



Issuance Date: June 2, 2010
Application Submission Date: July 10, 2010, 2:00 pm Cairo Local Time
Deadline for Questions: June 15, 2010, 2:00 pm Cairo Local Time

Subject: Request for Applications (RFA) No.: USAID-Egypt-263-10-030-RFA Office of Middle East Programs (OMEP) Regional NGO/Media Networks Program

Dear Prospective Applicants:

The United States Agency for International Development (USAID)–Egypt is seeking Applications from local, regional and/or international organizations to implement the Office of Middle East Programs (OMEP) Regional NGO/Media Networks activity described herein. The authority for the Request for Application (RFA) is found in the Foreign Assistance Act of 1961, as amended.

Subject to the availability of funds, USAID intends to provide up to \$12 million in total USAID funding to be allocated over a three-year period. USAID intends to award **multiple** Cooperative Agreements as a result of this RFA. USAID reserves the right to fund any or none of the applications submitted.

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

1. Section I: Funding Opportunity Description;
2. Section II: Award Information;
3. Section III: Eligibility Information;
4. Section IV: Application and Submission Information;
5. Section V: Application Review Information;
6. Section VI: Award and Administration Information;
7. Section VII: Agency Contacts;
8. Section VIII: Other Information; and
9. Attachments 1-4

If you decide to submit an application, it must be received at Cairoproposals@usaid.gov by the closing date and time indicated at the top of this cover letter. Note that E-mails receive an automatic time-stamp upon arrival to Cairo's e-mail exchange; this time-stamp will determine

the time of receipt. Applicants are reminded that e-mail is not instantaneous, and in some cases delays of several hours occur from transmission to receipt.

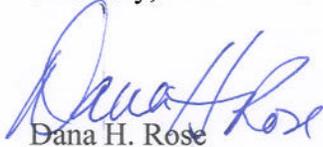
Applicants are requested to submit both technical and cost portions of their applications in separate volumes. Awards will be made to the responsible applicant(s) whose application offers the greatest value to the U.S. Government.

USAID bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions. This funding opportunity is posted on <http://www.grants.gov> and may be amended; thus, potential applicants should regularly check the website for amendments.

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

Any questions concerning this RFA should be submitted in writing via email to Dana Rose and Botros Wilson at Cairoproposals@usaid.gov by the deadline for questions listed above.

Sincerely,



Dana H. Rose
Agreement Officer

SECTION I: FUNDING OPPORTUNITY DESCRIPTION

A. Background

Since 1970, the population of the Middle East and North Africa (MENA) region has jumped from 127 million to over 300 million. Forty percent are below the age of 15. These young people could be the region's fuel for strong economies and a vibrant future. Yet the demographic bulge also strains resources, taxing education, health, and other systems. Since 2003, the region has made some progress, particularly in the areas of formal education. The young are limited by a lack of exposure to global values and skills, including tolerance, critical thinking, and openness. They are further limited by the lack of opportunities for expression and development. Innovation is not rewarded. Risk-taking, socially and economically, is seen as suspect. Governments in the region provide few opportunities for real participation by their citizens. In many cases, an absence of accountability permits pervasive corruption.

In many parts of the region, advocates for a freer media are faced with unsympathetic host country governments. Media continue to face censorship, threats, and other barriers, and many outlets are heavily influenced by the government. Promoting an active civil society with the tools to demand accountability from their governments is an important avenue for increasing transparency and improving governance. A more professional media that provides the region's citizens with accurate and balanced information and promotes discussions on critical issues is similarly important.

B. Program Goal

The goal of this program is to increase the effectiveness of civil society and media actors in the MENA region through regional networking and information sharing.

For the purposes of this program, the MENA region is defined as those locations where USAID programs operate. This currently includes Morocco, Egypt, Lebanon, Jordan, West Bank/Gaza, Yemen, Iran, and Iraq.

C. Program Eligibility

This program is authorized under the Federal Appropriations Act. U.S. organizations will be subject to the provisions of **22 CFR 226**.

Legally organized/registered local, regional (i.e., from MENA), or international organizations are eligible to apply under this request for applications (RFA). For the purposes of this RFA, local organizations are defined as those operating in countries in which USAID has an assistance program. Teaming arrangements are highly encouraged. Regional organizations which cover one or more countries in MENA may be based in any country in the region, as long as they are not located in a foreign policy restricted country, unless approved by USAID. International organizations may include U.S. or other organizations, including public international organizations.

For U.S. organizations, the award will be administered in accordance with **22 CFR 226, OMB Circulars**, and the **Standard Provisions for U.S. Nongovernmental Recipients**. For non-U.S. organizations, the Standard Provisions for Non-U.S., Nongovernmental Recipients will apply. Pursuant to 22 CFR 226.81, it is USAID policy not to award profit under assistance instruments. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the agreement program and are in accordance with applicable cost standards (22 CFR 226, OMB Circular A-122 for non-profit organization, OMB Circular A-21 for universities) may be paid under the agreement.

D. Program Link to USAID Objectives

The Office of Middle East Programs (OMEP) was established in 2005 to implement regional programs focused on common transboundary issues within the Middle East and North Africa, as well as to coordinate the provision of regional support services to bilateral USAID Missions in the region. OMEP's first strategy for regional programming was approved in August 2009, and covers the period from FY 2009 to FY 2011.

OMEP's strategy includes the following goal and programmatic objectives:

Goal: *Promoting peace, economic growth, and good governance to advance human capacity and economic progress for the citizens of the Middle East and North Africa.*

Program Objective 1: Empower youth to make constructive choices for success in a global society

IR 1.1: Positive leaders and role models for youth strengthened

IR 1.2: Mainstream values amplified through innovative media use

Program Objective 2: Promote the culture of democracy

IR 2.1: Increased effectiveness of advocates for democracy and human rights

IR 2.2: Citizens across the region better informed about democracy and human rights

IR 2.3: Increased Media Freedom and Freedom of Information

Program Objective 3: Transform the culture and governance of natural resources and agriculture in the MENA region

The Regional Media/NGO Networks program will contribute to achieving the listed intermediate results related to Program Objective 1 and Program Objective 2 within OMEP's strategy for FY 2009-2011.

Increasing the professionalism, visibility, and effectiveness of both the media and civil society also reinforces USAID's goals in its youth and natural resource objectives. The media and civic leadership are critical to highlighting positive role models and messages, and more accountable governments will diminish young people's frustration with their lack of voice. Advocacy and media also play a major role in public education and activism around the management of water and other natural resources.

In addition to the program described herein, OMEP is currently supporting other initiatives to achieve Program Objective 1 and Program Objective 2, including a new program to support a Regional Development Research Partnership Program which is expected to begin during FY 2010. A list of current OMEP programs is in Attachment 1.

E. Program Description

The Regional NGO/Media Networks program will help build connections among civil society and media practitioners in the region to improve their effectiveness. USAID has found that regional networks provide not only shared experiences, but strength and support to local organizations which are able to learn from each other and identify ways to address common challenges in the region.

The goal of the program is not simply building a regional network or strengthening regional connections for its own sake, but to use a regional approach to support MENA actors in identifying ways to increase their effectiveness in addressing common challenges and issues related to the development of the media and civil society in the region. USAID is interested in innovative approaches that go beyond mechanisms that have already been implemented in the region.

Because of OMEP's regional mandate, activities carried out under this program must meet the following criteria:

1. Activities should be regional – All activities should be regional in nature when possible/appropriate, either because they operate across borders and are transboundary or represent a uniquely regional approach that could not be implemented on a bilateral basis. In this context, regional programs are not simply a collection of parallel bilateral activities.
2. Partner with regional institutions – Partner with existing regional institutions and organizations where possible. A number of organizations in the region already support networking or information sharing among media practitioners or civil society representatives. Activities under this program should build on the experience and organizational capacity that already exists.
3. Support innovation and experimentation – Activities should push innovation and experimentation. While a number of similar programs have been carried out in the past in the MENA region, they have not necessarily had sustainable results or significant impact.
4. Take advantage of economies of scale – Where common issues exist and one management structure can be utilized, regional programs may be more efficient. Virtual support or online activities may be another approach to increasing regional impact.

The Regional Media/NGO Networks Program has four components. Applicants may submit programs covering one, two, three or all four components. Countries which are expected to benefit from the program should be specifically identified. Programs do not need to benefit all listed locations where USAID programs operate in the MENA region to be considered.

The program components are:

1. Supporting Regional Journalists

To respond to an increasing demand from the youth population for training in media tools, human rights and civic activism, this three-year activity will also support “citizen journalism” (also known as “digital journalism”).

This program supports activities that take account of both mass media and new technologies as tools that will buttress efforts to support youth development. Youth tend to be avid consumers of content distributed via new technologies. In that context, this program is designed to support young journalists, broadly defined to include bloggers, human rights watchers, and other news propagators and social commentators. Given the suppression and/or oppression of young bloggers, this activity may provide protection to journalists and bloggers through legal and software support. For example, it can address an important gap by raising awareness of legal protections, equipping young journalists with ethics of journalism and investigative journalism skills that will protect their identity, their sources, and keep their writing legally responsible.

This activity is expected to require continuous and sustainable training, which can be supported via a virtual network of past USAID MENA media development program graduates or through other means. The program may also coordinate with an already existing, well equipped, media center located in the region. USAID has supported a number of media organizations in the region in increasing their capacity to provide regional training and assistance; other regional training centers or programs providing both in-person and virtual support exists as well.

2. Improving the Environment for Civil Society and NGO Development

Under this program component, USAID will support activities with the aim of building a community of regional NGO and media lawyers and legal experts that is able to create wider awareness among media and civil society professionals about significant media and NGO issues that affect their operation. While each MENA country may already have individuals or organizations with significant expertise on these topics, this program will support the exchange of experiences among regional practitioners to widen the understanding of viable tactics and approaches to operating in similar types of environments.

Illustrative activities could include but would not be limited to:

- Training on NGO and media-related laws and regulations for media professionals, civil society representatives and lawyers;
- Specialized training, workshops or other events for lawyers focused on comparative media law practices in Western, European and/or Asian countries;
- Developing linkages between MENA professional and the broader international media law community and NGOs;

- Conducting comparative analyses of media and NGO legislation and disseminating the results; and
- Supporting regional networking on NGO and media law issues.

3. Enhancing Anti-corruption Activities

USAID, UNDP and other organizations have supported regional anti-corruption activities carried out by NGOs. Under this component, USAID will support a continuation of those activities and foster new activities that are uniquely regional in nature to share experiences and provide a network among organizations working on similar themes.

Illustrative activities could include but would not be limited to:

- Regional workshops, conferences or events providing a comparative analysis of MENA country status on international anti-corruption indices and/or compliance with international anti-corruption standards;
- Development of a regional network of civil society and other actors working on anti-corruption issues to share best practices;
- Support for region-wide training events;
- Training to governmental and non-governmental stakeholders on; 1) Anti-corruption strategy development, 2) Assessment tools and mechanisms to measure effectiveness of a country's policies and procedures in combating corruption, and 3) Assessing a country's compliance with United Nations Convention Against Corruption provisions; and
- Public awareness programs about the negative impact of corruption on the development of societies with special focus on building the journalist investigative reporting skills to uncover cases of corruption in the society.

4. Supporting Networking among Civil Society and Youth Leaders

Many organizations have supported programs to build the capacity of youth and civil society leaders in the MENA region. USAID and MEPI both have supported regional activities to enhance information sharing and collaboration among youth and civil society as well. Regional actors continually highlight the value of sharing information with their peers on a range of issues, from successful techniques in fund raising and strategic planning, to increasing government understanding of their work and operating in constrained political environments. Under this component, USAID will support the development and implementation of innovative mechanisms to create and/or sustain regional networks of civil society and youth leaders.

F. Expected Program Results and Indicators

The Regional NGO/Media Networks program is designed to:

- build a community of regional media lawyers and legal experts and create wider awareness among media professionals about significant media law issues;
- establish a network among regional human rights organizations and activists to increase understanding of international human rights conventions and practices, as well as successful tools for human rights protection within the MENA region;

- foster linkages among regional civil society lawyers and legal experts on NGO law issues and civil society development in the region;
- develop connections among civil society organizations focused on anti-corruption reforms and practices;
- enhance networking among civil society and youth leaders to encourage sharing of best practices and the development of effective approaches to strengthening civic participation and the role of non-governmental actors.

The applicant shall develop performance indicators (including baseline information and annual targets) within the first three months of program implementation.

USAID preliminary indicators include the following:

Program Objective 1: Empower youth to make constructive choices for success in a global society

- *# of youth reached through regional networks, the media, peer groups and other activities supported by OMEP*
- *Percentage of youth who feel marginalized in their own country*

IR 1.1: Positive leaders and role models for youth strengthened

- *# of OMEP supported regional mechanisms that promote youth leadership*
- *# of youth who have received leadership training with OMEP assistance*

IR 1.2: Mainstream values amplified through innovative media use

- *# of youth reached by positive messages and role models through OMEP-funded television programs and media publications*
- *# of media tools / programs developed that promote mainstream values in the region*

Program Objective 2: Promote the culture of democracy

- *# of people reached through activities of OMEP supported regional Civil Society Organizations (CSO) and media networks.*
- *# of best practices disseminated through OMEP supported regional Civil Society Organization (CSO) networks*

IR 2.1: Increased effectiveness of advocates for democracy and human rights

- *# of regional networks of advocates for democracy and human rights supported by OMEP*
- *# of OMEP assisted Civil Society Organizations (CSO) and CSO networks engaged in advocacy and watchdog functions*

IR 2.2: Citizens across the region better informed about democracy and human rights

- *# of journalists trained with OMEP assistance*
- *# of media Civil Society Organizations (CSO), support institutions and regional networks assisted by OMEP*

IR 2.3: Increased Media Freedom and Freedom of Information

- *# of people in spaces supported*
- *Content related to democracy, governance and rule of law provided by immediate partner/ grantee in spaces supported*
- *# of uploads of DG-related materials from users in supported spaces*

"Space" is defined as a recurring setting in which people can exchange information/ideas; includes websites (that include comments and/or chat areas) and regular/repeated meetings on the same theme.

SECTION II: AWARD INFORMATION

Estimated Funds to be available:

Subject to the availability of funds, approximately \$12 million is estimated to be made available for this RFA. USAID expects to make *multiple awards* under this RFA. Applications requesting USAID funding of less than \$1,000,000 or more than \$3,000,000 will not be eligible for award.

Estimated Start Date and Performance Period:

This RFA will support activities covering a two- or three-year period, beginning on/about September 2010 up to on/about August 2013.

Type of Award:

USAID intends to award multiple cooperative agreements under this RFA. USAID anticipates a minimum of the following substantial involvement in the awards:

- *Approval of annual implementation plans*

SECTION III: ELIGIBILITY INFORMATION

- (1) Legally registered local, regional (i.e., from the Middle East or North Africa) and/or international organizations are eligible to apply under this RFA. For the purposes of this RFA, local organizations are defined as those organized/registered in countries in which USAID has an assistance program. Teaming arrangements are highly encouraged. Regional organizations which cover one or more countries in the Middle East or North Africa may be based in any country in the Middle East or North Africa, as long as they are not located in a foreign policy restricted country unless approved by USAID. International organizations may include U.S. or other organizations, including public international organizations.
- (2) USAID encourages applications from potential new partners.
- (3) This RFA does not include a cost sharing requirement.

SECTION IV: APPLICATION AND SUBMISSION INFORMATION

(1) The point of contact for this RFA is:

USAID/Egypt Office of Procurement
Laselki Street
New Maadi, Cairo, Egypt
Tel: 20-2-2522-7000
Dana Rose and Botros Wilson
Cairoproposals@usaid.gov

This RFA and electronically linked documents contains all the information a potential applicant needs to apply.

(2) The application must be submitted electronically in two separate parts: (a) technical and (b) cost application. The Applicant must submit the proposal via internet email with up to 5 attachments (2MB limit) per email compatible with MS WORD, Excel, Lotus 123 and/or WordPerfect in a MS Windows environment. There has been a problem with the receipt of *.zip files due to anti-virus software; therefore, Applicants are discouraged from sending files in this format as we can not guarantee their acceptance by USAID's internet server. Applications shall be submitted in accordance with the following instructions:

(a) THE TECHNICAL PROPOSAL:

Technical applications must be written in the English language, and shall not exceed the page limits for each section mentioned below. Applicants are advised that any pages exceeding this limit will not be considered for evaluation. The technical application must be single-spaced, 12 font size, with one (1") margins; and must be submitted in PDF and Microsoft Word format, consistent with the following format:

- i. Title Page (1 page) – to include the applicant's contact information and program title.
- ii. Program Description (up to 15 pages) – to include a description of the proposed approach to achieving the objectives of the RFA. The application shall clearly state whether the program will address one, two, three or four program components of the RFA, and specify which components are being addressed. The application shall also clearly state which countries are expected to participate in / benefit from the proposed program.
- iii. Program Timeline (up to 2 pages) – to include a graphic representation of the overall timeframe for program implementation over the three-year period with a listing of planned major activities.
- iv. Program Organization / Management (up to 3 pages) – to include a summary of the applicant's organizational capacity and the proposed management arrangements for

the program. Any teaming arrangements must clearly delineate the responsibilities of each program partner and the reporting relationships.

- v. Annex: Past Performance (no page limit) – to include a listing of all contracts, grants, or cooperative agreements involving similar or related programs during the three years before the application. Reference information must include the location, award numbers (if available), a brief description of work performed, and a point of contact list with current telephone numbers and e-mail addresses, if applicable. Additional references to those provided by the applicant may be contacted by USAID as part of the evaluation process.

(b) COST APPLICATION FORMAT

The cost application must be written in the English language and there is no limit on the number of pages for the cost application. The cost 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 at the following link:

http://www.grants.gov/agencies/aapproved_standard_forms.jsp#1

The cost application must also be submitted in Microsoft Excel format with all formulas unlocked and the detailed narrative in PDF and Microsoft Word.

(c) BRANDING STRATEGY AND MARKING PLAN

USAID will request a branding strategy and marking plan from the apparently successful applicant for evaluation as part of the award process, as per Attachments 2-4, except in cases where a waiver already exists. The apparently successful applicant's proposed Marking Plan may include a request for approval of one or more exceptions to marking requirements established in 22 CFR 226.91. The Agreement Officer evaluates and approves the Branding Strategy and a Marking Plan (including any request for exceptions) consistent with the provisions contained in 22 CFR 226.91, ADS 320, and AAPD 05-11.

(3) The following certifications are required as part of the application package:

- a. For U.S. organizations, a signed copy of the Assurance of Compliance with Laws and Regulations Governing Nondiscrimination in Federally Assisted Programs. This certification applies to Non-U.S. organizations if any part of the program will be undertaken in the United States;
- b. A signed copy of the certification and disclosure forms for "Restrictions on Lobbying" (see 22 CFR 227);

- c. A signed copy of the “Prohibition on Assistance to Drug Traffickers” for covered assistance in covered countries, as detailed in ADS 206.3.10;
 - d. A signed copy of the “Certification Regarding Terrorist Funding” required by AAPD 04-14;
 - e. Survey on Ensuring Equal Opportunity for Applicants; and
 - f. Submission of a Data Universal Numbering System (DUNS) Number (see Federal Register Notice Use of a Universal Identifier by Grant Applicants).
- (4) Applications must be received by 2:00 PM, Cairo local time on July 10, 2010. Applications which are received after this deadline will not be accepted for consideration.
- (5) Please note that pre-award costs will not be reimbursed.
- (6) Because this program is designed to support the work of USAID in the Middle East and North Africa region, funding under this program shall not be used – without specific prior written authorization by the Agreement Officer – in any geographic area other than in the Middle East and North Africa.
- (7) Applications must be submitted electronically to the following address:
Cairoproposals@usaid.gov
- (8) In the event of system problems with electronic submission, please contact Dana Rose and Botros Wilson at Cairoproposals@usaid.gov for alternate submission instructions.

SECTION V: APPLICATION REVIEW INFORMATION

All applications received by the submission deadline will be evaluated by a technical evaluation committee in accordance with the evaluation criteria listed below. The evaluation criteria are of equal importance, unless stated otherwise.

Because applicants may submit applications covering one, two, three or all four program components, at its discretion, USAID may organize the review of program applications by specific program components and/or by benefitting countries.

(1) Technical merits of the application

USAID will review the technical merits of the application, to include the degree to which the proposed program and activities will achieve the objectives outlined in this RFA. USAID will review the timing and sequencing of activities as well as the applicant’s understanding of the overall objectives and of the context in which the program will be carried out. USAID will also review the management structure and the organization’s operational capacity as it relates to the proposed activities.

(2) Cost effectiveness and cost realism of the application

USAID will review the cost effectiveness and cost realism of the application. Applications which address all four components may be considered more cost effective, depending upon the overall management approach and organizational structure proposed by the applicant. Cost sharing is not required for this RFA and will not be evaluated.

(3) Past performance of the applicant

USAID will review the past performance reference submissions, as set forth above in Section IV (2)(a)(v).

(4) Branding strategy and marking plan

As per Section IV (2)(c), USAID will request and evaluate a branding strategy and marking plan from apparently successful applicants, except in cases where an existing waiver applies; this evaluation will not be part of the competitive evaluation set forth in this section.

SECTION VI: AWARD AND ADMINISTRATION INFORMATION

- (1) A notice of award signed by the Agreement Officer is the authorizing document for this RFA. The notice of award will be provided electronically to the applicant's point of contact listed in the application.
- (2) In addition to the USAID/Egypt Agreement Officer, USAID Washington Agreement Officers may issue one or more of the anticipated Cooperative Agreements within their delegated authority, consistent with the program described in this RFA.
- (3) Prior to issuance of award, some applicants may be required to submit additional information on the organization and key individuals for vetting. In such cases, issuance of an award is contingent on the timely receipt of the information requested and the successful completion of the vetting process.
- (4) Unsuccessful applicants will be notified electronically. Within 10 working days after the applicant receives notice that USAID will not fund its application, the unsuccessful applicant may send a written request for additional information. Debriefings may be provided at the discretion of the Agreement Officer. USAID may, at its discretion, respond orally, in writing, or electronically.
- (5) Awards will be administered as follows in accordance with USAID Standard Provisions for U.S. Non-Governmental Recipients or Non-U.S., Non-Governmental Recipients, as applicable, and will include *inter alia* the "Required as Applicable Standard Provision" on Participant Training.

- (6) The successful applicant shall submit quarterly narrative reports on program progress, to include a summary of activities undertaken, issues encountered, proposed means to address any issues and main activities for the next reporting cycle. The quarterly reports shall be submitted in English within 30 calendar days of the end of the quarter. The reporting cycle shall follow USAID's standard quarters (i.e. September-December, January-March, April-June, July-September). Reports shall be submitted electronically to the AOTR.

SECTION VII: AGENCY CONTACTS

The point of contact for this RFA is:

USAID/Egypt Office of Procurement
Laselki Street
New Maadi, Cairo, Egypt
Tel: 20-2-2522-7000
Dana Rose and Botros Wilson
Cairoproposals@usaid.gov

SECTION VIII: OTHER INFORMATION

USAID reserves the right to fund any or none of the applications submitted.

Attachment 1: Current OMEP Programs

USAID's Office of Middle East Programs, located in Cairo, Egypt, develops and carries out programs to address regional and cross-border issues throughout the Middle East and North Africa. These programs invest in youth, address the governance and culture of water, and strengthen civil society. Most are strengthened by partnerships with businesses and local organizations that bring additional expertise and resources.

INVESTING IN YOUTH

Mentouri University Partnership for Workforce Development – strengthens Mentouri University in Algeria's business training and job placement programs (Michigan University)

Middle East Youth Media Initiative – produces a high quality, educational television drama, "The University", for broadcast via regional satellite on issues central to young people's lives. (Al Karma)

Peace Scholarships – offers up to 30 scholarships annually for one year of undergraduate study in the United States, complemented by leadership training and regional networking. (IIE / World Learning)

Siraj Youth Development – provides leadership training and tools to assist youth and youth development workers in starting or expanding programs benefiting their communities. (Save the Children)

Social Innovators – gives grants to 22 extraordinary individuals carrying out creative projects that address pressing social and economic issues. (Synergos)

STRENGTHENING CIVIL SOCIETY AND GOVERNANCE

Anti-Money Laundering – trains regional government officials in the most effective techniques to investigate and stop cross-border money laundering. (U.S. Department of the Treasury)

Regional Transparency Program – supports advocacy organizations in the region in their effort to assess and call for greater transparency in government to improve the delivery of public services. (Transparency International)

TRANSFORMING THE CULTURE AND GOVERNANCE OF WATER AND NATURAL RESOURCES

Arab Water Academy – designs and offers a course on water governance for senior and emerging leaders in water and related sectors at the Water Academy in the United Arab Emirates. (International Center for Biosaline Agriculture)

Water Cycle Monitoring – supports the development of a model and database to monitor the water cycle in the Arab region to improve water management. (NASA)

Regional Water Governance Benchmarking – provides tools to compare, guide, and monitor national progress on water governance to increase the transparency and effectiveness of water management. (IRG)

Rehabilitation of the Lower Jordan River – mobilizes Israeli, Palestinian, and Jordanian champions to help restore the Jordan River (Friends of the Earth Middle East)

Attachment 2:

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 brandmark, 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:

(1) 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.

(2) 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.

(3) 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 recommendations from technical experts while performing the evaluation.

Attachment 3:
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 USAIDfunded 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 offend 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:

(1) A description of the public communications, commodities, and program materials that the recipient will produce 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, audiovisual 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.

(2) 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.

(3) 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 an exception.

(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 costbeneficial 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.

Attachment 4:

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 subagreement.

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

(1) 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.

(2) 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.

(3) 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.

(4) 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.

(5) 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.

(6) 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.

(7) 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.

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

(9) 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."*

(10) 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."*

(11) 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.

(1) 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.

(2) 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 [**Agreement Officer fill-in**] days 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,

(3) 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.

(4) 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.

- (1) 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.
- (2) 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.
- (3) Approved waivers are not limited in duration but are subject to Principal Officer review at any time, due to changed circumstances.
- (4) 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.
- (5) 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 not 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.