

**USAID/EGYPT
ANNUAL PROGRAM STATEMENT
TITLE: EGYPTIAN TRANSITION SUPPORT
NUMBER: USAID-Egypt-263-11-006-APS**

I. OVERVIEW

Through this Annual Program Statement (APS), USAID/Egypt intends to support programs of Egyptian, U.S., and international organizations which respond directly to Egyptian-identified needs in the area of democratic development. This APS is conducted under the authority of the 1961 Foreign Assistance Act, as amended. In addition to funding provided through this APS, the United States Government also supports civil society in Egypt through other means, including through other programs of USAID, the Middle East Partnership Initiative, and the Department of State's Bureau for Democracy, Human Rights, and Labor. Organizations interested in receiving funding for programs are invited to carefully read this APS in its entirety and to follow the grant application guidance in order to apply for funds.

USAID plans to hold regular information sessions on the APS in USAID's offices as follows:

March 15, 2011 at 10:00
April 12, 2011 at 10:00
May 10, 2011 at 10:00
June 7, 2011 at 10:00

These sessions will be conducted in both Arabic and English.

In addition, USAID will host informal / optional workshops on proposal writing for organizations which may be interested as follows:

March 17, 2011 at 10:00
April 14, 2011 at 10:00
May 12, 2011 at 10:00
June 9, 2011 at 10:00

These sessions will be conducted in Arabic.

All interested applicants are welcome to attend the information session and/or the proposal writing workshop. To ensure space availability, please contact Engy Amin at the following email (egyptaps@usaid.gov) if you plan to attend a specific session. Other sessions outside of Cairo may be added, and information on these sessions will be posted on the internet.

Please direct questions concerning this APS to Shaymaa Shaatoot (sshaatoot@usaid.gov / 2522-7000) at the USAID/Egypt Mission,

Local Address: USAID/Egypt, 1A Nadi El Etisalat Street, Off El-Laselki Street, New Maadi, Cairo, Egypt. Fax: +20-2-2516-4739; Tel: +20-2-2522-7000.

Applications should be sent in English to USAID/Egypt via e-mail: DGAPS@usaid.gov. Please contact the USAID Mission if there are technical or other difficulties with submitting the application by e-mail.

There will be an Arabic version of this Annual Program Statement. It will be issued within one week of the date of this announcement.

This APS will be open until February 11, 2012.

**ANNUAL PROGRAM STATEMENT
TITLE: EGYPTIAN TRANSITION SUPPORT
NUMBER: USAID-Egypt-263-11-006-APS**

II. ELIGIBILITY

Egyptian, U.S., and international organizations are eligible to submit applications under this APS. Organizations may submit applications individually or in partnership with other international or local organizations.

III. FUNDING

Subject to the availability of funds, a total of up to \$65 million is expected to be available to support programs under this APS. This amount may be adjusted. USAID/Egypt retains the right to fund any or none of the applications submitted in response to this APS. Funds under this APS are available to support both short-term rapid-response programs (generally with duration of three to twelve months) as well as longer term programs (generally with duration of twelve months up to two years).

It is expected that grants provided through this mechanism will range in value from \$75,000 to \$2,000,000. However, in exceptional circumstances, these amounts may be adjusted depending on the grant timeframe, the applicant's institutional capacity, the geographic scope of the proposed program, and the type and extent of partnership or other teaming arrangements that are proposed. The period of performance for the grants is expected to range from several months to two years. USAID/Egypt anticipates making up to approximately 50 grants through this APS, although as noted above, USAID retains the right to fund any or none of the applications submitted.

In addition to funding made available under this APS, there are other sources of funding to support civil society. Egyptian organizations with applications that fall below the funding range stated in this APS may wish to apply directly to the U.S. Embassy, the Middle East Partnership Initiative (MEPI), or the National Endowment for Democracy (NED). Contact information is provided below:

- U.S. Embassy: The U.S. Embassy provides funding for activities which support the development of democratic institutions. Contact: abdeldayemmm@state.gov.
- The Middle East Partnership Initiative (MEPI) is a unique program designed to engage directly with the peoples of the Middle East and North Africa (MENA). MEPI creates partnerships with MENA citizens to foster the development of pluralistic, participatory, and prosperous societies throughout the region. (<http://mepi.state.gov/mepi/english-mepi/funding-opportunities/apply-for-a-grant.html>) Contact: MEPICairo@state.gov
- The National Endowment for Democracy (NED) is a private, nonprofit foundation dedicated to the growth and strengthening of democratic institutions around the world. Each year, with funding from the US Congress, NED supports more than 1,000 projects of non-governmental groups abroad who are working for democratic goals in more than 90 countries. (<http://ned.org/grantseekers/application-procedure>) Contact: proposals@ned.org.

IV. AREAS OF INTEREST

A. Related USAID Programs

Background on the current types of programs that are being carried out with USAID support is provided in Attachment 1. Applicants can find more information on current USAID programs at <http://egypt.usaid.gov>.

ANNUAL PROGRAM STATEMENT
TITLE: EGYPTIAN TRANSITION SUPPORT
NUMBER: USAID-Egypt-263-11-006-APS

In addition to this APS, USAID is supporting the development of civil society in Egypt through the Egyptian Civil Society Support project. This project is available to provide technical assistance to Egyptian civil society organizations. Egyptian organizations which receive a grant under this APS are eligible to receive assistance to develop their institutional capacity from this project. The project also has an online inventory of organizational development tools in Arabic. More information about this project and the resources it has available can be found here: <http://www.ngoconnect.net/egypt>.

B. Approach

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

1. Build on Egyptian Experience

USAID encourages innovative applications that capitalize on existing opportunities and organizational capacities. Many Egyptian organizations have been working in the areas covered under this APS for a number of years and have extensive experience. Applications which draw on these experiences are especially welcome.

2. Explore Teaming / Partnership Arrangements

To increase program impact and sustainability, USAID/Egypt strongly encourages applicants to consider partnership, teaming, or other arrangements that make best use of existing organizational capacity. Approaches may involve the formal or informal establishment of coalitions, partnerships, consortia, or other arrangements of civil society groups, youth, and others. Coalitions may involve sub-grant relationships and/or may involve the use of information technology or electronic media for message dissemination, information gathering and sharing, and organizing efforts and activities, as well as other techniques. Outreach to new partners or organizations are especially welcome.

Approaches which connect organizations in different geographic areas and with different skill levels are particularly encouraged. For example, applicants may consider teaming Cairo-based organizations with grass-roots organizations in various parts of the country. They may consider teaming larger, more established organizations with nascent organizations, or linking similar kinds of coalitions from different geographic areas. There are many other options that could be considered as well that draw on the different strengths of different types of organizations.

U.S. and international organizations are strongly encouraged to consider substantive and significant teaming arrangements or partnerships with Egyptian organizations. Any teaming or partnership arrangement should clearly identify the way in which the arrangement would work, how decisions would be made, and how resources would be allocated.

3. Consider Use of the Media

USAID/Egypt welcomes applications for any of the areas listed below which incorporate innovative strategies for the use of print, broadcast and electronic media. This may also include improving linkages between civil society and the media for the achievement of program objectives and promoting the use of new media and other forms of communication at the national, sub-national, or community level.

4. Support Consensus-Building

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

**ANNUAL PROGRAM STATEMENT
TITLE: EGYPTIAN TRANSITION SUPPORT
NUMBER: USAID-Egypt-263-11-006-APS**

C. Program Areas

Under this APS, USAID is making funding available to complement ongoing activities within Egypt, build on the wide range of programs carried out to date, incorporate lessons learned from prior work in these areas, and meet Egyptian-identified needs in the areas outlined below.

The five areas listed below provide a framework in which to consider applications, as these areas have been identified by Egyptians as those where more progress is needed to support democratic development. The five broad areas are:

- 1) Civic Engagement / Civic Awareness;
- 2) Elections and Political Processes;
- 3) Access to Justice / Human Rights;
- 4) Transparency and Accountability; and
- 5) Civic Participation.

Programs may cover one or more areas. Innovative ideas are especially welcome. Any program supported through this APS shall be in direct response to Egyptian-identified needs and based on a request for support.

Proposed activities within these areas may include, but are not limited to, training, technical assistance, sub-grants, the provision of equipment and supplies, and operating costs. Innovative approaches are highly encouraged. In addition to programmatic activities, Egyptian applicants may include activities to strengthen internal organizational capacity if needed. Examples could include acquisition of communications technology, skills training in advocacy, strengthening financial management skills, strategic planning assistance, etc. This is in addition to being eligible to receive support through the Egyptian Civil Society Support project mentioned above.

All proposed activities shall directly and predictably relate to the achievement of program objectives. Any assistance that is provided must be in a strictly nonpartisan manner. Applicants are encouraged to propose the best mix of approaches and activities to achieve program results.

1. Civic Engagement / Civic Awareness

Activities in this area may engage a broad range of civil society, political parties, labor, and other groupings to have a voice in shaping political reforms. This may include broad-based and inclusive dialogues and forums to discuss constitutional, legal, and political reforms; building the capacity of political parties and political groupings to participate constructively in national dialogue and electoral processes; and promoting broad-based civic education and human rights campaigns.

Illustrative examples of activities that may be supported include, but are not limited to:

- Support broad debate about constitutional reforms and other political reforms, including CSOs, political parties and movements, and other key nongovernmental stakeholders
- Support inclusive participation in the national dialogue and electoral processes
- Support broad-based fora that build consensus on national priorities
- Inform the public and solicit their input on the upcoming constitutional amendments, and other relevant legal reforms pertaining to the political process
- Engage with local grassroots groups on the development of a new constitution and pertinent laws governing political life
- Promote broad-based education campaigns on civic education and human rights to increase awareness among the general population on their rights and responsibilities and on international standards

ANNUAL PROGRAM STATEMENT
TITLE: EGYPTIAN TRANSITION SUPPORT
NUMBER: USAID-Egypt-263-11-006-APS

- Increase citizens' awareness of their rights
- Support local grass-roots associations to support civic education and civic engagement, with a focus on the participation of women and youth
- Support national human rights awareness and civic education campaigns, drawing on print, broadcast and other materials that already exist
- Promote knowledge of democratic practices, civic engagement, volunteerism, leadership and advocacy
- Engage universities to encourage the introduction of civic education curricula
- Support informal civic education targeting different age groups and through various mediums, such as after-school programs, workshops or practical experiences
- Support engagement of school-aged youth in the areas of civic and democratic culture and tolerance using creative approaches (drama, art, video, etc.)
- Conduct focus groups and public opinion polls to provide a basis for understanding national interests
- Support the capacity of the media to report on, aggregate, and disseminate information about political reform processes and ensure citizens' voices are being heard throughout the transition
- Increase access to comparative information about transition experiences in other countries

2. Elections and Political Processes

Activities within this area may focus on strengthening the effectiveness and credibility of the electoral process. This may include legal reform, increasing capacity of electoral institutions, voter education, and outreach, domestic and international election observation, and improving procedures for the timely resolution of election disputes. Programs in this area support representative, multiparty systems and do not seek to determine election outcomes. Activities in this area are expected to increase citizen understanding of and participation in the electoral process and provide more effective oversight of that process.

Applicants that propose activities involving political parties are strongly encouraged to review USAID's Political Party Assistance Policy: <http://www.usaid.gov/policy/ads/200/200maz.pdf>. For the purposes of this policy, political parties are any entity that competes for elected office, whether a political movement, party, electoral coalition, or alliance. The policy also applies to nongovernmental organizations that operate as de facto political parties.

USAID does not fund political parties. Assistance to non-democratic parties is prohibited. USAID policy prohibits the following types of activities:

- Offering assistance to only one political candidate, party, or electoral coalition;
- Providing cash grants to any political party;
- Paying salaries, wages, fees, or honoraria to any candidate, political party leader, or campaign official during a campaign period;
- Paying for private polls for only one party or candidate;
- Organizing public meetings that endorse or feature only one candidate or political party;
- Paying for a media message that specifically endorses or supports one candidate or political party; and
- Making payments to individuals with the intention of influencing votes.

Illustrative examples of activities that may be supported include, but are not limited to:

ANNUAL PROGRAM STATEMENT
TITLE: EGYPTIAN TRANSITION SUPPORT
NUMBER: USAID-Egypt-263-11-006-APS

- Foster a substantive and inclusive debate on electoral and political processes
- Provide expert advice to improve the legal framework for elections to meet international standards and enhance the competitiveness of the political system
- Promote civic and voter education that fosters increased political competition and improved access to timely accurate information on the electoral process and the role of citizens in that process
- Within the limitations outlined above, provide technical assistance and training to assist emerging / established political parties to strengthen their institutional structures, manage resources effectively and transparently, better respond to constituent concerns and expand their membership, especially among women, youth and other traditionally underrepresented groups
- Within the limitations outlined above, provide training to emerging / established political parties in the following areas: drafting party by-laws and codes of conduct; building local party chapters; increasing and broadening membership; using polling, surveys, and focus groups; developing messages and platforms; communicating with members and the public; and enhancing internal party democracy
- Support voter education and get out the vote activities for the upcoming constitutional referendum, presidential and parliamentary elections
- Implement an extensive voter education campaign to inform voters of electoral processes and promote increased voter registration, including community outreach, new media, and other techniques to reach women and other historically marginalized groups, including youth
- Support efforts related to the political participation of youth
- Strengthen the capacity of the electoral commission to independently administer credible and participatory elections
- Support domestic and international election observation, drawing on the latest techniques and approaches to support credibility of the process
- Support the development of impartial and efficient capacity for adjudicating elections disputes
- Strengthen the enforcement of judicial and other electoral rulings to increase transparency and credibility of the process

3. Access to Justice / Human Rights

Activities in this area may support civil society, the media, and the general public in understanding their rights and ensuring they have the necessary tools and opportunities to exercise and/or defend those rights, regardless of race, religion, gender, or socio-economic status.

Illustrative examples of activities that may be supported include but are not limited to:

- Increase legal assistance and services to protect the exercise of basic human rights, including freedom of expression and freedom of assembly
- Increase access to civil and criminal justice through legal aid services
- Establish a legal defense fund for civil society and media organizations, and develop a referral network for free legal assistance from law students, NGOs, and other actors
- Provide legal assistance, medical referrals, and counseling support to protect the security and livelihoods of those engaged in the transition process, as well as their families
- Support the establishment of human rights monitoring mechanisms at the local level

ANNUAL PROGRAM STATEMENT
TITLE: EGYPTIAN TRANSITION SUPPORT
NUMBER: USAID-Egypt-263-11-006-APS

- Build civil society capacity to monitor, investigate and document human rights abuses, including the capacity to monitor and advocate against all forms of discrimination
- Promote dialogue among religious groups
- Promote religious tolerance and respect for religious freedom
- Enhance legal education and practical skills development among the legal community;
- Support civil society efforts advocating for the rule of law, independence of the judiciary and the enforcement of judicial rulings
- Support programs aimed at promoting the concepts of human rights, including through universities and schools
- Develop innovative means to ensure the continuation of communications networks, and expand those tools already in use to a broader population

4. Transparency and Accountability

Activities in this area may promote transparency in the transition process by supporting the free flow of information, civil society oversight, and institutional mechanisms to protect against corruption. Public awareness of corruption is a key component in raising expectations for greater accountability.

Illustrative examples of activities that may be supported include, but are not limited to:

- Support collaborative processes among civil society, the private sector, government actors and other stakeholders to build consensus for key legislative reforms that will improve and enhance public transparency and accountability
- Advocate for legal and regulatory reform for rights and liberties (i.e. freedom of assembly, association, expression and information) and building constituencies which are supporting such reforms
- Promote a favorable legal enabling environment for civil society
- Support efforts to advocate for a regulatory environment conducive to a professional, objective and economically viable media, including work with media associations, networking, and legal support for media; and access to information for the public
- Support civil society efforts in monitoring the transition process
- Support the development of civil society and media capacity to perform a “watchdog” function, including through existing coalitions that have been established to monitor governmental corruption and the Government of Egypt’s response
- Provide mechanisms to file and track cases through the justice system related to the political transition.
- Support investigative and citizen journalism, including how to investigate and document cases of corruption
- Support efforts in documenting and reporting on corruption and raising citizens’ awareness
- Engage with corruption oversight entities such as the Prosecutor General, the Central Auditing Agency, the Administrative Control Authority and others
- Support monitoring of compliance with the United Nations Convention against Corruption
- Support the free flow of information through advocacy for legal, regulatory and other reforms
- Support for independent print, broadcast and web-based media to increase the free flow of information about the transition process and negotiations underway, allow media to

ANNUAL PROGRAM STATEMENT
TITLE: EGYPTIAN TRANSITION SUPPORT
NUMBER: USAID-Egypt-263-11-006-APS

hold the government accountable for key transition benchmarks, and relay critical information about reforms and planned elections

- Increase space for, and access to, reliable information by disseminating unbiased information and supporting outreach through existing media outlets
- Support legal assistance and the development of legal mechanisms for citizens, civil society groups, the media and others who seek to combat corruption through their individual or collective actions

5. Civic Participation

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

This may include activities that increase the capabilities of civil society organizations to articulate and advocate for citizens' rights and concerns and increase opportunities for citizen participation in civic and political life, particularly among youth.

Illustrative examples of activities that may be supported include, but are not limited to:

- Build the capacity of indigenous civil society actors to engage in national dialogue and consensus-building processes through support for coalition building, networking, and organizational capacity development
- Support civil society organizations to participate in, and publicly comment on, policy reform developments during the transition period through developing platforms and venues for such dialogue
- Build skills of youth and women to articulate and advocate their positions
- Use independent media to connect and amplify the voices of those outside of Cairo with other organizations
- Promote knowledge of democratic practices, civic engagement, volunteerism, leadership and advocacy among youth
- Promote the active participation/collaboration of all stakeholders (local government, civil society and local businesses) on local issues that relate to the development of their communities
- Improve the quality and quantity of interactions between local popular councils and citizens on local development issues
- Provide opportunities for engagement in civically oriented community service, especially among youth. This may include internship programs, community service projects or other types of work with the local government.
- Support improved internal governance of civil society organizations to promote transparency and accountability, which could include institutional development support for strategic planning, governing board development and financial management
- Improve the capacity of civil society organizations to organize in networks and coalitions to promote awareness, advocacy and activism.

**ANNUAL PROGRAM STATEMENT
TITLE: EGYPTIAN TRANSITION SUPPORT
NUMBER: USAID-Egypt-263-11-006-APS**

V. APPLICATION PROCESS

Proposed programs should have an estimated value and performance period that is within the parameters described in APS Section III entitled Funding and the interest areas described in Section IV. USAID/Egypt may opt to exclude from further consideration any submission which is not within these parameters.

No program expenditures will be paid by USAID/Egypt, except those covered in a grant signed by the USAID Agreement Officer. USAID reserves the right to fund any or none of the applications received.

There are three steps in the application process:

A. Step One: Submit Application (not to exceed 15 pages in total, without attachments)

Eligible organizations interested in applying for a grant in response to this APS are invited to submit an application and budget summary via e-mail to DGAPS@usaid.gov. Applications and all supporting material must be submitted in English.

Applicants which would like assistance with translating Arabic proposals under this APS into English may send the final Arabic application to the Egyptian Civil Society Support project at: translation@css-egypt.com. Arabic proposals will be translated as submitted and sent back to the applicant. Please note that the applicant bears full and sole responsibility for the final application submitted to USAID.

A recommended template for the program application, past performance summary and the budget submission are attached. Please note that there are separate recommended program application formats for short-term rapid response grants and for longer-term grants.

In developing the submission, the applicant should carefully consider all information contained in this APS. For Step One, the applicant should submit:

1. Program Application (Attachment 2 or Attachment 3) (not to exceed 10 pages) including:
 - a) Program Summary - Explain the specific problem to be addressed, the expected goals to be achieved, how this program supports the areas of interest in this APS, and a short description of the strategy to be used to achieve the proposed goals. Define the expected numbers and type of beneficiaries of this program, and the geographic area in Egypt in which the proposed program will be conducted.
 - b) Primary Project Activities - Include a short description of the activities that will be undertaken to achieve the proposed objectives. All applications should include a statement addressing any gender issues, such as how the program benefits or includes women or how the applicant proposes to address gender disparity.
 - c) Expected Results and Indicators - Outline expected results and impact and the mechanisms that will be used to measure and monitor progress on at least a quarterly basis. Applications which support activities or capacity development which are expected to be sustained after the end of the award should outline how this will be achieved.
 - d) Estimated Project Timeline / Implementation Plan - Include a timeline for achieving key project milestones.

**ANNUAL PROGRAM STATEMENT
TITLE: EGYPTIAN TRANSITION SUPPORT
NUMBER: USAID-Egypt-263-11-006-APS**

- e) Technical / Administrative Capabilities - Describe your organization's technical and administrative capabilities and past experience in conducting programs similar to the one proposed. Describe any partnership, consortium, or coalition arrangements for the purposes of achieving the proposed program. Where such partnerships and consortia include sub-grant relationships, the terms, and conditions of such sub-grants should be clearly described in the proposal as well as the organization's capacity and experience in managing sub-grants.

A recommended template for the program application is attached. There are different templates for shorter term (Attachment 2) and longer term programs (Attachment 3).

2. Past Performance (no page limit) (Attachment 4):

In a separate attachment, the application must list any similar or related programs conducted by the applicant or its partners over the past three years and include a brief statement of work performed. Past performance information can be provided in a separate attachment, with no page limits. Reference information must include the location, award numbers (if available/applicable), a brief description of work performed, and a point of contact for the award with current telephone numbers and/or e-mail. References other than those provided by the applicant may be contacted.

A recommended template for providing past performance information is attached (Attachment 4).

3. Budget Summary (Attachment 5) (not to exceed 5 pages):

Provide a budget summary that includes, at a minimum, the total funding requested from USAID/Egypt and the proposed cost share contribution (e.g. amount and whether in cash, in-kind), if any, that may be contributed by the applicant from its own resources or other non-U.S. government sources. Budgets should be in US dollars. USAID may request more detailed budget information at a later stage in the review process.

A recommended budget template is attached (Attachment 5).

B. Step 2: USAID Review of Application

Applications will be evaluated based on the extent to which they convincingly describe how:

- 1) The applicant organization possesses the requisite capacity / capability to implement the activities efficiently and effectively;
- 2) The proposed program directly responds to the areas of interest under this APS;
- 3) The proposed activities are likely to directly lead to the anticipated results and expected impacts; and
- 4) The proposed budget is realistic and consistent with the proposed activities and results and the results are objective, quantifiable, and measurable.

A successful grant application will propose a program or project that is responsive to the stated purpose of this APS, and is evaluated favorably against the evaluation factors. The four main evaluation factors (Technical Merit, Organizational Capability, Past Performance, and Cost Effectiveness) are of relatively equal weight.

ANNUAL PROGRAM STATEMENT
TITLE: EGYPTIAN TRANSITION SUPPORT
NUMBER: USAID-Egypt-263-11-006-APS

1. Technical Merit

USAID will review the extent to which the proposed technical approach can reasonably be expected to produce the intended results in a specific timeframe. This includes reviewing the relevance of the approach to the problem to be addressed, whether the proposed activities are consistent with the objectives sought, how the activities are interrelated, how activities will be tracked, monitored and reported, and the degree to which the proposal incorporates lessons learned from similar programs or activities, builds on prior relevant programs or activities, and supports consensus building and the appropriate use of the media. USAID will review whether the proposed beneficiaries are strategically chosen, and whether the proposed performance targets appear reasonable and realistic. Applications which are expected to reach a greater number of beneficiaries and/or cover a wider geographic area will be more favorably considered. USAID will review the effectiveness of the applicant's approach to gender issues relating to the proposed activities.

For applications with a focus on sustaining activities or organizational capacity beyond the life of the award, USAID will review the extent to which the proposed activity promotes, strengthens, and is supported by sustainable local organizations that can champion sound concepts, innovative practices, and changes beyond the life of the award.

2. Organizational Capability

USAID will review the effectiveness of the approach in terms of internal structure, technical capacity, and ability to represent beneficiary interests. Partnership arrangements, if any, with other civil society organizations, which enhance the effectiveness and capabilities of program implementation, should be specifically outlined. Partnerships that build on the relative strengths of participating organizations – especially of Egyptian organizations - with clearly defined roles and responsibilities of each organization in the proposal, may positively affect the evaluated merit of a proposal. Applicants are encouraged to consider partnerships and coalitions, as appropriate, to broaden geographic diversity, promote greater inclusion, and increase program reach.

3. Past Performance

All applicants will be subject to a past performance review, with emphasis on prior projects, if any, which are similar to that which is proposed. If the applicant has no past performance history, the applicant will receive a neutral rating in this category.

4. Cost Effectiveness

Proposed budgets will be reviewed to determine if the applicant's approach is cost effective, and makes use of existing resources, capacities, materials, tools, and other leveraged sources of funding. A proposal will be viewed more favorably if it proposes results which are objective, quantifiable, and measurable and if the costs can be tied directly to specific corresponding results.

A realistic commitment to cost share is generally viewed as enhancing the evaluated cost effectiveness of a program.

As a general principle, the payment of any customs duties, sales tax or other applicable taxes and fees shall be included as a cost share. **Please note that if cost share is included within a grant, it will be considered as a part of the grant and thus will be**

**ANNUAL PROGRAM STATEMENT
TITLE: EGYPTIAN TRANSITION SUPPORT
NUMBER: USAID-Egypt-263-11-006-APS**

specifically tracked by USAID during program implementation to ensure compliance.

Step Three: Negotiation and Agreement of Grant Terms

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

1. Branding Strategy and Marking Plan

USAID/Egypt has flexibility in branding approaches depending upon the type of activities proposed and the specific conditions of program implementation. Not all programs will require the same type of recognition of USAID support. Depending on the circumstances, the organization may be requested to propose a branding strategy and marking plan which provides for appropriate acknowledgment of USAID/Egypt support, and which will become a material element of the grant.

Important, useful information on USAID's branding and marking policy can be found in USAID's on-line Automated Directive System (ADS) Chapter 320. ADS Chapter 320 sections concerning "assistance" apply to this APS. ADS Chapter 320 sections concerning "acquisition" do not apply to this APS. ADS Chapter 320 can be found on the USAID website: <http://www.usaid.gov/policy/ads/300/320.pdf>

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

2. Payment terms may include payment through the provision of advances, direct reimbursement, or payment through a fixed obligation grant where payments are made based upon the achievement of specific results.
3. Administrative procedures may include items concerning administrative reporting and logistical requirements for the program, including training components.
4. Cost sharing terms, where applicable, include any customs duties, sales taxes, social insurance taxes or other applicable local taxes and fees paid by the applicant that are directly related to the proposed grant will be included as a cost-share for the grant.
5. USAID-desired involvement during the implementation of the award, if it is substantial, a 'cooperative agreement' form of grant may be awarded which will contain the details of USAID's involvement.
6. Other award terms may be included, such as special provisions and/or special award conditions.

VI. USAID EVALUATION AND FUNDING DECISION

A. Schedule of the Evaluation Process

USAID will review applications on a rolling basis. USAID/Egypt will inform unsuccessful applicants in writing, explaining briefly why the application was not selected for funding. Applicants may request a debriefing within 10 days of receiving this notification. USAID reserves the right to provide debriefings orally, in writing, or electronically.

ANNUAL PROGRAM STATEMENT
TITLE: EGYPTIAN TRANSITION SUPPORT
NUMBER: USAID-Egypt-263-11-006-APS

B. Pre-Award Responsibility Determination

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

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

VII. OTHER INFORMATION

A. Policy and Procedure

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

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

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

- Awards to non-US organizations: in accordance with USAID Standard Provisions for Non-US, Non-Governmental Organizations.
- Awards to US organizations: in accordance with USAID Standard Provisions for US Non-Governmental Organizations, OMB circulars, and [22 CFR Part 226, Administration of Assistance Awards to U.S. Non-Governmental Organizations.](#)

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

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

There are numerous firms and organizations that offer to provide assistance in preparing grant applications. The utilization of such services is at the sole discretion of the applicant. USAID does not endorse any of these or require their use with respect to this APS. Further, any costs incurred for such services would not be reimbursable by USAID, in the event a grant was issued.

ANNUAL PROGRAM STATEMENT
TITLE: EGYPTIAN TRANSITION SUPPORT
NUMBER: USAID-Egypt-263-11-006-APS

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

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