

**USAID/EGYPT
ANNUAL PROGRAM STATEMENT
TITLE: CIVIL SOCIETY PROGRAM
NUMBER: 263-09-04
Issued on June 29, 2009**

I. OVERVIEW

This Annual Program Statement (APS) is the method by which USAID/Egypt supports the Civil Society Program conducted under the authority of the 1961 Foreign Assistance Act, as amended. Through this APS, USAID/Egypt intends to support programs of Egyptian non-governmental organizations. In addition to funding provided through this APS, the United States Government also supports civil society in Egypt through other means, including the National Endowment for Democracy, the Middle East Partnership Initiative and the Department of State's Bureau for Democracy, Human Rights and Labor.

Eligible organizations interested in receiving funding for programs and activities under the Civil Society Program are invited to carefully read this APS in its entirety and to follow the grant application guidance in order to apply for funds. There is a two stage application process consisting of the submission of an initial concept paper and then – upon invitation by USAID – the submission of a full application. Initial concept papers may be submitted in English or in Arabic. However, full applications must be submitted in English.

USAID plans to hold a general information session on the APS on **August 10, 2009** at 10:00 a.m. at USAID. All interested applicants are welcome to attend.

Please direct questions concerning this APS to the following points of contact at the USAID/Egypt Mission:

Shaymaa Shaatoot, Procurement Specialist
Dana Rose, Agreement Officer
Telephone: +20-2-2522-7000

For questions relating to the programmatic aspects of the APS (Section IV: Objectives and Areas of Interest), please use the following contacts at the USAID/Egypt Mission:

Kim Delaney, Democracy Officer (kdelaney@usaid.gov)
Shaymaa Shaatoot, Procurement Specialist (DGAPS@usaid.gov)

Local Address: USAID/Egypt, Plot IA Ahmed Kamel off El-Laselki St. Postal Code # 11435, New Maadi, Cairo, Egypt. Fax: +20-2-2516-4739 ; Tel: +20-2-2522-7000.

Submit concept papers to USAID/Egypt via e-mail: DGAPS@usaid.gov

An unofficial Arabic translation of the APS will be posted at <http://egypt.usaid.gov>.

This APS will be closed on April 30, 2010.

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II. ELIGIBILITY

A. Type and Nationality of Applicant

Egyptian non-governmental organizations which are registered with the Egyptian Ministry of Social Solidarity are eligible to submit applications under this Annual Program Statement (APS). Egyptian non-governmental organizations registered with the Egyptian Ministry of Social Solidarity may submit applications individually or in partnership with other international or local organizations which comply with Government of Egypt legal requirements.

B. Legal Responsibilities

The proposed program must operate in compliance with applicable Egyptian law. Upon receiving a grant, it will be specified in the grant that it is the sole responsibility of the Grantee to comply with local (Egyptian) law. The grant will provide USAID/Egypt with the right to terminate the grant unilaterally in the event that a Grantee cannot carry out the agreed-upon program, or for any other reason.

C. Cost Share

The applicant bears full responsibility for the payment of all applicable local taxes and fees. Local taxes and fees relevant to the program may not be paid from USAID or other U.S. Government resources. As applicable, the applicant must pay, at a minimum, the following: i) all customs on imports financed by the USAID grant; ii) all sales taxes on local procurements financed by the USAID grant; and iii) all social insurance taxes to be paid for Egyptian employees whose salaries are paid through the USAID grant. Any customs duties, sales taxes, social insurance taxes or other applicable local taxes and fees paid by the applicant that are directly related to the proposed grant will be included as a cost-share for the grant.

III. FUNDING

USAID/Egypt retains the right to fund any or none of the applications submitted in response to this APS.

Subject to the availability of funds, approximately \$4.6 million is expected to be available to support programs under this APS. USAID/Egypt anticipates making up to 15 new grants through this APS.

The maximum grant amount is expected to be \$300,000; however, **in exceptional circumstances**, this amount may be adjusted depending on the grant timeframe, the applicant's institutional capacity, the geographic scope of the proposed program, and the type and extent of partnership or other teaming arrangements that are proposed.

Grants may cover a performance period ranging from six months up to two years. The requested grant amount and timeframe should be appropriate for and directly related to the activities proposed by the applicant.

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IV. OBJECTIVES AND AREAS OF INTEREST

A. Background

USAID/Egypt works in partnership with the Government of Egypt and with Egyptian and international non-governmental organizations to support the rule of law, protect human rights, promote transparent governance and strengthen civil society and the media.

Rule of Law / Human Rights

USAID/Egypt's rule of law programs focus on building the capacity of the Ministry of Justice and key institutions within the justice sector to establish and maintain civil and criminal administrative reforms and operations. In addition, programming is designed to increase access to legal services particularly for women and indigent criminal defendants. Long term results include case delay reduction; increased information transparency; enhanced fairness for criminal defendants; and greater access to justice through improved legal services. USAID's rule of law efforts also support programs combating violence against women and children through assistance to the National Council for Women and the National Council for Childhood and Motherhood.

Decentralization

The Egyptian Decentralization Initiative is a partnership between USAID and selected governorates, districts and villages in Egypt to maximize the collection and retention of local fees, dues, and taxes authorized under the current legal framework; strengthen mechanisms for citizen participation in local decision-making on the use of own-source revenue; and build the administrative capacity of local governments to effectively and transparently manage revenue streams and capital investment projects. The Decentralization Initiative also works concurrently at the national policy level with the ministries of Local Development, Finance and Administrative Development, other policy-makers, universities and other donors to increase both local flexibility in the application of these mechanisms and autonomy in the retention of resulting revenues.

Media

USAID's Media Development Program is a five-year media strengthening program assisting the Egyptian media sector (television, radio, print and electronic media) to improve its professionalism, sustainability and diversity. The Media Program combines international and Egyptian expertise to: build training capacity in Egypt to promote professional development among emerging journalists, mid-career professionals and managers; and improve the management and economic viability of Egyptian media

Civil Society

USAID's civil society program covers activities across a range of areas, including rule of law and human rights, elections and political processes, the NGO enabling environment, civic education, community development, improved local governance, anti-corruption and media. More than 70 grants have been provided under this program to date. USAID assistance has increased civil society capacity to engage more effectively in public and political life and advocate for reform; increased citizens' awareness of their rights and responsibilities and provided them with skills to hold elected leaders accountable through appropriate channels; and strengthened civil society organizations' institutional and programmatic capacity.

Applicants can find more information on current USAID programs at <http://egypt.usaid.gov>. Additional background on completed USAID-supported civil society programs can be found in Attachment 1.

Through this Annual Program Statement (APS), USAID/Egypt intends to continue to support programs of Egyptian non-governmental organizations which are consistent with the areas of interest within the Civil Society Program as described below. In addition to funding provided through this APS, the USG also supports civil society through other means, including the National

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Endowment for Democracy, the Middle East Partnership Initiative and the Department of State's Bureau for Democracy, Human Rights and Labor.

B. Approach

In developing approaches to program activities, USAID strongly encourages applicants to consider the following four cross-cutting practices:

1. Build on Prior Experience

USAID strongly encourages proposals that build on ongoing and prior programs in relevant areas, incorporate lessons learned from similar activities, and address specific unmet needs. USAID encourages innovative applications that capitalize on existing opportunities and organizational capacities. Additional background on completed USAID-supported civil society programs can be found in Attachment 1. Applicants may receive more information on current related USAID programs through the points of contact listed on page 1.

2. Teaming / Partnership Arrangements

To increase program impact and sustainability, USAID/Egypt strongly encourages applicants to consider partnership, teaming or other arrangements that make best use of existing organizational capacity. Approaches may involve the formal or informal establishment of coalitions, partnerships, consortia or other arrangements of civil society groups, activists and others. Coalitions may involve sub-grant relationships and/or may involve the use of information technology or electronic media for message dissemination, information gathering and sharing, and organizing efforts and activities. Approaches which link organizations in different geographic areas are particularly encouraged.

3. Use of the Media

USAID/Egypt welcomes applications for any of the areas of interest listed below which incorporate innovative strategies for the use of print, broadcast and electronic media to achieve objectives. Such strategies should attempt to utilize publicly available resources such as free phone and computer software, public and private Internet access, online resources and privately-held mobile phones. This may also include improving linkages between civil society and the media for the achievement of program objectives and promoting the use of new media and other forms of communication at the national, sub-national, or community level.

4. Consensus-Building

USAID/Egypt encourages applications that bring together relevant stakeholders from the public and private sector to build consensus on activities and approaches in a given area. Effective consensus-building processes are generally inclusive, participatory, egalitarian and solution-oriented.

C. Areas of Interest

Under this APS, USAID/Egypt is seeking to fund programs that complement ongoing activities within Egypt, build on programs carried out to date, incorporate lessons learned from prior programs, and meet identified needs in the areas of interest outlined below. Each area of interest includes an overall description as well as illustrative activities to help applicants understand the potential range and scope of programs. The illustrative activities are not meant to be limiting; other innovative ideas are welcome. Programs may cover one or more areas of interest.

1. Elections and Political Processes

The overall objective of this area is to support activities encouraging open and credible political competition as part of a democratic system. USAID/Egypt would like to assist efforts aimed at improving the legal and regulatory environment governing political processes and participation;

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the development of an informed and politically engaged citizenry; and effective oversight of the electoral process. With potential parliamentary elections in 2010 and presidential elections in 2011, activities in this area are expected to increase citizen understanding of and participation in the electoral process and provide more effective oversight of that process.

Note: USAID/Egypt does not directly fund political parties or individual members of political parties. USAID is prohibited from providing assistance directed at affecting a particular outcome of an election. Applicants that propose activities involving political parties are strongly encouraged to review USAID's Political Party Assistance Policy: <http://www.usaid.gov/policy/ads/200/200maz.pdf>.

Illustrative examples of activities that may be supported include:

- Fostering a substantive and inclusive debate on electoral and political processes;
- Promoting civic and voter education that fosters increased political competition and improved access to timely accurate information on the electoral process and the role of citizens in that process;
- Improving objective and credible election monitoring and oversight; and
- Providing technical assistance and training to assist political parties to strengthen their institutional structures, manage resources effectively and transparently, better respond to constituent concerns and expand their membership especially among women, youth and other underrepresented groups.

2. Media Freedom and Freedom of Information

The overall objective of this area is to support the free flow of information. To play its fundamental role in a vibrant democracy, media needs an enabling environment that promotes its editorial and financial independence and protects free speech. It also needs a cadre of professional journalists and business managers that understand and apply the principles of professionalism and journalist ethics.

USAID/Egypt's approach has been to assist both state-owned and independent media, as well as blogging and other forms of Internet-based journalism. Recent programs have had modest impact on improving the quality and quantity of information flows to the public. USAID/Egypt would like to support new, innovative projects that promote the growth and professionalism of both traditional and new forms of media, as well as foster an improved enabling environment for the media.

Illustrative examples of activities that may be supported include:

- Supporting the development of online media and the use of new media to attract new audiences, particularly youth. Efforts which promote the use of new media tools are encouraged, including potential public-private partnerships and entertaining, yet informative programs for youth;
- Building the technical and management capacity of independent/private media to improve business and economic performance. Efforts that include organizations focusing on local issues outside of Cairo are encouraged.
- Supporting efforts to advocate for a regulatory environment conducive to a professional, objective and economically viable media. Activities may include support for media associations, networking, and legal support for media; and access to information for the public; and
- Assisting existing news and information sources to increase their specialization and target underserved markets.

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3. Democratic Local Governance

The overall objective of this area is to support effective and responsive local-level governance. USAID/Egypt promotes democratic local government and decentralization at the local level by supporting efforts to bring civil society, local government and local businesses together to discuss, prioritize and address community needs. At both the national and local levels, USAID/Egypt assists initiatives that promote a broad and inclusive discussion of decentralization, build consensus on appropriate roles and responsibilities for government at each level, and prepare local officials to effectively govern under a decentralized system. USAID/Egypt has trained community leaders and local council members on participatory planning, local resource generation, and public awareness to increase the interaction and collaboration among local executives, local elected councils, civil society organizations, community groups and citizens, including marginalized groups.

The USAID/Egypt local government / decentralization program with the Egyptian Government has focused previously in the governorates of Assiut, Qena, and Beheira. In the future, this program will focus its local level activities in the governorates of Fayoum, Ismailia and Luxor.

Illustrative examples of activities that may be supported include:

- Promoting the active participation/collaboration of all stakeholders (local government, civil society and local businesses) on local issues that relate to the development of their communities;
- Improving the quality and quantity of interactions between local popular councils and citizens on local development issues;
- Developing public awareness campaigns to promote democratic local governance, accountability and/or related issues. Such campaigns should be linked to local issues and result in tangible actions and outcomes; and
- Promoting policy dialogue, including research and studies, on decentralization and democratic local governance that builds broad consensus for reform at national and local levels.

4. Rule of Law / Human Rights

The objective of this area is to create an environment in which people understand their rights and have the necessary tools and opportunities to exercise and/or defend those rights, regardless of race, gender or socio-economic status. A free and fair political system, protection of human rights, a vibrant civil society, public confidence in the police and the courts and economic development all depend upon accountable governments, fair and accessible application of the law and respect for international human rights standards. Working through civil society, USAID/Egypt aims to promote and strengthen the community of legal activists that use law as an instrument to: 1) promote the rights and development of all members of society, with a special focus on disadvantaged groups; 2) increase access to the legal system; and 3) foster social justice.

Illustrative examples of activities that may be supported include:

- Increasing citizens' awareness of and demand for their rights;
- Increasing legal assistance and services, including for victims of human rights abuses;
- Building civil society capacity to monitor and investigate human rights abuses, including the capacity to monitor and advocate against all forms of discrimination, including discrimination in access to government services;

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- Promoting local and/or national policy dialogue on human rights policy;
- Promoting dialogue among religious groups and promoting religious tolerance and respect for religious freedom;
- Increasing access to civil and criminal justice through legal aid services; and
- Supporting rule of law-related research and advocacy to promote legal reform efforts, including efforts to increase judicial independence, and to enforce existing laws, regulations, rulings and/or policies.

5. Anti-Corruption and Transparency

The overall objective of this area is to mitigate corruption and improve democratic governance in order to foster more effective development and reduce poverty. Corruption has a corrosive effect on development and democratic governance as it diverts investments from infrastructure, institutions and social services and undermines citizen participation and political institutions. Anti-corruption efforts are a cross-cutting theme in promoting effective, accountable and legitimate governance and democratic institutions. Public awareness of corruption is a key component in raising expectations for greater accountability.

USAID/Egypt's efforts to date have increased public awareness of corruption and the need for greater governmental transparency and accountability. New anti-corruption efforts should focus on improving and enhancing accountability and transparency and should build on existing, nation-wide efforts to raise public awareness of corruption.

Illustrative examples of activities that may be supported include:

- Supporting collaborative processes among civil society, the private sector, government actors and other stakeholders to build consensus for key legislative reforms that will improve and enhance public transparency and accountability;
- Supporting legal assistance for citizens, civil society groups, the media and others who seek to combat corruption through their individual or collective actions;
- Increasing understanding and awareness of corrupt practices and how to recognize and discourage them, particularly at the local level and among youth; and
- Improving transparency and accountability and combating corruption in the provision of public services, such as health, education, food and fuel subsidies, etc.

6. Civic Participation

The overall objective of this area is to support citizens in peacefully exercising their rights of expression, association, and civic engagement - including through participation in civil society organizations to congregate, formulate and advocate for common issues of concern and serve as a vehicle for participation in decision-making that affects their daily lives.

USAID/Egypt's approach is to support activities that increase the capabilities of civil society organizations to articulate and advocate for citizens' rights and concerns; increase opportunities for citizen participation in civic and political life, particularly among youth; and promote an improved legal and regulatory framework for a vibrant civil society.

Illustrative examples of activities that may be supported include:

- Promoting knowledge of democratic practices, civic engagement, volunteerism, leadership and advocacy among youth;
- Supporting improved internal governance of civil society organizations to promote transparency and accountability, which could include institutional development support for strategic planning, governing board development and financial management; and

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- Improving the capacity of civil society organizations to organize in networks and coalitions to promote awareness, advocacy and activism.

V. APPLICATION PROCESS

The Applicant may submit concept papers in English or in Arabic. All subsequent submissions including full applications and budgets must be in English.

Proposed programs should have an estimated value and performance period that is within the parameters described in APS Section III entitled Funding and the interest areas described in Section IV. USAID/Egypt may opt to exclude from further consideration any submission which is not within these parameters. No program expenditures will be paid by USAID/Egypt, except those covered in a grant signed by the USAID Agreement Officer. USAID reserves the right to fund any or none of the applications received.

A. Step One: Submit Concept Paper (not to exceed 6 pages in total)

Eligible organizations interested in applying for a grant in response to this APS are invited to submit a program concept paper and budget summary via e-mail to DGAPS@usaid.gov or via letter to the points of contact provided on page 1 of this APS. In developing the submission, the applicant should carefully consider all information contained in this APS. For Step One, the applicant should submit the following:

1. Cover Page (1 page) with full contact information including phone, fax, e-mail and contact person.
2. Program Concept Paper (not to exceed 3 pages) including:
 - a. Strategy - Explain the specific problem to be addressed, the expected goals to be achieved, how this program supports the areas of interest in this APS, and a short description of the strategy to be used to achieve the proposed goals.
 - b. Beneficiary Population, Geographic Range of the Program, and Gender - Define the expected numbers and type of beneficiaries of this program, and the geographic area in Egypt in which the proposed program will be conducted. All concept papers should include a statement addressing any gender issues, such as how the program benefits or includes women or how the applicant proposes to address gender disparity.
 - c. Development Plan and Activity Description - Include a short description of the activities that will be undertaken to achieve the proposed objectives, and provide a general time line.
 - d. Expected Impact - Outline expected results and impacts and the mechanisms proposed to measure and monitor progress, achievement and sustainability.

Note: If this section of the concept paper exceeds three pages, ONLY the first three pages will be considered when evaluating the concept paper.

2. Concept Paper Budget Summary (not to exceed 1 page):

Provide a one-page budget summary which includes, at a minimum, the total funding requested from USAID/Egypt and the cost share contribution (e.g. in cash, in-kind), if any, that may be contributed by the applicant from its own resources or other non-U.S. government sources.

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Budgets should be in Egyptian Pounds (LE). The budget summary must include a statement agreeing to comply with the mandatory sales tax requirement. (See Section IIC. above.)

3. Technical / Administrative Capabilities in Proposed Work Area (not to exceed 1 page):

Describe your organization's technical and administrative capabilities and past experience in conducting programs similar to the one proposed. Describe any partnership, consortium or coalition arrangements for the purposes of achieving the proposed program. List all contracts, grants, or cooperative agreements involving relevant (similar or related) programs conducted by the applicant (or consortium partners) over the past three years and include a brief statement of work performed. These other programs can be funded by any entity, public or private, and do not need to be USAID-funded programs.

4. Concept Paper Evaluation Factors

Concept papers will be evaluated based on the extent to which they convincingly describe how: 1) the applicant organization possesses the requisite capacity / capability to implement the activities efficiently and effectively; 2) the proposed program directly responds to the areas of interest under this APS and meet a specific unmet need; 3) the proposed activities will directly lead to the anticipated results and expected impacts; and 4) the proposed budget is realistic and consistent with the proposed activities and results. An applicant organization can propose capacity building for partners for institutional strengthening and as a contribution to program implementation.

B. Step Two: Full Application

If initial review by USAID/Egypt indicates the concept paper merits further consideration for funding, USAID will request a full application. The full application must be in English, as stated above. The full application should reflect full consideration of all the information provided in this APS. A full application consists of a Program Proposal and additional information described below. Please note that a request for a full application does not represent a USAID funding commitment.

1. Program Proposal (not to exceed 12 pages, excluding attachments) including:

- a. Table of Contents listing all page numbers and attachments.
- b. One paragraph Program Abstract (summary).
- c. Program Description / Technical Merit: including detailed information on i) the technical approach and estimated program timeline (including monitoring and evaluation plan); ii) the program's strategic fit with USAID's areas of interest; iii) sustainability; and iv) how any gender issues will be addressed.
- d. Management and Operational Approach and Capability: including detailed information on i) the organization's effectiveness and any partnership arrangements for the purposes of achieving the program; and ii) the organization's qualifications and past performance.
- e. Attachments should be lettered (e.g. Attachment A), and can include the resumes of key personnel, letters of support, letters from public entities, and other supporting documents. Past performance reference information shall include the name of the project or program; the name of the organization or agency that funded the program(s); the overall U.S. dollar value of the program or the Egyptian Pound equivalent and the award number (if applicable); a brief description of the work

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performed including the activities; any results or impacts; and contact persons and contact information (current telephone numbers, email, etc.)

Note: If the full proposal exceeds twelve pages (excluding annexes) ONLY the first twelve pages will be considered when evaluating the proposal.

2. Full Application for Funding:

A budget and an accompanying budget narrative that provides in detail the total costs for implementation of the program your organization is proposing. The budget shall be submitted using SF 424 and other certifications and assurances; other information may be required by USAID according to its policies and procedures and circumstances pertaining to the specific application. The budget detail will be required for both the USAID-funded portion of the program and cost share portions, if any, of the program. If the applicant proposes expending more than \$300,000 of USAID funding during a single fiscal year of the applicant, the applicant must include funds within the budget to contract an audit. The average cost of an audit is approximately LE 40,000.

C. Full Application Evaluation Factors

A successful grant application will propose a program or project that is responsive to the stated purpose of this APS, and is evaluated favorably against the following evaluation factors. The three main evaluation factors are listed in descending order of importance i.e. Technical Merit and Management and Operational Approach are significantly important throughout the evaluation process and are relatively more important than the Cost Effectiveness factor.

1. Technical Merit

For Technical Merit, Technical Approach (as described below) is the most important sub-factor. The sub-factors Strategic Fit, Sustainability and Gender are of approximately equivalent importance relative to one another.

Often, though not always, a grant application representing a partnership or consortium between two or more organizations, with a primary applicant in the lead, greatly enhances the evaluated technical merit of a proposed program. Partnerships that build on the relative strengths of participating organizations, with clearly defined roles and responsibilities of each organization in the proposal, may positively affect the evaluated merit of a proposal. All applicants are encouraged to consider partnerships and coalitions, as appropriate, to broaden geographic diversity of participating organizations and implemented activities and promote greater inclusion. Where such partnerships and consortia include sub-grant relationships, the terms and conditions of such sub-grants should be clearly described in the proposal as well as the organization's capacity and experience in managing sub-grants.

- a. Technical Approach: The extent to which the proposed technical approach can reasonably be expected to produce the intended results in a specific timeframe. In addition, this section of the application should indicate how the proposed activities will be tracked, measured and reported. This section should highlight the incorporation of any lessons learned from similar programs or activities, how the proposed approach builds on prior relevant programs or activities and the degree to which the four cross-cutting approaches under Section IV.B. Approach of this APS have been addressed.

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- b. Strategic Fit: An explanation of how the program will make a significant contribution towards achieving impact in the areas of interest and addressing a specific unmet need.
- c. Sustainability: A detailed explanation of how the program will continue beyond the life of the USAID/Egypt grant, and without USAID/Egypt funding, as applicable.
- d. Gender: Applications should include a description of gender issues pertaining to the proposed program and how the applicant proposes to address the issues. The technical approach in the proposal should also include gender considerations with a focus on the participation and benefits to each gender group.
- e. Branding Strategy and Marking Plan (See Section V.D.1 below.)

2. Management and Operational Approach and Capability

Sub-factors Organizational Effectiveness and Past Performance are of approximate equivalent importance relative to one another.

- a. Organizational Effectiveness: effectiveness in terms of internal structure, technical capacity, key personnel, and monitoring plan in meeting its proposed project goals. Partnership arrangements, if any, with other civil society organizations, which enhance the effectiveness and capabilities of program implementation, should be noted. Applicants are also encouraged to propose capacity building for partners for institutional strengthening and to contribute to program implementation and for the achievement of results and impacts, as applicable.
- b. Past Performance: All applicants will be subject to a past performance review, with emphasis on prior projects, if any, which are similar to that which is proposed. Applicants must provide a list of all contracts, grants or cooperative agreements involving similar or related programs during the last three years. Reference information must include the location, award numbers (if available), a brief description of work performed and a point of contact for the award with current telephone numbers and/or e-mail. References other than those provided by the applicant may be contacted. Attached (Attachment 2) is a sample format for providing past performance information.

3. Cost Effectiveness

Cost effectiveness is a significant factor but of relatively less importance than either Technical Merit or Management and Operational Approach. A proposal may be recommended for funding based predominantly on the other factors (technical merit, and management and operational approach). The cost effectiveness factor will be fully addressed before a final funding decision is made. However, applicants are also encouraged to consider partnership arrangements that enhance the cost effectiveness of program implementation and provide other important benefits as well.

A realistic commitment to cost share is generally viewed as enhancing the evaluated cost effectiveness of a program. The payment of any local taxes and fees shall be included as a cost share. **Please note that if cost share is included within a grant, this will be specifically tracked by USAID during program implementation to ensure compliance.**

D. Step Three: Negotiation and Agreement of Grant Terms

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If USAID's review of the full application (including a Program Proposal and Full Application for Funding) results in a recommendation for funding, then the organization and USAID/Egypt will enter final discussions to ensure all pre-award requirements are met and significant grant terms are negotiated and agreed. The exact details of this phase will vary according to the circumstances pertaining to each application; however, the following are common areas that require discussion and agreement prior to award:

1. Branding Strategy and Marking Plan

The organization will be requested to propose a branding strategy and marking plan which provides for appropriate acknowledgment of USAID/Egypt support, and which will become a material element of the grant. It should be noted that USAID/Egypt maintains flexibility in branding approaches depending upon the type of activities proposed and the specific conditions of program implementation. For example, a statement of acknowledgment of support could be used when both the organization and USAID deem this to be appropriate.

Important, useful information on USAID's branding and marking policy can be found in USAID's on-line Automated Directive System (ADS) Chapter 320. ADS Chapter 320 sections concerning "assistance" apply to this APS. ADS Chapter 320 sections concerning "acquisition" do not apply to this APS. ADS Chapter 320 can be found on the USAID website:

<http://www.usaid.gov/policy/ads/300/320.pdf>

A helpful list of Frequently Asked Questions (FAQs) about branding and marking can also be found on the USAID website: http://www.usaid.gov/branding/marketing_faq.html

2. Payment terms

3. Procedures concerning administrative reporting and logistical requirements for the program including training components

4. Cost sharing terms, if /as applicable

5. USAID-desired involvement during the implementation of the award. If it is substantial, a 'cooperative agreement' form of grant may be awarded which will contain the details of USAID's involvement.

6. Other award terms including audit, special provisions and/or special award conditions.

VI. USAID EVALUATION AND FUNDING DECISION

A. Schedule of the Evaluation Process

FUNDING ROUND 1: USAID will review all concept papers received by August 20, 2009 during the first round. Those remaining under consideration will be contacted by approximately October 20, 2009 and invited to submit a full application within 30 days.

FUNDING ROUND 2: USAID will review all concept papers received by December 30, 2009 during the second round. Those remaining under consideration will be contacted by approximately February 28, 2010 and invited to submit a full application within 30 days.

FUNDING ROUND 3: USAID will review all concept papers received by April 30, 2010 during the third round. Those remaining under consideration will be contacted by approximately June 30, 2010 and invited to submit a full application within 30 days.

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USAID/Egypt will inform unsuccessful applicants in writing, explaining briefly why the concept paper or full application was not selected for funding. Applicants may request an oral briefing within 10 days of receiving this notification.

For planning purposes only, applicants should note that the average timeframe for grant award for successful applicants has been between 9 to 12 months from the submission of the original concept paper. This timeframe is only provided as a rough guideline.

B. Pre-Award Responsibility Determination

A pre-award evaluation will be conducted and will include an examination of the application's budget details to ensure it is a realistic financial expression of the proposed program and does not contain estimated costs which may be unreasonable or unable to be charged under the program. Staff salaries will be considered reasonable to the extent that they are comparable to that paid for similar work in the relevant labor market; salary history will not be used to determine the salary range for a particular job category.

An additional pre-award 'survey' or assessment may be conducted if there is uncertainty about the organization's capacity to perform financially or technically, or if the organization has never had a USAID award, has not had any US Government award over the last five years, or if for any other reason the Agreement Officer determines a pre-award survey is in the best interest of USAID. The areas covered by a pre-award survey or assessment will vary according to circumstances, but may include reviews to ensure the organization meets the necessary standards for financial management, program management, property, procurement, reports and records, internal controls, is in good financial standing, and has the technical capacity to conduct the proposed program.

VII. OTHER INFORMATION

A. Policy and Procedure

USAID Automated Directive System (ADS), Chapter 303, contains USAID policy and procedures concerning "Grants and Cooperative Agreements to Non-governmental Organizations" and is available on our agency website: <http://www.usaid.gov/policy/ads/300/303.pdf>.

Awards will include language prohibiting transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism; the same will be required in all subcontracts and sub-awards.

As further detailed in ADS 303, awards will be administered as follows:

- Awards to non-US organizations: in accordance with USAID Standard Provisions for Non-US, Non-Governmental Organizations.

Copies of referenced documents may be found via USAID ADS Chapter 303, including links to other websites. Copies of the referenced documents may also be requested from the points of contact listed in this APS.

B. A grant application will not be viewed as more desirable over another simply because it has a higher budget. Programs with modest scope and budget, which are viewed as having a strong potential for positive impact and results, are preferred over more expensive, less effective programs.

There are numerous firms and organizations that offer to provide assistance in preparing concept papers and grant applications. The utilization of such services is at the sole discretion of the grant applicant. USAID does not endorse any of these or require their use with respect to this APS.

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Further, any costs incurred for such services would not be reimbursable by USAID, in the event a grant was issued.

It is possible that a proposal recommended for funding does not actually result in a grant award, due to insufficient availability of funding, or because an the organization is deemed not sufficiently capable of managing a USAID grant, or for other reason(s) which will be provided to the applicant.

A decision not to fund a program may occur at any phase of the evaluation process. No program expenditures will be paid by USAID/Egypt, except those covered in a grant signed by the USAID Agreement Officer. USAID reserves the right to fund any or none of the applications received.