



**Issue Date:** July 15, 2020  
**Deadline for Questions:** July 28, 2020 at 05:00 pm (Maputo Time)  
**Closing Date & Time:** August 25, 2020 at 05:00 pm (Maputo Time)

**Subject:** Notice of Funding Opportunity (NOFO)  
Request for Application (RFA) Number: 72065620RFA00007

**Program Title:** USAID’s Community Radios Assistance for Greater Empowerment of Mozambicans – USAID’s CORAGEM

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a Cooperative Agreement from qualified entities to implement the Community Radios Assistance for Greater Empowerment of Mozambicans – USAID’s CORAGEM.

**Eligibility for this RFA is restricted to Local Mozambican Organizations (Local Entities) as defined below:**

**“To be considered a “local” organization, an entity must:**

- (1) Be organized under the laws of the recipient country;**
- (2) Have its principal place of business in the recipient country;**
- (3) Be majority owned by individuals who are citizens or lawful permanent residents of the recipient country; and/or**
- (4) Be managed by a governing body, the majority of who are citizens or lawful permanent residents of a recipient country.**

Please see **Section D** of the RFA for additional information.

USAID intends to make one (1) award to the applicant who best meets the objectives of this funding opportunity based on the merit review criteria described in this RFA subject to a risk assessment. USAID is seeking to fund one local implementing partner to provide comprehensive, high quality, and cost-effective services to meet the activity objectives.

Eligible parties interested in submitting an application are encouraged to read this RFA thoroughly to understand the type of program sought, application submission requirements and selection process.

To be eligible for award, the applicant must provide all information as required in this RFA and meet eligibility standards in Section C of this RFA. This funding opportunity is posted on

[www.grants.gov](http://www.grants.gov), and may be amended. It is the responsibility of the applicant to regularly check the website to ensure they have the latest information pertaining to this notice of funding opportunity and to ensure that the RFA has been received from the internet in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion process. If you have difficulty registering on [www.grants.gov](http://www.grants.gov) or accessing the RFA, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at [suport@grants.gov](mailto:suport@grants.gov) for technical assistance.

Please also send any questions to the points of contact identified in Section D. The deadline for questions is shown above. Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted to [www.grants.gov](http://www.grants.gov).

Issuance of this notice of funding opportunity does not constitute an award commitment on the part of the Government nor does it commit the Government to pay for any costs incurred in preparation or submission of comments/suggestions or an application. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense.

Thank you for your interest in USAID programs.

Sincerely,

Jean-Jacques Badiane  
Agreement Officer

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## **SECTION A: PROGRAM DESCRIPTION**

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

### **A. INTRODUCTION**

The media sector is relatively diverse in Mozambique with around 500 printed outlets, 95 radio stations including 65 community radios, 9 TV Stations, and 47 online publications. It is estimated that as of December 2017, around 5.3 million Mozambicans were online, representing an internet penetration rate of 18.4% of the population, although most usage is confined to major cities. Community radios are the major source of information in rural areas, and the main source of information to around two thirds of the Mozambican population. However, due to poor (1) journalistic skills and ethical standards, (2) financial sustainability, and (3) community engagement, the potential of community radio to inform and empower Mozambican citizens is largely unrealized.

In line with existing CDCS Development Objective (DO) 1: *Strengthened Democratic Governance of Mozambican Institutions* and the approved Democracy, Human Rights and Governance Project Authorization Document ( DRG PAD) framework, USAID/Mozambique proposes to implement the COMMUNITY RADIOS ASSISTANCE FOR GREATER EMPOWERMENT OF MOZAMBICANS (USAID’S CORAGEM). The purpose of the five-year Cooperative Agreement will be to strengthen the capacity of community radios to respond to rural citizens’ information needs and demand for greater accountability. The program will provide tailored medium-term support to at least 50 Community Radios (CRs) and generic support to around 120 CRs located in the provinces of Zambézia, Nampula, Niassa and Cabo-Delgado. The potential funding is expected to total approximately \$6 million and must be implemented through a consortium of local established organizations. Although the program will primarily focus on independent community radios, support to state-owned community radios in the geographic area is anticipated.

### **B. PROGRAM DESCRIPTION**

#### **B.1 Background and Problem Analysis**

##### **MEDIA SECTOR IN MOZAMBIQUE**

Information in Mozambique is relayed by means of television, radio, newspapers, magazines and the internet. Circulation of Mozambican newspapers is relatively low as a result of high newspaper prices and low literacy rates. Research shows that only 5 in 1,000 people have access to newspapers. The state-owned *Jornal Noticias* is the most popular daily newspaper with 11,000 copies per day followed by the privately-owned *O País* that prints 2,500 to 5,000 copies daily. Private-owned weekly bulletins with wider circulation include *Savana* at around 6,000; *Canal de Moçambique* with around 5,000 and *Público* with a circulation of 2,500 daily copies. Some

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

Radio programs are the most widespread form of media in the country, being the primary source of information for 88% of the rural population. The most influential radio stations are state-owned, with most of the private radio stations having only a local audience. State-owned *Rádio Moçambique* (RM) is the most popular radio station in the country, reaching around 60% of the population, offering programming in 20 local languages. Television broadcast is mostly provided by *Televisão de Moçambique*, established in 1981 and headquartered in Maputo - Mozambique's only state-controlled television station. Approximately five privately owned stations are also headquartered in Maputo. Foreign television stations such as Portuguese state TV and Brazilian-based *Miramar* have high viewership rates. A private multi-media group, *SOICO*, launched *STV*, an independent TV Station in 2002, broadcasting 24 hours a day and covering all provinces<sup>1</sup>. With increasing access to the internet, social media on various communication platforms, including WhatsApp, Twitter, Facebook, YouTube, LinkedIn, and Flickr, online streaming is gaining prominence, particularly in major cities. For instance, by December 2017, Mozambique had 1.8 million Facebook subscribers<sup>2</sup>, representing 6.2% of the population.

## COMMUNITY RADIOS IN MOZAMBIQUE

Community radios are the major source of information in rural areas. A study of community radio undertaken by the *Community Information and Communication Support Centre* (CAICC), an Eduardo Mondlane University Computer Centre project, ***revealed that community radios are able to reach at least 18 million people (2/3 of the population) in Mozambique, with the largest numbers of listeners concentrated in the two most populous provinces of Nampula and Zambezia***<sup>3</sup>. The study concluded that the 120 community radio stations around the country reach 5.6 million people in the northern provinces, 5.9 million in the center of the country, and 4.4 million in the south. In numerical terms, Nampula leads the way, with 18 community radios broadcasting in the province. Highlighting the importance of community radios in providing vital

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<sup>1</sup> Mozambique: Media and Telecoms Landscape Guide. Infoasaid. July 2012. Source: [https://reliefweb.int/sites/reliefweb.int/files/resources/mozambique\\_media\\_guide\\_-\\_final\\_050712.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/mozambique_media_guide_-_final_050712.pdf). Accessed: October 5, 2018

<sup>2</sup> Internet World Status. Usage and Population Statistics. Miniwatts Marketing Group. September 12, 2018. Source: <https://www.internetworldstats.com/stats1.htm>. Accessed: October 5, 2018

<sup>3</sup> Estimativa Do Número De Cidadãos Abrangidos Pelas Rádios Comunitárias e Centros Comunitários em Moçambique. Centro de Apoio à Informação e Comunicação Comunitária – CAICC. 2015. Source: [https://www.caicc.org.mz/images/documentos/Estudo\\_Estimativa\\_Cidadaos\\_Abrangidos\\_Novembro\\_2015.pdf](https://www.caicc.org.mz/images/documentos/Estudo_Estimativa_Cidadaos_Abrangidos_Novembro_2015.pdf). Accessed October 5, 2018.

information to rural communities, a survey conducted in July 2018, in Nampula and Zambézia provinces, revealed that 88% of the rural population in those provinces consider radio their key source of information. In fact, 61% of the respondents report that they listen to community radio several hours a day.

## PROBLEM ANALYSIS

Despite community radios overwhelming potential to provide information to two thirds of the Mozambican population, these radio stations face significant challenges. Among them, the most outstanding challenges to provide information to rural citizens are: (1) *poor journalistic skills and ethical standards* (2) *poor financial sustainability*; and (3) *poor community engagement*.

1. **Poor Journalistic skills and ethics.** Although community radio journalists face several challenges, there are at least three outstanding challenges common to most of the community radios: (i) poor journalistic skills; (ii) weak journalism ethical standards; and (iii) deficiencies in reporting key issues such as decentralization, extractive industries and gender issues.

1.1. **Journalistic skills** – Despite huge efforts during the last five years to build journalistic skills, professional journalism continues to be a challenge, as reflected on the 2017 Media Sustainability Index (MSI), where Mozambique scored only 1.77 on professional journalism. “*Although there are mid- and higher-level institutions that train journalists, too many journalists are poorly trained*”, highlights the MSI report. Community radio journalists have few opportunities for training and skills development and are among the lowest skill levels of all journalists in Mozambique.

1.2. **Journalism ethical standards** – A study produced by the *Centro de Estudos Interdisciplinares de Comunicações* (CEC) and *MISA Moçambique*<sup>4</sup>, in partnership with the *National Union of Journalists* (SNJ), revealed that in 2016, there were several violations of ethics in the Mozambican print media, with more incidents of plagiarism. The political, social and economic situation often pushes journalists into unprofessional practices and attitudes, fueled by “*by a clientelism and fealty to political powers and some influential entities within Mozambican society*”<sup>5</sup>. Journalists and media who upset the authorities continue to be exposed to threats and intimidation; with the result that self-censorship is widespread, especially in rural zones. Censorship and self-censorship are a growing problem in Mozambican public and private media. A code of conduct signed by several media outlets has not prevented ethical lapses, including plagiarism, avoidance of certain subjects, a dearth of differing points of view, and manipulation of information and images to harm the reputation of individuals or organizations.

1.3. **Deficiencies in reporting key issues:**

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<sup>4</sup> Análise de Questões Éticas na Imprensa Escrita em Moçambique. Misa Mocambique. 2016. Source: <http://www.misa.org.mz/index.php/publicacoes/relatorios/30-analise-de-questoes-eticas-na-imprensa-escrita-em-mocambique>) Accessed September 29, 2018.

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

- 1.3.1. **Decentralization:** with the October 2019 General Elections, Mozambique introduced decentralization reform at the provincial level, aiming to give citizens and their elected representatives more power in public decision-making. Informed citizenry requires that citizens be informed, involved and engaged on various components comprising their government, including relevant aspects of their politics, geology, sociology, environment and economy. With relevant information, citizens are motivated to take decisions, change behaviors and improve their civic and political engagement and participation. Meaningful participation by citizens in the decentralization process requires that they are fully informed of the rules and regulations and they understand their role in government. Given that is a recent process in Mozambique and there is widespread lack of information about the implementation of this process, community radio journalists will need training to understand the process and conduct a widespread dissemination campaign to educate citizens.
- 1.3.2. **Extractive Industries:** with the recent discovery of huge reserves of oil, gas and coal, Mozambique is set to become one of the world largest supplies of those commodities. The development and exploitation of oil, gas, and mining resources will become a critical topic for investigative journalists in Mozambique, particularly those reporting in areas where resources are extracted.
- 1.3.3. **Gender:** A sensitive field requiring improved journalistic skills is the reporting of gender-related issues. Community radios also lack programming targeted to the needs and interests of women. Despite a slight increase of news items covering gender issues, such as health and gender-based violence, overall reporting of gender-related issues remains low, particularly within community radios. The Gender and Media Baseline Study<sup>6</sup> looked at representation of gender issues over a one-month period in news items from 114 print and electronic media outlets in 12 Southern African countries, including Mozambique. Key findings included: (1) general under-representation of women’s “views and voices”; (2) no significant differences between private and public media in the quality or frequency of coverage of women’s themes; (3) older women, aged 50 and older, “are virtually invisible”; (4) lack of coverage of certain occupational categories where women predominate, with only beauty contestants, sex workers and homemakers getting significant coverage; (5) coverage of women politicians is not proportionate to their representation in Parliament; (6) men’s voices dominate “hard news”; (7) the print media have the lowest levels of coverage of women’s issues; and, (8) both blatantly sexist reporting and subtle stereotyping occur.

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<sup>6</sup> Gender and Media Baseline Study. Southern African Regional Overview. Media Institute of Southern Africa and Gender Links. 2003. Source: [https://www.academia.edu/1284182/Gender\\_and\\_Media\\_Baseline\\_Study](https://www.academia.edu/1284182/Gender_and_Media_Baseline_Study). Accessed on March 23, 2020.

2. **Poor Financial Sustainability** - The weak business structure in most Mozambican community radios and lack of alternative sources of media financing, namely advertisement and subscription payments for access to material produced by the media sector, present a huge economic challenge to the media outlets<sup>7</sup>. Only a slim majority (54%) of USAID surveyed media actors partially agreed that media business is sustainable in Mozambique. A recent government decree law<sup>8</sup> established a licensing fee for community radios at MT 50,000 (US \$830), which is difficult for most radios to pay. USAID's previous media program provided targeted customized long-term assistance to 32 community radio stations aiming to build their capacity in business management, thus ensuring their long-term financial sustainability, while at the same time increasing their ability to provide information. Results show that 78% of targeted community radios have progressed one or more stages towards model station status. However, the country has over 120 community radio stations, most of which operate under severe difficulties, being often underfunded and facing serious financial difficulties to raise revenues. The country's economic crises, resulting from the disclosure of hidden government loans, have hit circulation and advertising revenues of the independent media. High interest rates hinder media outlets from borrowing, limiting modernization of high-cost operating equipment, with heavy consequences on business viability. With a few exceptions, community radios suffer from a lack of expertise, professionalism and planning, which compels some managers to resort to unethical and unwise means of obtaining financing. Most radio stations are managed on a day-to-day basis, without operational and finance plans, by journalists handling multiple and diverse areas such as payroll, advertising and editorial.
  
3. **Poor community engagement:** Despite efforts to respond to community needs, community radios stations have not been able to establish and strengthen meaningful linkages between citizens, the private sector, civil society and local government. Due to resource limitations and lack of technical capacity to conduct market research, audience assessment or listener's surveys, in most cases, citizens' information needs are not regularly assessed. "*Community media do not have consistent funding and even those that do not get state funds are pressured to carry out the political agenda of local officials, especially in central and northern regions*", mentioned the 2017 MSI report<sup>9</sup>. As a result, relevant information needed by the community, especially female and youth members, might not be gathered and broadcast appropriately. In general, communities should be involved in creating programming. In fact, as alluded by a panelist of 2017, 'news broadcasted by community radios often comes from public radio and television and offers little diversity. The disconnect between the information

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<sup>7</sup> The Right to Tell. The Role of Mass Media in Economic Development. World Bank Institute. November 2002. Source: <http://documents.worldbank.org/curated/en/957661468780322581/pdf/multi0page.pdf> Accessed October 5, 2018.

<sup>8</sup> Decreto Lei No. 40/2018 de 23 de Julho de 2018. Gabinfo: Taxas. 1ª Série Boletim da República. Imprensa Nacional. República de Moçambique.

<sup>9</sup> Media Sustainability Index 2017. The Development of Sustainable Independent Media in Mozambique. IREX. Source: <https://www.irex.org/sites/default/files/pdf/media-sustainability-index-africa-2017-mozambique.pdf> Accessed October 5, 2018.

provided and needed, may result in lack of interest in programming, impeding the effectiveness of community radio programming to motivate behavior change or citizen action in response to the information provided.

**Summary Problem Statement:** *Community radios have limited capacity to provide information to rural citizens, accounting for two thirds of the population, mainly due to poor journalistic skills, financial sustainability and community engagement.*

In line with existing CDCS Development Objective (DO) 1: *Strengthened Democratic Governance of Mozambican Institutions* and the approved DRG PAD framework, USAID/Mozambique proposes to implement a Cooperative Agreement. This activity will directly support the DRG PAD **Intermediate Result (IR) 1: More effective civil society participation in governance processes**, and more specifically the **Sub-IR 1.1: Citizens better informed of rights and responsibilities**.

The purpose of the Cooperative Agreement, will be to strengthen the capacity of community radios to provide high quality information to better inform and empower Mozambican citizens to hold their governments accountable. The program will provide tailored targeted support to at least 30 Community Radios (CRs) and generic assistance to around 120 CRs located in the provinces of Zambezia, Nampula, Niassa and Cabo-Delgado. Although the program will primarily focus on independent community radios, support to state-owned community radios in the geographic area is anticipated.

## **B.2 Geographic Focus**

USAID'S CORAGEM will be structured to provide effective support to community radios located in Zambezia, Nampula, Cabo Delgado and Niassa provinces, with modest and strategic support to other community radios nationwide. This activity may assist community radios outside the defined geographic focus, based on solid justification to be evaluated as needed.

## **B.3. Summary of Relevant USG and Donor Activities**

USAID/Mozambique has funded the Media Strengthening Program (MSP), implemented by the U.S. based IREX, with the overall objective of supporting a free, open, diverse and self-sustaining Mozambican media sector providing high quality information to all citizens that promote debate, accountability and development. The 6.5 years program: (1) trained 204 emergent journalists and 1,428 in-service journalists; (2) provided targeted customized assistance to 14 media outlets to increase their revenue and improve their operational efficiency and cost effectiveness; (3) strengthened 36 media associations in advocacy for freedom of expression, press freedom and related media legislation; and (4) supported 15 Persons With Disabilities (PWDs) TV Surdo journalists in TV news production.

Specific support to Community Radios assisted 32 CR stations to build their capacity in basic journalism, radio production, and management, thus increasing their ability to provide quality information, while at the same time promoting their long-term financial sustainability. Results

show that 78% of targeted community radios have progressed one or more stages towards model station status. The Community Radio performance Matrix measures three components: operational (organizational and financial management), programmatic (staff skills, programmatic content, and community participation) and technological (use of ICT and maintenance skills) capacity. A model CR station is well organized, has strategic plans, is financially sustainable, has trained staff, program content is fully aligned with audience needs, communities fully participate in programming, uses ICT and has an effective maintenance program. Several activities were co-implemented with the sub-grantees *Forúm das Rádios Comunitárias* (FORCOM), *Centro de Apoio à Informação e Comunicação Comunitária* (CAICC) and the state-owned Instituto de *Comunicação Social* (ICS). A breakthrough step to support community radios sustainability was the development and launching of XIPALAPALA, an on-line portal that enables donors, businesses and others to buy airtime from multiple community radios at a standardized cost.

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

#### **B.4. Lessons Learned**

##### **MEDIA LEARNING EVENT**

On August 8, 2018, USAID organized a half-day learning event, with 15 local media actors (four female) covering a wide range of local media, including the private-independent media, government owned-media, community radios and investigative journalists. Using an online voting mechanism<sup>10</sup>, participants' opinions on: (i) Importance of media; (ii) Journalist skills and business; and (iii) Limiting Factors, were surveyed:

- **Importance of the media:** A wide majority (85%) of respondents partially (54%) or completely (31%) agree that Mozambican media provides relevant information to citizens. Nonetheless, all (100%) respondents completely agreed that rural populations have challenges in accessing information, mainly lack of reliable sources of regular information. Judging on the relationship with the government, the majority agreed partially (62%) that the media is effective in holding the government accountable.

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

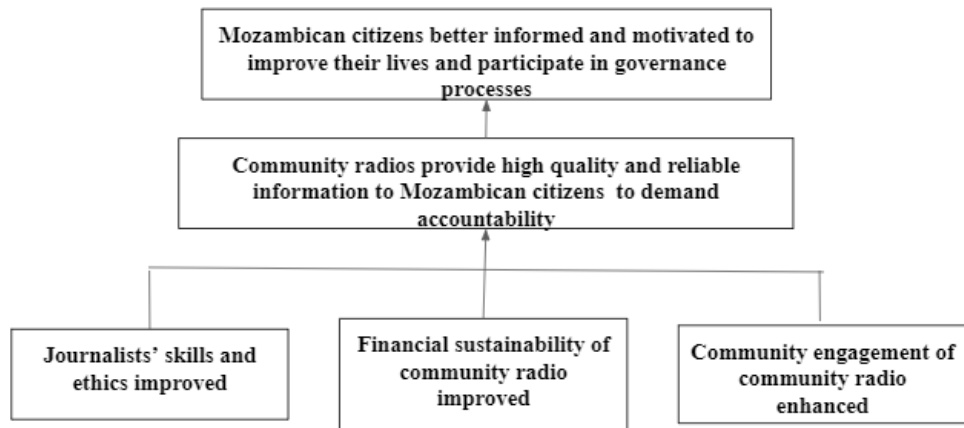
USAID conducted a mid-term evaluation of USAID’s Media Strengthening Project in 2015 that addressed discrete components of that project, specifically, the results achieved in (1) increasing the level of professionalization of the Mozambican media sector; (2) Improving the financial capacity of Mozambique’s media sector; and (3) Mozambican media organizations display an increased ability to advocate for press freedom and for a legal environment that enables media freedom. The evaluation concluded that qualitative findings indicated that the Activity contributed to improved journalism responding to a wide range of needs. It acknowledged the Activity’s contribution to improving the business sustainability of partner outlets, but that partner outlets continued to face significant challenges to their financial capacity and long term viability, and that, at the time, the Activity “just scratched the surface of its work in building financial capacity”<sup>11</sup>.

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

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<sup>11</sup> DRG Learning, Evaluation and Research Activity: Mid-Term Performance Evaluation of the USAID Media Strengthening Program, 2015 USAID/NORC at the University of Chicago, Abbott, Grant, Hendley

## B.5. Logical Framework



<b>USAID’s COMMUNITY RADIOS ASSISTANCE FOR GREATER EMPOWERMENT OF MOZAMBICANS (USAID’S CORAGEM)</b>			
<b>Out-come</b>	<b>Mozambican citizens better informed and motivated to improve their lives and participate in governance processes</b>		
<b>Purpose</b>	<i>Community radios provide high quality and reliable information to Mozambican citizens to demand accountability</i>		
<b>Objectives</b>	<b>Objective 1: Journalists’ skills &amp; ethics improved;</b>	<b>Objective 2: Financial Sustainability of CRs increased;</b>	<b>Objective 3: Community Engagement of CRs enhanced;</b>
<b>Illustrative Activities</b>	<ul style="list-style-type: none"> <li>● Train CR journalists in basic and advanced journalistic skills;</li> <li>● Train CR journalists in investigating and reporting key current issues such as Decentralization, Extractive Industries and Gender.</li> <li>● Train CR journalists in investigating and reporting education, health and biodiversity related issues broadcasted by the CRs (disaggregated by sex, age and geographic location);</li> <li>● Coaching, mentoring and sponsoring investigative journalists investigating and reporting key issues;</li> </ul>	<ul style="list-style-type: none"> <li>● Training managers and decision-makers’ business and operation management skills;</li> <li>● Streamline CRs operations;</li> <li>● Support development and implementation of business plans, marketing initiatives to increase revenues;</li> <li>● Design, implementation, monitoring and evaluation of CRs performance management tools;</li> <li>● Strengthen networks among CRs and promote exchange of content;</li> <li>● Improve the linkages with services and businesses interested in using CRs.</li> </ul>	<ul style="list-style-type: none"> <li>● Strengthen linkages between citizens, the private sector, CS and local government to improve transparency and accountability in local communities;</li> <li>● Train CRs in assessing citizens’ information needs, through a diversity of methods such as market research, audience assessments and surveys;</li> <li>● Train CRs in designing programs to support youth at the individual, family and community level and youth participation in the society;</li> <li>● Prepare CRs to serve as youth hubs providing a health space for them to speak about their problems and promote their rights;</li> <li>● Support establishment of connections &amp; networks between CRs and CSOs;</li> </ul>

<b>Illustrative Indicators</b>	<ul style="list-style-type: none"> <li>• % of trained journalists that have demonstrated improvement on their skills.</li> <li>• # of individuals that have been reached with education, health and biodiversity related issues broadcasted by the community radios (disaggregated by sex, age and geographic location).</li> </ul>	<ul style="list-style-type: none"> <li>• # of CRs that have streamlined their operations.</li> <li>• # of CRs that have increased their revenues, disaggregated by source: Advertisement, <i>Xipalapala</i> mechanism and other;</li> <li>• # of CRs station staff trained on management;</li> <li>• # of CRs stations achieving the status of model community radio station;</li> </ul>	<ul style="list-style-type: none"> <li>• # of CRs that regularly assess their audience needs, through a diversity of methods such as market research, audience assessments and listener’s surveys;</li> <li>• # of CRs serving as youth hubs, health and safe space for young people;</li> <li>• % of CRs actively engaged in networks with other civil society groups operating on the same geographic space or advocating for the same issues.</li> </ul>
<b>Target</b>	<b>The Cooperative Agreement, likely to be implemented by a consortium of local established organizations, will provide tailored support to at least 50 CRs and generic assistance to around 120 CRs located in the provinces of Zambézia, Nampula, Niassa and Cabo-Delgado.</b>		

### B.5.1. Development hypothesis

**Development Hypothesis:** The draft theory of change for the USAID’S CORAGEM activity is:

*If the skills and ethics of community radios journalists are improved;*

*If the financial sustainability of Community Radios is increased;*

*If Community Engagement of Community Radios is enhanced;*

*Then citizens will have more access to useful information and therefore be empowered to demand greater accountability and*

*Then citizens will be better informed and motivated to improve their lives and participate in governance processes.*

The activity will support the existing CDCS Development Objective (DO) 1: **Strengthened Democratic Governance of Mozambican Institutions** and more directly support the 2015-2019 Democracy, Human Rights and Governance (DRG) Project Appraisal Document (PAD), **Intermediate Result (IR) 1: More effective civil society participation in governance processes**, and more specifically the **Sub-IR 1.1: Citizens better informed of rights and responsibilities**.

### B.5.2. Outcome, Purpose and Objectives

**Activity Outcome: Mozambican citizens better informed and motivated to improve their lives and participate in governance processes**

**Illustrative high-level indicators:**

- Percentage of surveyed individuals who report have taken decisions, changed behaviors or improved civic engagement and participation due to information received through community radio, disaggregated by gender, age-groups and region;

***Activity Purpose: Community Radios provide high quality, useful and reliable information to Mozambican Citizens***

***Illustrative Indicators:***

- Percentage of citizens that acknowledge that the information provided by the community radios is of high quality, useful and credible disaggregated by gender and age;

To achieve this purpose the program will pursue three distinct objectives:

**Objective 1: Improve the community radios journalists' skills and ethics;**

**Objective 2: Increase the Financial Sustainability of Community Radios;**

**Objective 3: Enhance the Community Engagement of Community radios**

**Objective 1: Improve the community radios journalists' skills and ethics;**

Community radio stations play an important role in Mozambique's information landscape, potentially reaching two-thirds of the Mozambican population. For isolated communities, they may be the only link to the rest of the country, and the only source of vital information on current events and politics, corruption, natural disasters, civil unrest, as well as vital development information. However, they are staffed by untrained volunteer labor, which frequently turns over. Given that most community radios currently rely on unpaid and voluntary journalists with no or little training in journalism, USAID CORAGEM will give attention to journalists and editors, aiming to improve their skills to investigate and report on relevant issues to their communities, by providing tailored training to journalists, building their journalistic skills, as well as the ability to report key current issues such as Decentralization, Extractive Industries and Gender. Special attention should be given in improving the journalist skills to educate the citizens on ways they can engage with local authorities and be more civically engaged. Support to journalists will also provide training in USAID priority thematic areas of interest to the rural audiences, such Health, Education and Biodiversity.

- **JOURNALISTIC SKILLS:** Training in journalistic skills remains at the top of media sector needs, since around two thirds of the estimated 6,000 Mozambican journalists have not benefited from any kind of training in journalistic skills. Core skills include news gathering, interviewing, writing, editing and summarizing stories, writing different types of stories and understanding the way news is produced and consumed. It goes beyond the capacity to produce writing that is both accurate and engaging, to include presenting facts in an interesting way to grab their audience's attention. The existing Media Lab, established by MSP, and operating as the Center of Media Excellence, has experience in providing training and apprenticeship for selected aspiring journalists, graduating distinctively high-quality cub reporters ready to work in multi-media newsrooms. This activity may consider partnering with that institution and other Mozambican radio support organizations, such as *Instituto de Comunicação Social (ICS)*, *Fórum das Rádios Comunitárias (FORCOM)*, *Centro de Apoio à Informação e Comunicação Comunitária (CAICC)* and *Rede de Comunicadores Amigos de*

*Criança (RECAC)* to ensure that training provided by the program to journalists is tailored and adapted to the community radios' needs.

- **DECENTRALIZATION:** at the core of the political operating environment at the provincial level, lies the recently introduced decentralization process. Meaningful participation by citizens in the decentralization process requires that they are fully informed of the rules, so they can understand their roles. In partnership with relevant stakeholders, such as the Government entities working, in the implementation of the decentralization process, the activity will develop and apply training contents to improve community radios journalist understanding of the decentralization process and enable them to report on the topic and therefore educate citizens. USAID CORAGEM is expected to liaise and coordinate on regular basis with the organizations implementing the *USAID LOCAL GOVERNANCE STRENGTHENING PROGRAM (LOGOS)*, particularly on the investigation and reporting of information related to the implementation of decentralization/de-concentration regulatory framework, as well as all the relevant stakeholders.
- **EXTRACTIVE INDUSTRIES:** Journalists mainly focus on daily reporting; covering events without the specialization needed to provide deeper analysis and sustained coverage to educate citizens on these issues, illustrate the relevance of these issues to their daily lives, and foster a discussion about accountability. Covering the extractives industry is even more complex, as the site of extraction occurs far from the capital in areas that are difficult to access. It is critical to develop reporting from the ground in communities proximate to extraction sites, which understand the local context and language, and have easier access – currently the media is not well-placed to inject effective coverage of the issue into public discourse. It is important to note that historically in Mozambique, as elsewhere in the world, economic exclusion has been and continues to be a fundamental driver of conflict, often remaining under the surface. The implementer is highly encouraged to hire or contract subject matter experts to provide in-depth knowledge to targeted journalists investigating and reporting in these selected topics. In addition, the implementer will be expected to coordinate with other USAID activities and associated organizations working on this sector.
- **GENDER:** The reporting of gender issues is a sensitive field that requires heightened awareness of complex gender issues in Mozambique. The activity will seek to increase and improve coverage of gender-related issues, such as health and gender-based violence, as well as to overcome under-representation of women's "views and voices" in the media.

Other USAID priority thematic areas to be covered under this activity are:

- **HEALTH:** Mozambique continues to show improvement on several key health indicators<sup>12</sup>. Despite the improvements in some areas Mozambique continues to have significant challenges within the health sector. Malaria, acute respiratory infections, and

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<sup>12</sup> Antenatal Care (ANC) coverage, defined as at least one ANC clinic visit, increased to 93 percent with 70 percent of women delivering in a health facility. Under-five child mortality was 90/1,000 live births, declining from 103/1,000 live births in 2010.

vaccine-preventable diseases are the main causes of child mortality, with malaria contributing to one-third of deaths. Social and cultural norms have also shown an impact on poor health outcomes: one example is the Gender Inequality Index which synthesizes gender-based inequalities in three dimensions—reproductive health, empowerment, and economic activity—on which Mozambique ranks 135 of 155 countries. Mozambique has high rates of early marriage, 60 percent of women age 25-49 were married before age 20, and 40 percent of Mozambican women became pregnant before the age of 20. The adolescent pregnancy rate is 137.8 adolescent births per 1,000 live births. The lack of quality health information and knowledge is a contributing factor in the persistence of Mozambique’s greatest health challenges, especially in rural areas, and including malaria, HIV/AIDS, maternal and child health, and health sector transparency and accountability. Community radio is a critical and underutilized medium to address this information gap and to promote social behavior change.

- **EDUCATION:** The weak enforcement of existing regulations on poor performing teachers results in poor accountability and school governance, leading to high teacher and school director absenteeism rates and ineffective use of available instruction time for effective learning. To build capacity for meaningful community contribution to effective school management, focusing on improving accountability for better learning outcomes and better service delivery, USAID CORAGEM is expected to partner with other local USAID initiatives and implementing partners, district and provincial education officers, to improve community knowledge and promote best practices, through a variety of interventions, including discussions, relevant radio debates and provide citizens with relevant information on topics such as the roles and responsibilities of school directors, effective functioning of school councils, and teachers, as well as discussions on the importance of parental oversight and effects of pupils and teachers’ absenteeism and tardiness on education investment and pupils’ learning. The implementer should coordinate with the Ministry of Education at the central level, as well as provincial and district education authorities, to ensure effectiveness and alignment with Government of Mozambique programs. In addition, the implementer is expected to actively collaborate with USAID partners working in the education sector, particularly those operating in communities where partner media outlets (including community radios) are located. Locally, community radios and other media outlets are expected to collaborate with School Councils and other education stakeholders. The aim should be to complement existing activities in addressing identified challenges.
- **BIODIVERSITY:** Recognizing the importance of building the capacity of local communities to better manage wildlife and have meaningful participation in natural resources management, USAID CORAGEM should build the journalistic skills of targeted journalists, in particular those working on community radios and other media outlets nearby national reserves and parks, to investigate, report and inform citizens on topics such as the true cost of wildlife crime to Mozambique and the importance of wildlife crime prevention, managing human-wildlife conflict and fire management. It is expected that the provision for such

accurate information will motivate citizens to demand for greater transparency in the management of wildlife resources as well as improving their engagement in protecting those resources. Journalistic materials supported by the program are expected to contribute to increased coordination and cooperation between the various national and international institutions dedicated to combating poaching and wildlife trafficking, including the National Administration of Conservation Areas (ANAC), Niassa National Reserve, Gorongosa National Park, Grand-Limpopo National Park, and the Attorney General's Office (AGO), other reserves and parks, and the Customs Bureau. The implementer is also encouraged to collaborate with other USAID partners such as World Wildlife Fund (WWF), Wildlife Conservation Society (WCS) and other local organizations working on biodiversity conservation. The activity will also support community radios and other news outlets working to disseminate the conservation legislation including the penal code and the biodiversity conservation law.

***Illustrative activities:***

- Train CR journalists in basic and advanced journalistic skills;
- Train CR journalists in investigating and reporting education, health and biodiversity related issues broadcasted by the community radios (disaggregated by sex, age and geographic location);
- Coaching, mentoring and sponsoring investigative journalists investigating and reporting key issues;

***Illustrative indicators:***

- Percentage of trained journalists that have demonstrated improvement on their skills;
- Percentage of trained journalists trained who actively investigate and report on key current issues such as Decentralization, Extractive Industries and Gender.
- Number of individuals that have been reached with education, health and biodiversity related issues broadcasted by the community radios (disaggregated by sex, age and geographic location);

***Objective 2: Increase the Financial Sustainability of Community Radios;***

Most community radios operate under chronic challenges, including: numerous stations based in rural areas and broadcasting to small audiences have no revenue generation schemes to sustain their operations; they work in areas without a stable electricity supply; and they cannot easily maintain, repair, or replace equipment that goes through routine wear and tear. They also come under political pressure when they report or lead discussions on sensitive topics. The charitable support and the few opportunities for revenue generation (from airing announcements and PSAs), is barely enough to cover their operational costs. These are issues that Mozambican radio support organizations such as Fórum das Rádios Comunitárias (FORCOM), Centro de Apoio à Informação e Comunicação Comunitária (CAICC) and Rede de Comunicadores Amigos de Criança (RECAC), seek to address. The lack of solid, sustainable, and adaptable business

models also impacts journalists' ability to report with integrity and newsroom independence, and often rely on unpaid and voluntary workers with poor management skills. Despite these challenges, community radios have enormous potential in promoting community development, informing citizens of their rights and responsibilities and empowering them to become more civically engaged.

A world bank study revealed that in developing countries advertising and sponsorship can account for up to 41% of the revenue generated by community radios<sup>13</sup>. In addition, community radios can charge for various services that make use of their infrastructure and expertise. For example, besides advertisements, they may produce public services announcements, documentaries or educational programs for government, NGOs, or private sector clients. Another source of income, particularly in remote areas has been the "community telephone", wherein the community radio provides up to several hours a day reserved for broadcasting of personal messages, in exchange of small fee per message.

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

***Illustrative activities:***

- Training managers and decision-makers' business and operation management skills;
- Streamline community radios operations;
- Support development and implementation of business plans, marketing initiatives to increase revenues;
- Connect Community radios to *Xipalapala* community radio exchange portal,
- Design, implementation, monitoring and evaluation of community radios performance management tools;
- Strengthen networks among community radios and promote exchange of content;
- Improve the linkages with services and businesses interested in using community radios to reach rural populations.

***Illustrative Indicators:***

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

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<sup>13</sup> Empowering Radio – Good Practices in developing and operation of community radio: Issues important to its effectiveness. Program on Civic Engagement, Empowerment & Respect for Diversity. World Bank Institute. September 200. Source: <http://siteresources.worldbank.org/INTCEERD/Resources/WBI5-CountryStudy.pdf>. Accessed on March 23, 2020.

- Number of community radio stations achieving the status of model community radio station;

***Objective 3: Enhance the Community Engagement of Community radios***

USAID CORAGEM will support community radios' efforts to strengthen linkages between citizens, the private sector, civil society and local government to improve transparency and accountability in local communities. Informed citizenry requires that citizens be informed, involved and engaged on various components comprising their government, including relevant aspects of government services, local politics, the environment and the economy. With relevant information, citizens are motivated to take decisions, change behaviors and improve their civic and political engagement and participation.

Communities can participate in radio programming in several ways: community radio programs are primarily locally produced and are mostly about local people and the most relevant issues in the community; radio stations go to the communities to record the programs; and communities are brought to the radio stations to participate in talk shows, round tables and public debates. Considering that the ultimate goal of providing relevant information to citizens is to motivate them to exercise their rights and responsibilities, USAID CORAGEM will support community radios to ensure that (1) citizens' information needs are regularly assessed, through a diversity of methods such as market research, audience assessments and listener's surveys; (2) needed information is consistently gathered, processed and broadcasted and (3) citizens' reaction to the provided information through positive behaviors is systematically assessed. The applicant is encouraged to propose innovative and less expensive approaches and techniques to help community radios assess their listeners' information needs.

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

Improved use of social media by Community Radios has proven to be a trendy mechanism to strengthen community engagement, particularly targeting youth. The emergency of WhatsApp groups, YouTube, Facebook, blogs, twitter and other sites and services have offered additional alternatives of mass communication tools. Social media can be leveraged as both a listening tool, allowing CRs to hear from their audience, and a broadcasting tool, amplifying their coverage. USAID CORAGEM will support CRs to improve the use of social media channels as engagement tools.

Under this objective, the program will support the establishment and strengthen existing networks among the community radios and journalists at local, national and international levels. Effective Journalists networks can be very useful in providing protection and coverage for journalists investigating sensitive materials, thus counteracting self-censorship among journalists.

***Illustrative activities:***

- Design and implement strategies to strengthen linkages between citizens, the private sector, civil society and local government to improve transparency and accountability in local communities;
- Train community radios in assessing citizens' information needs, through a diversity of methods such as market research, audience assessments and listener's surveys;
- Train community radios in designing programs aimed to support youth at the individual, family and community level and youth participation in the society;
- Prepare community radios to serve as youth hubs providing a healthy space for them to speak about their problems and promote young people's rights;
- Train community radios to use social media channels as both *listening* and *broadcasting* tools to engagement with local communities;
- Support coordination and establishment of relevant connections and networks with other civil society groups operating on the same geographic space and advocating for the same issues;

***Illustrative Indicators:***

- Number of community radios that regularly assess their audience needs, through a diversity of methods such as market research, audience assessments and listener's surveys;
- Number of community radios serving as youth hubs, health and safe space for young people;
- Percentage of community radios actively engaged in networks with other civil society groups operating on the same geographic space or advocating for the same issues.

The applicant is free to propose adjustments and improvements to the initial results framework in the application.

## **B.6. Technical Approach**

In line with USAID's strategic geographic focus, USAID CORAGEM should be structured to provide effective support to community radios located in the USAID/Mozambique targeted provinces of Zambézia, Nampula, Cabo Delgado and Niassa provinces, through establishing one or more field offices to be located in one of the priority provinces, preferably Nampula.

Although the program will primarily focus on independent community radios, support to state-owned community radios in the geographic area is anticipated. Through this program, USAID/Mozambique may expand assistance to Community Radios, outside the defined geographic focus, using the Rapid Response Fund (RRF), based on solid justification to be evaluated as needed. Applicants are encouraged to propose the best management structure to ensure that program objectives are achieved within the targeted geographic area.

**IMPLEMENTATION MECHANISMS:** In line with the USAID principles in support of Mozambique's *Journey to Self-reliance* (J2SR), USAID/Mozambique will highly favor applications presented by consortiums of local established organizations, composed by a Prime and sub-awardees, with proven experience working in the media sector, more specifically supporting community radios.

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

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

**PRIVATE SECTOR ENGAGEMENT:** Programming should consider how it can partner with the private sector, which also has a stake in partnering with media to better inform host communities on private sector activities and opportunities. Past work to strengthen community radios, has promoted agreements between large corporations and a network of community radios to produce and transmit advertisements in local languages, documentaries, public service announcements and educational programs. As mentioned above, advertising and sponsorship can account for up to 41% of the revenue generated by community radios<sup>14</sup>. Going forward, it is

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<sup>14</sup> Empowering Radio – Good Practices in developing and operation of community radio: Issues important to its effectiveness. Program on Civic Engagement, Empowerment & Respect for Diversity. World Bank Institute. September 200. Source: <http://siteresources.worldbank.org/INTCEERD/Resources/WBI5-CountryStudy.pdf>. Accessed on March 23, 2020.

expected that the private sector becomes increasingly important to sustain funding for the community radios.

***INTEGRATION WITH OTHER USAID PROGRAMMING:*** USAID/Mozambique’s work in other development sectors (including local good governance, access to water and sanitation, health, education, nutrition, maternal and child health, and agriculture and economic growth) involves a substantial amount of communications and messaging. The activity should proactively reach out to other USAID implementing partners in other development sectors to enrich the information ecosystem and contribute to their ability to strengthen their intended results. USAID CORAGEM is expected to liaise and coordinate on a regular basis with the organizations implementing the USAID LOCAL GOVERNANCE STRENGTHENING PROGRAM (USAID LOGOS), particularly on the investigation and reporting of information related to the implementation of decentralization/de-concentration regulatory framework, as well as all the relevant stakeholders. In addition, the program will significantly coordinate and establish relevant connections and networks with other civil society groups, especially those funded through other programs supported by USAID.

***RAPID RESPONSE FUND (RRF):*** As part of the activity, a Rapid Response Fund (RRF) will be established to enable the Recipient to respond efficiently and effectively to rapid-onset emergencies in the activity’s target geographic districts. The purpose of the RRF is to quickly respond to, or mitigate, emergencies with implications for community radios communications (e.g., response to natural disasters, urgent needed support for community radios outside the geographic focus, etc).

The RRF will be a dedicated line item of **\$600,000** in the activity budget which, if utilized, is topped up each fiscal year to its original amount. Any RRF funds remaining by the end of activity will be *expended* as part of the final sub-obligation. For initial planning purposes, Applicants should set aside \$120,000 per year, although any un-utilized RRF funds will roll over, year to year. In the final year of the activity, any un-utilized RRF funds will be applied to close-out costs.

The use of RRF funds will be agreed to in principle by the USAID Agreement Officer’s Representative (AOR) as part of the approval of annual work plans; however, prior written approval from the AOR and Agreement Officer (AO) will be required to use funds, and any rapid response activities shall be reported in quarterly and annual performance reports.

## **C. STRATEGIC CONSIDERATIONS**

### **C.1. Gender**

Women have a larger role in community radio than any other form of media. Easy to use, easy to access and low in cost, community radio helps women's voices be heard particularly in rural

areas. A study<sup>15</sup> shows that community radios setup and run by women in African countries, can play a major role in giving a voice and empowering women. Indeed, in most of the cases women's community radios have emerged as a response to women's marginalization in both mainstream media and in alternative community media, as well as to women's need to have their own communication means. Additionally, community radios with clear gender policies or with greater participation of women, produce changes both at individual and community level. Women have been empowered technically, culturally and socially, where the traditional image of silenced woman, lacking agency and self-esteem has been replaced by the new one that is more vocal, dynamic and less entrenched in traditional patriarchal values.

Despite the benefits that can be generated by greater women's participation in community radios, Mozambicans continue to face challenges related to the participation of women in the media sector. The Gender and Media Baseline Study<sup>16</sup> looked at representation of gender issues over a one-month period in news items from 114 print and electronic media outlets in 12 Southern African countries, including Mozambique. Key findings included: (1) general under-representation of women's "views and voices"; (2) no significant differences between private and public media in the quality or frequency of coverage of women's themes; (3) older women, aged 50 and over, "are virtually invisible"; (4) lack of coverage of certain occupational categories where women predominate, with only beauty contestants, sex workers and homemakers getting significant coverage; (5) coverage of women politicians is not proportionate to their representation in Parliament; (6) men's voices dominate "hard news"; (7) the print media have the lowest levels of coverage of women's issues; and, (8) both blatantly sexist reporting and subtle stereotyping occur.

In a 2015 mid-term evaluation of prior USAID media support, program beneficiaries reported that women's participation is "lacking in the Mozambican media sector and change in this area is expected to be very gradual." The evaluation found that "journalists and managers at outlets are widely supportive of female participation in the media sector at all levels." The evaluation concluded by specifying the need to continue and expand efforts "to promote increased women's participation in the media sector and application of a gender perspective in the production of media content." The evaluation found that women media professionals were eager to participate in media support and most male counterparts were supportive of their expanded participation; and that reporting "would be further strengthened by the application of a gendered perspective when selecting content and deciding how to cover it." Opportunities proposed in the evaluation included: (1) collaboration with Mozambican women media leaders who may serve as role models for women seeking a career in journalism, and that "highlighting these individuals can encourage women and men to reconsider stereotypes about who should be in a newsroom and

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<sup>15</sup> Women's Community Radio in Africa. Dissertation presented to the School of Journalism and Communication and the Graduate School of the University of Oregon. Fatoumata Sow. September 2014. Source: [https://scholarsbank.uoregon.edu/xmlui/bitstream/handle/1794/18545/Sow\\_oregon\\_0171A\\_11128.pdf?sequence=1&isAllowed=y](https://scholarsbank.uoregon.edu/xmlui/bitstream/handle/1794/18545/Sow_oregon_0171A_11128.pdf?sequence=1&isAllowed=y) . accessed on March 23, 2020.

<sup>16</sup> Gender and Media Baseline Study. Southern African Regional Overview. Media Institute of Southern Africa and Gender Links. 2003. Source: [https://www.academia.edu/1284182/Gender\\_and\\_Media\\_Baseline\\_Study](https://www.academia.edu/1284182/Gender_and_Media_Baseline_Study) . Accessed on March 23, 2020.

managing media outlets; and (2) promotion of gender policies within media outlets as the lack of gender policies, “makes it particularly hard for supportive media professionals to impel change within their outlets. The evaluation focused primarily on women working in the Maputo-based media. However, gender dynamics vary in the provinces of the country. In some of these regions, this hinders women’s ability to work at community-based radio stations.

An earlier, 2012 analysis was done of how the Mozambican media addressed gender and provided several recommendations that continue to be relevant: (1) activities should target equal participation of men and women. Some activities may strive to increase female participation. For example, applicant should consider whether male and female journalists have the same flexibility to participate in weekend-long seminars and what can be done to design workshops to meet the needs of female and male participants; (3) activities should actively seek to ensure women’s involvement in leadership roles and in making critical design, implementation, and evaluation decisions; (4) the applicant should consider how activities will link with activities in other sectors and strengthen the gender approach in existing and future programs to ensure that there are no missed opportunities to reach more Mozambicans, particularly services to meet the basic needs of women and girls.

Promoting gender equality and advancing the status of women and girls is vital to achieving USAID’s development objectives. It is USAID policy that all applicants must mainstream and integrate gender into their interventions. Therefore, the applicant will be expected to demonstrate compliance with USAID Policy ADS 205<sup>17</sup> and should explicitly state how this activity supports the gender policies and strategies of the United States and the Government of the Republic of Mozambique. While the application should contain an initial gender analysis, identifying, understanding and explaining gaps between males and females targeted by the program, the applicant should plan to conduct a full gender analysis following the award. The full analysis should include the following domains: (1) Laws, Policies, Regulations and Institutional Practices that influence the context in which men and women act and make decisions; (2) Cultural Norms and Beliefs; (3) Gender Roles, Responsibilities and Time Use; (4) Access to and Control over Assets and Resources and (5) Patterns of Power and Decision-making. This information should be supported by statistical data reflecting the intersection of sex with other characteristics such as age, marital status, income, ethnicity, race, disability status, geographic location, sexual orientation and gender identity, or other socially relevant categories as appropriate – that could hinder both men’s and women’s participation in media/journalism career development.

## **C.2. Local Systems**

Applicants should propose an approach which works extensively through local media systems. Local media system actors, particularly community radios, should be involved to lead in their own development as co-implementers of the USAID CORAGEM, and at the same time, to build

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<sup>17</sup> <https://www.usaid.gov/sites/default/files/documents/1870/205.pdf>

their skills to promote greater self-reliance. The approach should include a coalition of local partners to implement and manage programs, with plans that consider how efforts and cooperation will be sustained beyond the life of the Activity. Prior USAID media programming has established local organizations to provide vital services to the media sector where there were gaps and work alongside well-established and influential local players. The challenges of the next phase of programming include providing a broad network of local organizations, both new and old, the opportunities to:

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

### **C.3. Self-reliance and Sustainability**

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

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

USAID CORAGEM objectives will also contribute to the following self-reliance metrics:

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

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

### **C.4. Youth**

Youth is a key focus group for USAID and for the media sector. Mozambique's high fertility rate has led to a significant "youth bulge," meaning a large share of the population are children or young adults. Nearly 45% of the population is aged 15 or under (nearly 13 million people) and at

current rates, the absolute number of these individuals is expected to rise to 20 million by 2040<sup>18</sup>, which present enormous economic and social challenges. Among these, there is a relatively high dependency ratio (ratio of elderly and youth to working age population), which means that a relatively small portion of the active population must provide for the needs of a large segment of the population. As a result, the government's ability to provide services such as health, education, water and sanitation is strained and the economy is unable to supply jobs and entrepreneurial opportunities, leading to high unemployment among youth. The combined impact of a youth bulge, poverty, unemployment and lack of access to economic opportunities, can drive social and political exclusion and ultimately unrest and internal instability. Sustaining interventions can help ensure that the youth of today will be able to contribute to the economy and society far into the future.

An USAID sponsored study conducted by International Youth Foundation (IYF)<sup>19</sup> revealed that, in general “*young people access media outlets to become informed about the political climate in Mozambique, although many are skeptical of political influence on the media*”. Most young people reported that certain media, including radio outlets are political biased. The same study revealed that young people feel that the media in general does not provide them with many channels to express their ideas. This highlights the need of community radios serving as hubs providing not only relevant information to young people, but also serving as hubs and vehicles for local youth to express themselves. The USAID/Mozambique Youth Assessment<sup>20</sup> (April 2020) also found that youth highlight corruption as an extremely important issue impacting their ability to get jobs, health care, quality education and participate in governance. The assessment also identified topics that youth considered most important to their wellbeing. Engaging youth on these topics, and supporting self identified solutions to local issues can help increase overall participation.

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

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<sup>18</sup> Prospects and Challenges: Mozambique's Growth and Human Development Outlook to 2040. Porter, Alex; Bohl, David; Kwasi, Stella; Honnenfeld, Zachary and Cilliers, Jakkie. Institute for Security Studies. Irish AID. June 2017.

<sup>19</sup> Voices of the Next Generation: An Assessment of Youth in Mozambique. International Youth Foundation. June 2014. [https://www.iyfnet.org/sites/default/files/library/YouthMap\\_Mozambique.pdf](https://www.iyfnet.org/sites/default/files/library/YouthMap_Mozambique.pdf) accessed on February 26, 2020.

<sup>20</sup> As the USAID/Mozambique Youth Assessment (April 2020) is still under review, a draft copy of the document is available upon request.

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

The USAID Youth Policy also encourages engaging youth beyond the beneficiary. Consider engaging youth in the design, implementation and monitoring/assessing of programmatic activities. The youth perspective should be regularly consulted and considered when implementing activities targeting this important demographic group.

### **C.5. Climate Change Integration**

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

### **C.6. Science Technology Innovation and Partnerships (STIP)**

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

### **C.7. Transparency and Accountability**

Fostering transparency and accountability is an important focus area for the U.S. Mission in Mozambique and a core objective of USAID support to the media sector. At the activity level, transparency and accountability will be fostered by promoting regular mechanisms to ensure

stronger collaboration and consultation with the media industry, from the start, continuing a consultative approach that may include setting up a formal structure to advise the USAID CORAGEM, such as a multi-stakeholder committee, constituted by respected and influential figures from within the media sector (such as editors, media owners, journalism educators). The applicant is encouraged to propose the best structure to meet this recommendation, while at the same time, allows the program to remain accountable to USAID policies, rules and regulations. In addition, stakeholders should be encouraged to participate in monitoring and evaluation activities. All data (as appropriate) generated by the program will be made broadly available to the public, government and civil society stakeholders. The data should be easily accessible, reusable, complete and timely.

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

#### **C.8. Environmental Compliance Considerations**

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

#### **C.9. Host Government, Donor, and other Counterpart Collaboration**

Although no GRM entity is anticipated to be a direct beneficiary of the program, the recipient is highly encouraged to engage relevant GRM institutions such as Gabinete de Informacao de Estado (GABINFO), Instituto de Comunicaçao Social (ICS) and other local government entities, such as Provincial Governments, particularly in the targeted provinces of Nampula, Zambezia, Cabo Delgado and Niassa. In addition, where appropriate, the recipient I encouraged to ensure engagement with GRM institutions both at the central and local level, on policy, alignment with national priorities, coordination, communication and overall cooperation.

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

## **C.10. Grants**

The Recipient will manage a grants program of at least half of the entire budget. The grants program will support achievement of all program objectives. Initial beneficiaries of the grants will likely be targeted community radios. The grants can also be channeled through identified networks or other media sector organizations supporting community radios. This activity will provide transition support aiming to build the capacity of some of these institutions to become USAID direct recipients. Special consideration should be given to initiatives aiming to support community radios to widen their coverage and expand the topics they investigate and report on. Construction is not authorized under grants.

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

- The recipient/contractor must submit a Grants Manual, no later than 30 days after award, detailing the process for identifying, evaluating, vetting, awarding, and monitoring grant activities. The Grants Manual will be approved by the Contracting/Agreement Officer.
- The Recipient/Contractor must comply in all material respects with USAID's Automated Directives System (ADS) Chapter 303 (including mandatory and supplementary references) in awarding and administering grants.
- The total value of an individual grant to a U.S. organization must not exceed \$100,000.
- USAID retains the ability to terminate the grant activities unilaterally in extraordinary circumstances.
- Construction activities are not allowed under grants. The definition of construction is available here: <http://inside.usaid.gov/ADS/300/303maw.pdf>.
- All grants must be completed six months prior to the end of the project.

## **D. COLLABORATING, LEARNING AND ADAPTING (CLA)**

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

- Collaborating: Facilitating collaboration internally and with external stakeholders to promote increasingly national-led socio-economic development; e.g. enhancing existing stakeholder engagement into learning platforms, substantially coordinating with other USG- or other complementary activities to ensure complementarity and reduce overlap, while also facilitating learning among activities (to reduce the collective cost while enhancing shared results faster); programs that are complementary to this activity
- Learning: Generating and feeding new learning, innovations, and performance information back into the system to inform program management, design, USG-GRM policy dialogue opportunities and funding allocations; (e.g. Creating pauses for reflection within the activity

implementation scheme, engaging stakeholders for shared ‘learning moments’, conducting analytical review of existing and/or new evidence that may support or contradict common understanding);

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

## **E. MONITORING AND EVALUATION**

### **E.1. Monitoring**

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

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

### **E.2 Use of Geographic Information Systems (GIS)**

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

### **E.3. Evaluation**

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

will guide the implementation of the award for the remaining years. USAID will fund the external evaluations.

#### **E.4 Baseline Report**

Given that USAID CORAGEM will be continuing some of the activities initiated by the previous Media Strengthening Program, it is not anticipated any need to conduct a baseline survey. However, if the applicant deems necessary to conduct a baseline survey to establish the pre-intervention conditions, inform the development of tailored interventions and provide a basis for monitoring activity results and impacts, the applicant should include a rationale in the proposal. The proposed assessment should provide gender disaggregated statistics and also investigate specific gaps that exist between males and females with respect to the problem that is being addressed, and explain or indicate potential causes of those gaps and indicate what opportunities there are to promote women's leadership and empowerment to project outcomes.

#### **F. Environmental Monitoring and Mitigation Plan**

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

#### **G. Gender Analysis**

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

The gender analysis should identify root causes of existing gender inequalities or obstacles to female empowerment in the context of the activity, so that the applicant can seek out opportunities to promote women's leadership and participation. The gender analysis should also identify potential adverse impacts and/or risks of gender based exclusion that could result from planned activities, including: (a) Displacing women from access to resources or assets; (b) Increasing the unpaid work or caregiver burden of females relative to males; (c) Conditions that restrict the participation of women or men in project activities and benefits based on pregnancy,

maternity/paternity leave, or marital status; (d) Increasing the risk of gender based violence, including sexual exploitation or human trafficking, sexually transmitted diseases, and HIV/AIDS; and (e) Marginalizing or excluding women in political and governance processes. Because males and females are not homogenous groups, the gender analysis should also to the extent possible disaggregate by income, region, caste, race, ethnicity, disability, and other relevant social characteristics and explicitly recognize the specific needs of young girls and boys, adolescent girls and boys, adult women and men, and older women and men.

**[END OF SECTION A]**

## **SECTION B: FEDERAL AWARD INFORMATION**

### **1. Estimate of Funds Available and Number of Awards Contemplated**

USAID intends to make one cooperative agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide approximately \$6 in total USAID funding.

### **2. Start Date and Period of Performance for Federal Awards**

The anticipated period of performance is five (5) years. The estimated start date will be upon the signature of the award, on or about, or other effective date determined by the Agreement Officer.

### **3. Substantial Involvement**

#### **a. Approval of the Recipient's Implementation Plans**

The Recipient shall obtain the Agreement Officer's written approval for its implementation plan. The implementation plan includes the following: annual work plans, subawards, required reports, MEL plan, and knowledge management plans. Any change to the activity description or the approved budget requires Agreement Officer's approval. If at the time of award, the program description does not establish a timeline in sufficient detail for the planned achievement of milestones or outputs, USAID may delay approval of the recipient's implementation plan for a later date. USAID must not require approval of implementation plans more often than annually. If the AO has delegated authority to the AOR to approve implementation plans, the AOR must review the agreement's terms and conditions to ensure that changes to the terms and conditions are not inadvertently approved by the AOR.

#### **b. Approval of Specified Key Personnel**

All Key Personnel shall be employees of the prime recipient, not a sub-recipient. Before removing, replacing or diverting responsibilities from any of the listed or specified Key Personnel, the Recipient shall 1) notify the Agreement Officer reasonably in advance and 2) submit justification, including proposed substitutions in sufficient detail to permit evaluation of the individual and the impact on this agreement. Unless specified in writing by the Agreement Officer, no replacement of Key Personnel shall be made by the Recipient without the written approval of the Agreement Officer.

**c. Agency and Recipient Collaboration or Joint Participation**

When the recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge, the AO may authorize the collaboration or joint participation of USAID and the recipient on the program. There should be sufficient reason for Agency involvement and the involvement should be specifically tailored to support identified elements in the program description. When these conditions are met, the AO may include appropriate levels of substantial involvement such as the following:

- (1) Collaborative involvement in selection of advisory committee members, if the program will establish an advisory committee that provides advice to the recipient. USAID may participate as a member of this committee as well. Advisory committees must only deal with programmatic or technical issues and not routine administrative matters.
- (2) Concurrence on the substantive provisions of sub-awards. 2 CFR 200.308 already requires the recipient to obtain the AO's prior approval for the subaward, transfer, or contracting out of any work under an award. This is generally limited to approving work by a third party under the agreement. If USAID wishes to reserve any further approval rights for sub-awards or contracts, it must clearly spell out such Agency involvement in the substantial involvement provision of the agreement.
- (3) Approval of the recipient's monitoring and evaluation plans.
- (4) Monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects. All such activities must be included in the program description, negotiated in the budget, and made a part of the award.

**4. Authorized Geographic Code**

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

**5. Nature of the Relationship between USAID and the Recipient**

The principal purpose of the relationship with the Recipient and under the subject program is to transfer funds to accomplish a public purpose of providing effective support to community radios located in Zambézia, Nampula, Cabo Delgado and Niassa provinces, which is authorized by Federal statute.

The Recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award.

**[END OF SECTION B]**

## SECTION C: ELIGIBILITY INFORMATION

### 1. Eligible Applicants

Eligibility for this RFA is restricted to Local Mozambican Organizations (Local Entities) as defined.

“To be considered a “local” organization, USAID defines an entity that must:

- (1) Be organized under the laws of the recipient country;
- (2) Have its principal place of business in the recipient country;
- (3) Be majority owned by individuals who are citizens or lawful permanent residents of the recipient country; and/or
- (4) Be managed by a governing body, the majority of whom are citizens or lawful permanent residents of a recipient country
- (5) Not be controlled by a foreign entity or by an individual or individuals who are not citizens or permanent residents of the recipient country.

The term “controlled by” means a majority ownership or beneficiary interest as defined above, or the power, either directly or indirectly, whether exercised or exercisable, to control the election, appointment, or tenure of the organization’s managers or a majority of the organization’s governing body by any means, e.g., ownership, contract, or operation of law.

“Foreign entity” means an organization that fails to meet any part of the “local organization” definition.

Government controlled and government owned organizations in which the recipient government owns a majority interest or in which the majority of a governing body are government employees, are included in the above definition of local organization.

These eligibility requirements apply to only the principal Applicant.

USAID welcomes applications from organizations that have not previously received financial assistance from USAID.

### 2. Cost Sharing or Matching

There is no cost sharing requirement for the recipient of the award.

[END OF SECTION C]

## SECTION D: APPLICATION AND SUBMISSION INFORMATION

### 1. Agency Points of Contact

Judite Caetano  
Acquisition and Assistance Specialist  
USAID/Mozambique  
E-Mail: [jcaetano@usaid.gov](mailto:jcaetano@usaid.gov)

### 2. Questions and Answers

All questions regarding this RFA should be submitted to Judite Caetano, [jcaetano@usaid.gov](mailto:jcaetano@usaid.gov) with a cc copy to [jbadiane@usaid.gov](mailto:jbadiane@usaid.gov) no later than the date and time indicated on the cover letter, as amended. Any information given to a prospective Applicant concerning this RFA will be furnished promptly to all other prospective Applicants as an amendment to this RFA, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicant.

### 3. Content and Form of Application Submission

Preparation of Applications:

Each Applicant must furnish the information required by this RFA. Applications must be submitted in two separate parts: The Technical Application and the Business (Cost) Application. This subsection addresses general content requirements applying to the Application. Please see subsections 5 and 6, below, for information on the content specific to the Technical and Business (Cost) applications. The Technical application must address technical aspects only while the Business (Cost) Application must present the costs and explain the basis of estimation and other related issues.

Both the Technical and Business (Cost) Applications must include a cover page containing the following information:

- Name of the organization(s) submitting the application
- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address)
- Program name
- Notice of Funding Opportunity number /RFA number
- Name of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations, per USAID's definition of 'local entity' under ADS 303).

Applications signed by an agent on behalf of the Applicant must be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to USAID/Mozambique.

Applicants may choose to submit a cover letter in addition to the cover pages, but it will serve only as a transmittal letter to the Agreement Officer. The cover letter will not be reviewed as part of the merit review criteria.

Applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations
- Written in English
- 12 font size, Times New Roman Font, single spaced, typed in standard 8.5 x 11 paper size with one-inch margins both right and left and each page numbered consecutively, date of submission, and Applicant's name
- 10-point font can be used for graphs and charts. Tables, however, must comply with the 12-point Times New Roman requirement
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel
- The technical application must be searchable in Word or PDF format as appropriate
- The Cost Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the Applicant's discretion, however, the official cost application submission is the unlocked Excel version.

Applicants must review, understand and comply with all aspects of this RFA. Failure to do so may be considered as being non-responsive and may be evaluated accordingly. Applicants should retain a copy of the application and all enclosures for their records.

#### **4. Application Submission Procedures**

Applications in response to this RFA must be submitted no later than the closing date and time indicated on the cover letter, as amended. Late applications may not be reviewed nor considered. Applicants must retain proof of timely delivery in the form of system generated documentation of delivery receipt date and time/confirmation from the receiving office/certified mail receipt.

Electronic (e-mail) is the media for submitting the application. Please submit application to Judite Caetano at [jcaetano@usaid.go](mailto:jcaetano@usaid.go) with a cc copy to [jbadiane@usaid.gov](mailto:jbadiane@usaid.gov) .

Email submissions must include the RFA number and applicant's name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g. "No. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line that states: "[RFA number], [Applicant Organization Name], Cost Application, Part 1 of 2".

USAID's preference is that the technical application and the cost application submitted as single and separate email attachments, e.g. that you consolidate the various parts of a technical application into a single document before sending them and the cost application submitted as a single excel budget with a separate attachment for the budget narrative in MS word or PDF. If this is not possible, please provide instructions on how to collate the attachments. USAID will not be responsible for errors in compiling electronic applications if no instructions are provided or are unclear. The application, if submitted by the submission deadline, will be reviewed for responsiveness to the RFA and the application format. No additions or modifications will be accepted after the submission date.

After submitting an application electronically, applicants should immediately check their own email to confirm that the attachments were indeed sent. If an applicant discovers an error in transmission, please send the material again and note in the subject line of the email that it is a "corrected" submission. Do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

Applicants are reminded that e-mail is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, applicants are requested to send the application in sufficient time ahead of the deadline. For this RFA, the initial point of entry to the government infrastructure is the USAID mail server.

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

## **5. Technical Application Format**

The Technical Application should be specific, complete, and presented concisely. The Application must demonstrate the Applicant's capabilities and expertise with respect to achieving the goals of this program. The Application should take into account the requirements of the program and merit review criteria found in this RFA.

The Technical Application narrative section **must not exceed 25 single-spaced typed pages**.

To facilitate the competitive review of the applications, USAID will consider only applications conforming to the prescribed format and page limitations. Any other information submitted will not be provided to the Selection Committee and will not be reviewed. Letters of support are not requested and will not be provided to the Selection Committee.

The following will be counted as part of the 25-page limitation:

- Executive Summary
- Technical Excellence
- Management Approach; and
- Institutional Capacity

The following will NOT be counted as part of the 25-page limitation:

- Title Page (not counted against the page limit);
- Cover Page (not counted against the page limit);
- Table of Contents (not counted against the page limit).
- Annexes (not counted against the page limit)

**Annexes:** Annexes to the Technical Application should be provided as part of the technical submission. Promotional literature and materials regarding the applicant must not be submitted as part of the annexes. The following items submitted as an annex are not subject to the 25-page limitation and will not be counted.

- Relevant Tables, Charts and Graphs
- Resumes/Curriculum Vitae for Key Personnel and long-term professional staff, proposed position descriptions and signed letters of commitment from Key Personnel, no more than three (3) pages in length
- Partner letters of commitment, maximum 1-2 pages
- Charts providing information on management structure, matrixes demonstrating staff skills, and organizational chart(s)
- First Year draft Work Plan, and
- Monitoring, Evaluation and Learning Plan.

All other items not listed above and provided as an annex will count towards the page limitation. Please number pages as “Page x of xx Pages” where a page number combined with a letter indicates a page that is exempt from the 25-page limitation.

Annexes can be numbered separately and should be numbered as “Annex 1: 1 of X, Annex 2: 2 of X”, etcetera. Pages should be numbered at the bottom.

The Technical Application should confirm or propose modifications to the objectives, activities and indicators described in the Program Description. It should also contain a description of key strategies, activities and approaches, as well as the synergies among them that the proposed partner will pursue in order to accomplish the desired results described in this Activity Description, as well as the rationale for selecting them. Gender and youth issues should also be addressed. Interested applicants must provide a detailed technical application and demonstrate how it will achieve the overall goal, program objectives and results as previously described.

The Technical Application will be the most important part of consideration in selection for award of the proposed activity. It must take into account and be arranged in the order of the merit review criteria found in Section E—for ease of reviewing by the Selection Committee (SC):

**Title Page:** The Applicant must include the following basic information in the title page: Proposed project title; NOFO/RFA number; Name of organization(s) submitting the application; Address of organization(s) submitting the application; Point of contact (POC) at organization; and POC's title, telephone number, and email address.

**Cover Page:** Describe the names of the organizations/institutions involved in the proposed application. In the case of a group, please indicate the lead or primary applicant clearly; followed by any proposed sub-grantees and/or contractors (hereafter referred to as "subs"), including a brief narrative describing the unique capacities/skills being brought to the program by each institution. A summary table should be included that lists the Prime Applicant and all partner organizations as well as the percentage of overall program activities that each partner will contribute. The Cover Page must be signed by the organization's official with authority to negotiate/sign on such an application with USAID.

**Table of Contents:** The Table of Contents should list all parts of the technical application, with page numbers and attachments.

**Executive Summary:** A two- page, brief description of proposed activities, goals, and anticipated results (both quantitative and qualitative). Briefly describe technical and managerial resources of your organization. Describe how the overall program will be managed. State the bottom- line funding request from USAID and the bottom- line funding secured from other sources (state sources and amounts) for the proposed Activity. The Executive Summary shall summarize the key elements of the applicant's technical application.

**Program Description:** The Technical Application Narrative as revised during negotiations will become the Program Description of any resulting Cooperative Agreement. It must include a clear description of the conceptual approach and the general strategy (i.e. methodology and techniques) being proposed. It must outline specific, focused activities; identify how and where (e.g. geographic locations and level: local, district, province, etc.) those activities will be implemented; explain how the approach is expected to achieve the proposed objectives; and describe a plan that will enable the activities to continue after the Activity has been completed.

In developing the application, Applicants are expected to take the RFA Program Description technical guidance into account. Applicants should demonstrate that they have researched other USG, GOM and donor activities in the region on which they are bidding and suggest solutions to ensure continuity of service and meet known gaps. The Applicant must articulate which key public and private sector stakeholders it intends to coordinate and engage with to advance the project's goal and objective, to amplify the funding and/or contributions and to achieve a scale that would not be possible only through USAID funds. The Applicant must also explain why those stakeholders are vital to the approach. The Applicant must identify its existing relationship or work history with those organizations. Applicants must describe how they will coordinate and engage with the stakeholders, especially USG clinical partners and PEPFAR initiatives, to ensure ownership, maximize synergy and resources, minimize overlap, and achieve the project's goal and objective.

## **6. Technical Application Considerations**

## **a) Technical Approach**

The Technical Approach will be composed by the Implementation Approach and Sustainability Plan.

### **(i) Implementation Approach**

The implementation approach must demonstrate an in-depth understanding of the development challenges, gaps, and opportunities in the Mozambican media sector, particularly community radios, outline specific activities and explain how the proposed activities would help community radios to provide high quality and reliable information to Mozambican citizens to demand accountability. The application must articulate clearly how the activities will contribute to meet the program objectives and achieve the stated purpose, resulting in a higher outcome of having Mozambican citizens better informed and motivated to improve their lives and participate in governance processes. Applicants must discuss the following considerations:

- An innovative yet realistic approach that is most appropriate and sustainable in the context of the community radios.
- An effective process by which the implementer will develop, award, and monitor subgrants to achieve project results, including innovative grantmaking approaches that encourage/incentivize a matching or challenge grant mechanism for partnerships.
- An analysis of anticipated implementation challenges and a strategy to provide additional media sector support to address unanticipated and unknown needs that may rise during the activity implementation.
- A summary of expected outputs with their expected impact, using indicators that will be used to track progress towards the anticipated results.
- RAPID RESPONSE FUND (RRF): The RFF will be established to enable the Recipient to respond efficiently and effectively to rapid-onset emergencies, with a dedicated line item of \$600,000 in the activity budget (\$120,000 per year) which, if utilized, is topped up each fiscal year to its original amount.

### **(ii) Sustainability Plan**

The Applicant should propose approaches and activities over the next five years that will lay the foundation for increased financial sustainability of community radios and strengthened linkages between citizens, the private sector, civil society and local government, as a way to foster greater sustainability. Investments to improve community radios' business sustainability will directly influence the ability of these outlets to generate domestic resources for their operations, resulting in viable businesses able to continue operations without donor funding.

## **b) Monitoring, Evaluation and Learning (MEL) Plan**

The Applicant must propose a preliminary MEL Plan as part of its application, must include appropriate outcome indicators linked to each anticipated result. The MEL Plan must define a sound and realistic approach to measure the quality, effectiveness, and outcomes of implementation of the activity keeping in mind the possibility for insecurity and limited access to certain geographic locations at certain times. The Applicant must not limit itself to the illustrative indicators in Section A of this NOFO but must think creatively about what kinds of activities will best achieve the desired results in the Mozambican context and must be specific about which activities are expected to contribute to which results. The Plan must identify appropriate milestones, gender, youth, and People with Disabilities (PWDs) sensitive indicators and targets (including sex disaggregated targets), as well as plans to gather and utilize baseline data.

c) Key Personnel, Management Plan and Institutional Capacity

The applicant must prepare a Key Personnel, Management Plan and Institutional Capacity proposal as follows:

(i) Key Personnel

The Applicant must include an organizational chart and specify the composition and organizational context of the entire project team (including corporate office support and any sub-recipients/partners). Through the chart and accompanying narrative, the Applicant must specify clear lines of supervision, accountability, decision making and responsibility among staff. The Applicant must explain the management structure presented in the organizational chart with relationships among the individual positions described; logistical support; personnel management of staff; procurement arrangements for goods and services; and lines of authority and communication between organizations and staff.

The Applicant must include a complete staffing plan for all activities. It is not necessary to name specific candidates for non-Key Personnel positions in the staffing plan. The Applicant must provide the name of the position, location of the position, the number of personnel per the position, organization of the position (Applicant or sub-recipient), individual staff level of effort per year and their roles and responsibilities.

**Quality of Key Personnel:** Applicants are requested to develop a comprehensive staffing plan that will enable achievement of results and that demonstrates an appropriate balance of skills, accountability, and efficiency, including levels of effort and brief position descriptions. The staffing pattern will include a critical number of highly experienced technical and managerial staff sufficient to manage activities under this award. It is critical for applicants to show how the following qualifications are met by the staff proposed, taken as a whole, and how the staffing pattern is conducive to achieving results. The key qualifications for the proposed staff include skills and experience in:

- Management and administration of USG assistance instruments such as grants and cooperative agreements;
- Proven technical knowledge of education system in Mozambique, particularly issues affecting the quality of education and learning outcomes;

- Partnerships with governments, donors and local organizations;
- Monitoring and evaluation and research methods for measuring program impact;
- Ability to transfer knowledge and strengthened through technical assistance and mentoring to build capacity;
- Ability to interact professionally in both English and Portuguese;
- Ability to address gender throughout the project cycle; and
- Excellent teamwork, interpersonal and cross-cultural skills.

The applicant is expected to develop a comprehensive program management plan that enables achievement of all intermediate results under the activity. The professional staff proposed should possess complementary experience that reflects a combination of strong management skills as well as specific technical expertise and competencies. Key personnel under this activity include: Chief of Party; Senior Community Radio (Media) Expert; Finance and Grants Director. Each will be one full-time equivalent, and the activity should make an effort to hire qualified Mozambican staff as key personnel.

**Chief of Party:**

The Chief of Party is responsible for the overall planning, implementation, monitoring, and management of the performance of the contract and for the vision, strategic direction, and management of the USAID’S CORAGEM activity to achieve the objectives and expected outcomes of the activity. He will be responsible for providing technical guidance in Community Radios capacity building, as well as advising relevant stakeholders, in the media sector to improve its involvement with the communities.

**Senior Community Radios (Media) Expert:**

The Senior Community Radios (Media) Expert, in coordination with the Chief of Party and USAID Provincial Advisors, will lead technical implementation of the program. His work will include providing technical assistance, including capacity building to community radios, community radio networks, journalists and other relevant stakeholders. He provides day-to-day guidance in the media program interventions, training, and monitoring and evaluation of program results. This position is exclusive for Mozambicans or holders of Mozambique permanent residency.

**Finance and Grants Director:**

The Grants Manager will manage a grants team and administer grants and procurement processes related to subaward management. S/He will finalize and manage sub awards and ensure that the implementing sub-partners, including Community Radios, are compliant with USAID policies and procedures. In addition, this role will work with program and M&E teams to ensure oversight during implementation and closeout. The Grants Manager will advise staff on contractual and grant issues, donor compliance, and implementation of polices related to

subaward management and risk mitigation in high risk settings. This position is exclusive for Mozambicans or holders of Mozambique permanent residency.

Letters of commitment, resumes (three pages maximum) including a half page summary of qualifications of all key personnel and core technical staff should be included in the annexes.

**Qualifications of key personnel:** The Applicant must propose appropriate and required qualifications for all key personnel positions, as well as qualified individuals whom they deem appropriate for the anticipated role of each key personnel position.

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

Applicants should explain how the key personnel positions, as well as other proposed positions, provide the complete set of skills listed above. The staffing level and pattern may be increased or modified over time if needed to provide effective support to field programs as they evolve, rather than from the onset.

In an annex to the technical application, Applicants must provide resumes and proposed position descriptions for the candidates proposed for all key personnel and long-term professional positions. The resumes should indicate the names of the proposed personnel, and demonstrate that the proposed key personnel and long-term professional staff possess the skills and knowledge to effectively carry out their proposed responsibilities.

Resumes must be no more than three (3) pages in length for each proposed individual and must be presented in chronological order starting with the most recent experience. For Key Personnel, each resume must be accompanied by a SIGNED letter of commitment from each candidate indicating his/her: (a) availability to serve in the stated position, in terms of days after award; (b) intention to serve for a stated term of the service; and (c) agreement to the compensation levels which correspond to the levels set forth in the cost application. References may be checked for all proposed key personnel and long-term personnel. Applicants must provide current contact information, phone and email address for at least three (3) references for each proposed Key Personnel.

### **Other Staff**

In addition to the Key Personnel, the applicant must design a staffing pattern to include core team members and individuals available for short-, medium-, and long-term technical assistance assignments. These individuals should bring technical expertise, innovation, and the capacity to build and maintain successful partnerships. Staff should have extensive experience in the areas of education, policy development, training, partnership development, capacity building, implementation research, and other related areas. The team proposed, overall, must demonstrate a strong understanding of, and experience in, the Mozambican context.

### **(ii) Management Plan**

The Applicant must provide a Management Plan that describes the organizational structure, staff, and domestic and international partners, consortium members to successfully implement the program and achieve the objectives detailed in the NOFO. The Applicant must explain the complementary skill sets of the proposed project team, including proposed partners, and must be clear about how the program will be operationalized. The Management Plan must specify clear lines of supervision, accountability, decision-making and responsibility among staff and sub-grantees (if any), including administrative and reporting aspects. The Management Plan must describe how Applicant will ensure coordination and communication with a wide range of stakeholders, including GOM, USG agencies, USG partners, other donors and targeted beneficiaries. In addition, the Applicant must provide an overall staffing plan consisting of personnel that demonstrate the breadth and depth of professional technical expertise required to successfully implement the proposed technical approach. The staffing plan must be responsive to the management/administration and technical requirements of the Applicants' technical approach.

### **(iii) Institutional Capability**

The application must describe organizations that the Applicant proposes to partner with and specify technical resources and expertise of proposed sub partner organizations. The description must at a minimum explain how the Applicant plans to identify and utilize subawards under the activity and how they support activity component objectives; how the Applicant will coordinate activities authorized under the sub-awards; and capacity-building elements proposed under the sub-awards, if any. The application must highlight any Applicant's and/or potential partners' success stories in supporting media sector organizations, particularly community radios. The Applicant must also describe their specific organizational experience in provision of organizational capacity building assistance. This must include description of relevancy of capacity building experience, specifically:

- Type of assistance provided (e.g., technical assistance, training, advisory service, logistics support, subgrant-funding).
- NGO function (e.g., public interest monitoring, assessing, public information/education, advocacy or policy dialogue, anti-corruption); any capacity building tools and methodologies developed and used.
- Materials developed in the above (Applicants must provide guidebooks or manuals; or electronic references to these items).

### **Past Performance**

(1) Past Performance information will only be requested from the apparently successful applicant(s). It will be used for both risk assessment and greatest value decision by USAID. Also note that USAID may use past performance information obtained from other than the sources identified by the Applicant

### **Branding Strategy & Marketing Plan**

The apparently successful applicant will be asked to provide a Branding Strategy and Marketing Plan to be evaluated and approved by the Agreement Officer and incorporated into any resulting award. Applicants are not required to submit a Branding Strategy and Marketing Plan with their application.

**[END OF SECTION D]**

## SECTION E: APPLICATION REVIEW INFORMATION

### 1. Evaluation

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

Technical and other factors will be evaluated relative to each other, as described here and prescribed by the Technical Application Format. The Technical Application will be scored by a Selection Committee (SC) using the ratings described in this section.

### 2. Review and Selection Process

#### a) Ratings

Adjective	Definition
<b>Exceptional</b>	An <b>Exceptional</b> application has the following characteristics: <ul style="list-style-type: none"> <li>● A comprehensive and thorough application of exceptional merit.</li> <li>● Application meets and fully exceeds the Government expectations or exceeds NFO objectives and presents very low risk or no overall degree of risk of unsuccessful performance.</li> <li>● Strengths <b>significantly outweigh</b> any weaknesses that may exist.</li> </ul>
<b>Very Good</b>	A <b>Very Good</b> application has the following characteristics: <ul style="list-style-type: none"> <li>● An application demonstrating a strong grasp of the objectives.</li> <li>● Application meets NFO objectives and presents a low overall degree of risk of unsuccessful project performance.</li> <li>● <b>Strengths significantly outweigh any weaknesses that exist.</b></li> </ul>
<b>Satisfactory</b>	A <b>Satisfactory</b> application has the following characteristics: <ul style="list-style-type: none"> <li>● An application demonstrating a reasonably sound response and a <b>good</b> grasp of the objectives.</li> <li>● Application meets NFO objectives and presents a <b>moderate</b> overall degree of risk of unsuccessful project performance.</li> <li>● <b>Strengths outweigh weaknesses.</b></li> </ul>
<b>Marginal</b>	A <b>Marginal</b> application has the following characteristics: <ul style="list-style-type: none"> <li>● The application shows a <b>limited</b> understanding of the objectives.</li> <li>● Application meets some or most of the NFO objectives, but presents a <b>significant</b> overall degree of risk of unsuccessful project performance.</li> <li>● Weaknesses <b>equal or outweigh</b> any strength that exists.</li> </ul>
<b>Unsatisfactory</b>	An <b>Unsatisfactory</b> application has the following characteristics: <ul style="list-style-type: none"> <li>● The Application <b>does not meet</b> the NFO objectives or requires a major rewrite of the application.</li> <li>● Presents an <b>unacceptable</b> degree of risk of unsuccessful project performance.</li> <li>● Weaknesses demonstrate a <b>lack of understanding</b> of the Government’s needs.</li> <li>● Weaknesses <b>significantly outweigh</b> any strength that exists.</li> </ul>

#### b) Merit Review Criteria

The merit review criteria prescribed here are tailored to the requirements of this particular Request for Applications.

Applicants should note that these criteria serve to: (a) identify the significant matters which the Applicants should address in their applications, and (b) set the standard against which all applications will be evaluated.

Evaluation factors are weighted according to the order listed below: Technical Approach, including sub-factors Implementation Approach and Sustainability Plan; Monitoring, Evaluation and Learning Plan; Key Personnel, Management Plan and Institutional Capacity. These factors are in a descending order of importance.

<b>Criterion</b>	<b>Instructions to applicants</b>	<b>Evaluation criterion</b>
<b>1. Technical Approach</b>		
<b><i>1.1 Implementation Approach</i></b>	See Section D.6.(a)(i).	The degree to which the Applicant demonstrates an in-depth understanding of the development challenges, gaps, and opportunities in the Mozambican media sector, outlines specific activities and explains how the proposed activities would help community radios to provide high quality and reliable information to Mozambican citizens to demand accountability. The applicant should also demonstrate the capacity to effectively manage and monitor subgrants and subgrantee performance, leveraging local knowledge and innovative local initiatives to best achieve the CORAGEM desired results.
<b><i>1.2 Sustainability Plan</i></b>	<b><i>See Section D.6.(a)(ii).</i></b>	The degree to which the Sustainability Plan leverages best practices for increased financial sustainability of community radios and strengthened linkages between citizens, the private sector, civil society and local government, as a way to foster greater sustainability
<b><i>2. Monitoring, Evaluation and Learning (MEL) Plan</i></b>	<b><i>See Section D.6.(b)</i></b>	Extent to which the MEL Plan demonstrates innovative, rigorous yet cost-effective methods and procedures for monitoring, evaluation, analysis, CLA and reporting; and use of MEL to inform and guide implementation decisions.
<b><i>3. Key Personnel, Management Plan and Institutional Capacity</i></b>	<b><i>See Section D.6.(c)</i></b>	The extent to which proposed key personnel possess relevant experience, skills, abilities, and qualifications to carry out the proposed activities, the proposed management structure, including relationship with other members of the consortium, is clear, team-based, technically competent, and has the capability to expeditiously respond to the needs of the activity during implementation and the recipient and proposed sub-partners have institutional capability, expertise and experience to implement the Activity and achieve the results and requirements detailed in the NOFO.

The table below outlines the Merit Review Criteria names and their order of importance:

<b>CRITERION 1</b>	<i>Technical approach</i>	<b>IMPORTANCE:</b>	Most important
<b>SUB-CRITERION 1.1</b>	<i>Implementation Plan</i>		Equally important
<b>SUB-CRITERION 1.2</b>	<i>Sustainability Plan</i>		Equally important
<b>CRITERION 2</b>	<i>Monitoring, Evaluation and Learning (MEL) Plan</i>	<b>IMPORTANCE:</b>	Second most important
<b>CRITERION 3</b>	<i>Key Personnel, Management Plan and Institutional Capacity</i>	<b>IMPORTANCE:</b>	Third most important

**c) Business Review**

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

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

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

**[END OF SECTION E]**

## SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

### 1. Federal Award Notices

Award of the agreement contemplated by this RFA cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for the award.

### 2. Administrative & National Policy Requirements

The resulting award from this RFA will be administered in accordance with the following policies and regulations. Standard Provisions for Non-U.S. Non-governmental Organizations.

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

### 3. Reporting and Plans Requirements

All reports listed below shall be submitted by the specified due dates for approval by the USAID AOR unless otherwise agreed upon with the AOR. Recipients will consult the AOR on the format and expected content of reports prior to submission. The Recipient should always be ready for revision in program indicators and reporting requirements.

Deliverables/Reports		Due Date	Approval
Annual Work Plan	1 <sup>st</sup> Draft	60 days after the award date for the 1 <sup>st</sup> year and by August 1 for the following fiscal years	AOR
	Final Work Plan	90 days after the award date for the 1 <sup>st</sup> year and August 30 for the following year	AOR
Quarterly Progress Reports	Reports are required to include quarterly and cumulative data	30 days after the end of each fiscal quarter	AOR
Quarterly Financial (SF425) & Pipeline Analysis Report (including accruals)		30 calendar days after the end of each quarter	AOR & OFM
Baseline Report	If needed the applicant should discuss with the AOR)	180 days after the award date	AOR
Environmental Monitoring and Mitigation Plan (EMMP)	Award EMMP	60 days after the award date, along with the First annual work plan	AOR & MEO

Subproject Environmental Reviews with EMMPs	For sub grants, subcontracts or any activities that are not known at the time of the preparation of the award EMMP	30 days prior to the approval of a sub-grant, sub-contract or any activity that were not included in the award EMMP	AOR & MEO
Monitory, Evaluation and Learning Plan (MEL)	1 <sup>st</sup> Draft	60 days after the award date for the 1 <sup>st</sup> year and by August 1 for the following fiscal years	AOR
	Final MEL Plan	90 days after the award date for the 1 <sup>st</sup> year and August 30 for the following year	
Annual Report	1st Draft	30 days after the end of each fiscal year.	AOR
	Final Annual Report	60 days after the end of the year.	AOR
Gender Analysis		90 days after award date	AOR
Final Report - covering all years of the program implementation and performance.	1 <sup>st</sup> Draft	60 days after the end of the project award	AO & AOR
	Final Report	90 days after project award	AO & AOR
Disposition Plan and Closeout Plan		180 days before completion of the award	AO & AOR
Other Reporting		Mutually agreed by partner and AOR/USAID	AOR

- a. **Annual Work Plan:** Based on this PD, the recipient shall prepare and submit a detailed annual work-plan to guide the implementation process with a breakdown of activities and timelines and anticipated progress in the achievement of the activity results (consistent with the Activity M&E Plan), as well as the associated costs. The recipient shall ensure a collaborative process in work-plan development, consulting beneficiaries, partners, USAID and other relevant stakeholders in preparing the annual work-plan to ensure complementarity and shared ownership. In addition, the AOR may work with the Recipient to define particularly relevant sections of the work-plan that would enhance implementation, such as key assumptions and risks (as well as plans to mitigate and update these), lessons learned and work-plan adjustments going forward.
- b. **Quarterly Reports:** The Recipient shall submit quarterly reports that include narratives of quarterly achievements, and progress against the work plan, and agreed upon performance indicators. A format for the quarterly report shall be approved by the AOR. The quarterly report shall describe and assess the overall progress to date based upon agreed performance indicators. The reports shall also describe the accomplishments of the Recipient and the progress made during the past quarter; include information on key

activities, both ongoing and completed during the quarter (e.g. meetings, training, workshops, significant events, subcontracts, and grants).

The quarterly reports should provide information on the extent to which gaps between males and females were closed; what new opportunities for men and women were created; what differential negative impacts on males/females were addressed or avoided; and what needs and gender inequalities emerged or remained. Recipients shall notify USAID of developments that have a significant impact on the award-supported activities. The quarterly report provides the opportunity to discuss impacts of learning on the program, updates in key assumptions and the underlying development hypotheses. Also, notification shall be given in the case of problems, delays, or adverse conditions which materially impair the ability to meet the objectives of the award or which may have an impact on the development hypothesis or theory of change for the activity, and/or other activities (USG-funded or not) which might be informed by such learning. This notification shall include a statement of the action taken or contemplated, and any assistance needed to resolve the situation. The Recipient shall also prepare quarterly financial reports showing the amount of funding and level of effort spent and accrued during the quarter, cumulative spending, and estimates for the next quarter. The quarterly activity and financial reports are to be submitted within 30 days after the end of each fiscal quarter to the AOR at USAID/Mozambique.

- c. Annual Report:** Annual performance reports on the project activities and progress against indicators are the responsibility of the Recipient and are needed by USAID/Mozambique to provide timely input to the USG's Operational Plan. To the extent possible, the annual performance report should cover activities and results through the end of the fiscal year, and should review the cumulative experience, learning, adaptations and the implications of these for the year. However, the draft annual performance reports must be received by USAID 30 days after the end of the year and in final no later than 90 days after the end of the year.
- d. Final Report:** A draft final report should be submitted to the AOR no later than 30 calendar days after the completion of the activity. The final report is due 90 calendar days after the end of the award. Three copies should be submitted to the AOR. The report shall summarize the accomplishments of the agreement, methods of work used, and recommendations regarding unfinished work and/or program continuation, as well as key learnings from the total implementation experience. In addition the report should specifically address how the activity addressed gaps between males and females were closed; what new opportunities for men and women were created; what differential negative impacts on males/females were addressed or avoided; and what needs and gender inequalities emerged or remained. It shall cover the entire period of the award and include the cumulative results achieved, an assessment of the impact of the program, lessons learned and recommendations, any particularly notable impact stories (or challenges), and detailed financial information. It should be grounded in evidence and data. The final/completion report shall also contain an index of all reports and information products produced under the award.

**e. Financial Reporting**

- Quarterly Financial Report: In accordance with 22 CFR 226.52 the Federal Financial Reporting Form (FFR) will be required on a quarterly basis. FFR 425 must be submitted.
- Other Quarterly Financial Reports: The purpose of this clause is to enable USAID to implement the tax provisions of its bilateral agreement with the GRM. To comply with this clause, the Contractor shall maintain records of all taxes paid to GRM with U.S. government funds as well as other financial information as may be required by USAID. The Applicant shall furnish this information to USAID in accordance with guidance circulated by the Contracting Officer, as amended from time to time.

**f. Baseline Report**

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

**g. Environmental Monitoring and Mitigation Plan**

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

**h. Activity Monitoring, Evaluation and Learning Plan (MEL Plan)**

The activity MEL plan is a management tool that enables the Applicant and USAID to track whether desired results are being achieved and project implementation is being adapted to changing conditions. This plan should define critical performance indicators, data collection methods and the Applicant's plans for analyzing, utilizing and sharing information for reporting, accountability, learning and adaptation. The activity MEL plan is a required

document, with first draft due 60 days after the award and final documents due within 90 days of the award.

**i. Gender Analysis**

Gender analysis is a tool for examining the differences between the roles that women and men play in communities and societies, the different levels of power they hold, their differing needs, constraints and opportunities, and the impact of these differences on their lives. The gender analysis should identify root causes of existing gender inequalities or obstacles to female empowerment in the context of the activity, so that the applicant can seek out opportunities to promote women’s leadership and participation. The gender analysis should also identify potential adverse impacts and/or risks of gender based exclusion that could result from planned activities, including: (a) Displacing women from access to resources or assets; (b) Increasing the unpaid work or caregiver burden of females relative to males; (c) Conditions that restrict the participation of women or men in project activities and benefits based on pregnancy, maternity/paternity leave, or marital status; (d) Increasing the risk of gender based violence, including sexual exploitation or human trafficking, sexually transmitted diseases, and HIV/AIDS; and (e) Marginalizing or excluding women in political and governance processes. Because males and females are not homogenous groups, the gender analysis should also to the extent possible disaggregate by income, region, caste, race, ethnicity, disability, and other relevant social characteristics and explicitly recognize the specific needs of young girls and boys, adolescent girls and boys, adult women and men, and older women and men.

**j. Branding & Marking Plan**

The apparently successful applicant will be asked to provide a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer and incorporated into any resulting award. Applicants are not required to submit a Branding Strategy and Marketing Plan with their application.

**[END OF SECTION F]**

## **SECTION G: FEDERAL AWARDING AGENCY CONTACTS**

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

Judite Caetano

Acquisition and Assistance Specialist

USAID/Mozambique

E-mail: [jcaetano@usaid.gov](mailto:jcaetano@usaid.gov) with cc copy to [jbadiane@usaid.gov](mailto:jbadiane@usaid.gov)

**[END OF SECTION G]**

## **SECTION H: OTHER INFORMATION**

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

### Applications with Proprietary Data

Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purpose, should mark the cover page with the following:

“This application includes data that must not be disclosed duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this application. If, however, an award is made as a result of – or in connection with – the submission of this data, the U.S. Government will have the right to duplicate, use, or disclose the data to the extent provided in the resulting award. This restriction does not limit the U.S. Government’s right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets {insert sheet numbers}.”

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

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

**[END OF SECTION H]**

**ANNEX 1 - SUMMARY BUDGET TEMPLATE**

Item Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Salaries						
Fringe Benefits						
Allowances						
Travel and Transportation						
Equipment						
Supplies						
Other Direct Costs						
Sub Total						
Indirect Costs						
Total						

## ANNEX 2 - STANDARD PROVISIONS

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

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

Required	Not Required	Standard Provision
TBD		RAA1. ADVANCE PAYMENT AND REFUNDS (DECEMBER 2014)
		RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
TBD		RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (DECEMBER 2014)
		RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
TBD		RAA5. INDIRECT COSTS – DE MINIMIS RATE (MAY 2020)
X		RAA6. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (July 2015)
X		RAA7. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)
X		RAA8. SUBAWARDS (DECEMBER 2014)
X		RAA9. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
	X	RAA10. OCEAN SHIPMENT OF GOODS (JUNE 2012)
X		RAA11. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
X		RAA12. PATENT RIGHTS (JUNE 2012)
X		RAA13. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	X	RAA14. INVESTMENT PROMOTION (NOVEMBER 2003)
	X	RAA15. COST SHARE (JUNE 2012)
	X	RAA16. PROGRAM INCOME (DECEMBER 2014)
X		RAA17. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	X	RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)

X		RAA19. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
X		RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
X		RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
X		RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
X		RAA23. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
X		RAA24. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
X		RAA25. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
X		RAA26. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
	X	RAA27. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
	X	RAA28. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
X		RAA29. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (APRIL 2016)
X		RAA309. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2019)

### **ANNEX 3 – WORK PLAN TEMPLATE**

<https://www.usaid.gov/documents/1864/attachment-f-work-plan-template>

### **ANNEX 4 – MONITORING, EVALUATION AND LEARNING PLAN TEMPLATE**



Annex 4  
-Activity\_MEL\_Plan\_T

### **ANNEX 5 – NOFO WEBSITE LINKS**

The following documents are located at the URLs provided below:

- USAID Mozambique Country Development and Cooperation Strategy (CDCS)

[https://www.usaid.gov/sites/default/files/documents/1860/CDCS\\_February\\_2019\\_Mozambique\\_update20202.pdf](https://www.usaid.gov/sites/default/files/documents/1860/CDCS_February_2019_Mozambique_update20202.pdf)

- USAID Gender Equality and Women’s Empowerment Policy

[https://www.usaid.gov/sites/default/files/documents/1865/GenderEqualityPolicy\\_0.pdf](https://www.usaid.gov/sites/default/files/documents/1865/GenderEqualityPolicy_0.pdf)