 (estimated)

It is not necessary to amend the Leader Award if the actual amount of Associate awards exceeds this estimate. This figure is an estimate only. There is no guarantee regarding the magnitude of Associate Awards in dollars or number of awards.

2. The Leader Award

The Leader Award consists of two parts; one to support DCHA/DG “Core” program activities and the other to support possible Department of State and other non-presence country activities. [Note: A non-presence country means that there are no USAID direct-hires working full-time in that country.] Funding for DCHA/DG “Core” program activities is estimated to total \$8,000,000 over the five year period of performance of the Cooperative Agreement. The Leader Award will also include a budget line item of \$5 million for Department of State and other non-presence country programs. This figure is an estimate only and USAID cannot guarantee any utilization of this line item. All activities will achieve results in support of the objectives outlined above in Part I “Program Objectives”.

When a requirement for activities is identified, the USAID CTO will issue technical directions to the recipient to request this new activity under the leader award. Prior to issuing such a technical direction, USAID CTO will first provide an informal notification to the recipient. Upon discussion between the CTO and the recipient on the scope and extent of these activities, the USAID CTO will issue a technical direction to request implementation of the discussed activities. The recipient will provide a proposed program description and budget for the activity which must be approved by the USAID CTO prior to implementation.

A) DCHA/DG “Core” Program Activities

The Leader Award will include technical leadership activities aimed at enhancing USAID and its partners’ capacities to conduct elections and political processes activities worldwide, in support of the objectives specified in Part I above. Activities will produce specific results, enhance knowledge on effective approaches, develop new methodologies, improve capacity to measure impact, and meet unanticipated programming needs.

Global Field Support

The LWA will support USAID's global field support capacity to contribute to more effective electoral and political processes and more representative and competitive political parties. Activities under the leader include those described in this section and may be used to respond to urgent needs. Specific activities include the following:

i) Assessments and Program Design

The recipient is expected to carry out assessments and program designs for the purpose of describing, prioritizing or evaluating elections, political process and political party assistance programming, and/or developing specific recommendations. Elections assessments should address the capacity of election management bodies to conduct free, fair and credible democratic elections, including adjudication of election disputes; the opportunity for political parties and candidates to compete effectively in a fair and transparent political process; the political environment for democratic elections, etc. Political party assessments should address the state of political parties; the existing political and legal context for the development and participation of democratic political parties in a competitive political party system; capacity of civil society organizations to contribute to informed debate; constituency representation of political parties and candidates; analysis of political finance legal framework and its impact on political competition; major obstacles to reform or improvement, expected contributions of other donors and other pertinent factors. All reports should include a section on recommendations for program activities designed to support the ten objectives outlined in the Program Description. Illustrative examples of program activities include, but are not limited to: quick assessment of an electoral commission to provide security for an election or political party development needs in order to level the playing field in a short timeframe prior to elections; support for issue-based campaigns; specific technical assistance and advice to electoral commissions and/or political parties and groupings; assistance to help adjudicate disputes; voter education; international and/or domestic oversight of the electoral process including media monitoring and political party poll-watching; and commodity support for last minute, unanticipated needs for an election.

Assessments and program design activities will typically involve two or three technical experts. They may or may not involve USAID personnel. Each activity will involve travel to the field for roughly two to three weeks. The recipient will be responsible for arranging all logistics, including travel and accommodations, as well as scheduling meetings and activities. As a final product, the recipient will produce an assessment report (40 pages maximum), incorporating comments from USAID as required. DCHA/DG anticipates requesting approximately 3-4 assessments over the life of the agreement under the Leader Award.

ii) State-of-the-Art Research in Elections and Political Processes

The recipient will be expected to support state-of-the-art research as part of a broader effort to identify best practices, build on lessons learned, and refine program approaches. USAID may initiate and support technical leadership activities (e.g., applied research, activities related to emerging issues, and other defined analyses) by evaluating programs and experiences across regions to identify best practices and lessons learned. In addition, technical leadership activities may include pilot regional activities that highlight issues pertinent to USAID (e.g., crafting electoral frameworks and administering elections in post-conflict situations; supporting

democratic processes in semi-authoritarian regimes; strengthening relations between political parties and civil society organizations in the election and political process area are other potential areas of interest.) USAID anticipates preparing and issuing program descriptions for these types of activities as part of annual implementation plan(s) or amendments thereto. DCHA/DG anticipates funding 1-2 “best practices” activities over the life of the agreement, either separately or as part of other activities as specified above.

iii) Evaluations

Evaluations of ongoing or completed programs provide a measure of impact and success. Evaluations should follow a clearly established methodology based on questions specific to the particular program under review. Evaluations will result in specific recommendations to improve current and future programs. The recipient will produce an evaluation report of 30-60 pages that outlines the methodology used, analysis and conclusions of the evaluation, and specific recommendations for ongoing or future programming. DCHA/DG anticipates funding at least one (1) evaluation over the life of the agreement under the leader award.

iv) Knowledge Management and Transfer of Experience

The recipient will capture and synthesize its own expertise and experience gained through direct involvement in field work and interaction with other organizations. This experience should be presented in analyses and products that inform and advance global field support programming. The recipient shall collaborate with other key international organizations or partners to document and transfer key experience. The recipient will be required to provide a broad strategic plan for knowledge management. Dissemination to field missions will be an important component of this plan. The plan will be negotiated and approved by the CTO as part of the annual work plan. DCHA/DG anticipates 2-3 technical publications over the life of the agreement as part of the leader award.

v) Sub-Grants to Indigenous Local/Regional Organizations

The recipient will develop and manage a robust sub-grants program aimed to strengthen the capacity and role of indigenous local/regional organizations in developing countries engaged in elections programming. The recipient will be expected to: 1) Develop a small grants handbook outlining the specific procedures for grant selection and standards of sub-grant management which will be approved by USAID; 2) Release solicitation(s) and/or conduct outreach activities in targeting countries/regions where local indigenous organizations engaged in elections and political processes activities are in need of capacity building and play a significant role in conducting elections related activities; 3) Lead selection processes and receive concurrence from the USAID CTO; 4) Issue sub-grant awards, manage and monitor all sub-grants; and 5) Report on progress achieved by sub-grantees in quarterly reports. The parameters of activities to be conducted by sub-grantees should be focused on the ten objectives highlighted in this RFA. The Leader Award for Global DCHA/DG “Core” program activities will include a budget line item of \$2,100,000 (USAID budget plug figure) for sub-grants to indigenous/local/regional organizations. This figure is an estimate only and USAID cannot guarantee any utilization of this line item. Section II.E provides guidance on sub-grants administration.

[Notification of Potential Organizational Conflicts of Interest: The program description for this agreement anticipates activities related to design and evaluation of programs. Given that these activities have not yet been identified, it is not possible to notify organizations in advance if they will be precluded from future awards. However, we are providing notification that some activities under this award may preclude the recipient from future awards. (See CIB 99-17 for further information)

I. DESIGN: It is USAID's policy to preclude an organization from furnishing implementation services, as the prime or sub-recipient, when the organization had a substantial role in the design of an activity under an award with USAID by providing USAID with "material leading directly, predictably and without delay" to a work statement for the implementation of the activity.

II. EVALUATION: Some concerns are raised when a recipient evaluates an activity or program. Principal concerns are that the evaluation recipient might give biased, unfavorable reviews of competitors, or on the other hand might give an overly favorable review to curry favor with USAID for additional work. In addition, the evaluation recipient may glean competitively useful information from other implementing organizations in the course of its evaluations. An evaluation recipient will be precluded from furnishing implementation services as a prime or sub-recipient that are required as a result of any findings, proposals, or recommendations in the evaluation report within eighteen months of USAID's acceptance of the evaluation report.]

B. Department of State and Other Non-Presence Activities

USAID foresees instances where the recipient will be called upon to implement activities in non-presence countries, or with funding from the Department of State or other US Government agency. USAID-funded assistance is frequently called upon in times of crisis, conflict or post-conflict, or when unforeseen challenges and opportunities arise. Such assistance is often requested with very short notice, and is expected to include similar types of activities as those required for the DCHA/DG "Core" program. The availability of this option does not preclude USAID from awarding associate awards with Department of State and other non-presence country funding when practicable.

As noted above, the Leader Award includes an estimated line item of \$5 million (budget plug figure) for these activities.

3. Associate Awards

An Associate Award is a separate assistance agreement funded by a USAID Mission or office and awarded to the Leader Award recipient to support a distinct local or regional activity that fits within the scope of the worldwide program description in the Leader Agreement.

Associate awards may be awarded by USAID Missions and USAID/Washington offices in order to implement bilateral or regional programs. Associate awards will usually focus on technical development assistance, but could possibly also be awarded for technical leadership activities. Associate awards must support one or more of the program objectives listed this Section I. A total of \$600 million is estimated for Associate Awards over the life of this agreement.

The selection of countries and substantive areas by USAID for the Associate Awards will be based on demand from USAID Missions and offices. The length of activities may vary from a few weeks to many months or longer. The recipient will likely be programming simultaneously in multiple countries. Activities may involve performing basic assessments to implementing fully developed technical activities that support elections and political processes.

Programming Process for Assistance Awards:

- 1) When a requirement is determined and funding is identified for a new Associate Award, the USAID Mission or office will develop a Program Description. The Program Description will: provide background about the country, region or technical leadership objective; describe the objectives and expected results of the activity; indicate relevant gender-based constraints and steps to be taken to mitigate such biases; and designate an Activity Manager in the relevant Mission or office (At the time of award of the associate agreement, the Activity Manager is normally designated as the cognizant CTO for the proposed Associate Award).
- 2) The Operating Unit will then submit the Program Description to the LWA CTO in DCHA/DG for review. If the Leader Award CTO determines that the proposed program is applicable to the objectives of the Leader award(s), s/he will approve the program description. After receiving approval, the respective Agreement Officer (for the proposed Associate Award) may forward the program description to the recipient and request an application.
- 3) The recipient submits an application (including a description of activities and a detailed budget and other documents as requested) to the cognizant Agreement Officer for the Associate Award.
- 4) The cognizant Agreement Officer (in coordination with the respective CTO for the proposed Associate Award) will respond directly to the recipient with approval or suggested revisions.
- 5) Upon conclusion of discussions, the cognizant Agreement Officer will issue an Associate Award. The Associate Award Agreement Officer will designate an Associate Award CTO in each award.
- 6) The Associate Award Agreement Officer will provide a hardcopy of each Associate Award to the Leader Award CTO in DCHA/DG.

E. USAID REPORTING REQUIREMENTS

The Recipient will adhere to all reporting requirements listed below. The exact format for preparation of and timing for, submission of all reports will be determined in collaboration with the CTO. In addition to any reports that may be requested via technical directions under program activities, the recipient shall submit the following reports to the Cognizant Technical Officer (CTO), and when requested, to the Agreement Officer.

All reports shall be submitted by the due date for approval by the USAID Cognizant Technical Officer. In case of multiple implementers such as joint ventures or consortia, the Recipient shall submit a single report consolidating all partners' activities, progress towards results, and analysis of impact.

1. Annual Work Plan

At the beginning of each Agreement year, the recipient will submit an annual work plan for USAID approval, on a schedule established by USAID. The work plan will outline all ongoing activities under the Leader Award that have been approved previously as a result of technical direction, and benchmarks/results to be achieved over the course of the year. Recipients are encouraged to propose possible research projects for USAID consideration.

The annual work plan shall represent a joint work plan of the role of different partners in conducting activities. The annual work plan shall be organized into four sections:

- (1) Work plan
- (2) Management plan
- (3) Performance monitoring plan
- (4) Knowledge management plan.

2. Monitoring and Evaluation Plan

For each technical leadership activity under the global core program, the recipient will develop a cost-effective, results-oriented monitoring and evaluation plan that will provide USAID/W with information to improve performance and effectiveness as well as to inform planning and management decisions. The performance monitoring plan will be approved by the USAID/Washington CTO. The recipient will be responsible for monitoring the program benchmarks, and final activity results. The recipient will not be responsible for measuring higher (impact or outcome) level results.

The recipient will be responsible for establishing and maintaining a performance monitoring plan with appropriate indicators linked to each intermediate result, a process to collect data on program performance in a timely and cost-effective manner, and a system for analyzing and using this data to consistently improve program performance. Specific life-of-program targets will be agreed upon with USAID/W and missions. Milestones and benchmarks toward achieving these results will be set out. Performance monitoring will measure progress in program implementation against these benchmarks. The recipient will also be responsible for establishing a baseline which will be used for measuring program progress.

At the beginning of each agreement year, the recipient will submit an annual monitoring and evaluation plan in conjunction with the annual work plan. The monitoring and evaluation plan will include specific benchmarks and indicators for measuring progress for all Leader and Associate activities that are ongoing, and specify how data will be collected and analyzed for each of the benchmarks and indicators. Measurement will focus on both output and outcome data. Analysis will demonstrate broader impact and results of program activities. As part of each annual monitoring and

evaluation plan, data will be provided for each benchmark and indicator proposed including baseline data and any data collected to date. The monitoring and evaluation plan will also highlight how data collected will show the impact and effectiveness of program approaches and methodologies employed, and contribute toward enhancing understanding of best practices and in the sector.

Common Indicators: USAID is required to report on new indicators in the Foreign Assistance Framework (please see the Attachment G) The Recipient will be strongly encouraged to collect data on those indicators that are relevant for elections and political processes activities on an annual basis.

3. Quarterly Progress Reports:

The Recipient shall submit one original copy of a performance report to the Cognizant Technical Officer of the Leader Award on a quarterly basis. In case of multiple implementers such as joint ventures or consortia, the Recipient shall submit single quarterly reports which consolidate activities and analyses of all partners into one document. The reports may be submitted by email and shall contain the following information at a minimum:

- a) A brief description of the political context and/or enabling environment of the country in which program activities are implemented. This section may include significant political developments and/or relevant events reported in the press or by local informants which affect the overall implementation environment. This section is important for establishing the overall environment for implementation and is useful for considering how changes in the environment that may affect program implementation.
- b) An analytical description of overall program progress towards results that reflects and synthesizes achievements of all partners. This should not be a description of activities from each partner, but rather a broader analysis that examines the progress of all partners in the context of program objectives and expected results.
- c) A summary of activities conducted by all organizations under the leader and associate awards. This section should highlight which partner has conducted activities, and include a description of progress towards results and relevant trends.
- d) Data on all indicators established in the monitoring and evaluation plan for the leader and associate award activities. Data should be disaggregated by gender and other historically disenfranchised populations where relevant.
- e) A comparison of accomplishments to the goals and objectives established for the period;
- f) Problems encountered, reasons why established goals were not met, if appropriate, and how challenges or problems will be overcome during the next reporting period;
- g) A comparison of actual expenditures with budget estimates, including analysis and explanation of cost overruns or high unit costs, and any other pertinent information;

- h) Priorities for programming during the next reporting period.

4. Quarterly Financial Reports:

The Recipient shall submit an original and two copies. Financial Reports shall be in keeping with 22 CFR 226.52. In accordance with 22 CFR 226.52, the SF 269 and SF 272 will be required on a quarterly basis. The recipient shall submit these forms in the following manner:

- a) The SF 272 and 272a (if necessary) must be submitted via electronic format to the U.S. Department of Health and Human Services (<http://www.dpm.psc.gov>) within 45 calendar days following the end of each quarter. A copy of this form shall also be submitted at the same time to the Cognizant Technical Officer.
- b) The SF 269 or 269a (as appropriate) must be submitted to the Cognizant Technical officer.
- c) In accordance with 22 CFR 226.70-72, the original and two copies of all final financial reports shall be submitted to M/FM/CMP-LOC Unit. The electronic version of the final SF 272 or 272a shall be submitted to HHS in accordance with paragraph (1) above.

5. Country-By-Country Breakdown of Expenditures:

Recipient shall list each country included in the program and the total amount expended for each country under the award for the reporting period in the "Remarks" block on the "Financial Status Report" SF 269 or SF 269A, or on a separate sheet of paper with the "Request for Advance or Reimbursement" SF 270.

6. Final Report

The Recipient shall submit the original copy to the Cognizant Technical Officer, one copy to the Agreement Officer, and one copy to USAID Development Experience Clearinghouse. The final report shall be submitted no later than 90 calendar days after the expiration of the award. Reference 22 CFR 226.51. The final report shall also consolidate activities and analyses of all partners into one document and their activities and progress towards results. The final performance report shall contain the following information:

- a) An executive summary of the accomplishments and results achieved;
- b) An in-depth analysis of progress and results that synthesizes achievements of all organizations that contributed towards program objectives. This section should clearly describe activities, major accomplishments and results achieved, including results for all of the activities under the leader and associate awards;
- c) Final data, compared to baseline data, for all indicators included in the monitoring and evaluation plan for leader and associate award activities. This section should include disaggregated data by gender, historically disenfranchised groups and other relevant groups identified.

- d) A summary of problems/obstacles encountered during the implementation, and how those obstacles were addressed and overcome if appropriate;
- e) Significance of these activities for overall elections and political processes development worldwide;
- f) Lessons learned, best practices, and other findings from each of the leader and associate award programs, along with recommendations for future programming under each of the program objectives;
- g) A comparison of actual expenditures with budget estimates, including analysis and explanation of cost overruns or high unit costs, and any other pertinent information.

F. SUBMISSION OF DEVELOPMENT EXPERIENCE DOCUMENTATION (PER ADS 540.3.2.3 THROUGH 540.3.2.11)

(1) USAID recipients must submit one electronic and/or one hard copy of development experience documentation (electronic copies are preferred) to the Development Experience Clearinghouse at the following address.

Online (preferred):

<http://www.dec.org/submit.cfm/>

DEC Direct Mailing Address:

DEXS Document Submissions
8403 Colesville Road, Suite 210
Silver Spring, MD 20910-6368

Contact Information:

Telephone: +1 301-562-0641

Fax Number: 301-588-7787

E-mail: docsubmit@dec.cdie.org

(2) In addition, the contractor must submit one electronic and/or one hard copy of development experience documentation (electronic copies are preferred) to the DCHA/DG CTO for the Leader award.

G. AUTHORIZING LEGISLATION

The authority for the RFA is found in the Foreign Assistance Act of 1961, as amended.

H. PROGRAM ELIGIBILITY REQUIREMENTS

Prospective applicants must be able to meet the eligibility requirements described in Section III in order to participate in this Request for Application (RFA).

I. AWARD ADMINISTRATION

For U.S. nongovernmental organizations, the 22 CFR 226, OMB Circulars, and the Standard Provisions for U.S., Nongovernmental Recipients will be applicable. Rather than attaching complete copies of 22 CFR 226 and OMB Circulars to the RFA, they can be downloaded from the USAID Public Website at: <http://www.usaid.gov/business/regulations/>

J. AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for procurement of goods and services under this award is 000 (U.S.). However, local procurement is authorized within the parameters specified in 22 CFR 228.40, "Local Procurement".

SECTION II – AWARD INFORMATION

This Request for Applications (RFA) is being issued with the intention of awarding a Leader with Associates Award covering a specified worldwide activity as described in the Program Description in Section I of this RFA.

A. NUMBER AND TYPE OF AWARD CONTEMPLATED

USAID intends to make one Leader with Associates (LWA) Award. The award will be a Cooperative Agreement type (also referred to herein as “Leader Award”) which will extend over a period of five (5) years. The Leader Award will be made pursuant to this RFA to the applicant(s) whose application(s) conforming to this RFA offers the greatest value to the U.S. Government. USAID reserves the right to fund any or none of the applications submitted.

The Government may make an award on the basis of initial applications received, without discussions or negotiations. Therefore, each initial application should contain the applicant's best terms from a cost and technical standpoint. As part of its evaluation process, however, USAID may elect to discuss technical, cost or other pre-award issues with one or more applicants.

A written award mailed or otherwise furnished to the successful applicant(s) within the time for acceptance specified either in the application(s) or in this RFA (whichever is later) shall result in a binding Agreement (Leader Award) without further action by either party. Before the application's specified expiration time, if any, the Government may accept an application, whether or not there are negotiations after its receipt, unless a written notice of withdrawal is received before award. Negotiations or discussions conducted after receipt of an application do not constitute a rejection or counteroffer by the Government.

B. ESTIMATE OF FUNDS AVAILABLE

USAID anticipates providing approximately \$1,500,000 in the first year, and a total of \$8,000,000 over five years for the Global award for DCHA/DG “Core” program activities, subject to availability of funds. The Leader Award will also include a budget line item for Department of State and other non-presence country programs of \$5 million. This is an estimate only and will be included in the budget as a plug figure. Also, subject to the availability of funds, USAID missions and offices as well as other Departments of the United States Government (USG) may contribute up to a total of \$600 million in additional Associate Awards over the five year period.

The anticipated total for Associate Awards is an estimate and there is no guarantee regarding the magnitude of Associate Awards in dollar or number of awards. Leader Awards and Associate Awards are separately obligated instruments.

C. PERIOD OF PERFORMANCE

The period of performance anticipated herein is five (5) years from the date of award.

D. SUBSTANTIAL INVOLVEMENT

A Cooperative Agreement implies a level of “substantial involvement” by USAID through the Cognizant Technical Officer (CTO). The intended purpose of the CTO involvement during the award is to assist the recipient in achieving the supported objectives of the agreement. The substantial involvement elements for this award are listed below:

1. Approval of recipient’s annual work plans, including work plans for research and evaluation.
2. Approval of monitoring and evaluation plans,
3. Approval of key personnel and any changes; including any and all key personnel associated with programs carried out in specific countries under the leader agreement.
4. Subawards: Approval of proposed sub-recipients and sub-grants. The CTO will be substantially involved as follows:
 - (i) Participation in preparation of solicitation documents including the topics, program descriptions, match requirements, selection criteria and funding levels for applications; and
 - (ii) Participation on technical review panels for sub-grants and sub-contracts, and selection of the final list of applications accepted for funding.

E. SUB-AWARD AUTHORITY

In accordance with ADS 303.5.11a, entitled “Substantial Involvement” and the applicable provisions of this Cooperative Agreement, the Agreement Officer hereby authorizes the Recipient to enter into sub-awards under \$350,000 based on the following conditions;

- a) USAID CTO written clearance is required on all Sub-Awards under \$350,000; based on the CTO’s receipt and review of Attachment A, Sub-Award Certification form (to be provided after award).
- b) The proposed sub-awards are to be written in accordance with the standard established provision entitled “Applicability of 22 CFR 226”.
- c) The proposed sub-awardee shall not have direct involvement with USAID or the Agreement Officer.
- d) Prior approval is rescinded if a sub-award is amended to increase the total estimated amount above the ceiling and the entire sub-award must be submitted to the Agreement Officer for review and approval.

This authorization does not apply to sub-contracts with Foreign Governmental Organizations. The Agreement Officer reserves the right to not approve any Sub-awards which the Agreement Officer finds

to be in non-compliance with the terms and conditions of the prime Agreement; the provisions of ADS 303.5.11 and 22 CFR 226 (which govern this Agreement).

Sub-awards exceeding \$350,000, require Agreement Officer's approval in addition to the clearance by the CTO. The Recipient must maintain and retain documentation on each sub-award (sub-grant/agreement and subcontract) sufficient to show that all applicable requirements of 22 CFR 226 and the terms of this prime Cooperative Agreement have been complied with and that all applicable clauses must flow down to the sub-awards, including but not limited to source/eligibility, and commodity prior approval/waiver requirements.

SECTION III – ELIGIBILITY INFORMATION – APPLICANTS

Qualified applicants may be U.S. private voluntary organizations; Non-governmental organizations (NGOs); or private, non-profit organizations (for-profit companies willing to forego profits) including universities, research organizations, professional associations, and relevant special interest associations. Faith-based and community organizations are also eligible for award. In support of the Agency’s interest in fostering a larger assistance base and expanding the number and sustainability of development partners, USAID encourages applications from potential new partners.

SECTION IV – APPLICATION AND SUBMISSION INSTRUCTIONS

A. SUBMISSION – GENERAL INSTRUCTIONS

1. POINT OF CONTACT

Claudia M. Enríquez, Senior Contracts Specialist
USAID
M/OAA/DCHA, Room 7.09.132
Ronald Reagan Building International Trade Center
1300 Pennsylvania Ave. N.W.
Washington, D.C. 20523

Any questions concerning this RFA must be submitted in writing to Claudia M. Enríquez via internet at cenriquez@usaid.gov or via facsimile at 202-216-3132 by 2:00pm EST on April 29, 2008. Oral explanations or instructions given before award will not be binding. Any information given to a prospective applicant concerning this RFA will be furnished promptly to all other prospective applicants as an amendment of this RFA, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

2. APPLICATION CLOSING DATE

Applications must be received **not later than 11:00 AM EST Washington D.C., May 15, 2008 (as noted on the RFA Cover Letter)** at:

(By U.S. Mail)
US Agency for International Development
Attn: Ms. Claudia M. Enríquez, M/OAA/DCHA/Room 7.09.132
Ronald Reagan Building International Trade Center
1300 Pennsylvania Ave. N.W.
Washington, D.C. 20523

(By Courier or Hand Delivery)
ATTN: USAID
Ronald Reagan Building International Trade Center
Washington, DC, 20523
Please use the phone at the visitor's desk (14th street lobby) to contact:
Ms. Claudia M. Enríquez at Ext. 2-5355

The federal grant process is now web-enabled. Beginning November 1, 2005, the preferred method of distribution of USAID RFA's and submission/receipt of applications is electronically via Grants.gov, which provides a single source for Federal government-wide competitive grant opportunities. This RFA and any future amendments can be downloaded from <http://www.grants.gov>. In order to use this method, an applicant must first register on-line with Grants.gov. If you have difficulty registering or accessing the RFA, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via e-mail at support@usaid.gov for technical assistance.

Applicants may upload applications to www.grants.gov; however, hard copy submissions are still required as stated above. It is the responsibility of the recipient of the application document to ensure that it has been received from Grants.gov in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion processes.

3. DELIVERIES TO LOADING DOCKS (FOR USAID/WASHINGTON ONLY)

- a) All offerors delivering applications through carriers other than the USPS, UPS, or FedEx, including individual hand delivery, must complete a Freight Delivery Request Form (See Annex F) and provide it to the Contracts specialist 72 hours in advance of delivery via facsimile. The facsimile number is 202-216-3132. The Contracts Specialist will forward the form to Bureau of Management, Office of Administrative Services, Consolidation, Property and Services Division (M/AS/CPD), Ronald Reagan Building & International Trade Center (ITC) Loading Dock Manager. The telephone number for ITC is (202) 789-4388. Once an RRB loading dock representative accepts the delivery, this will be considered the actual time of USAID's acceptance for compliance with ADS 303.3.6.7, Late or Incomplete Submissions.
- b) USAID delivery hours are from 9:00 A.M. to 3:00 P.M., Monday through Friday. Deliveries to be made before 9:00 A.M. and after 3:00 P.M. must receive prior approval from M/AS/CPD.
- c) Advance notice of 72 hours must be given for all deliveries to the RRB. The freight company must fill out the Freight Delivery Request Form, and then the customer must sign it and forward it to M/AS/CPD. GSA controls deliveries to the RRB and will not accept unscheduled deliveries. Deliveries through the ground-level doors, on either the 13th street, the 13 ½ street, or the 14th street, are strictly prohibited and will be turned away.
- d) All vendors must report to the Mobile Scanning Facility, 12th & C Streets, SW, Washington, DC, for security scanning prior to reporting to the RRB. When the scanning is complete, the vendor has 30 minutes to report to the RRB. Directions relative to the new FPS Scanning Facility are included in Annex F.
- e) The Loading Dock entrance is located at the 14th Street, South entrance to the RRB. The security guard will check for a valid state driver's license or commercial driver's license (CDL), vehicle registration card, and Bill of Lading/Manifest, and will inspect the vehicle for security purposes.
- f) Vendors making repeat daily deliveries (such as United Parcel Services (UPS), Federal Express (FedEx), and U.S. Postal Services (USPS)) must submit an annual roster with the required information to M/AS/CPD for the primary and alternate driver. Any changes to this roster must be immediately reported to M/AS/CPD.
- g) Preferred truck size is 55 feet from bumper to bumper. If a larger truck is needed, the maximum trailer size is 45 feet, and the cab has to be parked in another bay. Arrangements must be made in advance with M/AS/CPD to ensure that a bay will be available to park the cab during off-loading.
- h) Vendors and/or clients must mark at least two sides of all deliveries, see information below. The following information must appear on the package/packing slip:

AGENCY: US AGENCY FOR INTERNATIONAL DEVELOPMENT
NAME: CLAUDIA M. ENRIQUEZ
ADDRESS: 1300 PENNSYLVANIA AVENUE, NW
RRB 7.09-132
WASHINGTON, DC 20523-7100
TEL. NUMBER: (202) 712-5355

- i) The driver is responsible for ensuring that all goods and materials are scanned through the loading dock x-ray machine. The driver must provide hand trucks, pallet jacks, or any other equipment needed to unload the delivery.
- j) After the goods have been inspected and approved by the GSA Dock Guards, the USAID Designated Receiving Agent will deliver them to the customer for USAID.
- k) If the applicant elects to hand-deliver the application, USAID advises the applicant that should security requirements at the RRB result in the application not reaching the designated office or being accepted by the Agreement Officer or his/her representative by the closing time for proposal submission, the proposal may be determined to be "late" in accordance with ADS 303.3.6.7, Late or Incomplete Submissions. Building security has the discretion to decide whether or not to allow the hand carrier into the building. Applicants must use the 14th Street door between U.S. Customs and USAID. Once past security and in USAID's lobby, please contact the Senior Contracts Specialist mentioned above. Only packages/boxes hand-carried (suggest having the box unsealed and open to expedite clearance) may be delivered through this entrance. No handcarts, dollies, etc. are allowed in the RRB lobby. USAID advises that the applicant provide a freight delivery form 72 hours in advance in case security does not allow the hand carrier through and routes them to the loading dock.

4. INSTRUCTIONS FOR PREPARATION & SUBMISSION OF APPLICATIONS

- a) Applications must be written in English and must be submitted no later than the date, time and location indicated in this RFA and its Cover Letter. Applications that are submitted late, incomplete or are non-responsive will not be considered. Applicants should therefore take account of the expected delivery time required by the application transmission method they choose, and are responsible for ensuring that their applications are received at USAID submission location not later than the due date and time specified in this RFA. Please note that both the electronic and hard copies must be received at USAID designated location not later than the closing date of this RFA.

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

- b) Hard copy of applications shall be submitted in two parts: (a) technical and (b) cost or business application. Technical applications shall be submitted in an original and two copies. Cost applications in an original and one copy. In addition to hard copies, technical and cost/business applications must be submitted on 3-1/2" diskettes or CDs in Microsoft Word 2000. Graphics/tables/spreadsheets must be formatted in MS Word 2000 or Excel 2000.

All copies of the Technical and Cost/Business applications must be separately placed in sealed envelopes clearly marked on the outside with the following words "USAID-Washington-DCHA-DG-08-151-RFA" with the contents indicated: e.g. "Technical, and/ or Cost/Business (as appropriate) Application".

c) Applicants are expected to review, understand, and comply with all aspects of this RFA. Failure to do so will be at the applicant's risk.

d) Each applicant shall furnish the information required by this RFA. The applicant shall sign the application and print or type its name on the Cover Page of the technical and cost applications. Erasures or other changes must be initialed by the person signing the application. Applications signed by an agent shall be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.

e) Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purposes, should:

(i) Mark the title page with the following legend:

"This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this application. If, however, a grant is awarded to this applicant as a result of - or in connection with - the submission of this data, the U.S. Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting grant. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets ___; and

(ii) Mark each sheet of data it wishes to restrict with the following legend:

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

B. TECHNICAL APPLICATION

Applications should respond directly to the terms, conditions, specifications and provisions of this RFA (including all portions of the program description). Applications that do not meet the requirements of this RFA will not be considered for award.

All applications are expected to demonstrate capacity to address the full scope of the program objectives listed in Section I. It is possible that one organization alone may have all the skills necessary to pursue the program objectives in a variety of countries. However, organizations are encouraged to partner with other organizations or form a joint venture, consortium or other type of formal partnership as a means of demonstrating capacity to implement programs and meet program objectives. If applying as a consortium, the application should clearly identify the lead organization as

well as include an explanation of how the consortium will be managed and how work assignments will be coordinated. USAID encourages applicants to partner with regional or international organizations, as well as with indigenous organizations with regional or country-specific expertise. In this regard, USAID is trying to reach as many capable organizations as is possible and is looking for applications which contain realistic and well thought out arrangements for working with a variety of pertinent organizations.

Preparation Guidelines for the Technical Application:

USAID requests that applications be kept as concise as possible. Detailed information should be presented only when required by specific RFA instructions. **The written Technical Application is limited to thirty (30) pages plus the attachments identified below, and shall be written in English.** Applicants shall use only 8.5 inch by 11 inch (210mm by 297mm) paper, single-spaced pages and number each page consecutively. Offerors must use Times New Roman font 11 or a similar size typeset. Information submitted in the Technical Application over 30 pages will not be evaluated.

The Technical Application's 30-page limit does not include the following:

- Cover Page
- Executive Summary
- Table of Contents
- Dividers;
- Description of key personnel, including resumes and biographical information,
- Sample Monitoring and Evaluation Plan
- Past Performance Report Short-Form of previous contracts, grants and cooperative agreements; and
- Charts, such as Management Structure/Organizational Chart(s)

The information above may be presented as appendices.

Technical applications should be specific, complete and presented concisely. The applications should demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this program. The applications should take into account the technical evaluation criteria found in Section V.

The Technical Proposal shall be submitted in three-ring binders, and include the information set forth below.

1. Cover Page (1 page maximum - not included in page limit)

Include proposed Project title, RFA Number, "proposed alternative title," name of organization(s) submitting application, contact person, telephone and fax numbers, e-mail, and address.

2. Executive Summary (2 pages maximum – not included in page limit)

Briefly describe how the applicant(s) proposes to meet the design requirements, carry out the activity functions, and achieving the anticipated results. Briefly describe the technical and managerial resources of the applicant’s organization and describe how the overall program will be managed.

3. Technical Strategy (20 pages maximum - included in page limit)

The application must provide evidence of technical knowledge and understanding of relevant democracy and governance issues currently facing developing countries and regions, and specifically the role of elections and political processes in democratization. This section must address the program description and the ten objectives in Section I. The application must clearly describe:

- a) The applicant’s technical understanding of the RFA through a convincing, innovative implementation strategy for achieving USAID goals and objectives in the area of elections and political processes. Technical understanding of elections and political processes programming should reflect key elections-related issues confronting democracy and governance practitioners.
- b) The applicant’s knowledge and understanding of proven interventions to improve electoral and political processes worldwide, and results the program will achieve with respect to elections and political processes programming. The technical approach should highlight approaches to achieving results for the ten objectives of the Program Description in a variety of political contexts, and illustrate the types of tasks required to achieve results.
- c) The applicant’s understanding of state-of-the-art and evidence-based technical interventions to ensure rapid, effective start-up of program activities, particularly in fragile states or crisis situations.
- d) The applicant’s commitment to cooperative and diverse partnerships required to achieve development objectives, including the ability to integrate new partners. The applicant must also describe its approach to strengthening developing country partners, institutions, and programs to achieve the RFA’s results at the local and/or regional level.
- e) The applicant’s experience in managing sub-grants programs targeting indigenous local and regional organizations in developing countries currently engaged in elections and political processes activities.

4. Management: (5 pages maximum - included in page limit)

USAID does not believe that any single organization possesses the breadth, depth, and technical and country-specific knowledge required to successfully undertake this activity. USAID, therefore, encourages applicant(s) to develop partnerships with other organizations – where each organization brings a particular set of experiences and expertise towards the overall achievement of results of the program.

The application must present the following:

- (a) A description of the administrative arrangements for the overall implementation of the program including a clear description of the organizational structure, logistical support, personnel management, procurement arrangements for goods and services, roles and responsibilities of key personnel, and how the applicant will divide responsibilities with its partner(s) to manage and implement this complex set of activities. This section should also include a communications strategy for the partnership.

[Note: If the applicant is applying as a consortium or partnership, a description of how the partnership will be organized and how lines of authority and decision-making will be managed across all team members and between Leader and Associate award activities. In this regard, the application should discuss the governance structure of the partnership, the role of each organization, and how each partner will be utilized in implementing the overall strategy. Applicants should prepare a draft management plan that addresses key management strategies such as internal and external coordination of partners and staff, establishing lines of authority, financial management, reporting and decision-making and management skills to ensure success in achieving results.]

- (b) A plan for managing a complex set of activities in multiple countries and regions of the world and how partner agencies will work with local partners, sub-grantees, other USAID programs and other implementing organizations to achieve results. This description should include a plan for developing and managing the sub-grants component, and how the recipient will monitor progress of subgrantees towards results. This plan should include a strategy for developing and releasing the solicitation; preparing grants manuals; conducting outreach activities in targeting countries/regions; leading selection processes; and managing and monitoring all aspects of sub-grantee awards.
- (c) A description of how the applicant will efficiently respond to and manage associate award requests and coordinate activities with other collaborating organizations, including non-traditional and innovative partnerships.
- (d) Realistic strategies or approaches to knowledge management, cost-containment for coordination with non-USAID supported organizations, with foreign governments, and their development partners.

5. Technical Capabilities (5 pages maximum – included in page limit)

The application must describe the applicant’s experience and technical capacity to achieve the results outlined in this program description. The application should clearly describe the complementary or combined expertise and experience of the applicant and any partner organizations, and propose creative and/or non-traditional partners whose particular capabilities or approaches strengthen the overall capacity of the lead organization or consortium to accomplish the objectives of this program.

6. Monitoring and Evaluation Plan (5 pages maximum - not included in page limit)

The Applicant should develop a cost-effective, results-oriented monitoring and evaluation system that will provide USAID/W, Missions, bureaus and the program itself information to track progress, highlight achievement of results, improve performance and effectiveness, as well as to inform planning and management decisions. The plan shall clearly illustrate benchmarks, how data will be disaggregated, and show how results will be documented in a cost-effective and timely fashion, on an annual basis.

Applications should include a sample monitoring and evaluation plan with potential methodologies for setting baselines. The plan should clearly describe data collection methods, the frequency of data collection and analysis, and approaches to disaggregating data by gender, persons with disabilities, disenfranchised populations and other relevant factors. The application should highlight the analytical approaches, policy orientation, and methodologies for achieving sustainable solutions, improving performance, effectiveness, and articulating an understanding of best practices and lessons learned to date in this sector. **The sample monitoring and evaluation plan must be submitted as an appendix to the application and will not count toward the page limit.**

7. Past Performance (not included in page limit)

The applicant must provide past performance references for itself and any team member(s) anticipated to perform at least 20% of the program activities. This past performance information must be submitted in accordance with the following:

- a) For the applicant and any team member(s) anticipated performing at least 20% of the program activities, applicants are required to list up to five (5) past or current awards for efforts similar to this requirement. To ensure uniformity of information for conducting the reference checks, the applicant/team member shall complete Part 1 (Blocks 1 through 9) of the Contractors Performance Report-Short Form (Annex E to RFA) for contracts and/or subcontracts. The name, telephone number, and email address for all awards are required. It is recommended that the applicant/team member alert the contacts that their names have been submitted and that they are authorized to provide past performance information when requested. The list shall be attached as an annex to the technical application.
- b) If the applicant/team member encountered problems on any of the referenced contracts, they may provide a short explanation and the corrective action taken. Space is provided in Block 6 of the Short Form for this. Applicant/team members shall not provide general information on their performance.
- c) Applicant/team members may describe any quality awards or certifications that indicate exceptional capacity to provide the service or product described in the program description. This information is not included in the page limitation. Applicants must provide specific examples of how the applicant/team member has successfully implemented worldwide, regional and/or national projects in elections and political processes.
- d) USAID may use past performance information obtained from other than the sources identified by the applicant/team members. USAID shall determine the relevance of similar past performance

information. Past performance information will be used for both the responsibility determination and best value decision.

- e) Any information on the applicant's record of conforming to contract /agreement requirements and to standards of good workmanship, record of forecasting and controlling costs, adherence to contract /agreement schedules, including administrative aspects of performance, history of reasonable and cooperative behavior and commitment to customer satisfaction, the business-like concern for the interest of the customer, and the competency of personnel who worked on the contract/agreement.

8. Personnel: (not included in page limit)

The application must include the following:

- a) A staffing plan (including support staff) which highlights the role of each staff member, an estimated percentage of time of each staff to be devoted to this program, an organizational chart demonstrating lines of authority and staff responsibility, and position descriptions for each position.
- b) A matrix of all personnel and relevant skills they bring to the performance of this program.
- c) Resumes/CV information (no longer than a two-page synopsis) for the following:

(i) Project Administrator (Key Personnel): The Project Administrator must have at least an undergraduate degree in a related field and must demonstrate prior grant management and project administration experience. The Project Administrator should have prior project management experience; strong ability to work on a team; and good interpersonal, written and oral presentation skills for fulfilling the diverse managerial requirements of the program.

References: Applicants must submit three (3) references with contact information for the proposed Project Administrator (from individuals not employed by the Prime Applicant or consortium partners).

(ii) Project Assistant: The Project Assistant should have at least an undergraduate degree in a related field and demonstrate ability to provide support for grant management and/or project administration. S/he should have prior experience and/or ability to provide administrative support for a large program. S/he should be a team player and be able to process and organize information accurately and efficiently.

References: Applicants must submit three (3) references with contact information for the proposed Project Assistant (from individuals not employed by the Prime Applicant or consortium partners).

[Note: DCHA/DG estimates the effort required by the Project Administrator and any other administrative support staff to perform these duties and responsibilities for the Leader Award at 70% of a full-time equivalent (i.e., 180 - 190 workdays per year). The recipient may direct-charge to the Leader award only the administrative costs/effort provided by Project Administrator directly allocable to the Leader award. Any costs/effort provided by the recipient, including the Project Administrator that directly support an associate award must be charged to that associate award.]

(iii) Elections and Political Processes Specialists: The application should include no more than five (5) resumes for Elections and Political Processes Specialists that demonstrate access to technical expertise in the field. These specialists should have at least 5 years of direct experience with design, implementation, and/or evaluation of elections and political processes programs in developing countries. Strong interpersonal skills, written and oral communication skills, and fluency in English are required.

C. Cost/Business Application

The cost/business application must be completely separate from the applicant's technical application.

If the applicant has established a consortium or another type of legal relationship among its partners, the Cost/Business application must include a copy of the legal relationship between the parties. The application should include a full description of the relationship between the applicants including identification of the prime applicant serving as point of contact for Agreement administration, identity of the applicant which will have accounting responsibility, how Agreement effort will be allocated and the express agreement of the principals thereto to be held jointly and severally liable for the acts or omissions of the other.

The following sections describe the documentation that applicants must submit to USAID. [There is no page limit for the cost application.]

1. Budget:

The evaluation of the Cost/Business Application will focus on a cost realism analysis. The cost/business evaluation of submitted applications will verify the applicant's understanding of the requirement, and assess the degree to which the costs included in the Cost/Business Application accurately reflect the work effort included in the technical application. Applications including a cost share will be considered in terms of cost effectiveness. (See Section IV.D. Cost Share)

The following sections describe the documentation that applicants must submit to USAID. [There is no page limit for the cost/business application.]

Given that the activities envisioned under the “Core” Program have not yet been defined, we have designed a set of plug figures that must be utilized to develop the budget proposal. All applicants must select a dollar value within the plug figure ranges listed below, and apply that dollar value to its provisional indirect rates in accordance with the NICRA.

Any value within the plug figure ranges may be utilized, but the budget must total \$8,000,000.

[Note 1: Should an applicant’s indirect rates be too high or too low to allow for a budget totaling \$8,000,000, the applicant may deviate from the required plug figure ranges to develop the budget. The application must fully describe the necessary deviations from the required plug figures.]

[Note 2: For evaluation purposes, only the prime applicant’s applicable indirect costs allocated to these line items shall be utilized. The proposed applicable indirect costs allocated to these line items should be in accordance with the applicant’s usual accounting procedures, OMB Circulars and Negotiated Indirect Cost Rate Agreement (NICRA).]

Budget Line Item	Plug Figure Range
A. Leader Administration	[\$330,000 – \$560,000]
Project Administrator (Key Personnel)	
Project Assistant	
<p>[Per the Note above, the Leader Administration positions must be budgeted at approximately 70% of a full-time equivalent (i.e., 180-190 workdays per year). The budget must provide a separate line item for each position listing the proposed salary and number of days of effort per year.]</p>	
B. Labor (Program Activities)	[\$2,300,000 - \$2,414,471]
Subtotal Labor: [A+B]	_____
C. Fringe Benefits:	_____
D. Travel and Per Diem (Program Activities) (Fixed USAID Plug Figure)	<u>[\$80,000]</u>
E. Other Direct Costs (Program Activities) (Fixed USAID Plug Figure)	<u>[\$60,000]</u>
F. Sub-grants (Fixed USAID Plug Figure)	<u>[\$2,100,000]</u>
G. G&A	_____
H. Overhead	_____
TOTAL:	_____

2. A current Negotiated Indirect Cost Rate Agreement (NICRA): If applicable, the applicant should support any proposed indirect cost rate with a letter from its cognizant U.S. Government agency approving its indirect cost rates or a current Negotiated Indirect Cost Rate Agreement (NICRA) with its cognizant U.S. Government agency.

3. Applicants who do not currently have a NICRA from their cognizant agency shall also submit the following:

- a) Copies of the applicant's financial reports for the previous three-year period, which have been audited by a certified public accountant or other auditor satisfactory to USAID;

- b) Projected budget, cash flow and organizational charts; and
- c) A copy of the organization's accounting manual.

4. A copy of your Certificate of Compliance: - If your organization's systems have been certified by the USAID/Washington's Office of Acquisition and Assistance (M/OAA, formerly known as M/OP), submit a copy of the certification.

5. Submit All Other Required Certifications and Representations.

- a) SF-424: The cost/business application must be submitted using the SF-424 series, which includes:
 - SF-424, Application for Federal Assistance
 - SF-424A, Budget Information - Nonconstruction Programs, and
 - SF-424B, Assurances - Nonconstruction Programs

These Standard Forms can be found under Section VII. A link to these forms can also be found at: http://www.grants.gov/agencies/approved_standard_forms.jsp

- b. Pre-Award Certifications, Assurances and Other Statements of the Recipient:

In addition to the certifications that are included in the SF 424, organizations must provide the following certifications, assurances and other statements. Complete copies of these Certifications, Assurances, and Other Statements may be found in Annexes A and D to this RFA.

- i.** A signed copy of the mandatory reference, Assurance of Compliance with Laws and Regulations Governing Nondiscrimination in Federally Assisted Programs (This certification applies to Non-U.S. organizations also if any part of the program will be undertaken in the United States);
- ii.** A signed copy of the certification and disclosure forms for "Restrictions on Lobbying" (see 22 CFR 227);
- iii.** A signed copy of the "Prohibition on Assistance to Drug Traffickers" for covered assistance in covered countries, as detailed in ADS 206.3.10;
- iv.** A signed copy of the Certification Regarding Terrorist Funding required by the Internal Mandatory Reference AAPD 04-14;
- v.** When applicable, a signed copy of "Key Individual Certification Narcotics Offenses and Drug Trafficking" (see ADS 206);
- vi.** When applicable, a signed copy of "Participant Certification narcotics offenses and Drug Trafficking" (See ADS 206)
- vii.** Survey on Ensuring Equal Opportunity for Applicants; and

viii. All applicants must provide a Data Universal Numbering System (DUNS) Number.

6. Evidence of Responsibility: Applicants should submit any additional evidence of responsibility deemed necessary for the Agreement Officer to make a determination of responsibility. The information submitted should substantiate that the Applicant:

a. Has adequate financial resources or the ability to obtain such resources as required during the performance of the award.

b. Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the applicant, nongovernmental and governmental.

c. Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance.

d. Has a satisfactory record of integrity and business ethics; and

e. Is otherwise qualified and eligible to receive a grant under applicable laws and regulations (e.g., EEO).

7. New Recipients: Applicants that have never received a grant, cooperative agreement or contract from the U.S. Government are required to submit a copy of their accounting manual and procurement/management handbook relating to personnel and travel policies.

8. Acknowledgement of Amendments to the RFA: Applicants shall acknowledge receipt of any amendment(s) to this RFA by signing and returning the amendment at the time of submission of the application.

D. COST SHARE

Although cost sharing is not mandatory under this RFA, prospective applicants may demonstrate means to achieve greater cost effectiveness in their applications through alternate sources of funding and/or continue the activities after the USAID assistance has ended. Cost sharing will be an important element in the Cost Application which will be viewed in relation to the soundness of proposed business management and cost effectiveness of the program activities. Guidance on cost sharing or matching can be found under 22 CFR 226.23. Cost sharing must be verifiable from the recipient's records, and can be audited. Such funds may be contributed from the recipient; other multilateral, bilateral, and foundation donors; host governments; and local organizations, communities and private businesses that contribute financially and in-kind to implementation of activities at the country level. For consortium or partner type relationships, the cost share may be distributed amongst the various partners; but ultimately the organization that is awarded this Leader Award is responsible for meeting the proposed cost share. The cost share, whether it be in-kind or dollars, must have a direct impact on this program. (Under individual Associate Awards, the need for cost-sharing will be individually determined by each Mission or Bureau for their respective programs.)

E. SPECIAL CONSIDERATIONS

1. In responding to this RFA, applicants should bear in mind the following special considerations:

Gender equality: In accordance with USAID policies, activities will address gender issues as appropriate, and promote gender equality as a goal of program activities. The Recipient should address gender concerns in a fundamental way. USAID encourages all applicants to provide additional or alternative recommendations on how to address gender equality in this program.

Unnecessary Elaborate Application: Unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application in response to this RFA are not desired and may be construed as an indication of the prospective recipient's lack of cost consciousness. Elaborate art work, expensive paper and bindings, and expensive visual and other presentation aids are neither necessary nor wanted.

2. IMPLEMENTATION OF E.O. 13224 --EXECUTIVE ORDER ON TERRORIST FINANCING (MARCH 2002)

The Recipient is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the contractor/recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all subcontracts/subawards issued under this contract/agreement.

3. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004):

(a) The objectives of the USAID Disability Policy are (1) to enhance the attainment of United States foreign assistance program goals by promoting the participation and equalization of opportunities of individuals with disabilities in USAID policy, country and sector strategies, activity designs and implementation; (2) to increase awareness of issues of people with disabilities both within USAID programs and in host countries; (3) to engage other U.S. government agencies, host country counterparts, governments, implementing organizations and other donors in fostering a climate of nondiscrimination against people with disabilities; and (4) to support international advocacy for people with disabilities. The full text of the policy paper can be found at the following website:

<http://www.usaid.gov/about/disability/DISABPOL.FIN.html>.

(b) USAID therefore requires that the recipient not discriminate against people with disabilities in the implementation of USAID funded programs and that it make every effort to comply with the objectives of the USAID Disability Policy in performing the program under this grant or cooperative agreement. To that end and to the extent it can accomplish this goal within the scope of the program objectives, the recipient should demonstrate a comprehensive and consistent approach for including men, women and children with disabilities.

F. MARKING UNDER ASSISTANCE INSTRUMENTS

1. BRANDING STRATEGY - ASSISTANCE (December 2005)

(a) **Definitions**

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

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

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

(b) **Submission.**

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

(c) **Submission Requirements**

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

(i) Positioning

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

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

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

rehabilitated by USAID and [Apparently Successful Applicant]/ [other donors]. Note: the Agency prefers "made possible by (or with) the generous support of the American People" next to the USAID Identity in acknowledging our contribution, instead of the phrase "funded by." USAID prefers local language translations.

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

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

(ii) Program Communications and Publicity

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

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

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

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

What is the main program message(s)?

Guidelines: *For example: "Be tested for HIV-AIDS" or "Have your child inoculated."* Please indicate if you also plan to incorporate USAID's primary message – this aid is "from the American people" – into the narrative of program materials. This is optional; however, marking with the USAID Identity is required.

Will the recipient announce and promote publicly this program or project to host country citizens? If yes, what press and promotional activities are planned?

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

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

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

(iii) Acknowledgements

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

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

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

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

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

2. MARKING PLAN – ASSISTANCE (December 2005)

(a) Definitions

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

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

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

A ***Presumptive Exception*** exempts the applicant from the general marking requirements for a *particular* USAID-funded public communication, commodity, program material or other deliverable, or a *category* of USAID-funded public communications, commodities, program materials or other deliverables that would otherwise be required to visibly bear the USAID Identity. The Presumptive Exceptions are: Presumptive Exception (i). USAID marking requirements may not apply if they would compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials, such as election monitoring or ballots, and voter information literature; political party support or public policy advocacy or reform; independent media, such as television and radio broadcasts, newspaper articles and editorials; and public service announcements or public opinion polls and surveys (22 C.F.R. 226.91(h) (1)).

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

Presumptive Exception (iii). USAID marking requirements may not apply if they would undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications better positioned as “by” or “from” a cooperating country ministry or government official (22 C.F.R. 226.91(h)(3)).

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

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

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

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

(b) **Submission**. The Apparently Successful Applicant, upon the request of the Agreement Officer, will submit and negotiate a Marking Plan that addresses the details of the public communications, commodities, program materials that will visibly bear the USAID Identity. The marking plan will be customized for the particular program, project, or activity under the resultant grant or cooperative agreement. The plan will be included in and made a part of the resulting grant or cooperative agreement. USAID and the Apparently Successful Applicant will negotiate the Marking Plan within the time specified by the Agreement Officer. Failure to submit and negotiate a Marking Plan will make the applicant ineligible for award of a grant or cooperative agreement. The applicant must include an estimate of all costs associated with branding and marking USAID programs, such as plaques, labels, banners, press events, promotional materials, and so forth in the budget portion of its application. These costs are subject to revision and negotiation with the Agreement Officer upon submission of the Marking Plan and

will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

(c) Submission Requirements.

The Marking Plan will include the following:

(i) A description of the public communications, commodities, and program materials that the recipient will be produced as a part of the grant or cooperative agreement and which will visibly bear the USAID Identity. These include:

(i) program, project, or activity sites funded by USAID, including visible infrastructure projects or other programs, projects, or activities that are physical in nature;

(ii) technical assistance, studies, reports, papers, publications, audio-visual productions, public service announcements, Web sites/Internet activities and other promotional, informational, media, or communications products funded by USAID;

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

(ii) A table specifying:

(i) the program deliverables that the recipient will mark with the USAID Identity,

(ii) the type of marking and what materials the applicant will be used to mark the program deliverables with the USAID Identity, and

(iii) when in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking.

(iii) A table specifying:

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

(d) Presumptive Exceptions.

(1) The Apparently Successful Applicant may request a Presumptive Exception as part of the overall Marking Plan submission. To request a Presumptive Exception, the Apparently Successful Applicant must identify which Presumptive Exception applies, and state why, in light of the Apparently Successful Applicant's technical proposal and in the context of the program description or program

statement in the USAID Request For Application or Annual Program Statement, marking requirements should not be required.

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

(i) For Presumptive Exception (i), identify the USAID Strategic Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why the program, project, activity, commodity, or communication is ‘intrinsically neutral.’ Identify, by category or deliverable item, examples of program materials funded under the award for which you are seeking exception 1.

(ii) For Presumptive Exception (ii), state what data, studies, or other deliverables will be produced under the USAID funded award, and explain why the data, studies, or deliverables must be seen as credible.

(iii) For Presumptive Exception (iii), identify the item or media product produced under the USAID funded award, and explain why each item or product, or category of item and product, is better positioned as an item or product produced by the cooperating country government.

(iv) For Presumptive Exception (iv), identify the item or commodity to be marked, or categories of items or commodities, and explain how marking would impair the item’s or commodity’s functionality.

(v) For Presumptive Exception (v), explain why marking would not be cost-beneficial or practical.

(vi) For Presumptive Exception (vi), identify the relevant cultural or social norm, and explain why marking would violate that norm or otherwise be inappropriate.

(vii) For Presumptive Exception (vii), identify the applicable international law violated by marking.

(3) The Agreement Officer will review the request for adequacy and reasonableness.

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

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

3. MARKING UNDER USAID-FUNDED ASSISTANCE INSTRUMENTS (December 2005)

(a) Definitions

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

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

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

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

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

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

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

USAID Identity (Identity) means the official marking for the United States Agency for International Development (USAID), comprised of the USAID logo or seal and new brandmark, with the tagline that clearly communicates that our assistance is “from the American people.” The USAID Identity is available on the USAID website at www.usaid.gov/branding and USAID provides it without royalty, license, or other fee to recipients of USAID-funded grants, or cooperative agreements, or other assistance awards.

(b) Marking of Program Deliverables

(i) All recipients must mark appropriately all overseas programs, projects, activities, public communications, and commodities partially or fully funded by a USAID grant or cooperative agreement or other assistance award or subaward with the USAID Identity, of a size and prominence equivalent to or greater than the recipient’s, other donor’s, or any other third party’s identity or logo.

(ii) The Recipient will mark all program, project, or activity sites funded by USAID, including visible infrastructure projects (for example, roads, bridges, buildings) or other programs, projects, or activities that are physical in nature (for example, agriculture, forestry, water management) with the USAID Identity. The Recipient should erect temporary signs or plaques early in the construction or implementation phase. When construction or implementation is complete, the Recipient must install a permanent, durable sign, plaque or other marking.

(iii) The Recipient will mark technical assistance, studies, reports, papers, publications, audio-visual productions, public service announcements, Web sites/Internet activities and other promotional, informational, media, or communications products funded by USAID with the USAID Identity.

(iv) The Recipient will appropriately mark events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities, with the USAID Identity. Unless directly prohibited and as appropriate to the surroundings, recipients should display additional materials, such as signs and banners, with the USAID Identity. In circumstances in which the USAID Identity cannot be displayed visually, the recipient is encouraged otherwise to acknowledge USAID and the American people’s support.

(v) The Recipient will mark all commodities financed by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs, and all other equipment, supplies, and other materials funded by USAID, and their export packaging with the USAID Identity.

(vi) The Agreement Officer may require the USAID Identity to be larger and more prominent if it is the majority donor, or to require that a cooperating country government’s identity be larger and more prominent if circumstances warrant, and as appropriate depending on the audience, program goals, and materials produced.

(vii) The Agreement Officer may require marking with the USAID Identity in the event that the recipient does not choose to mark with its own identity or logo.

(viii) The Agreement Officer may require a pre-production review of USAID-funded public communications and program materials for compliance with the approved Marking Plan.

(ix) Subrecipients. To ensure that the marking requirements “flow down” to subrecipients of subawards, recipients of USAID funded grants and cooperative agreements or other assistance awards will include the USAID-approved marking provision in any USAID funded subaward, as follows: *“As a condition of receipt of this subaward, marking with the USAID Identity of a size and prominence equivalent to or greater than the recipient’s, subrecipient’s, other donor’s or third party’s is required. In the event the recipient chooses not to require marking with its own identity or logo by the subrecipient, USAID may, at its discretion, require marking by the subrecipient with the USAID Identity.”*

(x) Any ‘public communications’, as defined in 22 C.F.R. 226.2, funded by USAID, in which the content has not been approved by USAID, must contain the following disclaimer: *“This study/report/audio/visual/other information/media product (specify) is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of [insert recipient name] and do not necessarily reflect the views of USAID or the United States Government.”*

(xi) The recipient will provide the Cognizant Technical Officer (CTO) or other USAID personnel designated in the grant or cooperative agreement with two copies of all program and communications materials produced under the award. In addition, the recipient will submit one electronic or one hard copy of all final documents to USAID’s Development Experience Clearinghouse.

(c) Implementation of marking requirements.

(i) When the grant or cooperative agreement contains an approved Marking Plan, the recipient will implement the requirements of this provision following the approved Marking Plan.

(ii) When the grant or cooperative agreement does not contain an approved Marking Plan, the recipient will propose and submit a plan for implementing the requirements of this provision within **N/A** after the effective date of this provision. The plan will include:

(i) A description of the program deliverables specified in paragraph (b) of this provision that the recipient will produce as a part of the grant or cooperative agreement and which will visibly bear the USAID Identity.

(ii) the type of marking and what materials the applicant uses to mark the program deliverables with the USAID Identity,

(iii) when in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking,

(iii) The recipient may request program deliverables not be marked with the USAID Identity by identifying the program deliverables and providing a rationale for not marking these program deliverables. Program deliverables may be exempted from USAID marking requirements when:

(i) USAID marking requirements would compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials;

(ii) USAID marking requirements would diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent;

(iii) USAID marking requirements would undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications better positioned as “by” or “from” a cooperating country ministry or government official;

(iv) USAID marking requirements would impair the functionality of an item;

(v) USAID marking requirements would incur substantial costs or be impractical;

(vi) USAID marking requirements would offend local cultural or social norms, or be considered inappropriate;

(vii) USAID marking requirements would conflict with international law.

(iv) The proposed plan for implementing the requirements of this provision, including any proposed exemptions, will be negotiated within the time specified by the Agreement Officer after receipt of the proposed plan. Failure to negotiate an approved plan with the time specified by the Agreement Officer may be considered as noncompliance with the requirements is provision.

(d) Waivers.

(i) The recipient may request a waiver of the Marking Plan or of the marking requirements of this provision, in whole or in part, for each program, project, activity, public communication or commodity, or, in exceptional circumstances, for a region or country, when USAID required marking would pose compelling political, safety, or security concerns, or when marking would have an adverse impact in the cooperating country. The recipient will submit the request through the Cognizant Technical Officer. The Principal Officer is responsible for approvals or disapprovals of waiver requests.

(ii) The request will describe the compelling political, safety, security concerns, or adverse impact that require a waiver, detail the circumstances and rationale for the waiver, detail the specific requirements to be waived, the specific portion of the Marking Plan to be waived, or specific marking to be waived, and include a description of how program materials will be marked (if at all) if the USAID Identity is removed. The request should also provide a rationale for any use of recipient’s own identity/logo or that of a third party on materials that will be subject to the waiver.

(iii) Approved waivers are not limited in duration but are subject to Principal Officer review at any time, due to changed circumstances.

(iv) Approved waivers “flow down” to recipients of subawards unless specified otherwise. The waiver may also include the removal of USAID markings already affixed, if circumstances warrant.

(v) Determinations regarding waiver requests are subject to appeal to the Principal Officer’s Cognizant Assistant Administrator. The recipient may appeal by submitting a written request to reconsider the Principal Officer’s waiver determination to the Cognizant Assistant Administrator.

(e) Non-retroactivity. The requirements of this provision do apply to any materials, events, or commodities produced prior to January 2, 2006. The requirements of this provision do not apply to program, project, or activity sites funded by USAID, including visible infrastructure projects (For example, roads, bridges, buildings) or other programs, projects, or activities that are physical in nature (for example, agriculture, forestry, water management) where the construction and implementation of these are complete prior to January 2, 2006 and the period of the grant does not extend past January 2, 2006.

SECTION V – SELECTION CRITERIA

The technical applications will be evaluated in accordance with the Technical Evaluation Criteria set forth below. Cost applications will be evaluated for general reasonableness, allowability, and allocability.

Award will be made to that responsible applicant whose application offers the **greatest value** to the U.S. Government, considering the requirements of this RFA and the selection criteria contained herein. USAID reserves the right to fund any or none of the applications submitted. USAID anticipates awarding one Leader with Associate Award (Cooperative Agreement type) under this RFA.

These criteria serve to: (1) identify the significant areas that applicants should address in their applications, and (2) set a standard against which all applications will be evaluated.

The Government intends to evaluate applications and award an agreement without discussions with applicants. However, the Government reserves the right to conduct discussions if later determined necessary by the Agreement Officer. Therefore, the initial application should contain the applicant's best terms from a cost and technical standpoint.

A. Technical Application (Total 100 points)

USAID will evaluate the applicant's demonstrated understanding of USAID, the overall program description and its objectives, and the ability to synthesize and apply the lessons learned from similar programs or projects, in accordance with the following criteria:

1. Technical Strategy (30 points)

Each of these sub-criteria is equally weighted (6 points each).

- (a) Demonstrated understanding of the RFA through a convincing, innovative implementation strategy for achieving USAID goals and objectives in the area of elections and political processes.
- (b) Demonstrated understanding and utilization of proven interventions to improve electoral and political processes worldwide, and results the program will achieve with respect to elections and political processes programming.
- (c) Demonstrated understanding of state-of-the-art and evidence-based technical interventions to ensure a rapid, effective start-up of program activities particularly in fragile states or crisis situations.
- (d) Demonstrated experience and strength of commitment to cooperative and diverse partnerships required to achieve development objectives, including the ability to integrate new partners. Demonstrated understanding of how proposed activities could contribute to strengthening

developing country partners, institutions, and programs to achieve results at the local and/or regional level.

- (e) Demonstrated experience in managing sub-grants programs targeting local/regional indigenous organizations in developing countries engaged in elections and political processes activities.

2. Management (20 points)

Each of these sub-criteria is equally weighted (5 points each).

- (a) Clarity and efficiency of the proposed organizational/management structure and relationships with partner organizations, if any
- (b) Demonstrated experience and capacity to simultaneously manage multiple and complex projects in many countries and regions of the world.
- (c) Demonstrated experience and capacity to efficiently respond to both Leader and Associate award requests for assistance and coordinating activities with sub-grantees or other collaborating organizations, including non-traditional partnerships. Demonstrated capacity to support field operations, including capability in assembling high quality technical assistance teams, placing them in the field in a timely manner and providing them with all necessary support.
- (d) Clarity and efficiency of approaches to managing data and knowledge gained through research and program activities, and demonstrated experience coordinating programs and information with foreign governments, non-government organizations, and non-USAID funded organizations.

3. Technical Capabilities (10 points)

- (a) Demonstrated experience and technical capacity of the applicant and partner organizations to achieve program objectives. Consideration will be given to both technical and geographic experience and capacity.

4. Past Performance (10 points)

As required by Section IV of this RFA, each applicant is required to provide past performance references for itself and any proposed major subrecipients (team member(s) anticipated to perform at least 20% of the program activities). The past performance evaluation will focus on the applicant's record of conforming to contract /agreement requirements and to standards of good workmanship, record of forecasting and controlling costs, adherence to contract /agreement schedules, including administrative aspects of performance, history of reasonable and cooperative behavior and commitment to customer satisfaction, the business-like concern for the interest of the customer, and the competency of personnel who worked on the contract/agreement.

[Note: The Technical Evaluation Committee may give more weight to past performance information that is considered more relevant and/or more current. In cases where an applicant lacks relevant past

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

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

5. Monitoring and Evaluation Plan (10 points)

The monitoring and evaluation plan will be evaluated for its potential to clearly illustrate progress towards results for activities under the Leader and Associate Awards. Each of the sub-criteria below is equally weighted (2.5 points each).

- (a) The results are clearly articulated and directly correspond to the stated goals and objectives outlined in the technical application.
- (b) The monitoring and evaluation plan clearly establishes appropriate baseline data which can be used for measuring progress towards results, benchmarks and indicators from USAID's foreign assistance framework.
- (c) The sample monitoring and evaluation plan proposes sound data collection methods, a plan for the frequency of data collection and analysis, and a systematic method for disaggregating data by gender, disenfranchised populations or other relevant factors.
- (d) The evaluation plan highlights the analytical approaches, policy orientation, and methodologies for achieving sustainable solutions, improving performance, effectiveness, and clearly demonstrates an understanding of best practices and lessons learned to date in this sector.

6. Staffing and Key Personnel (20 points)

The Applicant will be evaluated in accordance with the following sub-criteria.

- (a) Demonstrated professional capability and appropriate academic credentials of proposed management personnel. Consideration will also be given to interpersonal, written and oral presentation skills. **(10 Points)**
- (b) Demonstrated professional capability and appropriate academic credentials of the illustrative Elections and Political Processes Specialists. Overall credentials and developing country experience will be considered. **(5 Points)**
- (c) Proposed staffing plan, organizational chart, and position descriptions are clear and comprehensive, demonstrating the role of each staff member and lines of authority. **(5 Points)**

B. Cost /Business Application: The Cost/business application has not been assigned a weight. After review of technical applications, the cost applications of the applicants under consideration for award will be evaluated for general reasonableness, allowability, allocability and cost realism. If deemed necessary, written and/or oral discussions may be conducted. Discussions should not be considered as a determination of selection decision.

SECTION VI – AWARD AND ADMINISTRATION INFORMATION

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.

SECTION VII – OTHER INFORMATION - REFERENCES

USAID reserves the right to fund any or none of the applications submitted in response to this RFA.

Applicable Regulations & References

- Mandatory Standard Provisions for U.S., Nongovernmental Recipients
<http://www.usaid.gov/pubs/ads/300/303maa.pdf>
- 22 CFR 226
http://www.access.gpo.gov/nara/cfr/waisidx_02/22cfr226_02.html
- OMB Circular A-122
<http://www.whitehouse.gov/omb/circulars/a122/a122.html>
- OMB Circular A-110
<http://www.whitehouse.gov/omb/circulars/a110/a110.html>
- ADS Series 300 Acquisition and Assistance
<http://www.usaid.gov/pubs/ads/>
- SF-424 Downloads
http://www.grants.gov/agencies/aapproved_standard_forms.jsp

ANNEX A

REPRESENTATIONS AND CERTIFICATIONS

Certifications, Assurances And Other Statements Of The Recipient (May 2006)

NOTE: [1] When these Certifications, Assurances, and Other Statements of Recipient are used for cooperative agreements, the term "Grant" means "Cooperative Agreement". [2] The recipient must obtain from each identified sub-grantee and (sub) contractor, and submit with its application/proposal, the Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion -- Lower Tier Transactions, set forth in Attachment A hereto. The recipient should reproduce additional copies as necessary.

PART I

CERTIFICATIONS AND ASSURANCES

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

(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 grant 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 grant, 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 sub awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients 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. CERTIFICATION REGARDING TERRORIST FINANCING IMPLEMENTING EXECUTIVE ORDER 13224

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

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

- c. Before providing any material support or resources to an individual or entity, the Recipient will consider all information about that individual or entity of which it is aware and all public information that is reasonably available to it or of which it should be aware.
 - d. The Recipient also will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.
3. For purposes of this Certification-
- a. “Material support and resources” means currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, 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 sub national 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.

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

USAID reserves the right to terminate this [Agreement/Contract], to demand a refund or take other appropriate measures if the [Grantee/ Contractor] 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 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.

Signature _____ Date _____
Name _____
Organization _____

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.

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.

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):

As applicable:

RFA/APS No.: _____

Application: _____

Date of Application: _____

Name of Recipient: _____

Typed Name and Title: _____

Signature: _____

Date: _____

PART II

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:

<u>Name</u>	<u>Title</u>	<u>Telephone Number</u>	<u>Facsimile Number</u>
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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 applicant's/grantee's TIN:

TIN: _____

3. CONTRACTOR IDENTIFICATION NUMBER -DATA UNIVERSAL NUMBERING SYSTEM (DUNS) NUMBER

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

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

- (1) Recipient's name.
- (2) Recipient's address.
- (3) Recipient's telephone number.

- (4) Line of business.
- (5) Chief executive officer/key manager.
- (6) Date the organization was started.
- (7) Number of people employed by the recipient.
- (8) Company affiliation.

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

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

DUNS: _____

4. LETTER OF CREDIT (LOC) NUMBER

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

LOC: _____

5. 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 non-governmental 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 U.S. entity, it is, is not a Gray Amendment entity, as defined below.

(c) If the recipient is a Gray Amendment Entity, it is a business concerns (as defined in 48 CFR 19.001) owned and controlled by socially and economically disadvantaged individuals (as defined in 48 CFR 726.101), an institution designated by the Secretary of Education, pursuant to 34 CFR 608.2, as a historically black college or university (HBCU) , a college or university having a student body in which more than 40% of the students are Hispanic American, or a private voluntary organization which is controlled by individuals who are socially and economically disadvantaged (as defined in 48 CFR 726.101).

(d) 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.

6. 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.

7. 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 sub-agreement) to a sub-grantee or sub-recipient in support of the sub-grantee's or sub recipient'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. Non-expendable 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.

<u>Type/Description (Generic)</u>	<u>Quantity</u> _____	<u>Estimated Unit Cost</u>

(d) Source, Origin, and Component 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% component entry 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 does 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.

<u>Type/Description</u> <u>(Generic)</u>	<u>Estimated</u> <u>Quantity</u>	<u>Probable</u> <u>Unit Cost</u>	<u>Source of</u> <u>Goods</u>	<u>Probable Origin of</u> <u>Goods</u>	<u>Components</u>

(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.

<u>Type/Description</u> <u>(Generic)</u>	<u>Estimated</u> <u>Quantity</u>	<u>Probable</u> <u>Unit Cost</u>	<u>Probable</u> <u>Intended Use</u>	<u>Source</u>	<u>Origin</u>

(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.

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

<u>Type/Description (Generic)</u>	<u>Quantity</u>	<u>Estimated Unit Cost</u>	<u>Proposed Disposition</u>
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END OF CERTIFICATIONS, ASSURANCES AND OTHER STATEMENTS OF RECIPIENT

Name and Title: _____

Name of Organization: _____

Date: _____

ANNEX B

**MANDATORY STANDARD PROVISIONS FOR U.S.,
NONGOVERNMENTAL RECIPIENTS**

PLEASE REFER TO FOLLOWING WEBSITE:

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

ANNEX C

**REQUIRED AS APPLICABLE STANDARD PROVISIONS
FOR U.S., NONGOVERNMENTAL RECIPIENTS**

PLEASE REFER TO FOLLOWING WEBSITE:

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

ANNEX D

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.)

Survey on Ensuring Equal Opportunity for Applicants

OMB No. 1890-0014 Exp. 1/31/2006

Purpose: The Federal government is committed to ensuring that all qualified applicants, small or large, non-religious or faith-based, have an equal opportunity to compete for Federal funding. In order for us to better understand the population of applicants for Federal funds, we are asking nonprofit private organizations (not including private universities) to fill out this survey.

Upon receipt, the survey will be separated from the application. Information provided on the survey will not be considered in any way in making funding decisions and will not be included in the Federal grants database. While your help in this data collection process is greatly appreciated, completion of this survey is voluntary.

Instructions for Submitting the Survey: If you are applying using a hard copy application, please place the completed survey in an envelope labeled "Applicant Survey." Seal the envelope and include it along with your application package. If you are applying electronically, please submit this survey along with your application.

Applicant's (Organization) Name: _____

Applicant's DUNS Number: _____

Grant Name: _____ CFDA Number: _____

1. Does the applicant have 501(c)(3) status?

Yes No

2. How many full-time equivalent employees does the applicant have? (Check only one box).

3 or Fewer 15-50
 4-5 51-100
 6-14 over 100

3. What is the size of the applicant's annual budget?

(Check only one box.)

Less Than \$150,000
 \$150,000 - \$299,999
 \$300,000 - \$499,999
 \$500,000 - \$999,999
 \$1,000,000 - \$4,999,999
 \$5,000,000 or more

4. Is the applicant a faith-based/religious organization?

Yes No

5. Is the applicant a non-religious community-based organization?

Yes No

6. Is the applicant an intermediary that will manage the grant on behalf of other organizations?

Yes No

7. Has the applicant ever received a government grant or contract (Federal, State, or local)?

Yes No

8. Is the applicant a local affiliate of a national organization?

Yes No

Survey Instructions on Ensuring Equal Opportunity for Applicants

Provide the applicant's (organization) name and DUNS number and the grant name and CFDA number.

1. 501(c)(3) status is a legal designation provided on application to the Internal Revenue Service by eligible organizations. Some grant programs may require nonprofit applicants to have 501(c)(3) status. Other grant programs do not.
2. For example, two part-time employees who each work half-time equal one full-time equivalent employee. If the applicant is a local affiliate of a national organization, the responses to survey questions 2 and 3 should reflect the staff and budget size of the local affiliate.
3. Annual budget means the amount of money your organization spends each year on all of its activities.
4. Self-identify.
5. An organization is considered a community-based organization if its headquarters/service location shares the same zip code as the clients you serve.
6. An "intermediary" is an organization that enables a group of small organizations to receive and manage government funds by administering the grant on their behalf.
7. Self-explanatory.
8. Self-explanatory.

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. The valid OMB control number for this information collection is 1890-0014. The time required to complete this information collection is estimated to average five (5) minutes per response, including the time to review instructions, search existing data resources, gather the data needed, and complete and review the information collection. **If you have any comments concerning the accuracy of the time estimate(s) or suggestions for improving this form, please write to:** U.S. Department of Education, Washington, D.C. 2202-4651.

If you have comments or concerns regarding the status of your individual submission of this form, write directly to the USAID Agreement Officer.

OMB No. 1890-0014 Exp. 1/31/2006

Paperwork Burden Statement

ANNEX E - PAST PERFORMANCE INFORMATION.

PERFORMANCE REPORT - SHORT FORM
PART I: Award Information (to be completed by Prime)
1. Name of Awarding Entity:
2. Award Number:
3. Award Type:
4. Award Value (TEC): (if subagreement, subagreement value)
5. Problems: (if problems encountered on this award, explain corrective action taken)
6. Contacts: (Name, Telephone Number and E-mail address)
6a. Agreement Officer:
6b. Technical Officer (CTO):
6c. Other:
7. Recipient:
8. Title/Brief Description of Product/Service Provided:
9. Information Provided in Response to RFP No. :
PART II: Performance Assessment (to be completed by Agency)
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. Timeliness of performance, including adherence to contract 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:

[Note: The actual dollar amount of subagreement, if any, (awarded to the Prime) must be listed in Block 4 instead of the Total Estimated Cost (TEC) of the overall contract. In addition, a Prime may submit attachments to this past performance table if the spaces provided are inadequate; the evaluation factor(s) must be listed on any attachments.]



1) *ANNEX F- DIRECTIONS TO MOBILE SCANNING FACILITY*

**DIRECTIONS TO NEW FPS MOBILE SCANNING FACILITY
12TH AND C STREETS, SW**

FROM POINTS SOUTH: Take I-95 to 395. Follow 395 (approximately 8 miles) until you cross the 14th Street Bridge into town. Take a right on C Street. Cross 12th Street and drive directly into mobile scanning facility.

FROM POINTS WEST: Take I-66 across the Roosevelt Bridge. Once across the bridge, follow signs for Constitution Avenue. Stay on and follow Constitution Avenue for approximately 10 blocks. Turn right on 14th Street. Cross Independence Avenue and take a left on C Street. Cross 12th Street and drive directly into mobile scanning facility.

FROM POINTS NORTH: Take 270 East to the Beltway (495 South). The sign will say 495 South/Richmond. Stay on 495 South for approximately 3-5 miles. Take the George Washington parkway (only goes one way). Follow the Parkway for approximately 12 miles and take the exit marked Roosevelt Bridge. This road turns into Constitution Avenue. Turn right on 14th Street. Cross Independence Avenue and take a left on C Street. Cross 12th Street and drive directly into mobile scanning facility.

FROM POINTS EAST: Follow 50 West to New York Avenue. Continue on New York Avenue until you come to 7th Street. Make a left on 7th Street and continue to Independence Avenue. Take a right on Independence and continue for three blocks to 12th Street. Take a left on 12th Street. Mobile scanning facility will be on your left at the corner of C Street.

**DIRECTIONS FROM NEW FPS MOBILE SCANNING
TO RONALD REAGAN BUILDING**

- Exit mobile scanning on C Street.
- Take C Street to 14th Street and make a right.
- Cross Constitution Avenue. The Reagan Building loading dock will be on your right hand side in the middle of the block.

FREIGHT DELIVERY REQUEST FORM

Section 1.02

Ronald Reagan Building & International Trade Center



FREIGHT DELIVERY REQUEST FORM

TO: RRBITC Loading Dock Manager
Federal Protective Service

FROM: CUSTOMS: EPA: GSA: TCMA: USAID: WW Center OTHER: _____
------(Circle One)-----

RFA #: M/OAA/DCHA/DOFDA-08-151

OFFEROR: _____

(i) FREIGHT DELIVERY COMPANY INFORMATION

Name of Freight Company making delivery	Phone #	Date of arrival
Freight Co. Contact Person	Fax #	Estimated Time of arrival

Driver's Name	Driver's Lic # & State	Date of Birth
Alternate Driver	Driver's Lic # & State	Date of Birth

Vehicle Description (i.e., tractor trailer, etc)	Type	Make	Tag #
	Length	Model	State

Description of material being delivered

AGENCY/ TENANT REQUESTING DELIVERY

Agency/ Tenant Contact Person	Phone # (202) 712-5355
USAID, Claudia M. Enríquez	Fax # (202) 216-3132

Signature

Deliveries to the B-2 loading dock require 96 hours notice.

All deliveries are subject to an off-site security inspection by the Federal Protective Service

B-2 Loading Dock
Ph. # (202) 789-4388
Fax # (202) 789-5342

THIS DOCUMENT CONTAINS INFORMATION COVERED BY THE PRIVACY ACT

ANNEX G

LIST OF PROGRAM ELEMENTS FOR 2008

STARTS IN THE FOLLOWING PAGE

**LIST OF PROGRAM ELEMENT-LEVEL INDICATORS FOR FY 2008
- MASTER LIST -**

Approved 11.06.07

Note: This is not a list of unique indicators. Many indicators are attributed to multiple program elements, and are therefore counted multiple times.

Program Objective	Program Element	Indicator	Change
1 Peace & Security	1.1.1 Deny Terrorist Sponsorship, Support and Sanctuary	Number of People trained on Counterterrorism finance by USG programs	
1 Peace & Security	1.1.1 Deny Terrorist Sponsorship, Support and Sanctuary	Number of Ports of Entry supported by USG Terrorist Interdiction Programs	
1 Peace & Security	1.1.1 Deny Terrorist Sponsorship, Support and Sanctuary	Number of USG funded community development projects completed within the target region/ungoverned spaces	Added
1 Peace & Security	1.1.2 De-Legitimize Terrorist Ideology	Number of public Information Campaigns Completed by USG Programs	
1 Peace & Security	1.1.3 Governments' Capabilities	Number of facilities evaluated by USG programs in order to counter bioterrorism and/or strengthen biodefense	
1 Peace & Security	1.1.3 Governments' Capabilities	Number of people trained in Anti-terrorism By USG Programs	
1 Peace & Security	1.1.3 Governments' Capabilities	Number of people trained to counter bioterrorism and/or strengthen biodefense	
1 Peace & Security	1.1.3 Governments' Capabilities	Number of USG-assisted assessments on terrorism	
1 Peace & Security	1.1.3 Governments' Capabilities	Number of USG-assisted nations reporting biosurveillance data to international and regional organizations (Bureau reported)	
1 Peace & Security	1.1.4 Program Design and Learning (Counter-Terrorism)	Number of baseline or feasibility studies	
1 Peace & Security	1.1.4 Program Design and Learning (Counter-Terrorism)	Number of evaluations	
1 Peace & Security	1.1.4 Program Design and Learning (Counter-Terrorism)	Number of information gathering or research activities	
1 Peace & Security	1.1.4 Program Design and Learning (Counter-Terrorism)	Number of monitoring plans	
1 Peace & Security	1.1.4 Program Design and Learning (Counter-Terrorism)	Number of people trained in monitoring and evaluation	
1 Peace & Security	1.1.4 Program Design and Learning (Counter-Terrorism)	Number of sector assessments	
1 Peace & Security	1.1.4 Program Design and Learning (Counter-Terrorism)	Number of special studies	
1 Peace & Security	1.2.1 Counter WMD Proliferation and Combat WMD Terrorism	Country has developed and instituted valid export control systems meeting international standards as a result of USG activities	
1 Peace & Security	1.3.1 Operations Support	Number of civilians protected by USG sponsored armed security personnel	
1 Peace & Security	1.3.1 Operations Support	Number of correctional facilities supported with USG assistance	
1 Peace & Security	1.3.1 Operations Support	Number of exercises host country military personnel participate in w/US or coalition forces as a result of USG assistance	
1 Peace & Security	1.3.1 Operations Support	Number of host country military deployments completed with USG assistance	
1 Peace & Security	1.3.1 Operations Support	Number of host country military personnel trained in peacekeeping, humanitarian, and/or multinational operations	
1 Peace & Security	1.3.1 Operations Support	Number of newly established, full-time, trained peacekeeping staff	
1 Peace & Security	1.3.1 Operations Support	Number of peacekeeping/regional security organizations supported with USG assistance	
1 Peace & Security	1.3.1 Operations Support	Number of US personnel deployed as advisors to host nation security forces for the purpose of restoring order	
1 Peace & Security	1.3.1 Operations Support	Number of USG sponsored armed security personnel deployed to protect civilians	

**LIST OF PROGRAM ELEMENT-LEVEL INDICATORS FOR FY 2008
- MASTER LIST -**

Approved 11.06.07

Note: This is not a list of unique indicators. Many indicators are attributed to multiple program elements, and are therefore counted multiple times.

Program Objective	Program Element	Indicator	Change
1 Peace & Security	1.3.1 Operations Support	Percent of US recommended military training need for host country met during year	
1 Peace & Security	1.3.2 Disarmament, Demobilization & Reintegration (DDR)	Number of communities assisted by USG funded reintegration programs	
1 Peace & Security	1.3.2 Disarmament, Demobilization & Reintegration (DDR)	Number of ex-combatants who complete USG-assisted transformational programs	
1 Peace & Security	1.3.2 Disarmament, Demobilization & Reintegration (DDR)	Number of ex-combatants, armed belligerents enrolled in USG-assisted programs that transform them from military to civilian status	
1 Peace & Security	1.3.2 Disarmament, Demobilization & Reintegration (DDR)	Number of ex-combatants, armed belligerents who are encamped and registered as part of a demobilization process with USG assistance	
1 Peace & Security	1.3.2 Disarmament, Demobilization & Reintegration (DDR)	Number of ex-combatants, armed belligerents who are encamped as part of a demobilization process with USG assistance	
1 Peace & Security	1.3.2 Disarmament, Demobilization & Reintegration (DDR)	Number of non-combatants assisted by USG funded reintegration programs	
1 Peace & Security	1.3.2 Disarmament, Demobilization & Reintegration (DDR)	Number of weapons collected from ex-combatants and armed belligerents with USG assistance	
1 Peace & Security	1.3.3 Destruction and Security of Conventional Weapons	Number of facilities provided security upgrades with USG assistance	
1 Peace & Security	1.3.3 Destruction and Security of Conventional Weapons	Number of MANPADS destroyed with USG assistance	
1 Peace & Security	1.3.3 Destruction and Security of Conventional Weapons	Number of small arms and light weapons destroyed with USG assistance	
1 Peace & Security	1.3.3 Destruction and Security of Conventional Weapons	Tonnage of conventional munitions destroyed with USG assistance	
1 Peace & Security	1.3.4 Explosive Remnants of War (ERW)	Kilometers of roads and railroads cleared of explosive ordnance with USG assistance	
1 Peace & Security	1.3.4 Explosive Remnants of War (ERW)	Number of civilians provided mine risk education	
1 Peace & Security	1.3.4 Explosive Remnants of War (ERW)	Number of ERW clearance teams trained and equipped	
1 Peace & Security	1.3.4 Explosive Remnants of War (ERW)	Number of host nation mine action officials trained	
1 Peace & Security	1.3.4 Explosive Remnants of War (ERW)	Number of host nation mine risk education teams trained	
1 Peace & Security	1.3.4 Explosive Remnants of War (ERW)	Square kilometers of de-mined land returned to productive use with USG assistance	
1 Peace & Security	1.3.5 Immediate Protection of Civilians in Conflict	Number of monitors deployed with USG assistance	
1 Peace & Security	1.3.5 Immediate Protection of Civilians in Conflict	Number of NGOs supported by the USG to monitor and document crimes	
1 Peace & Security	1.3.5 Immediate Protection of Civilians in Conflict	Number of people participating in USG-assisted violence prevention programs	
1 Peace & Security	1.3.5 Immediate Protection of Civilians in Conflict	Number of quick impact projects supported by the USG undertaken to enhance accountability	
1 Peace & Security	1.3.5 Immediate Protection of Civilians in Conflict	Number of USG-assisted organizations created with community input to improve safety within a community	
1 Peace & Security	1.3.5 Immediate Protection of Civilians in Conflict	Number of USG-assisted programs created with community input to improve safety within a community	

**LIST OF PROGRAM ELEMENT-LEVEL INDICATORS FOR FY 2008
- MASTER LIST -**

Approved 11.06.07

Note: This is not a list of unique indicators. Many indicators are attributed to multiple program elements, and are therefore counted multiple times.

Program Objective	Program Element	Indicator	Change
1 Peace & Security	1.3.6 Defense, Military, and Border Restructuring, Reform and Operations	Number of Border Security officers trained with USG assistance	
1 Peace & Security	1.3.6 Defense, Military, and Border Restructuring, Reform and Operations	Number of border security upgrades or systems installed with USG assistance	
1 Peace & Security	1.3.6 Defense, Military, and Border Restructuring, Reform and Operations	Number of host country military personnel trained to maintain territorial integrity	
1 Peace & Security	1.3.6 Defense, Military, and Border Restructuring, Reform and Operations	Number of joint operations conducted with USG assistance	
1 Peace & Security	1.3.6 Defense, Military, and Border Restructuring, Reform and Operations	Number of US trained personnel at national leadership levels	
1 Peace & Security	1.3.6 Defense, Military, and Border Restructuring, Reform and Operations	Percent of US recommended military training need met during the year	
1 Peace & Security	1.3.7 Law Enforcement Restructuring, Reform and Operations	Number of communities in USG-assisted areas using community policing methods	
1 Peace & Security	1.3.7 Law Enforcement Restructuring, Reform and Operations	Number of law enforcement facilities built, refurbished, equipped with USG assistance	
1 Peace & Security	1.3.7 Law Enforcement Restructuring, Reform and Operations	Number of law enforcement officers trained with USG assistance	
1 Peace & Security	1.3.7 Law Enforcement Restructuring, Reform and Operations	Number of programs conducted to enhance police management with USG assistance	
1 Peace & Security	1.3.8 Program Design and Learning (Stabilization)	Number of baseline or feasibility studies	
1 Peace & Security	1.3.8 Program Design and Learning (Stabilization)	Number of evaluations	
1 Peace & Security	1.3.8 Program Design and Learning (Stabilization)	Number of information gathering or research activities	
1 Peace & Security	1.3.8 Program Design and Learning (Stabilization)	Number of monitoring plans	
1 Peace & Security	1.3.8 Program Design and Learning (Stabilization)	Number of people trained in monitoring and evaluation	
1 Peace & Security	1.3.8 Program Design and Learning (Stabilization)	Number of sector assessments	
1 Peace & Security	1.3.8 Program Design and Learning (Stabilization)	Number of special studies	
1 Peace & Security	1.4.1 Eradication	Hectares of drug crops eradicated in USG-assisted areas	
1 Peace & Security	1.4.2 Alternative Development and Alternative Livelihoods	Hectares of alternative crops targeted by USG programs under cultivation	
1 Peace & Security	1.4.2 Alternative Development and Alternative Livelihoods	Hectares of illicit crops eradicated manually or voluntarily in USG-targeted areas	
1 Peace & Security	1.4.2 Alternative Development and Alternative Livelihoods	Increased sales of licit farm and non-farm products in USG assisted areas over previous year	

**LIST OF PROGRAM ELEMENT-LEVEL INDICATORS FOR FY 2008
- MASTER LIST -**

Approved 11.06.07

Note: This is not a list of unique indicators. Many indicators are attributed to multiple program elements, and are therefore counted multiple times.

Program Objective	Program Element	Indicator	Change
1 Peace & Security	1.4.2 Alternative Development and Alternative Livelihoods	Number of families benefited by alternative development or alternative livelihood activities in USG-assisted areas	
1 Peace & Security	1.4.2 Alternative Development and Alternative Livelihoods	Number of full-time equivalent (FTE) jobs created by USG sponsored alternative development or alternative livelihood activities	
1 Peace & Security	1.4.2 Alternative Development and Alternative Livelihoods	Number of municipalities strengthened by USG programs	
1 Peace & Security	1.4.2 Alternative Development and Alternative Livelihoods	Percent increase in sales of licit farm and non-farm products in USG assisted areas over previous year	
1 Peace & Security	1.4.3 Interdiction	Kilos of illicit narcotics seized by host government in USG-assisted areas	
1 Peace & Security	1.4.3 Interdiction	Kilos of precursor chemicals seized by host government in USG-assisted areas	
1 Peace & Security	1.4.4 Drug Demand Reduction	Number of drug demand research studies completed with USG assistance	
1 Peace & Security	1.4.4 Drug Demand Reduction	Number of drug prevention programs supported with USG assistance	
1 Peace & Security	1.4.4 Drug Demand Reduction	Number of new treatment beds created with USG assistance	
1 Peace & Security	1.4.4 Drug Demand Reduction	Number of people reached with drug prevention messages in USG-assisted areas	
1 Peace & Security	1.4.4 Drug Demand Reduction	Number of people trained as drug treatment counselors with USG-assistance	
1 Peace & Security	1.4.4 Drug Demand Reduction	Number of treatment beds supported with USG assistance	
1 Peace & Security	1.4.5 Program Design and Learning (Narcotics)	Number of baseline or feasibility studies	
1 Peace & Security	1.4.5 Program Design and Learning (Narcotics)	Number of evaluations	
1 Peace & Security	1.4.5 Program Design and Learning (Narcotics)	Number of information gathering or research activities	
1 Peace & Security	1.4.5 Program Design and Learning (Narcotics)	Number of monitoring plans	
1 Peace & Security	1.4.5 Program Design and Learning (Narcotics)	Number of people trained in monitoring and evaluation	
1 Peace & Security	1.4.5 Program Design and Learning (Narcotics)	Number of sector assessments	
1 Peace & Security	1.4.5 Program Design and Learning (Narcotics)	Number of special studies	
1 Peace & Security	1.5.1 Financial Crimes and Money Laundering	Financial Intelligence Unit supported in country with USG assistance	
1 Peace & Security	1.5.1 Financial Crimes and Money Laundering	Number of people in host country trained on money laundering or financial crimes	
1 Peace & Security	1.5.1 Financial Crimes and Money Laundering	Number of specific improvements in regulatory structure supported with USG assistance	
1 Peace & Security	1.5.3 Trafficking-in-Persons and Migrant Smuggling	Number of bilateral agreements signed or programs implemented with destination countries	
1 Peace & Security	1.5.3 Trafficking-in-Persons and Migrant Smuggling	Number of people in host country trained on smuggling related issues with USG assistance	
1 Peace & Security	1.5.3 Trafficking-in-Persons and Migrant Smuggling	Number of people in host country trained on TIP related issues with USG assistance	

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Program Objective	Program Element	Indicator	Change
1 Peace & Security	1.5.3 Trafficking-in-Persons and Migrant Smuggling	Number of public awareness campaigns about smuggling completed	
1 Peace & Security	1.5.3 Trafficking-in-Persons and Migrant Smuggling	Number of public awareness campaigns about TIPs completed	
1 Peace & Security	1.5.3 Trafficking-in-Persons and Migrant Smuggling	Number of shelters/safe houses established for smuggling victims that are supported with USG assistance	
1 Peace & Security	1.5.3 Trafficking-in-Persons and Migrant Smuggling	Number of shelters/safe houses established for TIP victims that are supported with USG assistance	
1 Peace & Security	1.5.3 Trafficking-in-Persons and Migrant Smuggling	Number of smuggling victims assisted by USG programs	
1 Peace & Security	1.5.3 Trafficking-in-Persons and Migrant Smuggling	Number of smuggling victims rescued with USG assistance	
1 Peace & Security	1.5.3 Trafficking-in-Persons and Migrant Smuggling	Number of TIP victims assisted by USG programs	
1 Peace & Security	1.5.3 Trafficking-in-Persons and Migrant Smuggling	Number of TIP victims rescued with USG assistance	
1 Peace & Security	1.5.3 Trafficking-in-Persons and Migrant Smuggling	Number of traffickers, smugglers and accomplices arrested in USG-assisted areas	
1 Peace & Security	1.5.5 Program Design and Learning (Crime)	Number of baseline or feasibility studies	
1 Peace & Security	1.5.5 Program Design and Learning (Crime)	Number of evaluations	
1 Peace & Security	1.5.5 Program Design and Learning (Crime)	Number of information gathering or research activities	
1 Peace & Security	1.5.5 Program Design and Learning (Crime)	Number of monitoring plans	
1 Peace & Security	1.5.5 Program Design and Learning (Crime)	Number of people trained in monitoring and evaluation	
1 Peace & Security	1.5.5 Program Design and Learning (Crime)	Number of sector assessments	
1 Peace & Security	1.5.5 Program Design and Learning (Crime)	Number of special studies	
1 Peace & Security	1.6.1 Conflict Mitigation	Number of non-governmental constituencies built or strengthened with USG assistance	
1 Peace & Security	1.6.1 Conflict Mitigation	Number of people attending USG-assisted facilitated events that are geared toward strengthening understanding and mitigating conflict between groups	
1 Peace & Security	1.6.1 Conflict Mitigation	Number of people from 'at-risk' groups reached through USG-supported conflict mitigation activities	
1 Peace & Security	1.6.1 Conflict Mitigation	Number of people reached through USG-assisted public information campaigns to support peaceful resolution of conflicts	
1 Peace & Security	1.6.1 Conflict Mitigation	Number of people trained in conflict mitigation/resolution skills with USG assistance	
1 Peace & Security	1.6.1 Conflict Mitigation	Number of USG programs supporting a conflict and/or fragility early warning system and/or response mechanism	

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Program Objective	Program Element	Indicator	Change
1 Peace & Security	1.6.1 Conflict Mitigation	Number of USG-assisted facilitated events geared toward strengthening understanding and mitigating conflict between groups	
1 Peace & Security	1.6.1 Conflict Mitigation	Number of USG-assisted public information campaigns to support peaceful resolution of conflicts	
1 Peace & Security	1.6.1 Conflict Mitigation	Number of USG-supported activities that demonstrate the positive impact of a peace process through the demonstration of tangible, practical benefits	
1 Peace & Security	1.6.2 Peace and Reconciliation Processes	Number of community-based reconciliation projects completed with USG assistance	
1 Peace & Security	1.6.2 Peace and Reconciliation Processes	Number of grass-roots or civil-society activities supporting high-level, official peace or reconciliation process negotiations supported by USG assistance	
1 Peace & Security	1.6.2 Peace and Reconciliation Processes	Number of media stories disseminated with USG support to facilitate the advancement of reconciliation or peace processes	
1 Peace & Security	1.6.2 Peace and Reconciliation Processes	Number of peace-building structures established or strengthened with USG assistance that engage conflict-affected citizens in peace and/or reconciliation processes	
1 Peace & Security	1.6.2 Peace and Reconciliation Processes	Number of people attending facilitated events that are geared toward strengthening understanding among conflict-affected groups that were supported with USG assistance	
1 Peace & Security	1.6.2 Peace and Reconciliation Processes	Number of people attending public fora/educational events supported by USG assistance to teach public about peace process	
1 Peace & Security	1.6.2 Peace and Reconciliation Processes	Number of people participating in USG-assisted reconciliation activities conducted and completed with the participation of two or more conflicting parties	
1 Peace & Security	1.6.2 Peace and Reconciliation Processes	Number of people reached through completed USG supported community-based reconciliation projects	
1 Peace & Security	1.6.2 Peace and Reconciliation Processes	Number of public fora/educational events to teach public about peace process supported by USG assistance	
1 Peace & Security	1.6.2 Peace and Reconciliation Processes	Number of USG-assisted reconciliation activities conducted and completed with the participation of two or more conflicting parties	
1 Peace & Security	1.6.2 Peace and Reconciliation Processes	Number of USG-supported facilitated events geared toward strengthening understanding among conflict-affected groups	
1 Peace & Security	1.6.3 Preventive Diplomacy	Number of activities conducted to support negotiators/ facilitators in track 1 dialogues with USG assistance	
1 Peace & Security	1.6.3 Preventive Diplomacy	Number of monitoring mechanisms established with USG assistance	
1 Peace & Security	1.6.3 Preventive Diplomacy	Number of negotiators/facilitators in track 1 dialogues supported by preventive diplomacy activity with USG assistance	
1 Peace & Security	1.6.4 Program Design and Learning (Conflict)	Number of baseline or feasibility studies	
1 Peace & Security	1.6.4 Program Design and Learning (Conflict)	Number of evaluations	
1 Peace & Security	1.6.4 Program Design and Learning (Conflict)	Number of information gathering or research activities	
1 Peace & Security	1.6.4 Program Design and Learning (Conflict)	Number of monitoring plans	
1 Peace & Security	1.6.4 Program Design and Learning (Conflict)	Number of people trained in monitoring and evaluation	
1 Peace & Security	1.6.4 Program Design and Learning (Conflict)	Number of sector assessments	

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Program Objective	Program Element	Indicator	Change
1 Peace & Security	1.6.4 Program Design and Learning (Conflict)	Number of special studies	
2 Governing Justly & Democratically	2.1.1 Constitutions, Laws, and Legal Systems	Constitution incorporating fundamental freedoms drafted with USG assistance	
2 Governing Justly & Democratically	2.1.1 Constitutions, Laws, and Legal Systems	Number of campaigns supported by USG to foster public awareness and respect for rule of law	
2 Governing Justly & Democratically	2.1.1 Constitutions, Laws, and Legal Systems	Number of Retributive and Restorative Justice Institutions Created or Supported with USG Assistance	
2 Governing Justly & Democratically	2.1.1 Constitutions, Laws, and Legal Systems	Number of USG-supported Public Sessions Held Regarding Proposed Changes to the Country's Legal Framework	
2 Governing Justly & Democratically	2.1.2 Judicial Independence	Number of Judges Trained with USG Assistance	
2 Governing Justly & Democratically	2.1.2 Judicial Independence	Number of laws, regulations and procedures related to judicial independence Supported with USG assistance	
2 Governing Justly & Democratically	2.1.2 Judicial Independence	Number of merit-based criteria or procedures for justice sector personnel selection adopted with USG assistance	Added
2 Governing Justly & Democratically	2.1.2 Judicial Independence	Number of regulations or procedures that improve judicial transparency adopted with USG assistance	Added
2 Governing Justly & Democratically	2.1.2 Judicial Independence	Number of USG-assisted campaigns and programs to enhance public understanding, NGO support and media coverage of judicial independence and accountability	
2 Governing Justly & Democratically	2.1.3 Justice System	Mean case disposition time in courts assisted by USG in the area of case management	Added
2 Governing Justly & Democratically	2.1.3 Justice System	Number of communities assisted in crime prevention with USG support	Added
2 Governing Justly & Democratically	2.1.3 Justice System	Number of Courts Operating in Areas of Low Income Populations with USG Assistance	
2 Governing Justly & Democratically	2.1.3 Justice System	Number of individuals/groups who received legal aid or victim's assistance with USG support	Added
2 Governing Justly & Democratically	2.1.3 Justice System	Number of Justice Sector Personnel that Received USG Training	
2 Governing Justly & Democratically	2.1.3 Justice System	Number of law students, lawyers, judges, prosecutors, court personnel or police benefiting from improved teaching facilities and curricula	Added
2 Governing Justly & Democratically	2.1.3 Justice System	Number of Legal Aid Groups and Law Clinics Assisted by USG	
2 Governing Justly & Democratically	2.1.3 Justice System	Number of Legal Institutions and Associations supported by USG	
2 Governing Justly & Democratically	2.1.3 Justice System	Number of new laws, regulations or constitutional amendments that protect fundamental freedoms and are consistent with international human rights standards adopted with USG support	Added
2 Governing Justly & Democratically	2.1.3 Justice System	Number of new legal courses or curricula developed with USG assistance	Added
2 Governing Justly & Democratically	2.1.3 Justice System	Number of people visiting USG supported legal service centers serving low income and marginalized communities	

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Program Objective	Program Element	Indicator	Change
2 Governing Justly & Democratically	2.1.3 Justice System	Number of strategic plans for justice sector reform adopted with USG assistance	Added
2 Governing Justly & Democratically	2.1.3 Justice System	Number of USG-assisted Courts with Improved Case Management	
2 Governing Justly & Democratically	2.1.3 Justice System	Ratio of all dispositions to new case filings in courts assisted by USG in the area of case management	Added
2 Governing Justly & Democratically	2.1.3 Justice System	Ratio of New Case Filings to Case Dispositions in Courts Assisted by USG in the Area of Case Management	
2 Governing Justly & Democratically	2.1.4 Human Rights	Number of Curricula created or modified to include focus on human rights with USG assistance	
2 Governing Justly & Democratically	2.1.4 Human Rights	Number of domestic human rights NGOs receiving USG support	
2 Governing Justly & Democratically	2.1.4 Human Rights	Number of new laws, regulations or constitutional amendments that protect fundamental freedoms and are consistent with international human rights standards adopted with USG assistance	Changed
2 Governing Justly & Democratically	2.1.4 Human Rights	Number of public advocacy campaigns on human rights supported by USG	
2 Governing Justly & Democratically	2.1.4 Human Rights	Number of USG supported National Human Rights Commissions and Other Independent State Institutions Charged by Law with Protecting and Promoting Human Rights that actively pursued allegations of human rights abuses during the year	
2 Governing Justly & Democratically	2.1.5 Program Design and Learning (Rule of Law)	Number of baseline or feasibility studies	
2 Governing Justly & Democratically	2.1.5 Program Design and Learning (Rule of Law)	Number of evaluations	
2 Governing Justly & Democratically	2.1.5 Program Design and Learning (Rule of Law)	Number of information gathering or research activities	
2 Governing Justly & Democratically	2.1.5 Program Design and Learning (Rule of Law)	Number of monitoring plans	
2 Governing Justly & Democratically	2.1.5 Program Design and Learning (Rule of Law)	Number of people trained in monitoring and evaluation	
2 Governing Justly & Democratically	2.1.5 Program Design and Learning (Rule of Law)	Number of sector assessments	
2 Governing Justly & Democratically	2.1.5 Program Design and Learning (Rule of Law)	Number of special studies	
2 Governing Justly & Democratically	2.2.1 Legislative Function and Processes	Number of Civil Society Organizations receiving USG assisted training in advocacy	
2 Governing Justly & Democratically	2.2.1 Legislative Function and Processes	Number of draft laws accompanied by technical analysis and subject to review by legislative committees receiving USG assistance	Added
2 Governing Justly & Democratically	2.2.1 Legislative Function and Processes	Number of Draft Laws Subject to Final Vote in New or Transitional Legislatures Receiving USG Assistance	
2 Governing Justly & Democratically	2.2.1 Legislative Function and Processes	Number of National Executive Oversight Actions Taken by Legislature Receiving USG Assistance	

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2 Governing Justly & Democratically	2.2.1 Legislative Function and Processes	Number of National Legislators and National Legislative Staff Attending USG Sponsored training or educational Events	
2 Governing Justly & Democratically	2.2.1 Legislative Function and Processes	Number of Public Forums Resulting from USG Assistance in Which National Legislators and Members of the Public Interact	
2 Governing Justly & Democratically	2.2.1 Legislative Function and Processes	Number of USG assisted Civil Society Organizations that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees	
2 Governing Justly & Democratically	2.2.2 Public Sector Executive Function	Number of Executive Branch Personnel Trained with USG Assistance	
2 Governing Justly & Democratically	2.2.2 Public Sector Executive Function	Number of Executive Office Operations supported with USG Assistance	
2 Governing Justly & Democratically	2.2.2 Public Sector Executive Function	Number of Governmental and non-Governmental Mechanisms Supported with USG Assistance for Oversight of the Executive Branch	
2 Governing Justly & Democratically	2.2.2 Public Sector Executive Function	Number of people participated in USG funded workforce development program	Added
2 Governing Justly & Democratically	2.2.2 Public Sector Executive Function	Number of Reconstructed National Governing Institutions and Systems that Receive USG Assistance to Incorporate Principles that Support Democracy and Government Legitimacy	
2 Governing Justly & Democratically	2.2.3 Local Government and Decentralization	Number of Individuals Who Received USG-Assisted Training, including management skills and Fiscal Management, to Strengthen Local Government and/or Decentralization.	
2 Governing Justly & Democratically	2.2.3 Local Government and Decentralization	Number of Laws or Amendments Promoting Decentralization Drafted with USG Assistance	
2 Governing Justly & Democratically	2.2.3 Local Government and Decentralization	Number of Local Mechanisms Supported with USG Assistance for Citizens to Engage their Sub-national Government	
2 Governing Justly & Democratically	2.2.3 Local Government and Decentralization	Number of Local Non-Governmental and Public Sector Associations Supported with USG Assistance	
2 Governing Justly & Democratically	2.2.3 Local Government and Decentralization	Number of Sub-national Government Entities receiving USG assistance to Improve their performance	Changed
2 Governing Justly & Democratically	2.2.3 Local Government and Decentralization	Number of Sub-national Governments Receiving USG Assistance to Increase their Annual Own-source Revenues	
2 Governing Justly & Democratically	2.2.4 Anti-Corruption Reforms	Number of Government Officials Receiving USG-Supported Anti-corruption Training	
2 Governing Justly & Democratically	2.2.4 Anti-Corruption Reforms	Number of mechanisms for external oversight of public resource use supported by USG assistance implemented	Changed
2 Governing Justly & Democratically	2.2.4 Anti-Corruption Reforms	Number of People affiliated with non-Governmental Organizations receiving USG supported Anti-corruption Training	
2 Governing Justly & Democratically	2.2.4 Anti-Corruption Reforms	Number of Prosecutions and Ratio of Convictions to Prosecutions for Corruption-related Crimes	Added
2 Governing Justly & Democratically	2.2.4 Anti-Corruption Reforms	Number of USG-Supported Anti-corruption Measures Implemented	Changed
2 Governing Justly & Democratically	2.2.5 Governance of the Security Sector	Number of Civil Society Organizations Receiving USG Assistance in Security Sector Oversight and advocacy	
2 Governing Justly & Democratically	2.2.5 Governance of the Security Sector	Number of Government Officials Undergoing USG Assisted Security Sector Governance Training	

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2 Governing Justly & Democratically	2.2.5 Governance of the Security Sector	Number of Laws, Codes of Conduct, constitutional Reforms and Regulations to enhance Oversight of the Security Sector, drafted with USG Assistance	
2 Governing Justly & Democratically	2.2.6 Program Design and Learning (Governance)	Number of baseline or feasibility studies	
2 Governing Justly & Democratically	2.2.6 Program Design and Learning (Governance)	Number of evaluations	
2 Governing Justly & Democratically	2.2.6 Program Design and Learning (Governance)	Number of information gathering or research activities	
2 Governing Justly & Democratically	2.2.6 Program Design and Learning (Governance)	Number of monitoring plans	
2 Governing Justly & Democratically	2.2.6 Program Design and Learning (Governance)	Number of people trained in monitoring and evaluation	
2 Governing Justly & Democratically	2.2.6 Program Design and Learning (Governance)	Number of sector assessments	
2 Governing Justly & Democratically	2.2.6 Program Design and Learning (Governance)	Number of special studies	
2 Governing Justly & Democratically	2.3.1 Consensus-Building Processes	Number of Consensus-building Processes Assisted by USG	
2 Governing Justly & Democratically	2.3.1 Consensus-Building Processes	Number of Groups Trained in Conflict Mediation/Resolution Skills with USG Assistance	
2 Governing Justly & Democratically	2.3.1 Consensus-Building Processes	Number of Groups Trained in Inclusive Consensus Building Techniques with USG Assistance	
2 Governing Justly & Democratically	2.3.1 Consensus-Building Processes	Number of USG-Assisted Consensus-building Processes Resulting in an Agreement	
2 Governing Justly & Democratically	2.3.2 Elections and Political Processes	Number of Domestic Election Observers Trained with USG Assistance	
2 Governing Justly & Democratically	2.3.2 Elections and Political Processes	Number of election observation tools (quick count, exit polls, pre and post election reports etc.) supported by the USG that are appropriately implemented	Added
2 Governing Justly & Democratically	2.3.2 Elections and Political Processes	Number of Election Officials Trained with USG Assistance	
2 Governing Justly & Democratically	2.3.2 Elections and Political Processes	Number of Electoral Administration Procedures and Systems Strengthened with USG Assistance	Changed
2 Governing Justly & Democratically	2.3.2 Elections and Political Processes	Number of International Election Observers Deployed with USG Assistance	
2 Governing Justly & Democratically	2.3.2 Elections and Political Processes	Number of Laws or Amendments to Ensure Credible Elections Drafted with USG Technical Assistance	
2 Governing Justly & Democratically	2.3.2 Elections and Political Processes	Number of local CSOs strengthened that promote electoral reform and/or improvements in the electoral system	Added
2 Governing Justly & Democratically	2.3.2 Elections and Political Processes	Number of local CSOs strengthened that promote political participation and voter education	Added
2 Governing Justly & Democratically	2.3.2 Elections and Political Processes	Number of People Reached by USG Assisted Voter Education	

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2 Governing Justly & Democratically	2.3.3 Political Parties	Number of Individuals who Receive USG-Assisted Political Party Training	
2 Governing Justly & Democratically	2.3.3 Political Parties	Number of parties that comply with disclosure and/or political finance regulations as a result of USG assistance	Added
2 Governing Justly & Democratically	2.3.3 Political Parties	Number of parties that use USG supported public opinion polling to design voter outreach strategies	Added
2 Governing Justly & Democratically	2.3.3 Political Parties	Number of political parties and political groupings receiving USG Assistance to articulate platform and policy agendas effectively	
2 Governing Justly & Democratically	2.3.3 Political Parties	Number of polling stations with improved elections commodities	Added
2 Governing Justly & Democratically	2.3.3 Political Parties	Number of USG-assisted political parties implementing programs to increase the number of candidates and members who are women, youth and from marginalized groups	
2 Governing Justly & Democratically	2.3.4 Program Design and Learning (Political Competition)	Number of baseline or feasibility studies	
2 Governing Justly & Democratically	2.3.4 Program Design and Learning (Political Competition)	Number of evaluations	
2 Governing Justly & Democratically	2.3.4 Program Design and Learning (Political Competition)	Number of information gathering or research activities	
2 Governing Justly & Democratically	2.3.4 Program Design and Learning (Political Competition)	Number of monitoring plans	
2 Governing Justly & Democratically	2.3.4 Program Design and Learning (Political Competition)	Number of people trained in monitoring and evaluation	
2 Governing Justly & Democratically	2.3.4 Program Design and Learning (Political Competition)	Number of sector assessments	
2 Governing Justly & Democratically	2.3.4 Program Design and Learning (Political Competition)	Number of special studies	
2 Governing Justly & Democratically	2.4.1 Civic Participation	Number of Civil Society Organizations using USG Assistance to Improve Internal Organizational Capacity	
2 Governing Justly & Democratically	2.4.1 Civic Participation	Number of Civil Society Organizations using USG Assistance to Promote Political Participation	
2 Governing Justly & Democratically	2.4.1 Civic Participation	Number of CSO Advocacy Campaigns Supported by USG	
2 Governing Justly & Democratically	2.4.1 Civic Participation	Number of independent and democratic trade/labor unions supported by USG to promote international core labor standards	
2 Governing Justly & Democratically	2.4.1 Civic Participation	Number of participants in USG-funded programs supporting participation and inclusion of traditionally marginalized ethnic minority and/or religious minority groups	
2 Governing Justly & Democratically	2.4.1 Civic Participation	Number of People who Have Completed USG Assisted Civic Education Programs	
2 Governing Justly & Democratically	2.4.1 Civic Participation	Number of policies that have been influenced by CSOs	Added
2 Governing Justly & Democratically	2.4.1 Civic Participation	Number of Positive Modifications to Enabling Legislation/Regulation for Civil Society accomplished with USG Assistance	

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2 Governing Justly & Democratically	2.4.1 Civic Participation	Number of USG Assisted Civil Society Organizations that engage in advocacy and watchdog functions	
2 Governing Justly & Democratically	2.4.2 Media Freedom and Freedom of Information	Number of Government Media Relations Staff Trained with USG Assistance	
2 Governing Justly & Democratically	2.4.2 Media Freedom and Freedom of Information	Number of Journalists Trained with USG Assistance	
2 Governing Justly & Democratically	2.4.2 Media Freedom and Freedom of Information	Number of Media Civil Society Organizations and/or Support Institutions Assisted by USG	
2 Governing Justly & Democratically	2.4.2 Media Freedom and Freedom of Information	Number of Media Outlets that Received USG-supported Training to Promote Financial Sustainability	
2 Governing Justly & Democratically	2.4.2 Media Freedom and Freedom of Information	Number of Non-state News Outlets Assisted By USG	
2 Governing Justly & Democratically	2.4.2 Media Freedom and Freedom of Information	Number of people who received Internet access as a result of USG Funded programs	Added
2 Governing Justly & Democratically	2.4.2 Media Freedom and Freedom of Information	Number of Positive Modifications to Enabling Legislation/ Regulations for Media Drafted with USG Assistance	
2 Governing Justly & Democratically	2.4.3 Program Design and Learning (Civil Society)	Number of baseline or feasibility studies	
2 Governing Justly & Democratically	2.4.3 Program Design and Learning (Civil Society)	Number of evaluations	
2 Governing Justly & Democratically	2.4.3 Program Design and Learning (Civil Society)	Number of information gathering or research activities	
2 Governing Justly & Democratically	2.4.3 Program Design and Learning (Civil Society)	Number of monitoring plans	
2 Governing Justly & Democratically	2.4.3 Program Design and Learning (Civil Society)	Number of people trained in monitoring and evaluation	
2 Governing Justly & Democratically	2.4.3 Program Design and Learning (Civil Society)	Number of sector assessments	
2 Governing Justly & Democratically	2.4.3 Program Design and Learning (Civil Society)	Number of special studies	
3 Investing in People	3.1.1 HIV/AIDS	Number of baseline or feasibility studies	
3 Investing in People	3.1.1 HIV/AIDS	Number of countries introducing or expanding new leads/methods/tools/approaches/products/technologies for HIV/AIDS (GH bureau use only)	Added
3 Investing in People	3.1.1 HIV/AIDS	Number of evaluations	
3 Investing in People	3.1.1 HIV/AIDS	Number of health workers trained in the provision of PMTCT services according to national and international standards	
3 Investing in People	3.1.1 HIV/AIDS	Number of health workers trained to deliver ART services, according to national and/or international standards (includes PMTCT+)	Changed
3 Investing in People	3.1.1 HIV/AIDS	Number of HIV-infected clients attending HIV care/treatment services that are receiving treatment for TB disease (a subset of all served with palliative care)	
3 Investing in People	3.1.1 HIV/AIDS	Number of individuals newly initiating antiretroviral therapy during the reporting period (includes PMTCT+ sites)	

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3 Investing in People	3.1.1 HIV/AIDS	Number of individuals reached through community outreach that promotes HIV/AIDS prevention through abstinence	
3 Investing in People	3.1.1 HIV/AIDS	Number of individuals reached through community outreach that promotes HIV/AIDS prevention through abstinence and/or being faithful	
3 Investing in People	3.1.1 HIV/AIDS	Number of individuals reached through community outreach that promotes HIV/AIDS prevention through other behavior change beyond abstinence and/or being faithful	
3 Investing in People	3.1.1 HIV/AIDS	Number of individuals receiving antiretroviral therapy at the end of the reporting period (includes PMTCT+ sites)	
3 Investing in People	3.1.1 HIV/AIDS	Number of individuals trained in blood safety	
3 Investing in People	3.1.1 HIV/AIDS	Number of individuals trained in counseling and testing according to national and international standards	
3 Investing in People	3.1.1 HIV/AIDS	Number of individuals trained in HIV-related community mobilization for prevention care and/or treatment	
3 Investing in People	3.1.1 HIV/AIDS	Number of individuals trained in HIV-related institutional capacity building	
3 Investing in People	3.1.1 HIV/AIDS	Number of individuals trained in HIV-related policy development	
3 Investing in People	3.1.1 HIV/AIDS	Number of individuals trained in HIV-related stigma and discrimination reduction	
3 Investing in People	3.1.1 HIV/AIDS	Number of individuals trained in medical injection safety	
3 Investing in People	3.1.1 HIV/AIDS	Number of individuals trained in strategic information (includes M&E, surveillance, and/or HMIS)	
3 Investing in People	3.1.1 HIV/AIDS	Number of individuals trained in the provision of laboratory-related activities	
3 Investing in People	3.1.1 HIV/AIDS	Number of individuals trained to promote HIV/AIDS prevention programs through abstinence and/or being faithful	
3 Investing in People	3.1.1 HIV/AIDS	Number of individuals trained to promote HIV/AIDS prevention through other behavior change beyond abstinence and/or being faithful	
3 Investing in People	3.1.1 HIV/AIDS	Number of individuals trained to provide clinical treatment for TB to HIV-infected individuals (diagnosed or presumed) (a subset all trained)	
3 Investing in People	3.1.1 HIV/AIDS	Number of individuals who ever received antiretroviral therapy by the end of the reporting period (includes PMTCT+ sites)	
3 Investing in People	3.1.1 HIV/AIDS	Number of individuals who received counseling and testing for HIV and received their test results	
3 Investing in People	3.1.1 HIV/AIDS	Number of information gathering or research activities	
3 Investing in People	3.1.1 HIV/AIDS	Number of instances of interventions being introduced or expanded in countries (functional/pillar bureau use only)	Added
3 Investing in People	3.1.1 HIV/AIDS	Number of institutions that have used USG-Assisted MIS System Information to inform administrative/management decisions	
3 Investing in People	3.1.1 HIV/AIDS	Number of institutions with improved Management Information Systems, as a result of USG Assistance	
3 Investing in People	3.1.1 HIV/AIDS	Number of laboratories with capacity to perform 1) HIV tests and 2) CD4 tests and/or lymphocyte tests	
3 Investing in People	3.1.1 HIV/AIDS	Number of local organizations provided with technical assistance for HIV-related institutional capacity building	
3 Investing in People	3.1.1 HIV/AIDS	Number of local organizations provided with technical assistance for HIV-related policy development	
3 Investing in People	3.1.1 HIV/AIDS	Number of local organizations provided with technical assistance for strategic information activities (do not use)	
3 Investing in People	3.1.1 HIV/AIDS	Number of missions accessing centrally-designed or managed mechanisms using their own funding	Added
3 Investing in People	3.1.1 HIV/AIDS	Number of monitoring plans	
3 Investing in People	3.1.1 HIV/AIDS	Number of OVC served by OVC programs	
3 Investing in People	3.1.1 HIV/AIDS	Number of people trained in monitoring and evaluation (duplicative, do not use)	

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Program Objective	Program Element	Indicator	Change
3 Investing in People	3.1.1 HIV/AIDS	Number of people trained in other strategic information management (duplicative, do not use)	
3 Investing in People	3.1.1 HIV/AIDS	Number of people trained in research with USG assistance	
3 Investing in People	3.1.1 HIV/AIDS	Number of pregnant women provided with a complete course of antiretroviral prophylaxis in a PMTCT setting	
3 Investing in People	3.1.1 HIV/AIDS	Number of pregnant women who received HIV counseling and testing for PMTCT and received their test results	
3 Investing in People	3.1.1 HIV/AIDS	Number of providers/caretakers trained in caring for OVC	
3 Investing in People	3.1.1 HIV/AIDS	Number of registered TB patients who received counseling and testing for HIV and received their test results.	
3 Investing in People	3.1.1 HIV/AIDS	Number of sector assessments	
3 Investing in People	3.1.1 HIV/AIDS	Number of service outlets carrying out blood safety activities	
3 Investing in People	3.1.1 HIV/AIDS	Number of service outlets providing antiretroviral therapy (includes PMTCT+ sites)	
3 Investing in People	3.1.1 HIV/AIDS	Number of service outlets providing counseling and testing according to national and international standards	
3 Investing in People	3.1.1 HIV/AIDS	Number of service outlets providing the minimum package of PMTCT services according to national and international standards	
3 Investing in People	3.1.1 HIV/AIDS	Number of service outlets providing treatment for tuberculosis (TB) to HIV-infected individuals (diagnosed or presumed) in a palliative care setting (a subset of all palliative care outlets)	
3 Investing in People	3.1.1 HIV/AIDS	Number of special studies	
3 Investing in People	3.1.1 HIV/AIDS	Number of targeted condom service outlets	
3 Investing in People	3.1.1 HIV/AIDS	Number of technologies under development	Added
3 Investing in People	3.1.1 HIV/AIDS	Number of tests performed at USG-supported laboratories during the reporting period: 1) HIV testing, 2) TB diagnostics, 3) syphilis testing, and 4) HIV disease monitoring	
3 Investing in People	3.1.1 HIV/AIDS	Person-days of technical support provided to Missions through TDYs	Added
3 Investing in People	3.1.1 HIV/AIDS	Ratio of mission funding to core funding in centrally-managed mechanisms designed to support the field	Added
3 Investing in People	3.1.1 HIV/AIDS	Total number of individuals provided with HIV-related palliative care (including TB/HIV)	
3 Investing in People	3.1.1 HIV/AIDS	Total number of individuals trained to provide HIV palliative care (including TB/HIV)	
3 Investing in People	3.1.1 HIV/AIDS	Total number of service outlets providing HIV-related palliative care (including TB/HIV)	
3 Investing in People	3.1.2 Tuberculosis	Case notification rate in new sputum smear positive pulmonary TB cases per 100,000 population in USG-supported areas	Changed
3 Investing in People	3.1.2 Tuberculosis	Existence of a multi-drug resistant TB quality control standard at the national level	Changed
3 Investing in People	3.1.2 Tuberculosis	Number of baseline or feasibility studies	
3 Investing in People	3.1.2 Tuberculosis	Number of countries introducing or expanding new leads/methods/tools/approaches/products/technologies for TB (GH bureau use only)	Added
3 Investing in People	3.1.2 Tuberculosis	Number of evaluations	
3 Investing in People	3.1.2 Tuberculosis	Number of improvements to laws, policies, regulations or guidelines related to improved access t and use of health services drafted with USG support	
3 Investing in People	3.1.2 Tuberculosis	Number of information gathering or research activities	
3 Investing in People	3.1.2 Tuberculosis	Number of instances of interventions being introduced or expanded in countries (functional/pillar bureau use only)	Added
3 Investing in People	3.1.2 Tuberculosis	Number of institutions that have used USG-Assisted MIS System Information to inform administrative/management decisions	

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Program Objective	Program Element	Indicator	Change
3 Investing in People	3.1.2 Tuberculosis	Number of institutions with improved Management Information Systems, as a result of USG Assistance	
3 Investing in People	3.1.2 Tuberculosis	Number of local organizations provided with technical assistance for strategic information activities (do not use)	
3 Investing in People	3.1.2 Tuberculosis	Number of medical and para-medical practitioners trained in evidence-based clinical guidelines	
3 Investing in People	3.1.2 Tuberculosis	Number of missions accessing centrally-designed or managed mechanisms using their own funding	Added
3 Investing in People	3.1.2 Tuberculosis	Number of monitoring plans	
3 Investing in People	3.1.2 Tuberculosis	Number of people covered by USG-supported health financing arrangements	
3 Investing in People	3.1.2 Tuberculosis	Number of people trained in DOTS with USG funding	Changed
3 Investing in People	3.1.2 Tuberculosis	Number of people trained in monitoring and evaluation	
3 Investing in People	3.1.2 Tuberculosis	Number of people trained in other strategic information management	
3 Investing in People	3.1.2 Tuberculosis	Number of people trained in research with USG assistance	
3 Investing in People	3.1.2 Tuberculosis	Number of people trained in TB sub-elements with USG funding	Added
3 Investing in People	3.1.2 Tuberculosis	Number of sector assessments	
3 Investing in People	3.1.2 Tuberculosis	Number of special studies	
3 Investing in People	3.1.2 Tuberculosis	Number of TB cases reported to NTP by USG-assisted non-MOH sector	
3 Investing in People	3.1.2 Tuberculosis	Number of technologies under development	Added
3 Investing in People	3.1.2 Tuberculosis	Number of USG-assisted service delivery points experiencing stock-outs of specific tracer drugs	
3 Investing in People	3.1.2 Tuberculosis	Percent of all registered TB patients who are tested for HIV through USG-supported programs	
3 Investing in People	3.1.2 Tuberculosis	Percent of registered new smear-positive pulmonary TB cases that were cured and completed treatment under DOTS (i.e. treatment success rate) in USG-supported areas	Added
3 Investing in People	3.1.2 Tuberculosis	Percent of the estimated number of new smear-positive pulmonary TB cases that were detected under DOTS (i.e. Case Detection Rate)	Added
3 Investing in People	3.1.2 Tuberculosis	Percent of USG-supported laboratories performing TB microscopy with over 95% correct microscopy results	
3 Investing in People	3.1.2 Tuberculosis	Person-days of technical support provided to Missions through TDYs	Added
3 Investing in People	3.1.2 Tuberculosis	Ratio of mission funding to core funding in centrally-managed mechanisms designed to support the field	Added
3 Investing in People	3.1.2 Tuberculosis	TB Laboratory Quality Assurance for Smear microscopy in USG-supported areas	Added
3 Investing in People	3.1.2 Tuberculosis	TB microscopy laboratory coverage in USG-supported areas	Changed
3 Investing in People	3.1.2 Tuberculosis	Treatment success rate in USG-assisted DOTS Plus programs to treat MDR TB patients	Changed
3 Investing in People	3.1.2 Tuberculosis	Value of pharmaceuticals and health commodities purchased by USG-assisted governmental entities through competitive tenders	
3 Investing in People	3.1.3 Malaria	Number of artemisinin-based combination treatments (ACTs) purchased with USG funds	Added
3 Investing in People	3.1.3 Malaria	Number of baseline or feasibility studies	
3 Investing in People	3.1.3 Malaria	Number of countries introducing or expanding new leads/methods/tools/approaches/products/technologies for malaria (GH bureau use only)	Added
3 Investing in People	3.1.3 Malaria	Number of evaluations	
3 Investing in People	3.1.3 Malaria	Number of houses sprayed with IRS with USG funds	Changed
3 Investing in People	3.1.3 Malaria	Number of improvements to laws, policies, regulations or guidelines related to improved access t and use of health services drafted with USG support	
3 Investing in People	3.1.3 Malaria	Number of information gathering or research activities	
3 Investing in People	3.1.3 Malaria	Number of Insecticide Treated Nets distributed or sold with USG funds	Added
3 Investing in People	3.1.3 Malaria	Number of Insecticide Treated Nets purchased with USG funds	Added

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Program Objective	Program Element	Indicator	Change
3 Investing in People	3.1.3 Malaria	Number of instances of interventions being introduced or expanded in countries (functional/pillar bureau use only)	Added
3 Investing in People	3.1.3 Malaria	Number of institutions that have used USG-Assisted MIS System Information to inform administrative/management decisions	
3 Investing in People	3.1.3 Malaria	Number of institutions with improved Management Information Systems, as a result of USG Assistance	
3 Investing in People	3.1.3 Malaria	Number of ITNs distributed or sold with USG funds	Added
3 Investing in People	3.1.3 Malaria	Number of ITNs purchased with USG funds	Added
3 Investing in People	3.1.3 Malaria	Number of local organizations provided with technical assistance for strategic information activities (do not use)	
3 Investing in People	3.1.3 Malaria	Number of medical and para-medical practitioners trained in evidence-based clinical guidelines	
3 Investing in People	3.1.3 Malaria	Number of missions accessing centrally-designed or managed mechanisms using their own funding	Added
3 Investing in People	3.1.3 Malaria	Number of monitoring plans	
3 Investing in People	3.1.3 Malaria	Number of people covered by USG-supported health financing arrangements	
3 Investing in People	3.1.3 Malaria	Number of people trained in monitoring and evaluation	
3 Investing in People	3.1.3 Malaria	Number of people trained in other strategic information management	
3 Investing in People	3.1.3 Malaria	Number of people trained in research with USG assistance	
3 Investing in People	3.1.3 Malaria	Number of people trained to deliver IRS	Added
3 Investing in People	3.1.3 Malaria	Number of people trained with USG funds in malaria treatment or prevention	Changed
3 Investing in People	3.1.3 Malaria	Number of people trained with USG funds to deliver IRS	Added
3 Investing in People	3.1.3 Malaria	Number of RDTs purchased and distributed through USG support	Added
3 Investing in People	3.1.3 Malaria	Number of sector assessments	
3 Investing in People	3.1.3 Malaria	Number of SP tablets delivered to ANC clinics	Added
3 Investing in People	3.1.3 Malaria	Number of special studies	
3 Investing in People	3.1.3 Malaria	Number of technologies under development	Added
3 Investing in People	3.1.3 Malaria	Number of USG-assisted service delivery points experiencing stock-outs of specific tracer drugs	
3 Investing in People	3.1.3 Malaria	Person-days of technical support provided to Missions through TDYs	Added
3 Investing in People	3.1.3 Malaria	Proportion of ITNs distributed according to plan	Added
3 Investing in People	3.1.3 Malaria	Ratio of mission funding to core funding in centrally-managed mechanisms designed to support the field	Added
3 Investing in People	3.1.3 Malaria	USG-assisted facilities' provider staff with a written performance appraisal	
3 Investing in People	3.1.3 Malaria	Value of pharmaceuticals and health commodities purchased by USG-assisted governmental entities through competitive tenders	
3 Investing in People	3.1.4 Avian Influenza	Number of baseline or feasibility studies	
3 Investing in People	3.1.4 Avian Influenza	Number of evaluations	
3 Investing in People	3.1.4 Avian Influenza	Number of improvements to laws, policies, regulations or guidelines related to improved access t and use of health services drafted with USG support	
3 Investing in People	3.1.4 Avian Influenza	Number of information gathering or research activities	
3 Investing in People	3.1.4 Avian Influenza	Number of instances of interventions being introduced or expanded in countries (functional/pillar bureau use only)	Added
3 Investing in People	3.1.4 Avian Influenza	Number of institutions that have used USG-Assisted MIS System Information to inform administrative/management decisions	
3 Investing in People	3.1.4 Avian Influenza	Number of institutions with improved Management Information Systems, as a result of USG Assistance	

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3 Investing in People	3.1.4 Avian Influenza	Number of local organizations provided with technical assistance for strategic information activities (do not use)	
3 Investing in People	3.1.4 Avian Influenza	Number of medical and para-medical practitioners trained in evidence-based clinical guidelines	
3 Investing in People	3.1.4 Avian Influenza	Number of missions accessing centrally-designed or managed mechanisms using their own funding	Added
3 Investing in People	3.1.4 Avian Influenza	Number of monitoring plans	
3 Investing in People	3.1.4 Avian Influenza	Number of people trained in Avian and Pandemic Influenza-related knowledge and skills with USG funds	
3 Investing in People	3.1.4 Avian Influenza	Number of people trained in monitoring and evaluation	
3 Investing in People	3.1.4 Avian Influenza	Number of people trained in other strategic information management	
3 Investing in People	3.1.4 Avian Influenza	Number of people trained in research with USG assistance	
3 Investing in People	3.1.4 Avian Influenza	Number of people who have seen or heard a USG-funded Avian and/or Pandemic Influenza-related message	
3 Investing in People	3.1.4 Avian Influenza	Number of sector assessments	
3 Investing in People	3.1.4 Avian Influenza	Number of special studies	
3 Investing in People	3.1.4 Avian Influenza	Number of technologies under development	Added
3 Investing in People	3.1.4 Avian Influenza	Number of USG-provided PPE kits delivered to requesting country	
3 Investing in People	3.1.4 Avian Influenza	Person-days of technical support provided to Missions through TDYs	Added
3 Investing in People	3.1.4 Avian Influenza	Ratio of mission funding to core funding in centrally-managed mechanisms designed to support the field	Added
3 Investing in People	3.1.5 Other Public Health Threats	Number of baseline or feasibility studies	
3 Investing in People	3.1.5 Other Public Health Threats	Number of beneficiaries of USG-funded service-oriented programs to reduce non-communicable diseases	
3 Investing in People	3.1.5 Other Public Health Threats	Number of countries introducing or expanding new leads/methods/tools/approaches/products/technologies for OPHT (GH bureau use only)	Added
3 Investing in People	3.1.5 Other Public Health Threats	Number of evaluations	
3 Investing in People	3.1.5 Other Public Health Threats	Number of improvements to laws, policies, regulations or guidelines related to improved access t and use of health services drafted with USG support	
3 Investing in People	3.1.5 Other Public Health Threats	Number of information gathering or research activities	
3 Investing in People	3.1.5 Other Public Health Threats	Number of instances of interventions being introduced or expanded in countries (functional/pillar bureau use only)	Added
3 Investing in People	3.1.5 Other Public Health Threats	Number of institutions that have used USG-Assisted MIS System Information to inform administrative/management decisions	
3 Investing in People	3.1.5 Other Public Health Threats	Number of institutions with improved Management Information Systems, as a result of USG Assistance	
3 Investing in People	3.1.5 Other Public Health Threats	Number of local organizations provided with technical assistance for strategic information activities (do not use)	
3 Investing in People	3.1.5 Other Public Health Threats	Number of medical and para-medical practitioners trained in evidence-based clinical guidelines	
3 Investing in People	3.1.5 Other Public Health Threats	Number of missions accessing centrally-designed or managed mechanisms using their own funding	Added
3 Investing in People	3.1.5 Other Public Health Threats	Number of monitoring plans	
3 Investing in People	3.1.5 Other Public Health Threats	Number of people covered by USG-supported health financing arrangements	
3 Investing in People	3.1.5 Other Public Health Threats	Number of people trained in monitoring and evaluation	
3 Investing in People	3.1.5 Other Public Health Threats	Number of people trained in other strategic information management	
3 Investing in People	3.1.5 Other Public Health Threats	Number of people trained in research with USG assistance	
3 Investing in People	3.1.5 Other Public Health Threats	Number of people who receive medication or other services from USG-funded programs to control and reduce neglected tropical diseases	

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Program Objective	Program Element	Indicator	Change
3 Investing in People	3.1.5 Other Public Health Threats	Number of sector assessments	
3 Investing in People	3.1.5 Other Public Health Threats	Number of special studies	
3 Investing in People	3.1.5 Other Public Health Threats	Number of technologies under development	Added
3 Investing in People	3.1.5 Other Public Health Threats	Number of USG-assisted service delivery points experiencing stock-outs of specific tracer drugs	
3 Investing in People	3.1.5 Other Public Health Threats	Person-days of technical support provided to Missions through TDYs	Added
3 Investing in People	3.1.5 Other Public Health Threats	Ratio of mission funding to core funding in centrally-managed mechanisms designed to support the field	Added
3 Investing in People	3.1.6 Maternal and Child Health	Amount of Private Financing Mobilized with a DCA Guarantee	
3 Investing in People	3.1.6 Maternal and Child Health	Liters of drinking water disinfected with USG-supported point-of-use treatment products	
3 Investing in People	3.1.6 Maternal and Child Health	Number of antenatal care (ANC) visits by skilled providers from USG-assisted facilities	
3 Investing in People	3.1.6 Maternal and Child Health	Number of baseline or feasibility studies	
3 Investing in People	3.1.6 Maternal and Child Health	Number of cases of child diarrhea treated in USAID-assisted programs	
3 Investing in People	3.1.6 Maternal and Child Health	Number of cases of child pneumonia treated with antibiotics by trained facility or community health workers in USG-supported programs	
3 Investing in People	3.1.6 Maternal and Child Health	Number of children less than 12 months of age who received DPT3 from USG-supported programs	
3 Investing in People	3.1.6 Maternal and Child Health	Number of children reached by USG-supported nutrition programs	
3 Investing in People	3.1.6 Maternal and Child Health	Number of children under 5 years of age who received vitamin A from USG-supported programs	
3 Investing in People	3.1.6 Maternal and Child Health	Number of countries introducing or expanding new leads/methods/tools/approaches/products/technologies for MCH (GH bureau use only)	Added
3 Investing in People	3.1.6 Maternal and Child Health	Number of deliveries with a skilled birth attendant (SBA) in USG-assisted programs	
3 Investing in People	3.1.6 Maternal and Child Health	Number of evaluations	
3 Investing in People	3.1.6 Maternal and Child Health	Number of health facilities rehabilitated	
3 Investing in People	3.1.6 Maternal and Child Health	Number of improvements to laws, policies, regulations or guidelines related to improved access t and use of health services drafted with USG support	
3 Investing in People	3.1.6 Maternal and Child Health	Number of information gathering or research activities	
3 Investing in People	3.1.6 Maternal and Child Health	Number of instances of interventions being introduced or expanded in countries (functional/pillar bureau use only)	Added
3 Investing in People	3.1.6 Maternal and Child Health	Number of institutions that have used USG-Assisted MIS System Information to inform administrative/management decisions	
3 Investing in People	3.1.6 Maternal and Child Health	Number of institutions with improved Management Information Systems, as a result of USG Assistance	
3 Investing in People	3.1.6 Maternal and Child Health	Number of medical and para-medical practitioners trained in evidence-based clinical guidelines	
3 Investing in People	3.1.6 Maternal and Child Health	Number of missions accessing centrally-designed or managed mechanisms using their own funding	Added
3 Investing in People	3.1.6 Maternal and Child Health	Number of monitoring plans	
3 Investing in People	3.1.6 Maternal and Child Health	Number of newborns receiving antibiotic treatment for infection from appropriate health workers through USG-supported programs	Changed
3 Investing in People	3.1.6 Maternal and Child Health	Number of newborns receiving essential newborn care through USG-supported programs	
3 Investing in People	3.1.6 Maternal and Child Health	Number of people covered by USG-supported health financing arrangements	
3 Investing in People	3.1.6 Maternal and Child Health	Number of people trained in child health and nutrition through USG-supported health area programs	
3 Investing in People	3.1.6 Maternal and Child Health	Number of people trained in maternal/newborn health through USG-supported programs	
3 Investing in People	3.1.6 Maternal and Child Health	Number of people trained in monitoring and evaluation	
3 Investing in People	3.1.6 Maternal and Child Health	Number of people trained in other strategic information management	
3 Investing in People	3.1.6 Maternal and Child Health	Number of people trained in research with USG assistance	
3 Investing in People	3.1.6 Maternal and Child Health	Number of postpartum/newborn visits within 3 days of birth in USG-assisted programs	

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Program Objective	Program Element	Indicator	Change
3 Investing in People	3.1.6 Maternal and Child Health	Number of sector assessments	
3 Investing in People	3.1.6 Maternal and Child Health	Number of special studies	
3 Investing in People	3.1.6 Maternal and Child Health	Number of technologies under development	Added
3 Investing in People	3.1.6 Maternal and Child Health	Number of USG-assisted service delivery points experiencing stock-outs of specific tracer drugs	
3 Investing in People	3.1.6 Maternal and Child Health	Number of women receiving Active Management of the Third Stage of Labor (AMTSL) through USG-supported programs	Changed
3 Investing in People	3.1.6 Maternal and Child Health	Person-days of technical support provided to Missions through TDYs	Added
3 Investing in People	3.1.6 Maternal and Child Health	Rate of non-polio acute flaccid paralysis (AFP) cases occurring per 100,000 children less than 15 years of age (non-polio AFP rate).	Added
3 Investing in People	3.1.6 Maternal and Child Health	Ratio of mission funding to core funding in centrally-managed mechanisms designed to support the field	Added
3 Investing in People	3.1.6 Maternal and Child Health	USG-assisted facilities' provider staff with a written performance appraisal	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Amount of in-country public and private financial resources leveraged by USG programs for FP/RH	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Amount of Private Financing Mobilized with a DCA Guarantee	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Couple years of protection (CYP) in USG-supported programs	Changed
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of baseline or feasibility studies	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of countries introducing or expanding new leads/methods/tools/approaches/products/technologies for FP/RH (GH bureau use only)	Added
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of counseling visits for Family Planning/Reproductive Health as a result of USG assistance	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of evaluations	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of health facilities rehabilitated	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of improvements to laws, policies, regulations or guidelines related to improved access t and use of health services drafted with USG support	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of information gathering or research activities	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of instances of interventions being introduced or expanded in countries (functional/pillar bureau use only)	Added
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of institutions that have used USG-Assisted MIS System Information to inform administrative/management decisions	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of institutions with improved Management Information Systems, as a result of USG Assistance	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of medical and para-medical practitioners trained in evidence-based clinical guidelines	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of missions accessing centrally-designed or managed mechanisms using their own funding	Added

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3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of monitoring plans	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of new approaches successfully introduced through USG-supported programs	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of people covered by USG-supported health financing arrangements	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of people that have seen or heard a specific USG-supported FP/RH message	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of people trained in FP/RH with USG funds	Changed
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of people trained in monitoring and evaluation	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of people trained in other strategic information management	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of people trained in research with USG assistance	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of sector assessments	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of special studies	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of technologies under development	Added
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of USG program interventions providing services, counseling, and/or community-based awareness activities intended to respond to and/or reduce rates of gender-based violence	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of USG-assisted service delivery points experiencing stock-outs of specific tracer drugs	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Number of USG-assisted service delivery points providing FP counseling or services	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Person-days of technical support provided to Missions through TDYs	Added
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Ratio of mission funding to core funding in centrally-managed mechanisms designed to support the field	Added
3 Investing in People	3.1.7 Family Planning and Reproductive Health	USG-assisted facilities' provider staff with a written performance appraisal	
3 Investing in People	3.1.7 Family Planning and Reproductive Health	Value of pharmaceuticals and health commodities purchased by USG-assisted governmental entities through competitive tenders	
3 Investing in People	3.1.8 Water Supply and Sanitation	Amount of Private Financing Mobilized with a DCA Guarantee	
3 Investing in People	3.1.8 Water Supply and Sanitation	Number of baseline or feasibility studies	
3 Investing in People	3.1.8 Water Supply and Sanitation	Number of evaluations	
3 Investing in People	3.1.8 Water Supply and Sanitation	Number of hours per day that households in USG assisted programs have potable water services	
3 Investing in People	3.1.8 Water Supply and Sanitation	Number of information gathering or research activities	

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Program Objective	Program Element	Indicator	Change
3 Investing in People	3.1.8 Water Supply and Sanitation	Number of instances of interventions being introduced or expanded in countries (functional/pillar bureau use only)	Added
3 Investing in People	3.1.8 Water Supply and Sanitation	Number of institutions that have used USG-Assisted MIS System Information to inform administrative/management decisions	
3 Investing in People	3.1.8 Water Supply and Sanitation	Number of institutions with improved Management Information Systems, as a result of USG Assistance	
3 Investing in People	3.1.8 Water Supply and Sanitation	Number of local organizations provided with technical assistance for strategic information activities (do not use)	
3 Investing in People	3.1.8 Water Supply and Sanitation	Number of missions accessing centrally-designed or managed mechanisms using their own funding	Added
3 Investing in People	3.1.8 Water Supply and Sanitation	Number of monitoring plans	
3 Investing in People	3.1.8 Water Supply and Sanitation	Number of operations and maintenance costs for water supply and sanitation services covered through customer charges in USG-assisted target areas	Added
3 Investing in People	3.1.8 Water Supply and Sanitation	Number of people in target areas with access to improved drinking water supply as a result of USG assistance	
3 Investing in People	3.1.8 Water Supply and Sanitation	Number of people in target areas with access to improved sanitation facilities as a result of USG assistance	
3 Investing in People	3.1.8 Water Supply and Sanitation	Number of people trained in monitoring and evaluation	
3 Investing in People	3.1.8 Water Supply and Sanitation	Number of people trained in other strategic information management	
3 Investing in People	3.1.8 Water Supply and Sanitation	Number of people trained in research with USG assistance	
3 Investing in People	3.1.8 Water Supply and Sanitation	Number of sector assessments	
3 Investing in People	3.1.8 Water Supply and Sanitation	Number of special studies	
3 Investing in People	3.1.8 Water Supply and Sanitation	Number of technologies under development	Added
3 Investing in People	3.1.8 Water Supply and Sanitation	Person-days of technical support provided to Missions through TDYs	Added
3 Investing in People	3.1.8 Water Supply and Sanitation	Ratio of mission funding to core funding in centrally-managed mechanisms designed to support the field	Added
3 Investing in People	3.2.1 Basic Education	Amount of Private Financing Mobilized with a DCA Guarantee	
3 Investing in People	3.2.1 Basic Education	Does your program support education systems/policy reform? If yes, please describe the contributions of your program, including progress against any mission-level outcome or impact indicators.	
3 Investing in People	3.2.1 Basic Education	Number of administrators and officials trained	
3 Investing in People	3.2.1 Basic Education	Number of adult learners enrolled in USG-supported schools or equivalent non-school-based settings	
3 Investing in People	3.2.1 Basic Education	Number of baseline or feasibility studies	
3 Investing in People	3.2.1 Basic Education	Number of classrooms constructed with USG assistance	
3 Investing in People	3.2.1 Basic Education	Number of classrooms repaired with USG assistance	
3 Investing in People	3.2.1 Basic Education	Number of evaluations	
3 Investing in People	3.2.1 Basic Education	Number of information gathering or research activities	
3 Investing in People	3.2.1 Basic Education	Number of institutions that have used USG-Assisted MIS System Information to inform administrative/management decisions	
3 Investing in People	3.2.1 Basic Education	Number of institutions with improved Management Information Systems, as a result of USG Assistance	
3 Investing in People	3.2.1 Basic Education	Number of laws, policies, regulations, or guidelines developed or modified to improve equitable access to or the quality of education services	
3 Investing in People	3.2.1 Basic Education	Number of learners enrolled in USG-supported pre-primary schools or equivalent non-school-based settings	
3 Investing in People	3.2.1 Basic Education	Number of learners enrolled in USG-supported primary schools or equivalent non-school-based settings	

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Program Objective	Program Element	Indicator	Change
3 Investing in People	3.2.1 Basic Education	Number of learners enrolled in USG-supported secondary schools or equivalent non-school-based settings	
3 Investing in People	3.2.1 Basic Education	Number of local organizations provided with technical assistance for strategic information activities	
3 Investing in People	3.2.1 Basic Education	Number of monitoring plans	
3 Investing in People	3.2.1 Basic Education	Number of Parent-Teacher Association or similar 'school' governance structures supported	
3 Investing in People	3.2.1 Basic Education	Number of people trained in monitoring and evaluation	
3 Investing in People	3.2.1 Basic Education	Number of people trained in operational research	
3 Investing in People	3.2.1 Basic Education	Number of people trained in other strategic information management	
3 Investing in People	3.2.1 Basic Education	Number of sector assessments	
3 Investing in People	3.2.1 Basic Education	Number of special studies	
3 Investing in People	3.2.1 Basic Education	Number of teachers/educators trained with USG support	
3 Investing in People	3.2.1 Basic Education	Number of textbooks and other teaching and learning materials provided with USG assistance	
3 Investing in People	3.2.2 Higher Education	Number of baseline or feasibility studies	
3 Investing in People	3.2.2 Higher Education	Number of evaluations	
3 Investing in People	3.2.2 Higher Education	Number of higher education partnerships between US and host country higher education institutions that address regional, national, and/or local development needs	
3 Investing in People	3.2.2 Higher Education	Number of host-country individuals completing USG-funded exchange programs conducted through higher education institutions	
3 Investing in People	3.2.2 Higher Education	Number of host-country individuals receiving USG-funded scholarships to attend higher education institutions	
3 Investing in People	3.2.2 Higher Education	Number of host-country individuals trained as a result of USG investments involving higher education institutions	
3 Investing in People	3.2.2 Higher Education	Number of host-country institutions with increased management or institutional capacity as a result of USG investments involving higher education institutions	
3 Investing in People	3.2.2 Higher Education	Number of information gathering or research activities	
3 Investing in People	3.2.2 Higher Education	Number of institutions that have used USG-Assisted MIS System Information to inform administrative/management decisions	
3 Investing in People	3.2.2 Higher Education	Number of institutions with improved Management Information Systems, as a result of USG Assistance	
3 Investing in People	3.2.2 Higher Education	Number of local organizations provided with technical assistance for strategic information activities	
3 Investing in People	3.2.2 Higher Education	Number of monitoring plans	
3 Investing in People	3.2.2 Higher Education	Number of people trained in monitoring and evaluation	
3 Investing in People	3.2.2 Higher Education	Number of people trained in operational research	
3 Investing in People	3.2.2 Higher Education	Number of people trained in other strategic information management	
3 Investing in People	3.2.2 Higher Education	Number of sector assessments	
3 Investing in People	3.2.2 Higher Education	Number of special studies	
3 Investing in People	3.2.2 Higher Education	Number of USG-assisted higher education institutions' activities that address regional, national, and local development needs	
3 Investing in People	3.2.2 Higher Education	Number of USG-assisted host-country policy development and reform activities utilizing host-country higher education institutions	
3 Investing in People	3.2.2 Higher Education	Number of USG-funded scholarship and exchange programs conducted through higher education institutions	

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Program Objective	Program Element	Indicator	Change
3 Investing in People	3.2.2 Higher Education	Number of USG-supported organizational improvements that strengthen the institutional capacity of host-country higher education institutions	
3 Investing in People	3.3.1 Policies, Regulations, and Systems	Number of baseline or feasibility studies	
3 Investing in People	3.3.1 Policies, Regulations, and Systems	Number of evaluations	
3 Investing in People	3.3.1 Policies, Regulations, and Systems	Number of information gathering or research activities	
3 Investing in People	3.3.1 Policies, Regulations, and Systems	Number of institutions that have used USG-Assisted MIS System Information to inform administrative/management decisions	
3 Investing in People	3.3.1 Policies, Regulations, and Systems	Number of institutions with improved Management Information Systems, as a result of USG Assistance	
3 Investing in People	3.3.1 Policies, Regulations, and Systems	Number of local organizations provided with technical assistance for strategic information activities	
3 Investing in People	3.3.1 Policies, Regulations, and Systems	Number of monitoring plans	
3 Investing in People	3.3.1 Policies, Regulations, and Systems	Number of nationwide poverty/vulnerability mapping efforts being supported	
3 Investing in People	3.3.1 Policies, Regulations, and Systems	Number of people trained in monitoring and evaluation	
3 Investing in People	3.3.1 Policies, Regulations, and Systems	Number of people trained in operational research	
3 Investing in People	3.3.1 Policies, Regulations, and Systems	Number of people trained in other strategic information management	
3 Investing in People	3.3.1 Policies, Regulations, and Systems	Number of sector assessments	
3 Investing in People	3.3.1 Policies, Regulations, and Systems	Number of social protection policy reforms drafted, adopted or implemented with USG support	
3 Investing in People	3.3.1 Policies, Regulations, and Systems	Number of special studies	
3 Investing in People	3.3.2 Social Services	Number of baseline or feasibility studies	
3 Investing in People	3.3.2 Social Services	Number of evaluations	
3 Investing in People	3.3.2 Social Services	Number of information gathering or research activities	
3 Investing in People	3.3.2 Social Services	Number of institutions that have used USG-Assisted MIS System Information to inform administrative/management decisions	
3 Investing in People	3.3.2 Social Services	Number of institutions with improved Management Information Systems, as a result of USG Assistance	
3 Investing in People	3.3.2 Social Services	Number of local organizations provided with technical assistance for strategic information activities	
3 Investing in People	3.3.2 Social Services	Number of monitoring plans	
3 Investing in People	3.3.2 Social Services	Number of people benefiting from USG-supported social services	
3 Investing in People	3.3.2 Social Services	Number of people trained in monitoring and evaluation	
3 Investing in People	3.3.2 Social Services	Number of people trained in operational research	
3 Investing in People	3.3.2 Social Services	Number of people trained in other strategic information management	
3 Investing in People	3.3.2 Social Services	Number of sector assessments	
3 Investing in People	3.3.2 Social Services	Number of service providers trained who serve vulnerable persons	
3 Investing in People	3.3.2 Social Services	Number of special studies	
3 Investing in People	3.3.2 Social Services	Number of USG-assisted organizations and/or service delivery systems strengthened that serve vulnerable populations	
3 Investing in People	3.3.3 Social Assistance	Average number of months that households benefiting from USG-supported social assistance have enough food	
3 Investing in People	3.3.3 Social Assistance	Number of baseline or feasibility studies	
3 Investing in People	3.3.3 Social Assistance	Number of evaluations	
3 Investing in People	3.3.3 Social Assistance	Number of information gathering or research activities	
3 Investing in People	3.3.3 Social Assistance	Number of institutions that have used USG-Assisted MIS System Information to inform administrative/management decisions	
3 Investing in People	3.3.3 Social Assistance	Number of institutions with improved Management Information Systems, as a result of USG Assistance	

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Program Objective	Program Element	Indicator	Change
3 Investing in People	3.3.3 Social Assistance	Number of local organizations provided with technical assistance for strategic information activities	
3 Investing in People	3.3.3 Social Assistance	Number of monitoring plans	
3 Investing in People	3.3.3 Social Assistance	Number of people benefiting from USG-supported social assistance programming	
3 Investing in People	3.3.3 Social Assistance	Number of people trained in monitoring and evaluation	
3 Investing in People	3.3.3 Social Assistance	Number of people trained in operational research	
3 Investing in People	3.3.3 Social Assistance	Number of people trained in other strategic information management	
3 Investing in People	3.3.3 Social Assistance	Number of sector assessments	
3 Investing in People	3.3.3 Social Assistance	Number of special studies	
3 Investing in People	3.3.3 Social Assistance	Number of USG social assistance beneficiaries participating in productive safety nets	
3 Investing in People	3.3.3 Social Assistance	Percent of total eligible persons receiving assistance through USG-supported social assistance programming	
3 Investing in People	3.3.3 Social Assistance	Percent of USG social assistance beneficiaries participating in productive safety nets	
4 Economic Growth	4.1.1 Fiscal policy	Number of key personnel in fiscal policy and fiscal administration trained with USG assistance	
4 Economic Growth	4.1.1 Fiscal policy	Number of policies/regulations/administrative procedures analyzed as a result of USG assistance	Added
4 Economic Growth	4.1.1 Fiscal policy	Number of policy reforms /regulations/administrative procedures drafted and presented for public/stakeholder consultation as a result of USG assistance	Added
4 Economic Growth	4.1.1 Fiscal policy	Number of policy reforms /regulations/administrative procedures for which implementation has begun with USG assistance	Added
4 Economic Growth	4.1.1 Fiscal policy	Number of policy reforms /regulations/administrative procedures presented for legislation/decreed as a result of USG assistance	Added
4 Economic Growth	4.1.1 Fiscal policy	Number of policy reforms/regulations/administrative procedures prepared with USG assistance passed/approved	Added
4 Economic Growth	4.1.1 Fiscal policy	Percentage of Fiscal Policy Unit staff funded by host government	Changed
4 Economic Growth	4.1.1 Fiscal policy	Percentage of necessary preconditions for a successful Fiscal Policy Unit (FPU) established through USG assistance	Changed
4 Economic Growth	4.1.2 Monetary policy	Number of policies/regulations/administrative procedures analyzed as a result of USG assistance	Added
4 Economic Growth	4.1.2 Monetary policy	Number of policy reforms /regulations/administrative procedures drafted and presented for public/stakeholder consultation as a result of USG assistance	Added
4 Economic Growth	4.1.2 Monetary policy	Number of policy reforms /regulations/administrative procedures presented for legislation/decreed as a result of USG assistance	Added
4 Economic Growth	4.1.2 Monetary policy	Number of policy reforms/regulations/administrative procedures for which implementation has begun with USG assistance	Added
4 Economic Growth	4.1.2 Monetary policy	Number of policy reforms/regulations/administrative procedures prepared with USG assistance passed/approved	Added
4 Economic Growth	4.1.3 Program Design and Learning (Macro Econ)	Number of baseline or feasibility studies	
4 Economic Growth	4.1.3 Program Design and Learning (Macro Econ)	Number of evaluations	
4 Economic Growth	4.1.3 Program Design and Learning (Macro Econ)	Number of information gathering or research activities	
4 Economic Growth	4.1.3 Program Design and Learning (Macro Econ)	Number of monitoring plans	

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Program Objective	Program Element	Indicator	Change
4 Economic Growth	4.1.3 Program Design and Learning (Macro Econ)	Number of people trained in monitoring and evaluation	
4 Economic Growth	4.1.3 Program Design and Learning (Macro Econ)	Number of sector assessments	
4 Economic Growth	4.1.3 Program Design and Learning (Macro Econ)	Number of special studies	
4 Economic Growth	4.2.1 Trade and Investment Enabling Environment	Number of consultative processes with private sector as a result of USG assistance	
4 Economic Growth	4.2.1 Trade and Investment Enabling Environment	Number of customs harmonization procedures implemented in accordance with internationally accepted standards as a result of USG assistance	
4 Economic Growth	4.2.1 Trade and Investment Enabling Environment	Number of investment measures made consistent with international investment agreements as a result of USG assistance	
4 Economic Growth	4.2.1 Trade and Investment Enabling Environment	Number of legal, regulatory, or institutional actions (not mentioned above) taken to improve implementation or compliance with international trade and investment agreements due to support from USG-assisted organizations	
4 Economic Growth	4.2.1 Trade and Investment Enabling Environment	Number of participants in trade and investment environment trainings	
4 Economic Growth	4.2.1 Trade and Investment Enabling Environment	Number of public and private sector standards-setting bodies that have adopted internationally accepted guidelines for standards setting as a result of USG assistance	
4 Economic Growth	4.2.1 Trade and Investment Enabling Environment	Number of Trade and Investment Environment diagnostics conducted	
4 Economic Growth	4.2.1 Trade and Investment Enabling Environment	Number of USG supported training events held that related to improving the trade and investment environment	
4 Economic Growth	4.2.1 Trade and Investment Enabling Environment	Reduction in the cost to trade goods across borders as a result of U.S. assistance	Added
4 Economic Growth	4.2.1 Trade and Investment Enabling Environment	Reduction in the number of days required to trade goods across borders as a result of U.S. assistance	Added
4 Economic Growth	4.2.1 Trade and Investment Enabling Environment	Reduction in the number of procedures required to trade goods across borders as a result of U.S. assistance	Added
4 Economic Growth	4.2.1 Trade and Investment Enabling Environment	The number of new requests, offers, revised offers, or other formal text that are submitted by a host country as part of international trade talks attributable to USG assistance	
4 Economic Growth	4.2.1 Trade and Investment Enabling Environment	Total value of exports in targeted sectors in which firms are receiving direct USG assistance to increase their exports (delete, has been moved to area)	
4 Economic Growth	4.2.1 Trade and Investment Enabling Environment	Total value of imports in targeted sectors in which firms are receiving direct USG assistance to increase their imports (delete, has been moved to area)	
4 Economic Growth	4.2.2 Trade and Investment Capacity	Amount of Private Financing Mobilized with a DCA Guarantee	
4 Economic Growth	4.2.2 Trade and Investment Capacity	Number of Capacity-Building Service Providers receiving USG assistance	
4 Economic Growth	4.2.2 Trade and Investment Capacity	Number of firms receiving capacity building assistance to export	
4 Economic Growth	4.2.2 Trade and Investment Capacity	Number of firms receiving USG assistance that obtain certification with international quality control, environmental and other process voluntary standards or regulations	
4 Economic Growth	4.2.2 Trade and Investment Capacity	Number of participants in USG supported trade and investment capacity building trainings	
4 Economic Growth	4.2.2 Trade and Investment Capacity	Number of Trade and Investment capacity building diagnostics conducted	

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Program Objective	Program Element	Indicator	Change
4 Economic Growth	4.2.2 Trade and Investment Capacity	Number of trade-related business associations that are at least 50 percent self-funded as a result of USG assistance	
4 Economic Growth	4.2.2 Trade and Investment Capacity	Number of USG supported training events on topics related to investment capacity building and improving trade	
4 Economic Growth	4.2.3 Program Design and Learning (Trade)	Number of baseline or feasibility studies	
4 Economic Growth	4.2.3 Program Design and Learning (Trade)	Number of evaluations	
4 Economic Growth	4.2.3 Program Design and Learning (Trade)	Number of information gathering or research activities	
4 Economic Growth	4.2.3 Program Design and Learning (Trade)	Number of monitoring plans	
4 Economic Growth	4.2.3 Program Design and Learning (Trade)	Number of people trained in monitoring and evaluation	
4 Economic Growth	4.2.3 Program Design and Learning (Trade)	Number of sector assessments	
4 Economic Growth	4.2.3 Program Design and Learning (Trade)	Number of special studies	
4 Economic Growth	4.3.1 Financial Sector Enabling Environment	Has an automated off-site surveillance system been installed and made operational this year with USG assistance	
4 Economic Growth	4.3.1 Financial Sector Enabling Environment	Have any new International Accounting Standards been adopted this year with USG assistance	
4 Economic Growth	4.3.1 Financial Sector Enabling Environment	Number of analysts trained in off-site surveillance with USG assistance	
4 Economic Growth	4.3.1 Financial Sector Enabling Environment	Number of financial sector supervisors trained with USG assistance	
4 Economic Growth	4.3.1 Financial Sector Enabling Environment	Number of financial sector training and/or certification programs established or supported that meet international standards	Changed
4 Economic Growth	4.3.1 Financial Sector Enabling Environment	Number of institutions with improved Management Information Systems, as a result of USG Assistance	Added
4 Economic Growth	4.3.1 Financial Sector Enabling Environment	Number of Internationally recognized Financial Sector Standards adopted as a result of USG assistance	Added
4 Economic Growth	4.3.1 Financial Sector Enabling Environment	Number of on-site examinations undertaken this year with USG assistance	
4 Economic Growth	4.3.2 Financial Services	Number of financial sector professionals trained on international standards this year with USG assistance	
4 Economic Growth	4.3.2 Financial Services	Number of material improvements in the infrastructure institutions that reduce market risks made this year with USG assistance	
4 Economic Growth	4.3.2 Financial Services	Number of USG supported special funds loans issued this year	
4 Economic Growth	4.3.2 Financial Services	Value of the USG supported special funds loans issued this year	
4 Economic Growth	4.3.3 Program Design and Learning (Financial Sector)	Number of baseline or feasibility studies	

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Program Objective	Program Element	Indicator	Change
4 Economic Growth	4.3.3 Program Design and Learning (Financial Sector)	Number of evaluations	
4 Economic Growth	4.3.3 Program Design and Learning (Financial Sector)	Number of information gathering or research activities	
4 Economic Growth	4.3.3 Program Design and Learning (Financial Sector)	Number of monitoring plans	
4 Economic Growth	4.3.3 Program Design and Learning (Financial Sector)	Number of people trained in monitoring and evaluation	
4 Economic Growth	4.3.3 Program Design and Learning (Financial Sector)	Number of sector assessments	
4 Economic Growth	4.3.3 Program Design and Learning (Financial Sector)	Number of special studies	
4 Economic Growth	4.4.1 Modern Energy Services	Capacity constructed or rehabilitated as a result of USG assistance	
4 Economic Growth	4.4.1 Modern Energy Services	Energy saved as a result of USG assistance	
4 Economic Growth	4.4.1 Modern Energy Services	Legal separation of generation, transmission and distribution functions in the electricity sector established this year with USG assistance	
4 Economic Growth	4.4.1 Modern Energy Services	Number of energy agencies, regulatory bodies, utilities and civil society organizations undertaking capacity assessments as a result of USG assistance	Added
4 Economic Growth	4.4.1 Modern Energy Services	Number of energy agencies, regulatory bodies, utilities and civil society organizations undertaking capacity strengthening as a result of USG assistance	Added
4 Economic Growth	4.4.1 Modern Energy Services	Number of energy companies prepared and offered for privatization as a result of USG assistance	
4 Economic Growth	4.4.1 Modern Energy Services	Number of energy enterprises with improved business operations as a result of USG assistance	
4 Economic Growth	4.4.1 Modern Energy Services	Number of people receiving USG supported training in energy related business management systems	
4 Economic Growth	4.4.1 Modern Energy Services	Number of people receiving USG supported training in energy related policy and regulatory practices	
4 Economic Growth	4.4.1 Modern Energy Services	Number of people receiving USG supported training in technical energy fields	
4 Economic Growth	4.4.1 Modern Energy Services	Number of people with increased access to modern energy services as a result of USG assistance	
4 Economic Growth	4.4.1 Modern Energy Services	Number of policy reforms/regulations/administrative procedures analyzed to enhance sector governance and/or facilitate private sector participation and competitive markets as a result of USG assistance	Added
4 Economic Growth	4.4.1 Modern Energy Services	Number of policy reforms/regulations/administrative procedures drafted and presented for public/stakeholder consultation to enhance sector governance and/or facilitate private sector participation and competitive markets as a result of USG assistance	Added
4 Economic Growth	4.4.1 Modern Energy Services	Number of policy reforms/regulations/administrative procedures for which implementation has begun to enhance sector governance and/or facilitate private sector participation and competitive markets as a result of USG assistance	Added
4 Economic Growth	4.4.1 Modern Energy Services	Number of policy reforms/regulations/administrative procedures passed/approved to enhance sector governance and/or facilitate private sector participation and competitive markets as a result of USG assistance	Added
4 Economic Growth	4.4.1 Modern Energy Services	Number of utilities with improved billing and collection systems and practices as a result of USG assistance	Added
4 Economic Growth	4.4.1 Modern Energy Services	Quantity of greenhouse gas emissions, measured in metric tons CO2 equivalent, reduced or sequestered as a result of USG assistance in energy, industry, urban, and/or transport sectors.	Added
4 Economic Growth	4.4.1 Modern Energy Services	Total public and private dollars leveraged by USG for energy infrastructure projects	

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Program Objective	Program Element	Indicator	Change
4 Economic Growth	4.4.2 Communications Services	Average decrease in cost to final customer receiving cellular service after USG assistance	
4 Economic Growth	4.4.2 Communications Services	Average decrease in cost to final customer receiving internet service after USG assistance	
4 Economic Growth	4.4.2 Communications Services	Number of people with access to cellular service as a result of USG assistance	
4 Economic Growth	4.4.2 Communications Services	Number of people with access to internet service as a result of USG assistance	
4 Economic Growth	4.4.2 Communications Services	Number of policy reforms /regulations/administrative procedures drafted and presented for public/stakeholder consultation as a result of USG assistance	Added
4 Economic Growth	4.4.2 Communications Services	Number of policy reforms /regulations/administrative procedures presented for legislation/decreed as a result of USG assistance	Added
4 Economic Growth	4.4.2 Communications Services	Number of policy reforms/regulations/administrative procedures analyzed to enhance sector governance and/or facilitate private sector participation and competitive markets as a result of USG assistance	Added
4 Economic Growth	4.4.2 Communications Services	Number of policy reforms/regulations/administrative procedures for which implementation has begun to enhance sector governance and/or facilitate private sector participation and competitive markets as a result of USG assistance	Added
4 Economic Growth	4.4.2 Communications Services	Number of policy reforms/regulations/administrative procedures passed/approved to enhance sector governance and/or facilitate private sector participation and competitive markets as a result of USG assistance	Added
4 Economic Growth	4.4.2 Communications Services	Number of private sector internet service providers established as a result of USG assistance	
4 Economic Growth	4.4.2 Communications Services	Number of public institutions with access to telecommunication services as a result of USG assistance	
4 Economic Growth	4.4.2 Communications Services	Number of telecommunications agencies, regulatory bodies and utilities undergoing capacity assessments as a result of USG assistance	Added
4 Economic Growth	4.4.2 Communications Services	Number of telecommunications agencies, regulatory bodies and utilities undertaking capacity strengthening as a result of USG assistance	Added
4 Economic Growth	4.4.2 Communications Services	Number of telecommunications utilities prepared and offered for privatization as a result of USG assistance	
4 Economic Growth	4.4.2 Communications Services	Total Public and private dollars leveraged by USG for communication infrastructure projects	
4 Economic Growth	4.4.3 Transport Services	Fatalities per 100 million km*vehicle on roads constructed, repaired on maintained as a result of USG assistance	Added
4 Economic Growth	4.4.3 Transport Services	Has the government adopted improved transportation related policies or plans this year as a result of USG assistance	
4 Economic Growth	4.4.3 Transport Services	Kilometers of transportation infrastructure constructed or repaired through USG assistance	
4 Economic Growth	4.4.3 Transport Services	Km of roads designed properly, as a result of USG assistance, using the World Bank Highway Design and Management program-4	Added
4 Economic Growth	4.4.3 Transport Services	Km of roads maintained properly at the rate of \$ per km, as a result of USG assistance	Added
4 Economic Growth	4.4.3 Transport Services	Number of local contractors capable to deliver \$2 M road construction or maintenance services per annum, as a result of USG support	Added
4 Economic Growth	4.4.3 Transport Services	Number of people benefiting from USG sponsored transportation infrastructure projects	
4 Economic Growth	4.4.3 Transport Services	Number of people receiving USG supported training in transportation management systems	
4 Economic Growth	4.4.3 Transport Services	Number of people receiving USG supported training in transportation related policy and regulatory practices	
4 Economic Growth	4.4.3 Transport Services	Number of people receiving USG supported training in transportation technical fields	
4 Economic Growth	4.4.3 Transport Services	Number of private institutions benefiting from USG sponsored transportation infrastructure projects	
4 Economic Growth	4.4.3 Transport Services	Total public and private dollars leveraged with USG support for transportation infrastructure projects	

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Program Objective	Program Element	Indicator	Change
4 Economic Growth	4.4.4 Program Design and Learning (Infrastructure)	Number of baseline or feasibility studies	
4 Economic Growth	4.4.4 Program Design and Learning (Infrastructure)	Number of evaluations	
4 Economic Growth	4.4.4 Program Design and Learning (Infrastructure)	Number of information gathering or research activities	
4 Economic Growth	4.4.4 Program Design and Learning (Infrastructure)	Number of monitoring plans	
4 Economic Growth	4.4.4 Program Design and Learning (Infrastructure)	Number of people trained in monitoring and evaluation	
4 Economic Growth	4.4.4 Program Design and Learning (Infrastructure)	Number of sector assessments	
4 Economic Growth	4.4.4 Program Design and Learning (Infrastructure)	Number of special studies	
4 Economic Growth	4.5.1 Agricultural Enabling Environment	Number of individuals who have received USG supported long term agricultural enabling environment training	
4 Economic Growth	4.5.1 Agricultural Enabling Environment	Number of individuals who have received USG supported short-term agricultural enabling environment training	
4 Economic Growth	4.5.1 Agricultural Enabling Environment	Number of institution/organization assessments presented for consultation as a result of USG assistance	Added
4 Economic Growth	4.5.1 Agricultural Enabling Environment	Number of institutions with improved Management Information Systems, as a result of USG Assistance	Added
4 Economic Growth	4.5.1 Agricultural Enabling Environment	Number of institutions/organizations mature/viable in the competency areas strengthened as a result of USG assistance	Added
4 Economic Growth	4.5.1 Agricultural Enabling Environment	Number of institutions/organizations undergoing capacity/competency assessments as a result of USG assistance	Added
4 Economic Growth	4.5.1 Agricultural Enabling Environment	Number of institutions/organizations undertaking capacity/competency strengthening as a result of USG assistance	Added
4 Economic Growth	4.5.1 Agricultural Enabling Environment	Number of policies/regulations/administrative procedures analyzed as a result of USG assistance	Added
4 Economic Growth	4.5.1 Agricultural Enabling Environment	Number of policy reforms/regulations/administrative procedures drafted and presented for public/stakeholder consultation as a result of USG assistance	Added
4 Economic Growth	4.5.1 Agricultural Enabling Environment	Number of policy reforms/regulations/administrative procedures passed for which implementation has begun with USG assistance	Added
4 Economic Growth	4.5.1 Agricultural Enabling Environment	Number of policy reforms/regulations/administrative procedures prepared with USG assistance passed/approved	Added
4 Economic Growth	4.5.1 Agricultural Enabling Environment	Number of policy reforms/regulations/administrative procedures presented for legislation/decreed as a result of USG assistance	Added
4 Economic Growth	4.5.2 Agricultural Sector Productivity	Amount of Private Financing Mobilized with a DCA Guarantee	
4 Economic Growth	4.5.2 Agricultural Sector Productivity	Number of additional hectares under improved technologies or management practices as a result of USG assistance	
4 Economic Growth	4.5.2 Agricultural Sector Productivity	Number of additional surveillance and/or control systems in place for agricultural threats (biological and environmental) as a result of USG assistance	
4 Economic Growth	4.5.2 Agricultural Sector Productivity	Number of agriculture-related firms benefiting directly from USG supported interventions	

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Program Objective	Program Element	Indicator	Change
4 Economic Growth	4.5.2 Agricultural Sector Productivity	Number of farmers, processors, and others who have adopted new technologies or management practices as a result of USG assistance	Added
4 Economic Growth	4.5.2 Agricultural Sector Productivity	Number of individuals who have received USG supported long term agricultural sector productivity training	
4 Economic Growth	4.5.2 Agricultural Sector Productivity	Number of individuals who have received USG supported short term agricultural sector productivity training	
4 Economic Growth	4.5.2 Agricultural Sector Productivity	Number of new technologies or management practices made available for transfer as a result of USG assistance	
4 Economic Growth	4.5.2 Agricultural Sector Productivity	Number of new technologies or management practices under research as a result of USG assistance	
4 Economic Growth	4.5.2 Agricultural Sector Productivity	Number of producers organizations, water users associations, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	
4 Economic Growth	4.5.2 Agricultural Sector Productivity	Number of public-private partnerships formed as a result of USG assistance	
4 Economic Growth	4.5.2 Agricultural Sector Productivity	Number of rural households benefiting directly from USG interventions	
4 Economic Growth	4.5.2 Agricultural Sector Productivity	Number of vulnerable households benefiting directly from USG assistance	
4 Economic Growth	4.5.2 Agricultural Sector Productivity	Number of women's organizations/associations assisted as a result of USG interventions	
4 Economic Growth	4.5.2 Agricultural Sector Productivity	Number of women's organizations/associations assisted as a result of USG supported interventions	
4 Economic Growth	4.5.2 Agricultural Sector Productivity	Percent change in value of international exports of targeted agricultural commodities as a result of USG assistance	
4 Economic Growth	4.5.2 Agricultural Sector Productivity	Percent change in value of intra-regional exports of targeted agricultural commodities as a result of USG assistance	
4 Economic Growth	4.5.2 Agricultural Sector Productivity	Percent change in value of purchases from smallholders of targeted commodities	
4 Economic Growth	4.5.2 Agricultural Sector Productivity	Percent change in value of purchases from smallholders of targeted commodities as a result of USG assistance	
4 Economic Growth	4.5.3 Program Design and Learning (Agriculture)	Number of baseline or feasibility studies	
4 Economic Growth	4.5.3 Program Design and Learning (Agriculture)	Number of evaluations	
4 Economic Growth	4.5.3 Program Design and Learning (Agriculture)	Number of information gathering or research activities	
4 Economic Growth	4.5.3 Program Design and Learning (Agriculture)	Number of monitoring plans	
4 Economic Growth	4.5.3 Program Design and Learning (Agriculture)	Number of people trained in monitoring and evaluation	
4 Economic Growth	4.5.3 Program Design and Learning (Agriculture)	Number of sector assessments	
4 Economic Growth	4.5.3 Program Design and Learning (Agriculture)	Number of special studies	
4 Economic Growth	4.6.1 Business Enabling Environment	Number of alternative dispute resolution mechanisms put in place as a result of USG assistance	
4 Economic Growth	4.6.1 Business Enabling Environment	Number of institutions/organization assessments presented for consultation as a result of USG assistance	Added
4 Economic Growth	4.6.1 Business Enabling Environment	Number of institutions/organizations mature/viable in the competency areas strengthened as a result of USG assistance	Added

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Program Objective	Program Element	Indicator	Change
4 Economic Growth	4.6.1 Business Enabling Environment	Number of institutions/organizations undergoing capacity/competency assessments as a result of USG assistance	Added
4 Economic Growth	4.6.1 Business Enabling Environment	Number of institutions/organizations undertaking capacity/competency strengthening as a result of USG assistance	Added
4 Economic Growth	4.6.1 Business Enabling Environment	Number of international labor organization conventions ratified as a result of USG support	
4 Economic Growth	4.6.1 Business Enabling Environment	Number of municipalities receiving USG assistance with regulatory/ administrative simplification	
4 Economic Growth	4.6.1 Business Enabling Environment	Number of the 11 core commercial laws analyzed as a result of USG assistance	Added
4 Economic Growth	4.6.1 Business Enabling Environment	Number of the 11 core commercial laws drafted and presented for public/stakeholder consultation as a result of USG assistance	Added
4 Economic Growth	4.6.1 Business Enabling Environment	Number of the 11 core commercial laws passed for which implementation has begun with USG assistance	Added
4 Economic Growth	4.6.1 Business Enabling Environment	Number of the 11 core commercial laws prepared with USG assistance passed/approved	Added
4 Economic Growth	4.6.1 Business Enabling Environment	Number of the 11 core commercial laws presented for legislation/decreed as a result of USG assistance	Added
4 Economic Growth	4.6.2 Private Sector Productivity	Amount of Private Financing Mobilized with a DCA Guarantee	
4 Economic Growth	4.6.2 Private Sector Productivity	Number of business associations and trade unions that are at least 50 percent self-funded as a result of USG assistance	
4 Economic Growth	4.6.2 Private Sector Productivity	Number of firms receiving USG assistance to invest in improved technologies	
4 Economic Growth	4.6.2 Private Sector Productivity	Number of firms receiving USG assistance to improve their management practices	
4 Economic Growth	4.6.2 Private Sector Productivity	Number of new members in private business associations as a result of USG assistance	
4 Economic Growth	4.6.2 Private Sector Productivity	Number of public-private dialogue mechanisms utilized as a result of USG assistance	
4 Economic Growth	4.6.2 Private Sector Productivity	Number of SMEs receiving USG assistance to access bank loans or private equity	
4 Economic Growth	4.6.2 Private Sector Productivity	Number of SMEs that successfully accessed bank loans or private equity as a result of USG assistance	
4 Economic Growth	4.6.3 Workforce Development	Number of new or improved workforce development policies drafted through USG assistance	
4 Economic Growth	4.6.3 Workforce Development	Number of people gaining employment or more remunerative employment as a result of participation in USG-funded workforce development programs	
4 Economic Growth	4.6.3 Workforce Development	Number of people transitioning to further education and training as a result of participation in USG-funded workforce development programs	
4 Economic Growth	4.6.3 Workforce Development	Number of persons completing USG-funded workforce development programs	
4 Economic Growth	4.6.3 Workforce Development	Number of persons participating in USG-funded workforce development programs	
4 Economic Growth	4.6.3 Workforce Development	Number of workforce development initiatives created through USG assisted public-private partnerships	
4 Economic Growth	4.6.4 Program Design and Learning (Private Sector)	Number of baseline or feasibility studies	
4 Economic Growth	4.6.4 Program Design and Learning (Private Sector)	Number of evaluations	
4 Economic Growth	4.6.4 Program Design and Learning (Private Sector)	Number of information gathering or research activities	
4 Economic Growth	4.6.4 Program Design and Learning (Private Sector)	Number of monitoring plans	
4 Economic Growth	4.6.4 Program Design and Learning (Private Sector)	Number of people trained in monitoring and evaluation	
4 Economic Growth	4.6.4 Program Design and Learning (Private Sector)	Number of sector assessments	

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Program Objective	Program Element	Indicator	Change
4 Economic Growth	4.6.4 Program Design and Learning (Private Sector)	Number of special studies	
4 Economic Growth	4.7.1 Inclusive Financial Markets	Amount of Private Financing Mobilized with a DCA Guarantee	
4 Economic Growth	4.7.1 Inclusive Financial Markets	Number of borrowers from USG-assisted microfinance institutions	Added
4 Economic Growth	4.7.1 Inclusive Financial Markets	Number of Depositors at USG-Assisted Microfinance institutions	Added
4 Economic Growth	4.7.1 Inclusive Financial Markets	Number of microfinance institutions supported by USG financial or technical assistance	
4 Economic Growth	4.7.1 Inclusive Financial Markets	Percent of USG-assisted microfinance institutions that have reached financial sustainability	
4 Economic Growth	4.7.1 Inclusive Financial Markets	Percent of USG-assisted microfinance institutions that have reached operational sustainability	
4 Economic Growth	4.7.1 Inclusive Financial Markets	Total savings deposits held by USG-assisted microfinance institutions	
4 Economic Growth	4.7.1 Inclusive Financial Markets	Value Of Portfolio Outstanding Of USG Assisted Microfinance activities Held As Poverty Loans	Changed
4 Economic Growth	4.7.1 Inclusive Financial Markets	Value of portfolio outstanding of USG-assisted microfinance activities	Added
4 Economic Growth	4.7.2 Policy Environment for Micro and Small Enterprises	Number of improvements in laws and regulations affecting the access of poor households to financial services drafted with USG assistance	Added
4 Economic Growth	4.7.2 Policy Environment for Micro and Small Enterprises	Number of improvements in laws and regulations affecting the access of poor households to financial services enacted with USG assistance	Added
4 Economic Growth	4.7.2 Policy Environment for Micro and Small Enterprises	Number of improvements in laws and regulations affecting the operations of micro enterprises drafted with USG assistance	Changed
4 Economic Growth	4.7.2 Policy Environment for Micro and Small Enterprises	Number of improvements in laws and regulations affecting the registration of micro enterprises enacted with USG assistance	Changed
4 Economic Growth	4.7.2 Policy Environment for Micro and Small Enterprises	Number of procedures required to register a firm	
4 Economic Growth	4.7.3 Strengthen Microenterprise Productivity	Amount of Private Financing Mobilized with a DCA Guarantee	
4 Economic Growth	4.7.3 Strengthen Microenterprise Productivity	Number of micro enterprises participating in USG assisted value chains	
4 Economic Growth	4.7.3 Strengthen Microenterprise Productivity	Number of micro enterprises receiving business development services from USG assisted sources	
4 Economic Growth	4.7.3 Strengthen Microenterprise Productivity	Total number of micro enterprises receiving finance from participating firms in a USG assisted value chain	
4 Economic Growth	4.7.4 Inclusive Economic Law and Property Rights	Number of improvements in laws and regulations affecting property rights of the urban and rural poor enacted with USG assistance	Added
4 Economic Growth	4.7.4 Inclusive Economic Law and Property Rights	Number of obstacles to women's economic activities (due to legal discrimination) eliminated as a result of USG assistance	
4 Economic Growth	4.7.4 Inclusive Economic Law and Property Rights	Number of proposed improvements in laws and regulations affecting property rights of the urban and rural poor drafted with USG assistance	
4 Economic Growth	4.7.5 Program Design and Learning (Econ Opportunity)	Number of baseline or feasibility studies	
4 Economic Growth	4.7.5 Program Design and Learning (Econ Opportunity)	Number of evaluations	
4 Economic Growth	4.7.5 Program Design and Learning (Econ Opportunity)	Number of information gathering or research activities	

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4 Economic Growth	4.7.5 Program Design and Learning (Econ Opportunity)	Number of monitoring plans	
4 Economic Growth	4.7.5 Program Design and Learning (Econ Opportunity)	Number of people trained in monitoring and evaluation	
4 Economic Growth	4.7.5 Program Design and Learning (Econ Opportunity)	Number of sector assessments	
4 Economic Growth	4.7.5 Program Design and Learning (Econ Opportunity)	Number of special studies	
4 Economic Growth	4.8.1 Natural Resources and Biodiversity	Number of hectares in areas of biological significance showing improved biophysical conditions as a result of USG assistance	
4 Economic Growth	4.8.1 Natural Resources and Biodiversity	Number of hectares in areas of biological significance under improved management as a result of USG assistance	
4 Economic Growth	4.8.1 Natural Resources and Biodiversity	Number of hectares of natural resources showing improved biophysical conditions as a result of USG assistance.	
4 Economic Growth	4.8.1 Natural Resources and Biodiversity	Number of hectares under improved natural resource management as a result of USG assistance.	
4 Economic Growth	4.8.1 Natural Resources and Biodiversity	Number of people receiving USG supported training in natural resources management and/or biodiversity conservation	
4 Economic Growth	4.8.1 Natural Resources and Biodiversity	Number of people with increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance.	
4 Economic Growth	4.8.1 Natural Resources and Biodiversity	Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance	
4 Economic Growth	4.8.1 Natural Resources and Biodiversity	Number of USG-supported initiatives/mechanisms designed to reduce the potential for violent conflict over the control, exploitation, trade or protection of natural resources	
4 Economic Growth	4.8.1 Natural Resources and Biodiversity	Percent of revenue generated from diamonds/timber/oil/gold/cotton transparently accounted for in the national budget	
4 Economic Growth	4.8.1 Natural Resources and Biodiversity	Quantity of greenhouse gas emissions, measured in metric tons of CO2 equivalent, reduced or sequestered as a result of USG assistance in natural resources management, agriculture, and/or biodiversity sectors	Added
4 Economic Growth	4.8.1 Natural Resources and Biodiversity	Value of revenue generated from diamonds/timber/oil/gold/cotton transparently accounted for in the national budget	
4 Economic Growth	4.8.2 Clean Productive Environment	Dollars saved from prevention, mitigation or reduction of pollution, including greenhouse gasses, as a result of USG assistance	Added
4 Economic Growth	4.8.2 Clean Productive Environment	Energy and materials savings due to improved practices as a percentage of overall country's consumption	
4 Economic Growth	4.8.2 Clean Productive Environment	Number of improved laws/policies/regulation/agreements related to pollution and urban environment drafted with USG assistance	
4 Economic Growth	4.8.2 Clean Productive Environment	Number of laws, policies, agreements or regulations addressing climate change proposed, adopted, or implemented as a result of USG assistance	Added
4 Economic Growth	4.8.2 Clean Productive Environment	Number of people receiving USG supported training in environmental law, enforcement, public participation, and cleaner production policies, strategies, skills, and techniques	
4 Economic Growth	4.8.2 Clean Productive Environment	Number of people receiving USG supported training in global climate change including framework convention on climate change, greenhouse gas inventories, mitigation, and adaptation analysis	

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4 Economic Growth	4.8.2 Clean Productive Environment	Number of people with increased adaptive capacity to cope with impacts of climate variability and change as a result of USG assistance	
4 Economic Growth	4.8.2 Clean Productive Environment	Number of technologies and methodologies developed or tested for broad dissemination	Added
4 Economic Growth	4.8.2 Clean Productive Environment	Quantity of greenhouse gas emissions, measured in metric tons CO2 equivalent, reduced or sequestered as a result of USG assistance	Added
4 Economic Growth	4.8.3 Program Design and Learning (Environment)	Number of baseline or feasibility studies	
4 Economic Growth	4.8.3 Program Design and Learning (Environment)	Number of evaluations	
4 Economic Growth	4.8.3 Program Design and Learning (Environment)	Number of information gathering or research activities	
4 Economic Growth	4.8.3 Program Design and Learning (Environment)	Number of monitoring plans	
4 Economic Growth	4.8.3 Program Design and Learning (Environment)	Number of people trained in monitoring and evaluation	
4 Economic Growth	4.8.3 Program Design and Learning (Environment)	Number of sector assessments	
4 Economic Growth	4.8.3 Program Design and Learning (Environment)	Number of special studies	
5 Humanitarian Assistance	5.1.1 Protection and Solutions	Number of beneficiaries assisted by USG-supported protection and solutions activities (Bureau reported)	
5 Humanitarian Assistance	5.1.1 Protection and Solutions	Number of countries with effective registration capacity in refugee situations (Bureau reported)	
5 Humanitarian Assistance	5.1.1 Protection and Solutions	Percentage of NGO or other international organization projects that include activities to prevent and/or respond to gender-based violence (Bureau reported)	
5 Humanitarian Assistance	5.1.1 Protection and Solutions	Percentage of refugees admitted to the U.S. against the regional ceilings established by Presidential Determination (Bureau reported)	
5 Humanitarian Assistance	5.1.2 Assistance and Recovery	Percent of disaster-affected households provided with basic inputs for survival, recovery or restoration of productive capacity (Bureau reported)	
5 Humanitarian Assistance	5.1.2 Assistance and Recovery	Percentage of disasters declared within 72 hours (disaster declaration cable sent) (Bureau reported)	
5 Humanitarian Assistance	5.1.2 Assistance and Recovery	Number of Emergency Food Aid Beneficiaries Reached	Added
5 Humanitarian Assistance	5.1.2 Assistance and Recovery	Percentage of planned emergency food aid beneficiaries reached (Bureau reported)	
5 Humanitarian Assistance	5.1.3 Program Design and Learning (Protection)	Number of baseline or feasibility studies	
5 Humanitarian Assistance	5.1.3 Program Design and Learning (Protection)	Number of evaluations	
5 Humanitarian Assistance	5.1.3 Program Design and Learning (Protection)	Number of information gathering or research activities	

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Program Objective	Program Element	Indicator	Change
5 Humanitarian Assistance	5.1.3 Program Design and Learning (Protection)	Number of monitoring plans	
5 Humanitarian Assistance	5.1.3 Program Design and Learning (Protection)	Number of people trained in monitoring and evaluation	
5 Humanitarian Assistance	5.1.3 Program Design and Learning (Protection)	Number of sector assessments	
5 Humanitarian Assistance	5.1.3 Program Design and Learning (Protection)	Number of special studies	
5 Humanitarian Assistance	5.2.1 Capacity Building, Preparedness, and Planning	Number of countries with early warning systems linked to a response system in place as a result of USG assistance	
5 Humanitarian Assistance	5.2.1 Capacity Building, Preparedness, and Planning	Number of people trained in disaster preparedness as a result of USG assistance	
5 Humanitarian Assistance	5.2.1 Capacity Building, Preparedness, and Planning	Percentage of USG Missions/Embassies with complete Disaster Relief Plans in place (Bureau reported)	
5 Humanitarian Assistance	5.2.2 Mitigation	Percentage of USG-assisted communities that have constructed/developed physical infrastructure to mitigate the effects of shocks	
5 Humanitarian Assistance	5.2.2 Mitigation	Percentage of USG-assisted shock prone areas reporting maintenance or improvement in household food consumption	
5 Humanitarian Assistance	5.2.3 Program Design and Learning (Disaster Readiness)	Number of baseline or feasibility studies	
5 Humanitarian Assistance	5.2.3 Program Design and Learning (Disaster Readiness)	Number of evaluations	
5 Humanitarian Assistance	5.2.3 Program Design and Learning (Disaster Readiness)	Number of information gathering or research activities	
5 Humanitarian Assistance	5.2.3 Program Design and Learning (Disaster Readiness)	Number of monitoring plans	
5 Humanitarian Assistance	5.2.3 Program Design and Learning (Disaster Readiness)	Number of people trained in monitoring and evaluation	
5 Humanitarian Assistance	5.2.3 Program Design and Learning (Disaster Readiness)	Number of sector assessments	
5 Humanitarian Assistance	5.2.3 Program Design and Learning (Disaster Readiness)	Number of special studies	
6 OU-Wide Program Support	6.1.1 Program Design and Learning (OU-Wide)	Number of baseline or feasibility studies	Added
6 OU-Wide Program Support	6.1.1 Program Design and Learning (OU-Wide)	Number of evaluations	Added
6 OU-Wide Program Support	6.1.1 Program Design and Learning (OU-Wide)	Number of information gathering or research activities	Added
6 OU-Wide Program Support	6.1.1 Program Design and Learning (OU-Wide)	Number of monitoring plans	Added
6 OU-Wide Program Support	6.1.1 Program Design and Learning (OU-Wide)	Number of people trained in monitoring and evaluation	Added

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Program Objective	Program Element	Indicator	Change
6 OU-Wide Program Support	6.1.1 Program Design and Learning (OU-Wide)	Number of sector assessments	Added
6 OU-Wide Program Support	6.1.1 Program Design and Learning (OU-Wide)	Number of special studies	Added