



USAID

FROM THE AMERICAN PEOPLE

FEB 4 2005

Ms. Fe D. Garcia
Senior Program Officer – HIV/AIDS Sector Team
World Vision, Inc.
300 I St. NE
Washington, DC 20002

Subject: Cooperative Agreement No. GPO-A-00-05-00004-00
Support to HIV/AIDS Prevention through Abstinence and Behavior Change for
Youth (ABY)

Dear Ms. Garcia:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the U.S. Agency for International Development (USAID) hereby awards to World Vision, Inc. (hereinafter referred to as the "Recipient"), the sum of Seven Million, One Hundred Sixty-Two Thousand, Nine Hundred and Seventeen U.S. Dollars (\$7,162,917) for a program to provide support to HIV/AIDS Prevention through Abstinence and Behavior Change for Youth (ABY) as described in the Schedule of this award and in Attachment B, entitled "Program Description."

This award is effective and obligation of \$1,222,222 is made as of the date of this letter and shall apply to expenditures made by the Recipient in furtherance of program objectives during the period beginning with the effective date and ending February 3, 2010. USAID will not be liable for reimbursing the Recipient for any costs in excess of the obligated amount.

This award is made to the Recipient on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1 (the Schedule), Attachment B (the Program Description), and Attachment 3 (the Standard Provisions), all of which have been agreed to by your organization.

Please sign the original and all enclosed copies of this letter to acknowledge your receipt of the award, and return the original and all but one copy to the undersigned.

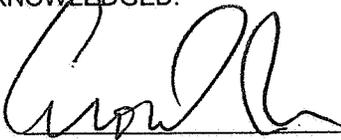
Sincerely yours,

Bruce Baltas
Agreement Officer

Attachments:

- A. Schedule
- B. Program Description
- C. Standard Provisions

ACKNOWLEDGED:

BY: 

TITLE: Contracts Legal Advisor

DATE: 17 Feb. 2005

A. GENERAL

1. Total Estimated USAID Amount	:	\$ 7,162,917
2. Total Obligated USAID Amount	:	\$ 1,222,222
3. Cost-Sharing Amount (Non-Federal)	:	\$ 2,966,596
4. Total Program Cost	:	\$10,129,513
5. Activity Title	:	HIV/AIDS Prevention through Abstinence and Behavior Change for Youth (ABY)
6. USAID Technical Office	:	GH/OHA
7. Tax I.D. Number	:	(b) (3)
8. DUNS No.	:	07-190-3322
9. LOC Number	:	HHS-05BOP

B. SPECIFIC

NMS Request ID.	:	00344
Org. No.	:	12604
Budget Fiscal Year	:	2005
Fund:	:	GAI-X
Operating Unit	:	GH/OHA
Strategic Objective	:	936-004
Distribution	:	936-3090
Benefiting Geo Area	:	997
Object Class	:	410000
Obligated Amount	:	\$1,222,222

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SCHEDULE

A.1 PURPOSE OF AGREEMENT

The purpose of this Agreement is to provide support for the program described in Attachment B to this Agreement entitled "Program Description."

A.2 PERIOD OF AGREEMENT

The effective date of this Agreement is February 4, 2005. The estimated completion date of this Agreement is February 3, 2010.

A.3 AMOUNT OF AWARD AND PAYMENT

- a. The total estimated amount of this Award for the period shown in A.2 above is \$7,162,917.
- b. USAID hereby obligates the amount of \$1,222,222 for purposes of this Agreement and shall be used to fund program activities beginning with the effective date until January 17, 2009. The Agreement Officer will notify the Recipient, in writing, if funds will be added. USAID is not obligated to reimburse the Recipient for amounts expended in excess of the total obligated amount.
- c. Payment shall be made to the Recipient by Letter of Credit by M/FM/CMP/GIB-LOC Unit in accordance with procedures set forth in 22 CFR 226.
- d. Incremental funds up to the total amount of the Agreement shown in A.3.a above may be obligated by USAID subject to the availability of funds, satisfactory progress of the program, and continued relevance to USAID program objectives.

A.4 BUDGET

The following is the Agreement Budget, including local cost financing items, if authorized. Revisions to this budget shall be made in accordance with 22 CFR 226.

Budget Line Item	Description	Amount
01	Program Activities	
02	Training Costs	
03	Indirect Costs	
04	Total USAID Contribution	
		\$ 7,162,917
05	Total Cost Share	\$ 2,966,596
06	Total Program Costs	\$10,129,513

(b) (4)

A.5 REPORTING AND EVALUATION

a. Financial Reporting

The Recipient shall submit an original and two (2) copies to the Cognizant Technical Officer. Financial Reports shall be in keeping with 22 CFR 226.52.

In accordance with 22 CFR 226.52, the SF 269 and SF 272 will be required on a quarterly basis. The recipient shall submit these forms in the following manner:

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

The Recipient shall list each country included in the program and the total amount expended for each country under the Award for the reporting period in the "Remarks" block in the "Financial Status Report" SF-269 or SF-269A, or on a separate sheet of paper with the "Request for Advance or Reimbursement" SF270.

b. Program Reporting

The Recipient shall submit an original and one copy of the performance report to the Cognizant Technical Officer, and one copy to the Agreement Officer. The program report shall present the information required in 22 CFR 226.51.d.

c. Final Report

The Recipient shall submit the original and one copy to the Cognizant Technical Officer, one copy to the Agreement Officer, and one copy to USAID Development Experience Clearinghouse, ATTN: Document Acquisitions, 8403 Colesville Road, Suite 210, Silver Spring, MD 20910 (or e-mail: docsubmit@dec.cdie.org).

The final performance report shall contain the executive summary of the Recipient's accomplishments in achieving results and conclusions about areas in need of future assistance; an overall description of the Recipient's activities and attainment of results by country or region, as appropriate, during the life of the Cooperative Agreement; an assessment of progress made during the life of the Cooperative Agreement; an assessment of progress made towards accomplishing the Strategic Objective and Results; significance of these activities; important research findings; comments and recommendations; and a fiscal report that describes how the Recipient's funds were used. See 22 CFR 226.51.

A.6 INDIRECT COST RATE

Pending establishment of revised provisional or final indirect cost rates, allowable indirect costs shall be reimbursed on the basis of the following negotiated provisional or predetermined rates and the appropriate bases:

<u>Description</u>	<u>Rate</u>	<u>Base</u>	<u>Type</u>	<u>Period</u>
Overhead	[REDACTED]	1/	1/	1/

(b)(4)

1/Base of Application:

Type of Rate:
Period:

(b)(4)

A.7 TITLE TO PROPERTY

Title to property will be vested with the Recipient, subject to the requirements of 22 CFR 226.30 through 37.

A.8 PROGRAM INCOME

The Recipient shall account for Program Income in accordance with 22 CFR 226.24 (or the Standard Provision entitled Program Income for non-U.S. organizations). Program Income earned under this award shall be added to the project.

A.9 SUBSTANTIAL INVOLVEMENT

USAID shall be substantially involved during the implementation of this Agreement in the following ways:

- a. Review and approval of annual work plan, and all modifications, which describe the specific activities to be carried out under the Agreement, and progress reports. Annual work plans are due 30 days after the end of the U.S. Government fiscal year. In addition, the first annual work plan must address how the technical leadership and direction in the areas of abstinence messaging, youth/HIV prevention, and behavior change will be provided to achieve program objectives;
- b. USAID will approve the key personnel assigned to the positions listed below. The personnel currently listed have been approved. All changes thereto must be submitted for the approval by the Cognizant Technical Officer.

Team Leader
Health Officer
ABY Project Manager

- c. Approval of monitoring and evaluation plans; USAID involvement in monitoring progress toward achievement of the Objective and expected results during the course of the Agreement;

d. As appropriate, other monitoring as described in 22 CFR 226.

A.10 COGNIZANT TECHNICAL OFFICER

The Cognizant Technical Officer for this Agreement is Emily Osinoff, USAID/GH/OHA. Ms. Osinoff may be reached at (202) 712-4817.

A.11 AUTHORIZED GEOGRAPHIC CODE

Pursuant to CIB 01-04, the authorized geographic code for procurement of goods and services under this Award is 935.

A.12 EXECUTIVE ORDER ON TERRORISM FINANCING

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

A.13 FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES

Funds in this Agreement may not be used to finance the travel, per diem, hotel expenses, meals, conference fees or other conference costs for any member of a foreign government's delegation to an international conference sponsored by a public international organization, except as provided in ADS Mandatory Reference "Guidance on Funding Foreign Government Delegations to International Conferences [<http://www.info.usaid.gov/pubs/ads/300/refindx3.htm>] or as approved by the Agreement Officer.

A.14 COST SHARING

The Recipient agrees to expend an amount not less than 29.3% of USAID budget funds expended, up to \$2,966,596 as its cost share to the program. Cost sharing contribution shall meet the criteria as set out in 22 CFR 226.23.

A.14 SPECIAL AWARD CONDITION

Host government concurrence is required only where Missions specifically deem it necessary. If a Mission specifies that host government concurrence is required, documentation must be provided to the Agreement officer within sixty days of signing the award. The recipient shall work closely with the mission in each country and the GH/OHA office in order to obtain these concurrences. Authority to proceed beyond the initial 60 days of performance is subject to obtaining concurrence from the Host Country government. The recipient must not work or expend funds for activities under the program description or country programs, until Host Country Government concurrence is obtained. The lack of concurrence for a country may result in a modification, which will decrease the total estimated cost of the award and may limit the continuation of the subject award.

ATTACHMENT B

PROGRAM DESCRIPTION

The Recipient's proposal entitled "Abstinence and Risk Avoidance for Youth (ARK)" Initiative for Haiti, Kenya and Tanzania, dated October 14, 2004 is hereby made part of this Agreement as its Program Description.

(Attached at back of Agreement)

STANDARD PROVISIONS FOR U.S., NONGOVERNMENTAL RECIPIENTS

C.1 APPLICABILITY OF 22 CFR PART 226 (APRIL 1998)

- (a) All provisions of 22 CFR Part 226 and all Standard Provisions attached to this agreement are applicable to the recipient and to subrecipients which meet the definition of "Recipient" in Part 226, unless a section specifically excludes a subrecipient from coverage. The recipient shall assure that subrecipients have copies of all the attached standard provisions.
- (b) For any subawards made with entities which fall outside of the definition of "Recipient" (such as Non-US organizations) the Recipient shall include the applicable "Standard Provisions for Non-US Nongovernmental Grantees" except for the "Accounting, Audit and Records" Standard Provision. Recipients are required to ensure compliance with subrecipient monitoring procedures in accordance with OMB Circular A-133 and shall insert an appropriate provision on accounting, audit and records.

C.2 INELIGIBLE COUNTRIES (MAY 1986)

Unless otherwise approved by the USAID Agreement Officer, funds will only be expended for assistance to countries eligible for assistance under the Foreign Assistance Act of 1961, as amended, or under acts appropriating funds for foreign assistance.

C.3 NONDISCRIMINATION (MAY 1986)

No U.S. citizen or legal resident shall be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity funded by this award on the basis of race, color, national origin, age, handicap, or sex.

C.4 INVESTMENT PROMOTION (JANUARY 1994)

No funds or other support provided hereunder may be used in a project or activity reasonably likely to involve the relocation or expansion outside of the United States of an enterprise located in the United States if non-U.S. production in such relocation or expansion replaces some or all of the production of, and reduces the number of employees at, said enterprise in the United States. No funds or other support provided hereunder may be used in a project or activity the purpose of which is the establishment or development in a foreign country of any export processing zone or designated area where the labor, environmental, tax, tariff, and safety laws of the country would not apply, without the prior written approval of USAID. No funds or other support provided hereunder may be used in a project or activity which contributes to the violation of internationally recognized rights of workers in the recipient country, including those in any designated zone or area in that country.

C.5 NONLIABILITY (NOVEMBER 1985)

USAID does not assume liability for any third party claims for damages arising out of this award.

C.6 AMENDMENT (NOVEMBER 1985)

The award may be amended by formal modifications to the basic award document or by means of an exchange of letters between the Agreement Officer and an appropriate official of the recipient.

C.7 NOTICES (NOVEMBER 1985)

Any notice given by USAID or the recipient shall be sufficient only if in writing and delivered in person, mailed, or cabled as follows:

To the USAID Agreement Officer, at the address specified in the award.

To recipient, at recipient's address shown in the award or to such other address designated within the award Notices shall be effective when delivered in accordance with this provision, or on the effective date of the notice, whichever is later.

C.8 SUBAGREEMENTS (JUNE 1999)

Subrecipients, subawardees, and contractors have no relationship with USAID under the terms of this agreement. All required USAID approvals must be directed through the recipient to USAID.

C.9 OMB APPROVAL UNDER THE PAPERWORK REDUCTION ACT (APRIL 1998)

Information collection requirements imposed by this grant are covered by OMB approval number 0412-0510; the current expiration date is November 30, 2000. Identification of the Standard Provision containing the requirement and an estimate of the public reporting burden (including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information) are set forth below.

Standard Provision -----	Burden Estimate -----
Air Travel and Transportation	1.0 (hour)
Ocean Shipment of Goods	.5
Patent Rights	.5
Publications	.5
Negotiated Indirect Cost Rates - (Predetermined and Provisional)	1.0
Voluntary Population Planning	.5
Protection of the Individual as a Research Subject	
 22 CFR 226 -----	 Burden Estimate -----
22 CFR 226.40-.49 Procurement of Goods and Services	1.0
22 CFR 226.30 - .36 Property Standards	1.5

Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Procurement, Policy Division (M/OP/P) U.S. Agency for International Development, Washington, DC 20523-7801 and to the Office of Management and Budget, Paperwork Reduction Project (0412-0510), Washington, DC 20503.

C.10 USAID ELIGIBILITY RULES FOR GOODS AND SERVICES (APRIL 1998)

(a) Ineligible and Restricted Goods and Services: USAID's policy on ineligible and restricted goods and services is contained in ADS Chapter 312.

(1) Ineligible Goods and Services. Under no circumstances shall the recipient procure any of the following under this award:

- (i) Military equipment,
- (ii) Surveillance equipment,
- (iii) Commodities and services for support of police or other law enforcement activities,
- (iv) Abortion equipment and services,
- (v) Luxury goods and gambling equipment, or
- (vi) Weather modification equipment.

(2) Ineligible Suppliers. Funds provided under this award shall not be used to procure any goods or services furnished by any firms or individuals whose name appears on the "Lists of Parties Excluded from Federal Procurement and Nonprocurement Programs." USAID will provide the recipient with a copy of these lists upon request.

(3) Restricted Goods. The recipient shall not procure any of the following goods and services without the prior approval of the Agreement Officer:

- (i) Agricultural commodities,
- (ii) Motor vehicles,
- (iii) Pharmaceuticals,
- (iv) Pesticides,
- (v) Used equipment,
- (vi) U.S. Government-owned excess property, or
- (vii) Fertilizer

Prior approval will be deemed to have been met when:

- (i) the item is of US source/origin;
- (ii) the item has been identified and incorporated in the program description or schedule of the award (initial or revisions), or amendments to the award; and
- (iii) the costs related to the item are incorporated in the approved budget of the award.

Where the item has not been incorporated into the award as described above, a separate written authorization from the Agreement Officer must be provided before the item is procured.

(b) Source and Nationality: The eligibility rules for goods and services based on source and nationality are divided into two categories. One applies when the total procurement element during the life of the award is over \$250,000, and the other applies when the total procurement element during the life of the award is not over \$250,000, or the award is funded under the Development Fund for Africa (DFA) regardless of the amount. The total procurement element includes procurement of all goods (e.g., equipment, materials, supplies) and services. Guidance on the eligibility of specific goods or services may be obtained from the Agreement Officer. USAID policies and definitions on source, origin and nationality are contained in 22 CFR Part 228, Rules on Source, Origin and Nationality for Commodities and Services Financed by the Agency for International Development, which is incorporated into this Award in its entirety.

- (1) For DFA funded awards or when the total procurement element during the life of this award is valued at \$250,000 or less, the following rules apply:
 - (i) The authorized source for procurement of all goods and services to be reimbursed under the award is USAID Geographic Code 935, "Special Free World," and such goods and services must meet the source, origin and nationality requirements set forth in 22 CFR Part 228 in accordance with the following order of preference:
 - (A) The United States (USAID Geographic Code 000),
 - (B) The Cooperating Country,
 - (C) USAID Geographic Code 941, and
 - (D) USAID Geographic Code 935
 - (ii) Application of order of preference: When the recipient procures goods and services from other than U.S. sources, under the order of preference in paragraph (b)(1)(i) above, the recipient shall document its files to justify each such instance. The documentation shall set forth the circumstances surrounding the procurement and shall be based on one or more of the following reasons, which will be set forth in the grantee's documentation:
 - (A) The procurement was of an emergency nature, which would not allow for the delay attendant to soliciting U.S. sources,
 - (B) The price differential for procurement from U.S. sources exceeded by 50% or more the delivered price from the non-U.S. source,
 - (C) Compelling local political considerations precluded consideration of U.S. sources,
 - (D) The goods or services were not available from U.S. sources, or
 - (E) Procurement of locally available goods and services, as opposed to procurement of U.S. goods and services, would best promote the objectives of the Foreign Assistance program under the award.
- (2) When the total procurement element exceeds \$250,000 (unless funded by DFA), the following applies: Except as may be specifically approved or directed in advance by the Agreement Officer, all goods and services financed with U.S. dollars, which will be reimbursed under this award must meet the source, origin and nationality requirements set forth in 22 CFR Part 228 for the authorized geographic code specified in the schedule of this award. If none is specified, the authorized source is Code 000, the United States.
- (c) Printed or Audio-Visual Teaching Materials: If the effective use of printed or audio-visual teaching materials depends upon their being in the local language and if such materials are intended for technical assistance projects or activities financed by USAID in whole or in part and if other funds including U.S.-owned or U.S.-controlled local currencies are not readily available to finance the procurement of such materials, local language versions may be procured from the following sources, in order of preference:
 - (1) The United States (USAID Geographic Code 000),
 - (2) The Cooperating Country,
 - (3) "Selected Free World" countries (USAID Geographic Code 941), and
 - (4) "Special Free World" countries (USAID Geographic Code 899).
- (d) If USAID determines that the recipient has procured any of these goods or services under this award contrary to the requirements of this provision, and has received payment for

such purposes, the Agreement Officer may require the recipient to refund the entire amount of the purchase.

This provision must be included in all subagreements which include procurement of goods or services which total over \$5,000.

C.11 CONVERSION OF UNITED STATES DOLLARS TO LOCAL CURRENCY (NOVEMBER 1985)

Upon arrival in the Cooperating Country, and from time to time as appropriate, the recipient's chief of party shall consult with the Mission Director who shall provide, in writing, the procedure the recipient and its employees shall follow in the conversion of United States dollars to local currency. This may include, but is not limited to, the conversion of currency through the cognizant United States Disbursing Officer or Mission Controller, as appropriate.

C.12 USE OF POUCH FACILITIES (AUGUST 1992)

(a) Use of diplomatic pouch is controlled by the Department of State. The Department of State has authorized the use of pouch facilities for USAID recipients and their employees as a general policy, as detailed in items (1) through (6) below. However, the final decision regarding use of pouch facilities rest with the Embassy or USAID Mission. In consideration of the use of pouch facilities, the recipient and its employees agree to indemnify and hold harmless, the Department of State and USAID for loss or damage occurring in pouch transmission:

- (1) Recipients and their employees are authorized use of the pouch for transmission and receipt of up to a maximum of .9 kgs per shipment of correspondence and documents needed in the administration of assistance programs.
- (2) U.S. citizen employees are authorized use of the pouch for personal mail up to a maximum of .45 kgs per shipment (but see (a)(3) below).
- (3) Merchandise, parcels, magazines, or newspapers are not considered to be personal mail for purposes of this standard provision and are not authorized to be sent or received by pouch.
- (4) Official and personal mail pursuant to a.1. and 2. above sent by pouch should be addressed as follows:

Name of individual or organization (followed by letter symbol "G") City Name of post (USAID/_____) Agency for International Development Washington, D.C. 20523-0001

- (5) Mail sent via the diplomatic pouch may not be in violation of U.S. Postal laws and may not contain material ineligible for pouch transmission.
 - (6) Recipient personnel are NOT authorized use of military postal facilities (APO/FPO). This is an Adjutant General's decision based on existing laws and regulations governing military postal facilities and is being enforced worldwide.
- (b) The recipient shall be responsible for advising its employees of this authorization, these guidelines, and limitations on use of pouch facilities.

- (c) Specific additional guidance on grantee use of pouch facilities in accordance with this standard provision is available from the Post Communication Center at the Embassy or USAID Mission.

C.13 INTERNATIONAL AIR TRAVEL AND TRANSPORTATION (JUNE 1999)

(a) PRIOR BUDGET APPROVAL

In accordance with OMB Cost Principles, direct charges for foreign travel costs are allowable only when each foreign trip has received prior budget approval. Such approval will be deemed to have been met when:

- (1) the trip is identified. Identification is accomplished by providing the following information: the number of trips, the number of individuals per trip, and the destination country(s).
- (2) the information noted at (a)(1) above is incorporated in: the proposal, the program description or schedule of the award, the implementation plan (initial or revisions), or amendments to the award; and
- (3) the costs related to the travel are incorporated in the approved budget of the award.

The Agreement Officer may approve travel which has not been incorporated in writing as required by paragraph (a)(2). In such case, a copy of the Agreement Officer's approval must be included in the agreement file.

(b) NOTIFICATION

- (1) As long as prior budget approval has been met in accordance with paragraph (a) above, a separate Notification will not be necessary unless:
 - (i) the primary purpose of the trip is to work with USAID Mission personnel, or
 - (ii) the recipient expects significant administrative or substantive programmatic support from the Mission. Neither the USAID Mission nor the Embassy will require Country Clearance of employees or contractors of USAID Recipients.
- (2) Where notification is required in accordance with paragraph (1)(i) or (ii) above, the recipient will observe the following standards:
 - (i) Send a written notice to the cognizant USAID Technical Office in the Mission. If the recipient's primary point of contact is a Technical Officer in USAID/W, the recipient may send the notice to that person. It will be the responsibility of the USAID/W Technical Officer to forward the notice to the field.
 - (ii) The notice should be sent as far in advance as possible, but at least 14 calendar days in advance of the proposed travel. This notice may be sent by fax or e-mail. The recipient should retain proof that notification was made.
 - (iii) The notification shall contain the following information: the award number, the cognizant Technical Officer, the traveler's name (if known), date of arrival, and the purpose of the trip.
 - (iv) The USAID Mission will respond only if travel has been denied. It will be the responsibility of the Technical Officer in the Mission to contact the recipient within 5 working days of having received the notice if the travel is denied. If the recipient has not received a response within the time frame, the recipient will be considered to have met these standards for notification, and may travel.

- (v) If a subrecipient is required to issue a Notification, as per this section, the subrecipient may contact the USAID Technical Officer directly, or the prime may contact USAID on the subrecipient's behalf.

(c) SECURITY ISSUES

Recipients are encouraged to obtain the latest Department of State Travel Advisory Notices before travelling. These Notices are available to the general public and may be obtained directly from the State Department, or via Internet. Where security is a concern in a specific region, recipients may choose to notify the US Embassy of their presence when they have entered the country. This may be especially important for long-term posting.

(d) USE OF U.S.-OWNED LOCAL CURRENCY

Travel to certain countries shall, at USAID's option, be funded from U.S.-owned local currency. When USAID intends to exercise this option, USAID will either issue a U.S. Government S.F. 1169, Transportation Request (GTR) which the grantee may exchange for tickets, or issue the tickets directly. Use of such U.S.-owned currencies will constitute a dollar charge to this grant.

(e) THE FLY AMERICA ACT

The Fly America Act (49 U.S.C. 40118) requires that all air travel and shipments under this award must be made on U.S. flag air carriers to the extent service by such carriers is available. The Administrator of General Services Administration (GSA) is authorized to issue regulations for purposes of implementation. Those regulations may be found at 41 CFR part 301, and are hereby incorporated by reference into this award.

(f) COST PRINCIPLES

The recipient will be reimbursed for travel and the reasonable cost of subsistence, post differentials and other allowances paid to employees in international travel status in accordance with the recipient's applicable cost principles and established policies and practices which are uniformly applied to federally financed and other activities of the grantee. If the recipient does not have written established policies regarding travel costs, the standard for determining the reasonableness of reimbursement for overseas allowance will be the Standardized Regulations (Government Civilians, Foreign Areas), published by the U.S. Department of State, as from time to time amended. The most current subsistence, post differentials, and other allowances may be obtained from the Agreement Officer.

(g) SUBAWARDS.

This provision will be included in all subawards and contracts which require international air travel and transportation under this award.

C.14 LOCAL PROCUREMENT (APRIL 1998)

- (a) Financing local procurement involves the use of appropriated funds to finance the procurement of goods and services supplied by local businesses, dealers or producers, with payment normally being in the currency of the cooperating country.
- (b) Locally financed procurements must be covered by source and nationality waivers as set forth in 22 CFR 228, Subpart F, except as provided for in mandatory standard provision, "USAID Eligibility Rules for Goods and Services," or when one of the following exceptions applies:

- (1) Locally available commodities of U.S. origin, which are otherwise eligible for financing, if the value of the transaction is estimated not to exceed \$100,000 exclusive of transportation costs.
- (2) Commodities of geographic code 935 origin if the value of the transaction does not exceed the local currency equivalent of \$5,000.
- (3) Professional Services Contracts estimated not to exceed \$250,000.
- (4) Construction Services Contracts estimated not to exceed \$5,000,000.
- (5) Commodities and services available only in the local economy (no specific per transaction value applies to this category). This category includes the following items:
 - (i) Utilities including fuel for heating and cooking, waste disposal and trash collection;
 - (ii) Communications - telephone, telex, fax, postal and courier services;
 - (iii) Rental costs for housing and office space;
 - (iv) Petroleum, oils and lubricants for operating vehicles and equipment;
 - (v) Newspapers, periodicals and books published in the cooperating country;
 - (vi) Other commodities and services and related expenses that, by their nature or as a practical matter, can only be acquired, performed, or incurred in the cooperating country, e.g., vehicle maintenance, hotel accommodations, etc.
- (c) The coverage on ineligible and restricted goods and services in the mandatory standard provision entitled, "USAID Eligible Services," also apply to local procurement.
- (d) This provision will be included in all subagreements where local procurement of goods or services is a supported element.

C.15 NEGOTIATED INDIRECT COST RATES - PROVISIONAL (NONPROFIT) (APRIL 1998)

- (a) Provisional indirect cost rates shall be established for each of the recipient's accounting periods during the term of this award. Pending establishment of revised provisional or final rates, allowable indirect costs shall be reimbursed at the rates, on the bases, and for the periods shown in the schedule of the award.
- (b) Within the earlier of 30 days after receipt of the A-133 audit report or nine months after the end of the audit period, the recipient shall submit to the cognizant agency for audit the required OMB Circular A-133 audit report, proposed final indirect cost rates, and supporting cost data. If USAID is the cognizant agency or no cognizant agency has been designated, the recipient shall submit four copies of the audit report, along with the proposed final indirect cost rates and supporting cost data, to the Overhead, Special Costs, and Closeout Branch, Office of Procurement, USAID, Washington, DC 20523-7802. The proposed rates shall be based on the recipient's actual cost experience during that fiscal year. Negotiations of final indirect cost rates shall begin soon after receipt of the recipient's proposal.
- (c) Allowability of costs and acceptability of cost allocation methods shall be determined in accordance with the applicable cost principles.
- (d) The results of each negotiation shall be set forth in a written indirect cost rate agreement signed by both parties. Such agreement is automatically incorporated into this award and shall specify (1) the agreed upon final rates, (2) the bases to which the rates apply, (3) the fiscal year for which the rates apply, and (4) the items treated as direct costs. The agreement shall not change any monetary ceiling, award obligation, or specific cost allowance or disallowance provided for in this award.
- (e) Pending establishment of final indirect cost rate(s) for any fiscal year, the recipient shall be reimbursed either at negotiated provisional rates or at billing rates acceptable to the

Agreement Officer, subject to appropriate adjustment when the final rates for the fiscal year are established. To prevent substantial overpayment or underpayment, the provisional or billing rates may be prospectively or retroactively revised by mutual agreement.

- (f) Failure by the parties to agree on final rates is a 22 CFR 226.90 dispute.

C.16 PUBLICATIONS AND MEDIA RELEASES (JUNE 1999)

- (a) USAID shall be prominently acknowledged in all publications, videos or other information/media products funded or partially funded through this award, and the product shall state that the views expressed by the author(s) do not necessarily reflect those of USAID. Acknowledgements should identify the sponsoring USAID Office and Bureau or Mission as well as the U.S. Agency for International Development substantially as follows:

"This [publication, video or other information/media product (specify)] was made possible through support provided by the Office of _____ Bureau for _____, U.S. Agency for International Development, under the terms of Award No. _____. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the U.S. Agency for International Development."

- (b) Unless the recipient is instructed otherwise by the Cognizant Technical Officer, publications, videos or other information/media products funded under this award and intended for general readership or other general use will be marked with the USAID logo and/or U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT appearing either at the top or at the bottom of the front cover or, if more suitable, on the first inside title page for printed products, and in equivalent appropriate location in videos or other information/media products. Logos and markings of co-sponsors or authorizing institutions should be similarly located and of similar size and appearance.
- (c) The recipient shall provide the USAID Cognizant Technical Officer one copy of all published works developed under the award with lists of other written work produced under the award. In addition, the recipient shall submit one electronic or one hard copy of final documents (electronic copies are preferred) to PPC/CDIE/DIO at the following address:

USAID Development Experience Clearinghouse (DEC)
ATTN: Document Acquisitions
1611 Kent Street, Suite 200
Arlington, VA 22209-2111
Internet e-mail address: docsubmit@dec.cdie.org
Homepage: <http://www.dec.org>

Electronic documents may be submitted on 3.5" diskettes or as e-mail attachments, and should consist of only one electronic file that comprises the complete and final equivalent of the paper copy; otherwise, a hard copy should be sent. Acceptable software formats for electronic documents include Microsoft Word, WordPerfect, Microsoft Excel and Portable Document Format (PDF). Each document submitted to PPC/CDIE/DIO should include the following information: 1) descriptive title; 2) author(s) name; 3) award number; 4) sponsoring USAID office; 5) date of publication; 6) software name and version (if electronic document is sent).

- (d) In the event award funds are used to underwrite the cost of publishing, in lieu of the publisher assuming this cost as is the normal practice, any profits or royalties up to the

amount of such cost shall be credited to the award unless the schedule of the award has identified the profits or royalties as program income.

- (e) Except as otherwise provided in the terms and conditions of the award, the author or the recipient is free to copyright any books, publications, or other copyrightable materials developed in the course of or under this award, but USAID reserves a royalty-free nonexclusive and irrevocable right to reproduce, publish, or otherwise use, and to authorize others to use the work for Government purposes.

C.17 PARTICIPANT TRAINING (APRIL 1998)

- (a) Definition: A participant is any non-U.S. individual being trained under this award outside of that individual's home country.
- (b) Application of ADS Chapter 253: Participant training under this award shall comply with the policies established in ADS Chapter 253, Participant Training, except to the extent that specific exceptions to ADS 253 have been provided in this award with the concurrence of the Office of International Training.
- (c) Orientation: In addition to the mandatory requirements in ADS 253, recipients are strongly encouraged to provide, in collaboration with the Mission training officer, predeparture orientation and orientation in Washington at the Washington International Center. The latter orientation program also provides the opportunity to arrange for home hospitality in Washington and elsewhere in the United States through liaison with the National Council for International Visitors (NCIV). If the Washington orientation is determined not to be feasible, home hospitality can be arranged in most U.S. cities if a request for such is directed to the Agreement Officer, who will transmit the request to NCIV through R&D/OIT.

C.18 TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)

- (a) Except as modified by the schedule of this grant, title to all equipment, materials and supplies, the cost of which is reimbursable to the recipient by USAID or by the cooperating country, shall at all times be in the name of the cooperating country or such public or private agency as the cooperating country may designate, unless title to specified types or classes of equipment is reserved to USAID under provisions set forth in the schedule of this award. All such property shall be under the custody and control of recipient until the owner of title directs otherwise or completion of work under this award or its termination, at which time custody and control shall be turned over to the owner of title or disposed of in accordance with its instructions. All performance guarantees and warranties obtained from suppliers shall be taken in the name of the title owner.
- (b) The recipient shall maintain and administer in accordance with sound business practice a program for the maintenance, repair, protection, and preservation of Government property so as to assure its full availability and usefulness for the performance of this grant. The recipient shall take all reasonable steps to comply with all appropriate directions or instructions which the Agreement Officer may prescribe as reasonably necessary for the protection of the Government property.
- (c) The recipient shall prepare and establish a program, to be approved by the appropriate USAID Mission, for the receipt, use, maintenance, protection, custody and care of equipment, materials and supplies for which it has custodial responsibility, including the establishment of reasonable controls to enforce such program. The recipient shall be guided by the following requirements:

- (1) Property Control: The property control system shall include but not be limited to the following:
 - (i) Identification of each item of cooperating country property acquired or furnished under the award by a serially controlled identification number and by description of item. Each item must be clearly marked "Property of (insert name of cooperating country)."
 - (ii) The price of each item of property acquired or furnished under this award.
 - (iii) The location of each item of property acquired or furnished under this award.
 - (iv) A record of any usable components which are permanently removed from items of cooperating country property as a result of modification or otherwise.
 - (v) A record of disposition of each item acquired or furnished under the award.
 - (vi) Date of order and receipt of any item acquired or furnished under the award.
 - (vii) The official property control records shall be kept in such condition that at any stage of completion of the work under this award, the status of property acquired or furnished under this award may be readily ascertained. A report of current status of all items of property acquired or furnished under the award shall be submitted yearly concurrently with the annual report.

- (2) Maintenance Program: The recipient's maintenance program shall be consistent with sound business practice, the terms of the award, and provide for:
 - (i) disclosure of need for and the performance of preventive maintenance,
 - (ii) disclosure and reporting of need for capital type rehabilitation, and
 - (iii) recording of work accomplished under the program:
 - (A) Preventive maintenance - Preventive maintenance is maintenance generally performed on a regularly scheduled basis to prevent the occurrence of defects and to detect and correct minor defects before they result in serious consequences.
 - (B) Records of maintenance - The recipient's maintenance program shall provide for records sufficient to disclose the maintenance actions performed and efficiencies discovered as a result of inspections.
 - (C) A report of status of maintenance of cooperating country property shall be submitted annually concurrently with the annual report.

- (d) Risk of Loss:
 - (1) The recipient shall not be liable for any loss of or damage to the cooperating country property, or for expenses incidental to such loss or damage except that the recipient shall be responsible for any such loss or damage (including expenses incidental thereto):
 - (i) Which results from willful misconduct or lack of good faith on the part of any of the recipient's directors or officers, or on the part of any of its managers, superintendents, or other equivalent representatives, who have supervision or direction of all or substantially all of the recipient's business, or all or substantially all of the recipient's operation at any one plant, laboratory, or separate location in which this award is being performed;
 - (ii) Which results from a failure on the part of the recipient, due to the willful misconduct or lack of good faith on the part of any of its directors, officers, or other representatives mentioned in (i) above:

- (A) to maintain and administer, in accordance with sound business practice, the program for maintenance, repair, protection, and preservation of cooperating country property as required by (i) above, or
 - (B) to take all reasonable steps to comply with any appropriate written directions of the Agreement Officer under (b) above;
- (iii) For which the recipient is otherwise responsible under the express terms designated in the schedule of this award;
 - (vi) Which results from a risk expressly required to be insured under some other provision of this award, but only to the extent of the insurance so required to be procured and maintained, or to the extent of insurance actually procured and maintained, whichever is greater; or
 - (v) Which results from a risk which is in fact covered by insurance or for which the grantee is otherwise reimbursed, but only to the extent of such insurance or reimbursement;
 - (vi) Provided, that, if more than one of the above exceptions shall be applicable in any case, the recipient's liability under any one exception shall not be limited by any other exception.
- (2) The recipient shall not be reimbursed for, and shall not include as an item of overhead, the cost of insurance, or any provision for a reserve, covering the risk of loss of or damage to the cooperating country property, except to the extent that USAID may have required the recipient to carry such insurance under any other provision of this award.
- (3) Upon the happening of loss or destruction of or damage to the cooperating country property, the recipient shall notify the Agreement Officer thereof, shall take all reasonable steps to protect the cooperating country property from further damage, separate the damaged and undamaged cooperating country property, put all the cooperating country property in the best possible order, and furnish to the Agreement Officer a statement of:
- (i) The lost, destroyed, or damaged cooperating country property;
 - (ii) The time and origin of the loss, destruction, or damage;
 - (iii) All known interests in commingled property of which the cooperating country property is a part; and
 - (iv) The insurance, if any, covering any part of or interest in such commingled property.
- (4) The recipient shall make repairs and renovations of the damaged cooperating country property or take such other action as the Agreement Officer directs.
- (5) In the event the recipient is indemnified, reimbursed, or otherwise compensated for any loss or destruction of or damage to the cooperating country property, it shall use the proceeds to repair, renovate or replace the cooperating country property involved, or shall credit such proceeds against the cost of the work covered by the award, or shall otherwise reimburse USAID, as directed by the Agreement Officer. The recipient shall do nothing to prejudice USAID's right to recover against third parties for any such loss, destruction, or damage, and upon the request of the Agreement Officer, shall, at the Government's expense, furnish to USAID all reasonable assistance and cooperation (including assistance in the prosecution of suits and the execution of instruments or assignments in favor of the Government) in obtaining recovery.

- (e) Access: USAID, and any persons designated by it, shall at all reasonable times have access to the premises wherein any cooperating country property is located, for the purpose of inspecting the cooperating country property.
- (f) Final Accounting and Disposition of Cooperating Country Property: Within 90 days after completion of this award, or at such other date as may be fixed by the Agreement Officer, the recipient shall submit to the Agreement Officer an inventory schedule covering all items of equipment, materials and supplies under the recipient's custody, title to which is in the cooperating country or public or private agency designated by the cooperating country, which have not been consumed in the performance of this award. The recipient shall also indicate what disposition has been made of such property.
- (g) Communications: All communications issued pursuant to this provision shall be in writing.

C.19 PUBLIC NOTICES (AUGUST 1992)

It is USAID's policy to inform the public as fully as possible of its programs and activities. The recipient is encouraged to give public notice of the receipt of this award and, from time to time, to announce progress and accomplishments. Press releases or other public notices should include a statement substantially as follows:

"The U.S. Agency for International Development administers the U.S. foreign assistance program providing economic and humanitarian assistance in more than 80 countries worldwide."

The recipient may call on USAID's Office of External Affairs for advice regarding public notices. The recipient is requested to provide copies of notices or announcements to the cognizant technical officer and to USAID's Office of External Affairs as far in advance of release as possible.

C.20 COMMUNICATIONS PRODUCTS (OCT 1994)

- (a) Definition - Communications products are any printed material (other than non-color photocopy material), photographic services or video production services.
- (b) Standards - USAID has established standards for communications products. These standards must be followed unless otherwise specifically provided in the agreement or approved in writing by the agreement officer. A copy of the standards for USAID-financed publications and video productions is attached.
- (c) Communications products which meet any of the following criteria are not eligible for USAID financing under this agreement unless specifically authorized in the agreement schedule or in writing by the Agreement Officer:
 - (1) Any communication products costing over \$25,000, including the costs of both preparation and execution. For example, in the case of a publication, the costs will include research, writing and other editorial services (including any associated overhead), design, layout and production costs.
 - (2) Any communication products that will be sent directly to, or is likely to be seen by, a Member of Congress or Congressional staffer.
 - (3) Any publication that will have more than 50 percent of its copies distributed in the United States (excluding copies provided to PPC/CDIE and other USAID/W offices for internal use).

C.21 ORGANIZATIONS ELIGIBLE FOR ASSISTANCE (ASSISTANCE) (JULY 2004)

An organization that is otherwise eligible to receive funds under this agreement to prevent, treat, or monitor HIV/AIDS shall not be required to endorse or utilize a multisectoral approach to combatting HIV/AIDS, or to endorse, utilize, or participate in a prevention method or treatment program to which the organization has a religious or moral objection.

C.22 CONDOMS (ASSISTANCE) (JULY 2004)

Information provided about the use of condoms as part of projects or activities that are funded under this agreement shall be medically accurate and shall include the public health benefits and failure rates of such use.

C.23 PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (JULY 2004)

(a) The U.S. Government is opposed to prostitution and related activities, which are inherently harmful and dehumanizing, and contribute to the phenomenon of trafficking in persons. None of the funds made available under this agreement may be used to promote or advocate the legalization or practice of prostitution or sex trafficking. Nothing in the preceding sentence shall be construed to preclude the provision to individuals of palliative care, treatment, or post-exposure pharmaceutical prophylaxis, and necessary pharmaceuticals and commodities, including test kits, condoms, and, when proven effective, microbicides.

(b) Except as noted in the second sentence of this paragraph, if the recipient or a subrecipient at any tier is a foreign non-governmental organization or a public international organization, as a condition of entering into this agreement or any subagreement, such foreign non-governmental organization or public international organization recipient/subrecipient must have a policy explicitly opposing, in its activities outside of the United States, prostitution and sex trafficking. The following organizations are exempt from this paragraph: the Global Fund to Fight AIDS, Tuberculosis and Malaria, the World Health Organization, the International AIDS Vaccine Initiative and any United Nations agency. These exempt organizations must include this paragraph in any subawards they make to non-exempt foreign non-governmental organizations or PIOs.

(c) The following definitions apply for purposes of this provision:

Foreign non-governmental organization means an entity that is not organized under the laws of any State of the United States, the District of Columbia or the Commonwealth of Puerto Rico.

Sex trafficking means the recruitment, harboring, transportation, provision, or obtaining of a person for the purpose of a commercial sex act. 22 U.S.C. 7102(9).

(d) The recipient shall insert this provision, which is a standard provision, in all subagreements.

(e) This provision includes express terms and conditions of the agreement and any violation of it shall be grounds for unilateral termination of the agreement by USAID prior to the end of its term.

C.24 REPORTING OF FOREIGN TAXES

(a) Final and Interim Reports. The recipient must annually submit two reports:

1. an interim report by November 17; and
 2. a final report by April 16 of the next year.
- (b) Contents of Report. The reports must contain:
- (i) Recipient name.
 - (ii) Contact name with phone, fax and email.
 - (iii) Contract number(s).
 - (iv) Amount of foreign taxes assessed by a foreign government [each foreign government must be listed separately] on commodity purchase transactions valued at \$500 or more financed with U.S. foreign assistance funds under this agreement during the prior U.S. fiscal year. NOTE: For fiscal year 2003 only, the reporting period is February 20, 2003 through September 30, 2003.
 - (v) Only foreign taxes assessed by the foreign government in the country receiving U.S. assistance is to be reported. Foreign taxes by a third party foreign government are not to be reported. For example, if an assistance program for Lesotho involves the purchase of commodities in South Africa using foreign assistance funds, any taxes imposed by South Africa would not be reported in the report for Lesotho (or South Africa).
 - (vi) Any reimbursements received by the Recipient during the period in (iv) regardless of when the foreign tax was assessed plus, for the interim report, any reimbursements on the taxes reported in (iv) received by the recipient through October 31 and for the final report, any reimbursements on the taxes reported in (iv) received through March 31.
 - (vii) The final report is an updated cumulative report of the interim report.
 - (viii) Reports are required even if the Recipient did not pay any taxes during the report period.
 - (ix) Cumulative reports may be provided if the Recipient is implementing more than one program in a foreign country.
- (c) Definitions. For purposes of this clause:
- (i) "Agreement" includes USAID direct and country contracts, grants, cooperative agreements and interagency agreements.
 - (ii) "Commodity" means any material, article, supply, goods, or equipment.
 - (iii) "Foreign government" includes any foreign governmental entity.
 - (iv) "Foreign taxes" means value-added taxes and custom duties assessed by a foreign government on a commodity. It does not include foreign sales taxes.
- (d) Where. Submit the reports to: [insert address and point of contact at the Embassy, Mission or FM/CMP as appropriate. see b. below] [optional with a copy to]
- (e) Subagreements. The contractor must include this reporting requirement in all applicable subcontracts, subgrants and other subagreements.
- (f) For further information see <http://www.state.gov/m/rm/c10443.htm> . "

C.25 COST SHARING (MATCHING) (JAN 2002)

(a) If at the end of any funding period, the recipient has expended an amount of non-Federal funds less than the agreed upon amount or percentage of total expenditures, the Agreement Officer may apply the difference to reduce the amount of USAID incremental funding in the following funding period. If the award has expired or has been terminated, the Agreement Officer may require the recipient to refund the difference to USAID.

(b) The source, origin and nationality requirements and the restricted goods provision established in the Standard Provision entitled "USAID Eligibility Rules for Goods and Services" do not apply to cost sharing (matching) expenditures.

A. TECHNICAL APPROACH/INTENDED RESULTS

A.1. Overall Technical Approach

A.1.a. Overall Approach

World Vision Inc.(WV), in partnership with Johns Hopkins Bloomberg School of Public Health Center for Communications Programs (CCP) proposes a program that combines the reach and power of the faith community with the weight of proven public health and communications methodologies. On the ground, this proposed program will be implemented through four faith-based organizational partners and one national civil society network.

Goal: The overall goal of the Abstinence and Risk Avoidance (ARK) Program is to expand and strengthen HIV/AIDS prevention efforts through changes in behavior that will reduce the risk among youth of becoming infected with the HIV/AIDS virus—primarily abstinence and mutual monogamy while creating a supportive family and community environments. Approaches to reduce risk among youth who are already sexually active will also be supported.

ARK stands for Abstinence and Risk Avoidance for Youth, but the word itself represents a larger vision of what ARK will offer young people. Just as an ark offers shelter and safe passage, the ARK program will offer young people a safe, enabling environment where together they can re-create social norms of behavior that will help them traverse the risks they face in their daily lives. The word ARK symbolizes an environment where young people can find leadership, guidance, skills and motivation to live a healthy and fulfilling life. The overarching theme of ARK is to create behavior change through small groups and peer support---it is in small, self-actualizing groups that the transformative power of the program lies: small groups of young people, small groups of parents and other Faith/Community Groups (F/CGs) that are mutually supportive and accountable as they move jointly toward a preferred future context.

WV will utilize the expertise and on-the-ground presence of its Area Development Programs (ADPs)¹, relationships with government ministries, schools, local churches, Faith Based Organizations (FBOs), Community Based Organizations (CBOs), Nongovernmental Organizations (NGOs), other affinity groups, VCT and youth service centers to quickly implement or scale up Abstinence and Be Faithful (AB) programs. ARK will achieve this by supporting the capacity of the implementing partner FBOs and the civil society network to scale up their "AB" training activities.

Communication will be used to support and reinforce the new social norms for abstinence and faithfulness that ARK will develop using WV's Transformational Development (TD) approach. This unique approach has a framework including five areas for desired change: well-being of children, empowered children, transformed relationships, interdependent and empowered communities, and transformed systems and structures. CCP-assisted communication tools, including mass media and entertainment education, will augment the process of change by creating a "buzz" that prompts people to discuss previously off-limits topics such as abstinence and healthy sexuality. In this way communication helps build a bridge between ARK's overarching goals and the community-based TD activities that support it, ensuring that the community at large is surrounded by messages that support the social norm shifts and behavior changes.

ARK is designed to respond with swift and timely implementation of activities through scale up of effective programming models of youth "AB" behavior change interventions. Dr. Ted Green in "Rethinking AIDS Prevention" cites Primary Behavior Change² as the most effective means to decrease the incidence of HIV/AIDS in populations where the epidemic has become generalized.³ Kenya, Tanzania and Haiti are such countries; most HIV infections are heterosexual and found in the population, as opposed to concentrated epidemics where HIV infections are mostly in well-defined high-risk groups.

¹ Area Development Programs (ADPs) cover large geographic areas with up to 50,000-100,000 people per ADP. They are a) selected for common issues, contiguity of villages and management feasibility b) address macro- and micro- causes of poverty c) require long-term commitment (12-15 years) and d) are targeted to specific groups.

² Primary Behavior Change in the context of HIV/AIDS epidemic is defined as partner reduction, delayed sexual debut and being faithful to one partner.

³ Edward C. Green "Rethinking AIDS Prevention" 2003.

A.1.b. Strategic Fit with Emergency Plan Priorities and USAID Mission’s Strategic Objectives (SO)

The Abstinence and Risk Avoidance (ARK) Project will address USAID’s first two key objectives: increasing abstinence until marriage and secondary abstinence until marriage and increasing fidelity in marriage and monogamous relationships. Specifically, ARK will prevent HIV infections in youth thus contributing to the President’s Emergency Plan goal of preventing 7 million new infections by 2010.

Programming interventions will further the two key objectives, reaching each of the target groups in order of priority: primarily girls aged 10 to 24; secondarily boys aged 10 to 24; and thirdly, parents and other caregivers with emphasis on OVC caregivers, religious leaders, teachers, policymakers, opinion leaders, traditional healers and traditional birth attendants. Where they are present, VCT centers and adolescent reproductive health staff from urban and rural districts in Kenya, Tanzania and Haiti will be involved. To achieve maximum impact, “AB” interventions will be linked to a continuum of care where it exists. All program approaches are in accordance with the national HIV/AIDS strategies of each country and have the explicit support of government ministries that deal with youth and/or HIV/AIDS.

In Kenya, ARK’s strategy supports USAID Nairobi’s planned program to focus on youth e.g. improving communication between parents and young people, changing social norms on abstinence and faithfulness through media campaigns, increasing “AB” awareness/knowledge and promote positive behavior among in-school youth.

In Tanzania, ARK will address directly the key USAID Strategic Objective (SO): “Reduced Transmission and Impact of HIV/AIDS in Tanzania,” as well as supporting the four other SOs of the planning framework. ARK supports directly the achievement of one of the main goals of this SO i.e., a reduction in the number and percent of young people aged 15-24 (in school and out of school) who are infected by HIV. One of the main intermediate results (IRs) under this HIV/AIDS SO is: “improved HIV/AIDS preventive behaviors and social norms.” Under this IR, the main performance indicators are decreased number and percentage of young people having sex before the age of 15 and an increase in the number of youth who can correctly identify ways of preventing the sexual transmission of HIV. The ARK Program represents a key intervention for achieving the results USAID seeks under this IR. The Behavior Change Communication (BCC) Programs achieving the results USAID seeks fits under this IR, moreover, the BCC programs developed by ARK represent precisely the kind of activity USAID/Tanzania wishes to see to support this IR.

In Haiti, ARK’s strategic objectives of building the lifeskills of youth and creating an enabling environment to support capacity of youth to practice “AB” directly responds to USAID’s planning framework for one of the four HIV/AIDS BCC activities. Thus, contributing to the USAID’s SO3 results framework with an HIV/AIDS IR “Effective HIV/AIDS prevention-to-care strategies adopted and implemented.” The BCC activities target families, parents, and extended family members, religious and community leaders, school administrators, teachers and youth influencers...the same beneficiary group that ARK focus on.

A.1.c. ARK Strategic Objectives and Intermediate Results

SO1: Strengthen youth capacity for healthy behavior by fostering adoption of A&B behaviors in order to prevent HIV transmission
IR 1.1: Scaled-up life skills & value-based age-appropriate HIV/AIDS education, especially for younger youth & girls
IR 1.2: Coaching, mentoring, support and referral systems in place to facilitate primary behavior change
SO2: Increase capacity of families and community-based organization including faith-based organizations to support abstinence and faithfulness among youth.
IR 2.1: Parenting skills and community capacity to support “AB” built/strengthened.
IR2.2: Faith-based & community-based organizations are advocating for policies, services and programs promoting “AB”.
SO3: Create an enabling environment for the adoption of A&B behaviors in the community
IR 3.1: Appropriate governmental entities are sensitized and mobilized on the ARK Program messages and goals
IR 3.2: Creation or strengthening of multi-agency networks for coordination and collaboration at various levels: village, district, national

A.1.d. The ARK Approach

To achieve program goals and objectives, ARK will build on an approach that WV uses in its Area Development Programs (ADPs): *Transformational Development (TD)*⁴—an approach through which children/youth, families and communities move toward wholeness of life with dignity, justice and hope. The TD approach is designed to manage context instead of content, giving people the skills to change the contextual factors, such as language, in their environment to make it more supportive of positive sexual norms and behaviors. It also recognizes that meaning is ever changing in line with personal growth.⁵ TD, a behavior change approach that uses people’s potential to grow and develop in new ways to impact their behavior, builds five core skills: self-efficacy, facilitation, leadership, coaching and designing plans for the future. USAID has previously supported WV’s Thukela Child Survival Project in South Africa which utilized TD.

Domains of Change	Scope of Change
I. HIV/AIDS-free youth and community	“A” and “B” (AB) becomes the community norm; risks reduced; community able to prevent, cope, mitigate and respond to the impact of HIV/AIDS
II. Empowered youth and communities to be agents of transformation	All youth and communities participate in the process of promoting ABC in an age appropriate manner becoming agents of transformation in their families and communities.
III. Transformed relationships	Parents, youth, churches and community involved in responsible relationships, changing their values and lifestyles to be consistent with ABC and relationships
IV. Inter-dependent and empowered youth and communities	A “culture of participation” exists with youth, families, Faith Based Groups (FBGs) empowered to influence their situation through networks at local, regional and national levels.
V. Transformed systems and structures	“Enabling agents” surrounding the youth e.g. parents, media, civil society, central government, etc. advocate and reward values of abstinence, faithfulness and personal responsibility in sexuality and the fight against HIV/AIDS.

To realize the TD approach, ARK will adopt a five-step standard program implementation cycle called the “Process of Awakening”

- 1. Establish Youth Advisory Groups (YAGs), Parents Advisory Groups (PAGs) and District Advisory Committees (DACs).** Using a participatory process the community and its opinion leaders will identify role models (including positive deviants) to serve as the Transformational Development “touchstones”. These people will compose the YAGs, PAGs, and DACs. These advisory groups’ major role will be to advise the ARK staff on implementing the TD approach, the needs of the groups they represent, monitoring program outcomes, championing/advocating for further partnerships and resources to the program, and helping to evaluate impact. In addition to these roles, these groups will form the critical catalysts for the community social discourse on healthy norms and avoidance of risk behavior. The anticipated outcome of this social discourse process is a re-emergence of “A” & “B” as community norms (en vogue).
- 2. Conduct Common Ground “Melting Pot” Meetings.** A key element of TD is interdependent and empowered youth and communities and promotion of a culture of participation. The Common Ground meetings will foster empowerment and participation by the YAGs, PAGs and DACs. A first meeting will bring together representatives from each country program to discuss issues, curricula, materials, and media that cut across the program. Building on the results of that meeting, each country program will manage its own common ground meeting, to bring together a wide array of partners to discuss the program’s template curricula, materials and media, and develop a plan for adapting and tailoring them.

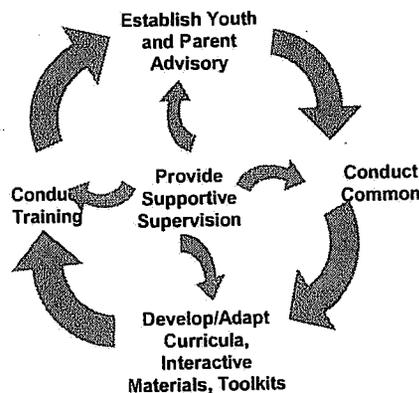
⁴ TD is informed by the “Power of Context” by Badrinaya Shankar Pauer and Social Cognitive Theory.

⁵ “Transformational Development, HIV/AIDS and Well-being” Thukela Child Survival Project 1999-2003, Thukela District, KwaZulu Natal, South Africa.

“Melting Pot” meetings to be held regularly at the community will provide a platform for intergenerational discourse and partnership.

3. **Develop/adapt curricula, interactive materials and toolkits, and radio programming.** CCP will facilitate a review, revision and/or adaptation of existing curricula, interactive materials and toolkits. The training materials will not be biased towards any one faith or religion and will not incorporate any evangelistic outreach elements but will be informed by the TD approach. At the start of the program, existing materials will be used to accelerate scale up of program during the first six months. Curricula and communication tools for ARK will be adapted from successful models after the Common Ground meetings, using input from the meetings to make the materials as effective as possible. Many good curricula and materials exist to promote abstinence and faithfulness among youth, including CCP's “Journey of Hope” Toolkit. All of the available materials will be reviewed with the aim of adapting a package of ARK materials that are tested, proven, and adaptable across and within the four ARK countries. An ARK brand will be developed so that the materials are recognizable as part of the overall ARK project and goals, linking them to the mass media programming and the wider effort to change social norms.
4. **Conduct training.** This will be a multi-step process of selecting and training master trainers on a standardized ARK Training of the Trainers (TOT) curriculum, working with these trainers to train key individuals at the district level, and then supporting downstream training right up to the village level. TD will be a core component of some of the training and the trainers will go through the steps of Appreciative Inquiry. For the first 6 months partner subgrantees will continue to use existing curriculum until the process of developing and adapting a standardized ARK curriculum is finished.
5. **Provide supportive supervision.** In keeping with the TD approach, a key to ARK's success will be investment in people's potential to grow and develop. In this context, the investment will take the form of supportive supervision to all ARK employees and staff. Support will be provided to: program staff at the district level, and the peer educators and role models who are the lynchpins to change. Program managers regularly visit these peer educators and role models, District Advisory Committees will publicly recognize them at ceremonies, and ARK will support them to appear on radio programs and bring their message to new small groups.

FIVE-STEP PROCESS OF AWAKENING



The “*process of awakening*,” the program implementation cycle utilized by ARK, has most elements of an “intergenerational approach”⁶—a method that has been researched and found to foster intergenerational communication and cooperation. The “*process of awakening*” will provide a supportive environment where youth and adults can participate equally and negotiate shared objectives. In Malawi, an operations research study determined that primary school children in Mangochi district, where early sexual debut is the norm, are receptive to delaying sexual activity when educated about the benefits. The study indicated that children at this age,

⁶ ICRW 2003. *The Intergenerational Approach to Development: Bridging the Generation Gap*. Information Brief October 2003; Social cognitive theory

prefer their parents to be their primary source of information regarding sexual health and behavior.⁷ As such, it is very pertinent that ARK will facilitate enhanced parent-child communication on the subject of sexual health and HIV/AIDS.

As the various program approaches roll out, in several countries, with several key audiences, in several media, the ARK Program will develop a unifying brand to pull together all of these disparate elements and give people a sense of working in common purpose. The brand will position the ARK program at the top of its partners and beneficiaries minds. It will be developed in a participatory process of consultation with those partners and beneficiaries, so it is not now possible to predict the shape of the brand, but for illustrative purpose, **Wake Up!** has been selected.

Wake Up! will help:

- Youth to wake up to their rights to healthy lives, a productive future and responsibilities for individual safety from HIV/AIDS; and,
- Parents to wake up to the needs of their children, and their own unrealized power to positively affect their decision-making.
- FBGs to wake up to their moral roles and responsibilities of integrating balanced “A” “B” and “c” messages in their pastoral programs in the context of HIV/AIDS prevention.

A.1.e. Geographic Coverage and Rationale for Selection

Country selection: ARK chose these three (3) countries: Kenya, Tanzania, and Haiti because all three (3) share common features that make this program not only relevant but timely: all have HIV prevalence above 5% and are targeted as PEPFAR emphasis countries. Moreover, WV has ongoing relationships/partnerships with some of the implementing partners who already have A & B training programs. WV has significant operational presence in these three countries with over 100 ADPs carrying out HIV/AIDS programs. These programs will complement and leverage ARK-focused A & B activities. WV’s operational presence right up to the grassroots level provides easy access and rapid scale-up of ARK activities.

District/department selection at the country level: Selection of districts was based on the following criteria: 1. Districts in which WV has an operational presence; this will provide support for the program and increase potential for sustainability 2. Districts with high HIV sero-prevalence rates as determined by sero-prevalence surveys and/or sexual behavior surveys 3. In Africa, districts with communities that maintain cultural practices that contribute to HIV transmission among youth, such as female genital mutilation, early marriage and general girl-child marginalization 4. Districts in rural areas where the majority of the population lives, as most behavior change interventions previously have been carried out in urban/periurban areas 5. Districts without program overlap, ARK is sensitive to potential program overlap and has consulted with PEPFAR round one awardees, in order to prevent duplication 6. Districts that provide a good environment for sub-grantee scale-up.

In Kenya, ARK will work in five districts: Kilifi, Makueni, Kajiado, Nairobi, and Laikipia. In Tanzania, ARK will cover ADPs in 26 districts and in Haiti, work in La Gonave and part of Central Plateau.

A.1.f. Rationale for selection of beneficiaries

Youth: In ARK program countries, sexual activity at a young age is common.⁸ For example, the median age of first intercourse in Kenya is 12 years for girls and 13 for boys.⁹ As such, it is essential that children understand how to prevent HIV/AIDS infection. A number of studies have attributed lifeskills training with increasing youth’s cognitive skills, self-esteem, self-confidence and negotiating ability at a young age.⁹ WV’s established relationship with the “*Window of Hope*” age group (5-15) through its sponsorship program provide ready access to this age group.

⁷ Mukaka, Mary. “Partnering with younger adolescents: Experience in Malawi.” Presented at the 31st Annual Conference of the Global Health Council (Youth and Health: Generation on the Edge) Jun 1-4, 2004.

⁸ Kenya National HIV/AIDS Strategic Plan, National AIDS Control Council 2000-2005.

⁹ ICRW 2004. *Youth, Gender, Well-being and Society: Emerging Themes from Adolescent Reproductive Health Intervention Research in India*, Research Update 2004

Community and adults: The community that will create social norms supporting abstinence and faithfulness includes multiple stakeholders, including parents, teachers leaders of faith organizations, and people who belong to community groups, such as men's and women's groups at churches and mosques:

- **Parents, other relatives, peers and teachers are the groups with whom youth interacts substantially.** Parents are the most immediate and most powerful group that influence young people's perception of social norms. They have the potential to guide them in making healthy choices and to hold them accountable for their decisions. Peers have proven to be "effective youth educators"¹⁰.
- **Religious and community leaders.** Virtually all members of communities in ARK countries belong to a faith group, church or mosque. Church leaders and faith-based groups have high credibility and large constituencies with massive grassroots reach in the proposed target sites. Therefore, involving FBOs will broaden the reach of the program. Traditional healers and Traditional Birth Attendants (TBAs) are consulted by youth, especially in rural areas, when confronted with signs and symptoms of sexually transmitted diseases and unintended, unplanned pregnancy.

Governments: Governments are empowered by law to effect policies at village level and to enact by-laws in consultation with community representatives. The involvement of village governments in program activities helps ensure the sustainability of interventions, particularly when communities and their leaders commit themselves to action. For this reason, WV and CCP plan to meet with HIV/AIDS Task Forces at the national level in all four countries to provide sensitization on ARK programs.

Number and Type of Beneficiaries (data source in appendix)

TARGET	KENYA		TANZANIA		HAIITI	
	YEAR 1	LOA	YEAR 1	LOA	YEAR 1	LOA
		(5 Years) 2002-2007		(5 Years) 2005-2009		(5 Years) 2005-2009
10-14 year Total	571,175	973,939	398,010	1,183,996	42,742	47,190
Target	200,000	482,362	200,000	421,240	2,332	23,221
15-24 years Total	1,147,895	1,965,265	680,923	1,799,054	75,814	83,705
Target	33,770	1,021,838	68,062	604,233	3,719	48,845
Parents Total	1,145,913	1,959,402	627,984	1,569,860	62,748	70,125
Target	22,060	587,321	65,196	470,939	3,197	40,424
School Total	1,690	2,811	1,085	3,392	83	186
Target	172	1,101	100	351	17	127
F/CG Total	360	360	45	77	83	115
Target	36	144	10	32	15	70

At the end of the Life of Award (LOA), ARK would have reached 2,679,806 youth and 1,099,253 parents in all three countries.

A.1.g. Strategic Objectives, Intermediate Results, Activities

Strategic Objective 1: Strengthen youth capacity for healthy behavior by fostering the adoption "AB" behaviors in order to prevent HIV transmission.

This main objective will be achieved through the use of trainers and youth peer educators to reach out to the target groups in and out of school. Behavior change messages will also be the means to support the youth in adopting and sustaining positive behavior. Likewise, key community resource persons and influential people will be trained in youth-focused communication methodology to promote "AB" behaviors. The primary aim is to delay first intercourse among youth, increase "secondary abstinence" until marriage among 15 to 24 year olds and to strengthen youth understanding and capacity for mutual fidelity and commitment to a single partner.

Strategic Objective 2: Increase capacity of community-based structures, including faith-based organizations, to support abstinence and faithfulness among youth.

¹⁰ "Peer Education and HIV/AIDS: Past Experience and Future Directions" Horizons/Population Council 2000

¹¹ Faith & Community Groups - Local churches/local mosques/other associations of community members

ARK will strengthen the ability of organizations and community structures to support young people in their efforts to Abstain and Be Faithful "AB." These community structures will include churches and faith communities, schools, youth health service facilities, FBOs and CBOs. ARK strives to create an enabling environment for youth where they receive support and reinforcement on A&B messages in order to transform social norms through communities. The efficacy of involving entire communities in the fight against AIDS has been proven through many programs. For example, a core component of United Nations Development Programme (UNDP)'s HIV/AIDS response is "Community Conversations" which shows AIDS prevention messages are being amplified and multiplied through resonance. Resonance occurs when communities transfer and share lessons learned with other communities, and when the changed attitudes, beliefs, behavior and ways of being begin to be adopted and shared with members not present at Community Conversations.

Strategic Objective 3: Create an enabling environment for the adoption of "AB" behaviors in the community.

Village, local and national governments will be sensitized and mobilized to defend and promote the rights of youth and to protect them from HIV/AIDS. To do this ARK will mobilize local village HIV/AIDS committees by providing capacity building for their "AB" programs. Where there are no such committees ARK Management will facilitate their constitution with an average of 15 members. This will be expanded on the district level to incorporate the development of DACs. Additionally, ARK Management Team will present briefings and/or progress reports to the governments on ARK "AB" programs. The following table summarized ARK IRs and the planned activities to achieve each result:

WHAT	WHO	HOW	WHEN
IR 1.1. SCALED UP LIFE SKILLS FOR YOUTH			
Establish YAGs at District level	ARK Program Management Team (AMT)	Sensitization meetings and elections	1 st 6 months
Do stakeholder analysis and hold common ground meetings	District Coord./Comm. Team/FBO/CBO	PLA series of meetings	1 st 6 months
Train trainers and peer educators	FBO/CBO partner org FBO/CBO trainers	TOT	1 st 6 months
Develop ARK toolkit for youth	AMT/YAGs	Communication design session w/YAGs	1 st 6 months
Youth share personal development plans	Peer educators	TD Process	Ongoing
Create/strengthen support groups—anti-AIDS clubs or children's committees	AMT	AMT facilitated meetings	Ongoing
IR 1.2. COACHING/MENTORING AND SUPPORT FOR AB			
Sensitize youth service providers	AMT	AMT consultations	Ongoing Quarterly consultations
Strengthen HIV/AIDS education through after school programs	FBOs/CBOs	FBO/CBO-led dialogues	Ongoing
Facilitate integrated service provision and referrals for all HIV/AIDS interventions	AMT	Meetings with service with youth service providers	Ongoing
Establish/support HIV prevention programs (AB messages for out of school youth)	FBOs/CBOs	Community outreach	Ongoing
Monitor coaching/mentoring activities	AMT	AMT supervision	Ongoing

IR 2.1 PARENTING SKILLS & COMMUNITY CAPACITY TO SUPPORT FOR AB			
Select parents for PAGs at district level	AMT	Sensitization meetings	1 st 6 months
Establish district PAGs	AMT	Elections	1 st 6 months
Identify +-deviant parents in villages	community	Meetings with the community led by AMT	Ongoing
Conduct stakeholder analysis		PLA series of meetings	1 st 6 months
Train +-deviant parents as parent peer educators	FBOs/CBOs	TOT	1 st 6 months/ongoing
Develop parenting toolkit	AMT/PAGs	Communication design session s/PAGs	1 st 6 months
Facilitate parenting skills workshops	FBOs/CBOs trainer/facilitators	Small parenting workshops (groups of 10-12)	Ongoing
IR 2.2 FBO & CBO ADVOCACY			
Hold sensitization meetings with FBOs and CBOs	AMT	AMT outreach	Quarterly
Conduct workshops for FBO/CBO trainers	ARK Communication Team	FBO/CBO meetings with ARK Communication Team	1 st 6 months then bi-annually
Facilitate the development of HIV/AIDS action plans for local FBOs/CBOs	AMT	TD Process	1 st 6 months
Assist FBOs/CBOs to advocate for AB programs	AMT-	AMT outreach	Ongoing
Monitor the effectiveness of their advocacy	AMT	AMT evaluate	Annually
IR 3.1 GOVERNMENTS MOBILIZED			
Hold sensitization meetings with gov't representatives	AMT	Sensitization meetings	1 st 6 months then bi-annually
Involve government actors in media program activities e.g. radio interviews,	ARK Communication Team	Communication design meetings	Ongoing
Invite district gov't personnel to participate in bi-annual performance review of ARK	AMT	AMT outreach	Bi-annually
Participate in Community Action to Mobilize, Evaluate, Learn and Scale-up (CAMELS) sites activities	YAGs/PAGs, district gov't	AMT facilitation	Monthly
Provide bi-annual updates to country Presidents and parliamentarians during nat'l assembly meetings	AMT	AMT presentations	Bi-annually
IR 3.2 STRENGTHEN MULTI-AGENCY NETWORKS			
Convene meetings of district level leaders	YAGs/PAGs	Quarterly meetings	Quarterly
Hold meetings of village CAMEL site reps	YAGs/PAGs	Monthly meetings	Monthly
Support youth led media e.g. radio programs for effective media campaigns	ARK Communication Team/YAGs	ARK communication design meetings with YAGs	1 st year then ongoing
Hold coordination meetings with youth-serving entities	YAGs	AMT outreach	Quarterly
Support children's movement for nat'l advocacy on AB	AMT, FBOs/CBOs, YAGs/PAGs	AMT facilitation	Ongoing

A.1.h. Segmentation of strategies and activities

The ARK program is inherently segmented: the first approach will target young people, and the second approach will target adults. However, within each of those categories, there will be further segmentation:

Young people: Two curricula will be developed: one for 10 to 14 year olds, and one for those 15 to 24. Outreach materials and radio programming will also be tailor-made to these two groups.

Adults: The primary audience for this program is parents in faith settings. However, the curricula, outreach materials, and radio programming will be created in a generic enough way that they will have wide applicability to adults in other settings.

Within Faith and Community Organizations: FBOs are best positioned of any group to promote fidelity and abstinence; this is their “comparative advantage.”¹² As we roll out the program through local organizations, churches and mosques, we will tailor our approaches to our audiences: men’s groups, women’s groups, youth groups and the leadership of the faith and community organizations themselves. Section A.2 provides ARK’s sequence of activities and outcome.

A.1.i. Gender-related considerations

ARK program implementation will be guided by an understanding that gender roles and relations have an influence on the level of risks and vulnerability to HIV infection.¹³ Among young people aged 15-24, this ratio is highest: women in this age group were found to be two-and-a-half times as likely to be HIV-infected as their male counterparts.¹⁴ Certain community contexts marginalize girls, boys or both hence, ARK will focus on the marginalized gender. In Kenya, early marriage and Female Genital Mutilation (FGM) endanger the healthy survival of girls while “Moranism”¹⁵ endangers future development of boys. ARK will specifically address the different rites of passage that boys and girls celebrate that mark their entrance into adulthood. Some rites of passage, such as male circumcision during puberty and FMG can lead to risk for HIV through initiation of sexual activity. ARK will endeavor to support rites of passage that are protective for HIV (such as male circumcision itself) while de-linking them from harmful practices (such as sexual debut) that may be seen as part of initiation into adulthood.

Married couples are also at risk of HIV/AIDS infection, with women bearing the brunt of this risk. In a multivariate analysis, among girls aged 15-19, the adjusted relative risk of HIV infection doubled among those reporting a most recent sexual partner 10 or more years older, compared to those with partners 0-4 years older. Among young women aged 20-24, the adjusted relative risk of HIV infection was 24 percent greater, and among young women aged 25-29, it was 9 percent lower. Additional findings suggest that 12.4 percent of the HIV prevalence in girls aged 15-19, and 5.1 percent in young women aged 20-24, can be attributed to relationships with men 10 or more years older, largely within marital relationships.¹⁶

ARK will ensure equal participation of both girls and boys in youth leadership development and other project activities through the YAGs. This strategy will have less success if it excludes parents, grandparents traditional healers, teachers or other influencers in its execution. The same approach will be used with activities involving parents and other adult action groups including PAGS and DACs. Involving parents of both genders on an equal platform will help cement new positive attitudes among youth and reduce gender-biased stereotypes.

ARK will consciously seek to practice and model positive gender relations in its staffing, materials, and activities. The project will recruit women for senior positions in ARK and will endeavor to have a gender balance in staffing at all levels. Materials such as curricula and takeaways will include discussion of power relations between girls and boys, women and men,

¹² From a revised version of a paper presented at “Challenges for the Church: AIDS, Malaria & TB” (Conference title) Christian Connections for International Health, Arlington, VA, May 25-26, 2001. Edward C. Green, Consultant.

¹³ WHO Dept. of Gender and Women’s Health, Family and Community Health. “Integrating Gender into HIV/AIDS Programs : A Review Paper,” 2003

¹⁴ UNAIDS Factsheet 2003.

¹⁵ Rite of passage for boys in the Maasai culture. Upon graduation, boys become eligible for marriage and assume a level in community leadership and thus dropping out of school.

¹⁶ ICRW & PSI report: Cross-generational and Transactional Sexual Relations in Sub-Saharan Africa: Prevalence of Behavior and Implications for Negotiating Safer Sexual Practices Nancy Luke and Kathleen M. Kurz -- page 16 http://www.icrw.org/docs/CrossGenSex_Report_902.pdf

and will give girls skills in refusal and negotiation. The media will be used to model and reinforce the gender messages.

A.1.j. Capacity-building

WV and CCP place a high priority in building the capacity of individuals and institutions. By investing in indigenous partner development, WV and CCP aim to support the decentralization/localization of management and encourage leadership at the community level. Building individual, and institutional capacity will help achieve ARK objectives, increase program sustainability and foster the scaling-up of ARK activities beyond ARK program areas. Capacity building will be the key to ARK's success and impact. ARK will utilize the following methodologies to build both individual and institutional capacity: 1) Participatory, Learning and Action (PLA) exercises; 2) Quality Assurance (QA) tools; 3) Partnering; 4) Information management systems; 5) Gender awareness; and 6) Supportive supervision.

Individual capacity building targets youth, parents, influential household members, faith and formal/informal community leaders, youth service providers, and policymakers. It aims to achieve positive change in behavior and relies on training, technical assistance, appropriate tools, communication media, periodic performance assessments, and supportive supervision. In order to build individual capacity, a stakeholder analysis, assessing the information and training needs of 10-14, 15-25 year-olds and their parents, will be undertaken. To follow is a sample of training according to their specific needs:

- **Youth** will be trained and empowered to negotiate key decisions affecting their life with their parents e.g., if and when they will marry.
- **Parents** will be empowered to communicate and counsel youth about sexual health and healthy choices;
- **Youth health care providers**, such as nurses, midwives, community health workers will be trained to overcome attitudinal barriers to the provision of youth services and will be able to facilitate, counsel and reinforce A&B messages;
- **ARK country and district coordinators as well as NGO/FBO partners** will be trained in organizing implementing, monitoring and reporting for the program; the use of ARK tools and skills to facilitate cross-generational dialogue and activities between YAGs, PAGs, and F/CGs.

* The specific contents of each training module will be negotiated with the partner institutions during the preparation of a more detailed implementation plan. An illustrative list of training modules for these implementers are in the box below.

- Human Resource Management for ARK: Organization and Implementation of Training Using Standardized Curriculum
- Selection, Training, and Support of YAGs, PAGs and DACs
- Quality Assessment and Improvement
- Increasing Coverage and Quality Using CAMELS sites
- Empowering Communities Using 4D's of AI
- Tracking Progress and Identifying Youth and Parent Needs Using a Knowledge, Attitude, and Practice Survey

Institutional capacity building targets NGO partners and WV management staff. The NGO partners will be trained to ensure adequate capacity for strategic planning, management and fundraising to sustain and scale-up their efforts once ARK phases out. WV management and non-program staff (Kenya ART and Support for Orphans (KATSO) Project) will receive training and technical support to replicate ARK core interventions in other target areas. This approach aims to achieve positive changes in systems, including those for implementation and human resource development. ARK's institutional capacity building will build/strengthen structures that foster behavior change. ARK systems aim to:

- **Sustain normative HIV/AIDS primary preventive behavior at the district and community levels** by creating a critical mass of people/groups who continue to support a safe, enabling environment for ABC practice.

- Replicate the essential elements of ARK by developing CAMELS,¹⁷ (functional) training and demonstration sites for youth-serving organizations and government partners from other villages/districts; and
- Promote the adoption of ARK best practices by inviting national, regional and district personnel from outside ARK ADPs to learn from the CAMELS and develop future A&B program strategies for the National HIV/AIDS Control program.

Capacity Building Objectives The specific objectives and indicators for each of capacity building target will be elaborated in the training plan for the Detailed Implementation Plan (DIP). The quality and effectiveness of all curriculum development and training will be enhanced by technical assistance from CCP and WV's national human resources development staff. WV and CCP will guide the detailed planning of training activities, help develop or adapt training materials, and help implement training programs.

A.1.k. Involvement of Indigenous Partner Organizations

During the process of developing the proposal, two separate workshops were held with indigenous partner organizations: the first workshop was to inform the groups that the concept paper was selected, to surface questions and expectations i.e. ARK Program, and to determine the commitment of the partner agencies. The second workshop allowed the partners to actively participate in redesigning the program framework, developing the performance monitoring and evaluation plan, implementation plan and budget planning using a template. The subgrantees by country are: *(Please see Section C: Past Performance for more detail):*

Kenya 1) [redacted] 2) [redacted]; and 3) [redacted]

These two FBOs have been providing lifeskills training to youth of various age groups mostly through schools with some providing other HIV/AIDS services such as VCT centers.

Tanzania The main local partner for implementing ARK in Tanzania is the [redacted] is an alliance of many organizations and individuals that seek to make the world a better place for children and young people.

Haiti Haiti's ARK program will begin implementation in April 2005 in two departments: La Gonave and Central Plateau where WV has 8 ADPs and is currently operating a five-year Development Activity Program (DAP). At the national level, the key partner is URBANUS, a faith based organization, developing education materials for religious groups. Other potential key partners at the regional level include FOSREF in the Central Plateau and Fédération Protestante d'Haiti (FPH), an umbrella faith-based organization that provides support to many churches throughout Haiti.

(b) (4)

A.1.l. Linkages to complementary youth and HIV-related activities

Examples of Youth & HIV-related Activities	ARK Activities
• Anti-AIDS Clubs	• Train peer educators
• District Education Offices	• Coordinate and support activities
• Parent Teacher Associations (PTAs)	• Provide HIV/AIDS info, training, good parenting workshops
• Youth Media Networks	• Training on producing HIV/AIDS media (with AB focus)
• VCT Centers/Health Centers	• ARK programs will refer youth to these facilities & sensitize staff to AB ARK Programming
• "Living Positively with HIV/AIDS" (USAID) and other PLWHA org.	• ARK will help involve youth in this org to combat stigma & discrimination
• Ministry of Youth, Sports & Culture	• ARK will provide Sports for Life Curriculum to sport clubs

A.1.m. ARK Implementing and Collaborating Partners and Their Contributions

At the national level, WV actively participates in FBO networks, HIV/AIDS and OVC-related coalitions; supports and collaborates with government sector ministries to provide a multisectoral framework for HIV/AIDS programming. Such networks include National AIDS Control Councils and National AIDS NGO Consortiums. WV works very closely with Government's National AIDS and STD Control Programs. WV is a core partner in the Hope for African Children Initiative (HACI). HACI brings together Plan International, CARE, SAVE Alliance, Society of Women Against AIDS in Kenya (SWAK), and World Conference for Peace and

¹⁷ Community Action to Mobilize, Evaluate, Learn and Scale-up

Religion (WCRP). In Kenya, WV is a founder member of AfriAfya, a network for Health Knowledge management whose mission is to harness, package and disseminate community health information interactively using information modern technology. Currently one ADP is a center for this innovative initiative.

A.2. Implementation Plan

A.2.a. Sequence and Timeframe with Outcomes

Sequence	Activities	Outcome
<p>October-December '04</p> <p>Kenya & Tanzania: Phase I</p>	<p>Kenya & Tanzania</p> <ul style="list-style-type: none"> • ARK Launch • Establish M&E Reporting System • TOT • Establish PAGs, YAGs & DACs • AI orientation • Baseline assessment (KABP survey) 	<p>Kenya & Tanzania</p> <ul style="list-style-type: none"> • MOU's signed with 8 subgrantees • Terms of Reference for baselines • Evaluations and Audit • Project Mgmt Team hired • YAGs, PAGs & DACs formed • TOT performed for # youth, # parents, # FBO leaders
<p>Jan-September '05</p> <p>Kenya & Tanzania: Phase II</p> <p>April – Sept. '05 Haiti: Phase I</p>	<p>Haiti: Start up/Phase I (April 05)</p> <p>Kenya & Tanzania</p> <ul style="list-style-type: none"> • Implement ARK curriculum • Analyze KABP results • Rollout 4 Ds of AI • Air messages through drama series and print • Conduct bi-annual performance review by district 	<p>Kenya & Tanzania</p> <ul style="list-style-type: none"> • Standardized ARK Curriculum • Report on KABP baseline survey • Drama series and print materials produced • Performance review disseminated • Increasing # of youths, parents and other groups trained <p>Haiti: see above start-up outcomes</p>
<p>April-September '05- '09</p> <p>Kenya, Tanzania, & Haiti: Phase III</p>	<p>Kenya, Tanzania & Haiti</p> <ul style="list-style-type: none"> • Conduct LQAS survey for Quality Assurance assessment • Continue training and assessment of org capacity of subgrantees • Scale up to rest of districts • Hold midterm & final evaluation 	<p>Kenya, Tanzania and Haiti</p> <ul style="list-style-type: none"> • Quality Assurance assessment finalized and distributed • Training ongoing • Org capacity assessment finished • Scale up activities in to all designated regions/dept. • Midterm & final evaluation

A.2.b. Plans for meaningful involvement of both youth and adult stakeholders

ARK program will utilize CAMELS as a framework for involvement of both youth and adult stakeholders. Program activities will be organized around CAMELS sites---villages or towns where existing communities, relationships, and services will facilitate early outcomes, monitoring and evaluation. This represents ARK's focus on catalyzing community support for HIV/AIDS prevention for youth. CAMELS sites will have three characteristics in common: 1) WV has an Area Development Program (ADP) and/or a government agency extension such as Ministry of Youth, Sports and Culture ; 2) there is a faith community or CBO interested in addressing HIV/AIDS among youth; and 3) there is a provider of social or health services available to youth.

In each CAMELS site, Youth Advisory Groups (YAGs), Parent Advisory Groups (PAGs) and District Advisory Committees (DACs) together with ADP community care coalitions or Hope teams, faith communities/CBOs, and social/health services such as adolescent reproductive health will act as a scaffold to support the implementation of ARK activities. YAGs, and PAGs and organizations in CAMELS sites will support ARK through implementation and participation in ARK activities, but will also magnify the effect of ARK through their own social networks, helping abstinence messages and behaviors cascade through their social and professional contacts. Through CAMELS youth and adult stakeholders will work on joint development action plans and monitor mutual outcomes. As CAMELS sites become proficient in implementing ARK activities they will then function as a model for other communities, a source of coaching and mentoring for other church, parent leaders, youth leaders/facilitators, and a site for capacity building for the local district and the local communities.

A.2.c Ark Implementation Plan

Activities	Year 1 (FY2005)					
SO1: Strengthen youth capacity: IR1.1 Scaled-up life skills and value-based age-appropriate HIV/AIDS education						
1. Establish Core Team of FBO/CBO/Teachers/Youth trainers for the focus ADPs in five districts of Kenya						
<ul style="list-style-type: none"> Adapt the existing curriculum used by partners while review and standardization by JHU is being conducted. Conduct training of trainers for specific groups in the focus ADPs. 						
2. Identify and train youth, community/church leaders, parents and teachers.						
<ul style="list-style-type: none"> Conduct TOT for specific groups TOT graduates conduct training among their respective groups. Conduct post-training assessment for trainee satisfaction. 						
3. Establish action groups among the target audiences.						
<ul style="list-style-type: none"> Mobilize youth to form anti-AIDS groups. Initiate the life skill training/mentoring among the target audience Mobilize church leaders to form congregation action teams 						
4. Develop incentives for ARK volunteers						
<ul style="list-style-type: none"> Appropriate incentives including T-shirts, umbrellas, caps, certificates, "A" ring etc. ARK staff visit Peer Educators to support and affirm performance. 						
5. Standardize existing resource material and develop ARK curriculum.						
<ul style="list-style-type: none"> Hold common ground session with YAG & PAG to provide input into ARK curriculum Begin developing standardized curriculum and other resource material. Develop an ARK communication strategy. 						
SO1: IR1.2 Coaching, mentoring, support and referral systems in place to facilitate primary behavior change						
<ul style="list-style-type: none"> Meet and sensitize youth service providers to A&B Encourage youth to avail of services and facilitate referrals to HIV/AIDS-related centers Establish/support HIV prevention programs (A&B) for out-of-school youths Monitor coaching/mentoring activities 						
SO2: IR2.1 Parenting skills and community capacity to support A&B built/strengthened						
1. Establish Parent Advisory Groups (PAG) and Youth Activity Groups (YAGs)						
<ul style="list-style-type: none"> Identify (+) deviant parents/youth and opinion leaders (+) deviant individuals/groups advise ARK staff and advocate for partnerships and resources. PAGs and YAGs participate in program assessments and reflections. 						
2. Conduct common ground "Melting Pot" meetings.						
<ul style="list-style-type: none"> ARK, YAGs & PAGs discuss curricula, materials and media With technical assistance from JHU, develop a plan of adapting and tailoring ARK country-specific materials. 						
3. Hold parent-youth dialogues on adolescent reproductive health and sexuality.						
<ul style="list-style-type: none"> Church leaders parent-youth encounter to lay the ground for home-level discussion. Conduct parent-youth & church-youth dialogues quarterly. Review & standardize "A" & "B" messages by type of communication media. Implement a mix of media communication tools such Journey of Hope game guides 						
SO2: IR2.2 Faith-based and community-based organizations are advocating for policies, services and programs that support A&B						
<ul style="list-style-type: none"> Conduct transformational development training. Train target groups on Appreciative Inquiry: discovery, dream, design, and destiny Produce vision, mission statements and a development plan for community "well being" 						

Activities	Year 1 (FY2005)			
• Train a team to provide mass media services with balanced AB,c messages.				
• Conduct youth and parent satisfaction survey;regarding quality of media services.				
• Train village HIV/AIDS committees in data-based advocacy				
SO3: IR 3.1 Appropriate government entities mobilized on ARK goals & messages				
• Hold sensitization meetings with government representatives				
• Involve gov't. actors in media program activities and CAMELS site activities				
• Gov't actors participate in bi-annual performance ARK reviews				
• Provide bi-annual ARK updates to country Presidents and members of parliament				
SO3: IR3.2 Create/strengthen multi-agency networks for coordination and collaboration				
• Form and establish District advisory committees (DAC)				
• Develop DAC action plans				
• Train DACs on data-based advocacy and policy for balanced AB c policies, programs and services.				
• Support youth-led media eg., radio campaigns				
Organizational Capacity-Building				
• Conduct baseline capacity assessment of partner agencies				
Monitoring, Evaluation and Reporting				
• Develop the MER system; Determine schedule and draft TOR for baseline studies, situational analysis, evaluation and audits				
• Train youth to carry out KABP survey; identify survey sites; prepare logistics				
Scale-up to new training sites beyond ADPs				
• Map out existing functional groups in the entire target districts in Kenya				
Project Management				
• Recruit, train and orient new personnel and partners				
• Prepare procurement plan, undertake procurement actions and deliver goods to designated locations				
• Hold ARK launch workshop & modify DIP				

A.2.d. Sustainability Plan

ARK's primary aim is to have sustainable¹⁸ structures and systems in place that support the development of the social norm of A & B. As stated earlier, capacity building is the central strategy for ensuring the sustainability and replication of program support systems and end results. Once individual capacities have been enhanced to a point where challenges can be communicated and addressed clearly, structures that can help communities respond to such challenges can be created. Once systems are in place and functioning, other communities will benefit from a shared model. *The sustainability-promoting elements* of ARK are the following:

-Alignment of ARK program design with national government initiatives/policies and strategies on HIV/AIDS concerning youth will facilitate long term commitment and government buy-in.

-Individual and organizational capacity-building to create lasting changes. ARK will supply the skills necessary to build leadership and technical know-how to address challenges at the community-level. Individuals trained by ARK, will in turn be able to train others to scale-up the response and create greater impact.

¹⁸ Sustainability refers to the durability of a defined set of activities, benefits, program components, or an organization itself with a declining level of dependence from the external donor source. It entails elements of: community ownership, community organization skills; increasing financial, managerial, and technical self-reliance, local governance and civil society strengthening and access to future resource options.

-Involving youth, parents and faith/community groups as stakeholders in all phases of the program will enhance a shared understanding of challenges in the community, facilitate dialogue among stakeholders, foster ownership of a plan of action and enhance commitment to the program's success.

-Linkages with other youth-serving networks such as Ministry of Youth, Sports, Gender and Culture, Ministry of Education will ensure program coordination with other efforts and will create opportunities for partnerships to broaden the scope of the program's activities.

-Shifting from information (content) dissemination to creating and managing a new preferred context (from the present to the future) will enable A & B to become a practiced social norm in the community. Once stakeholders agree on the A & B approach, the program will grow, mature, and take root in the community.

ARK provides the tools for communities to adopt newly agreed upon social norms of A & B. However, by building individual and institutional capacity to facilitate the ARK program, stakeholders are also acquiring the skills and knowledge of the systems they need respond to other challenges in their communities and improve their lives. ARK builds capacity by training individuals and institutions in skills in order for the program to become self-sustained.

In the first two-three years, ARK will closely monitor all subgrantees to ensure compliance with USAID grant regulations, rapid takeoff of program components and effective mobilization for government collaborators, F/CG groups, youth-service providers and communities' participation. This will be pursued together with local capacity development of participating F/CGs and communities for eventual takeover of implementation and management responsibilities.

During the third year, to assure professional and sustainable organization development for FBOs providing A&B training, village HIV/AIDS committees, Peer Educators for A&B and the build up of this critical mass, ARK will pilot the development (and subsequent accreditation) of an A&B Competency Based Training targeting groups, youth and parent Peer educators. This activity will be in collaboration with CCP to be funded from WV's private resources.

During the 4th/5th years, ARK will gradually phase out of direct implementation in favor of the accredited DACs, village councils and Peer Educators.

<p>YEAR 1: -baseline capacity assessment -trainings on program planning -result framework and M&E development</p>	<p>YEAR 2: -continuing trainings on partnerships, networking & advocacy</p>	<p>YEAR 3: -continuing education and mentoring -proposal writing</p>	<p>YEAR 4/5: -accessing resources beyond ARK -scaling-up into non-ARK project areas</p>
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A.3. Monitoring and Evaluation (M&E) Plan

The Performance Monitoring and Evaluation (PM&E) plan of ARK is set up to generate PEPFAR's mandatory output and outcome indicators and in accordance with USAID Mission Country Strategy Plans for 2004 -2010. The M&E of ARK's program activities will be a shared responsibility of WV, CCP and ARK's implementing subgrantee partners. WV, as lead agency, through its Program Director, will be responsible for establishing and coordinating a uniform system for data collection, analysis and reporting while also strengthening (if it exists), the M&E systems and staff of subgrantee partners. The proposed PM&E activities reflect a joint effort by WV, CCP, and implementing partners. ARK's PM&E plan is summarized on page 18 which shows the Intermediate Results and matching key indicators, estimated targets for FY 2005, and life of award, sources and methods of data collection, and key activities. Only data for project tracking and use for decision making will be collected. Qualitative and quantitative data collection methods will be used. The PME system will also draw on WV's Core HIV/AIDS Response M & E System (CHARMS).

A.3.a. Monitoring To monitor ARK's progress towards achieving its objectives and its state of implementation, ARK will measure and assess its progress against planned inputs, activities and PEPFAR outputs and outcomes. Three primary monitoring data sources will be used: a) ARKs' management records; b) Partner agencies monthly training activity logs; and c) VCT referral record. This will be supplemented by mini-surveys using Lot Quality Assurance Sampling (LQAS) surveys to monitor areas for supervision in each district. Information will be used to identify variations between sub-districts for key indicators, and/or identify variation between indicators within sub-districts. Information about any existing variation will be used to shift resources to improve performance in geographic areas or for indicators with lower performance than others.

The *output indicators* such as # of youth trained in value-based life skills including AB disaggregated by age, sex, in/out of school, urban/rural locations, # of youth 10 to 24 years old reached with AB messages using interpersonal approach, # of Anti AIDS Clubs members trained as Peer Educators, # of parents trained in parenting skills disaggregated by location, etc., measure the direct results of the project activities for which the ARK managers are accountable; used to ensure that they are on track with their mandate; and used during the midterm and final evaluation to assess the contribution of the project to the changes in outcome indicators. Each month, WV, CCP, and its partner subgrantees, will report site-specific data to the ARK District Coordinators who will then consolidate, analyze and submit them to the ARK Country Coordinators and then to the ARK Program Director for aggregation and reporting to key stakeholders.

The *outcome indicator* such as # and % of youths 15 to 24 years old trained in transformational leadership with personal development plans, # and % of villages/communities with vision, mission statements and a development plan for "well-being" of their communities, # and % of youth 15 to 24 who access VCT etc., measure the extent to which the project objectives such as application of value-based transformational skills has been achieved by ARK and its implementing subgrantees. These indicators are used for strategic planning (baseline assessment; redesign if needed) and summative evaluation and generation of lessons learned. In consultation with the Ministry of Youth Sports and Culture, National AIDS Councils, ARK will use a coordinated system for recording and reporting the data needed for the output and outcome indicators. The ARK PM&E plan will ensure that the best possible results are achieved.

Quality Assessment To assess the quality of training, periodically, ARK will use direct observation using a checklist of trainers' provision of training. Similar assessments and random exit interviews will be carried out during counseling sessions at youth-friendly sites. ARK will conduct a random sampling of Youth activity reports pertaining to sexual and preventive behavior dialogues with parents and cross-checked with parents through interviews.

Project Reviews ARK will conduct a participatory biannual review at area sites to review project progress toward target objectives, analyze and make decisions for improvement. The group will develop a plan of action on how to implement the recommendations. Representatives from District Ministry of Youth, Sports and Culture (MYSC), WV, CCP, FBO/CBO, PAGs, and YAGs will participate in these reviews. Outcomes of these reviews will be shared by all implementing partners with their constituencies.

A.3.b. Evaluations ARK will conduct a baseline assessment between November 2004 and April 2005, a midterm evaluation in May/June 2007, and a final evaluation three months between July and September of 2009. The *baseline assessment* will be carried out during the first six months of ARK implementation to enable ARK to refine targets based on key indicators as specified in the M&E plan using a combination of both qualitative and quantitative methods; and participation of implementing partners. These baselines will be compared at midterm and end of project. These evaluations will be facilitated by an external consultant with wide involvement of implementing partners, relevant government departments, USAID, and interested Private Voluntary Organizations (PVOs) and NGOs. A range of methodologies will be used such as youth KABP surveys; exit interviews; focus group discussions with youth, parents, church leaders, youth-serving agencies and networks, VCT and youth friendly Reproductive Health service providers; informant interviews; review of ARK and implementing partners' records. At

the end of these evaluations will be a lessons learned workshop with stakeholders, other PVOs, and donor agencies... a step to learning exchange and dissemination.

The *midterm evaluation* will assess the progress toward achieving the targets, use and effectiveness of the strategy and interventions, program quality, promising practices, constraints and strategies used to address them, as well as recommendations to improve program performance. Outcomes of the midterm evaluation will culminate into revisiting the set targets in consultation with stakeholders and with USAID.

The *final evaluation* will use the same methodologies and will focus on the achievement of the program, the changes at the program and beneficiary levels; cost-effectiveness of the interventions, sustainability of program benefits, and lessons learned. To monitor the degree of community participation¹⁹ and quality of community relationships²⁰ WV will include two of its Transformational Indicators using focus groups led by an external consultant and the use of rating scale. This will be carried out in sites where ADPs operate.

Operations Research ARK will utilize strategies, approaches, and tools that have been used and tested in the field by WV, CCP, and local NGOs. However, many new approaches, such as parental involvement and developing social norms of abstinence have not yet been evaluated using the highest standards of program evaluation research. ARK will allocate resources to operations research. CCP will lead an effort to evaluate the effectiveness of ARK strategies and tools in reaching their audience and creating behavior change. A portion of a CCP Researcher Officer's time will be dedicated to this effort. The process of evaluating the effectiveness of ARK strategies will culminate in recommendations on which strategies were particularly effective in supporting abstinence among youth and should be more widely disseminated.

Data Collection ARK intends to implement an innovative data collection method built around a state-of-the-art, web-based data entered by project staff in the field. The targets and indicators provided in section A.2.e. and the indicators in the PM&E table will be uniform across each country where the program is implemented. Data will be relayed up by village, cluster, district and country. Data are displayed immediately across the network and may be extracted in a variety of formats for analysis.

WVUS is in this partnership for data management with Newdea, Inc. (www.newdea.com). The Newdea engine is a three-tier, browser-based database management architecture, highly optimized for low-quality connections. The time requirement for monthly data entry is estimated to be 10 to 15 minutes per site for a typical 56K dial-up internet connection.

¹⁹ Men, Women, adolescent boys and girls perceive they actively participate in ARK program planning, implementation M&E.

²⁰ Defined around dimensions of use (sharing) of community resources, gender relations, protection and valuing of children, well-being of vulnerable persons, and conflict prevention/resolution.

A.3.c Performance M&E Plan

Goal: To expand and strengthen HIV/AIDS prevention efforts through changes in behavior among youth that will prevent the risk of becoming infected with the HIV/AIDS virus---primarily abstinence and mutual monogamy while creating a supportive family and community environments. ARK will also support the reduction of risk among already sexually active youth.

	IRs	Indicators	Year 1	LOA targets	Measurement Method	Frequency of data collection
SO1 STRENGTHENED YOUTH CAPACITY FOR A&B	Scaled-up lifeskills & value-based age-appropriate HIV/AIDS education	▶ # of youth trained in lifeskills by age group	10 to14: 147,516 out of 1,011,927 (15%) 15 to 24: 186,581 out of 1,904,432	10-14: 916,846 out of 2,205,014 (42%) 15 to 24: 1,762,960 out of 3,848,024	• Management record	• Quarterly
		▶ % of youth with personal development plans	10%	46%	• Management record	• Quarterly
	Coaching, mentoring, support and referral systems in place to support A&B	▶ % of youth referred to VCT Centers ▶ # of AB Programs for out of school youth	3% 3	40% 85	• VCT Center records • Management record	• Quarterly • Quarterly

	IRs	Indicators	Year 1	LOA Targets	Measurement Method	Frequency of data collection
SO2 INCREASED CAPACITIES OF FAMILIES & COMMUNITIES TO SUPPORT A&B	Strengthened parenting skills & community capacity	▶ # of parents attending parenting skills workshops	214,383	1,099,253 out of 3,599,487 (30%)	• Review of parent registry	• Quarterly
		▶ # of functioning PAGs	10	25	• Management record	• Annually
	Faith-based & community-based organizations advocacy	▶ # of FBOs promoting "AB" Programs ▶ # of DACs trained in data-based advocacy	50 1	645 24	• Management record • Management record	• Quarterly • Annually

	IRs	Indicators	Year 1	LOA	Measurement Method	Frequency of data collection
SO3 ENABLING ENVIRONMENT FOR ADOPTION OF A&B BEHAVIORS	Governmental entities mobilized on ARK messages & goals	▶ # of gov't staff from youth serving agencies participating in bi-annual ARK performance review				
	Multi-agency networks strengthened	▶ # of coordination meetings held with youth serving entities in the district	6 20	24 66	• Management record • Management record	• Bi-annually • Quarterly

B.1. Project Management**B.1.a. Personnel**

Program Director: [REDACTED] currently Senior HIV/AIDS Technical Officer for WVUS, based in Washington, DC will serve as part-time Program Director. She will coordinate and liaise with USAID and JHU.CCP in Washington DC while providing technical/managerial backstopping to the Country-based ARK program teams. [REDACTED] has twenty-five years of successful experience in designing and managing health and development projects internationally with a strong track record of achieving results in complex political environments—15 years with USAID-funded programs. She will provide home office oversight and technical support with quarterly visits to the ARK countries including program site visits to assure the achievement of program outputs and outcomes. (b) (6)

M&E Consultant: [REDACTED] will provide technical assistance and training to the ARK program staff on M&E including the conduct of population-based survey among youths and parents. In consultation with government staff in charge of the HIV/AIDS M&E system and WV's M&E team, [REDACTED] will support the development of a community-based ARK information system that will complement the government's HIV/AIDS M&E system.

Senior Communications Advisor. [REDACTED] Deputy Director of the Africa Division at the Center for Communication Programs has substantial experience in all aspects of strategic health communication programming in Africa: strategy and program design, formative research, media and materials development, implementation, and evaluation. He has been with CCP since 1992. His academic training includes cultural anthropology and development communication, all with a focus on sub-Saharan Africa. [REDACTED] will provide technical guidance to the ARK field communications team and jointly with [REDACTED] will visit program sites to ensure the technical soundness of the approaches and interventions in the field. (b) (6)

B.1.b Experience and Capacity of Other Key Staff: Each country program will be led by a Program Manager.

In Kenya, [REDACTED] is uniquely qualified to manage the program and indeed to provide technical assistance to other ARK program countries. First, she knows Kenya intimately, being a native Kenyan with over a decade's worth of experience in health programming there. Second, she is a strategic health communication expert. She has managed programs on a variety of health topics, including maternal health, child health, reproductive health, and HIV/AIDS. She has overseen some of the more innovative adolescent reproductive health programs in Kenya, including interactive radio programming, advocacy efforts, schools programs, and gender issues. That experience has led to several health communication consultancies elsewhere in East Africa. Third, she is well known to, and familiar with the approaches of both the Center for Communication Programs and WV Kenya. She has served in several capacities over the past eight years with CCP, including program staff, Kenya Country Director, and technical assistance provider to programs in Tanzania. Finally, [REDACTED] has a thorough knowledge of health program management within faith organizations, given her recent experience as Health Advisor to the Pan African Christian Womens Health Association, among other relevant experiences. [REDACTED] is a trained physician with specialization in Dentistry.

In Tanzania, [REDACTED] will provide the first level of technical and managerial backstopping. [REDACTED], a Tanzanian, is currently WVT's National HIV/AIDS and Malaria Control Coordinator. He leads the development of WVT's health strategies, policies and programs; conducts monitoring visits to HIV/AIDS and malaria projects in WVT areas of operation; facilitates and coordinates health activities related to behavior change in the prevention and control of HIV/AIDS in particular. Also in Tanzania, [REDACTED], WVT's Program Director will serve as secondary backstop to the ARK Program Manager. [REDACTED], a Sudanese, managed a university department and two capacity building programs in the NGO sector, planned and conducted major academic inquiries and consultancies to assess the feasibility and effectiveness of social services and training programs; researched the role of adult education in enhancing participatory rural development; supervised undergraduate and postgraduate research projects, and trained development workers to evaluate development programs effectively. (b) (6)

In Haiti, (b) (6), currently National HIV/AIDS Coordinator for WV Haiti, will provide first-level technical backstopping to the ARK Program Manager. A Haitian nurse, worked for 2 years for CARE/Haiti as a Nurse Coordinator in Family Planning where designed a teaching guide for model couples and health collaborators and networked with government and nongovernment agencies involved in Family Planning; was nurse-coordinator as well as director of communications for PROFAMIL for 5 years where developed the IEC strategy and training curriculum on Family Education for youths 15 to 24 years. last job before joining WVH was as Project Manager for *Les Promoteurs del' Objectif ZeroSida* in Port-au-Price where managed and coordinated the mobilization and training of communities on HIV/AIDS prevention.

Qualified and experienced Kenyans, Tanzanians and Haitians to fill staff positions have been identified to serve as ARK District Coordinators who will mobilize, train and supervise, coordinate and provide direction for the program.

B.1.c. Responsibilities of key partners: The key partners will assume different roles and responsibilities according to their experience and expertise as summarized below:

World Vision—Lead Agency/Grantee

Strengths: WV is a pioneer in humanitarian work and is one of a few truly global civil society organizations with the reach and experience for major scale-up of HIV interventions. Its programmatic capacity is anchored on a worldwide staff of 20,000 and on more than half a century of relief, development and child sponsorship. Its Hope Initiative is its global response to HIV/AIDS, and is focused on prevention, care and advocacy. Currently pursued in more than 65 countries (out of more than 100 countries where WV has presence), the Hope Initiative focuses on children and their families, especially youth and children affected, seeking to give them the skills and resources to prevent a next generation of HIV/AIDS infected people. The three countries proposed are among the largest program countries of WV.

Responsibilities: Overall program management, ensuring program objectives and results will be achieved within the set time frame and budget; support scale-up of FBO partners' A& B training in ADPs and beyond and reach at least...youth 10 to 24 years old during the life of the project; ensure timely and coordinated implementation of the project; provide...% match to USAID's budget. Technical and managerial support will come from other WV experts in the Africa and Latin America Regional Office (LACRO), the Hope team, and the US office. Specifically, the following will be obtained: Human Resource, Finance, Procurement, Health/HIV/AIDS expertise, Legal, Information Technology, TD expertise and general management.

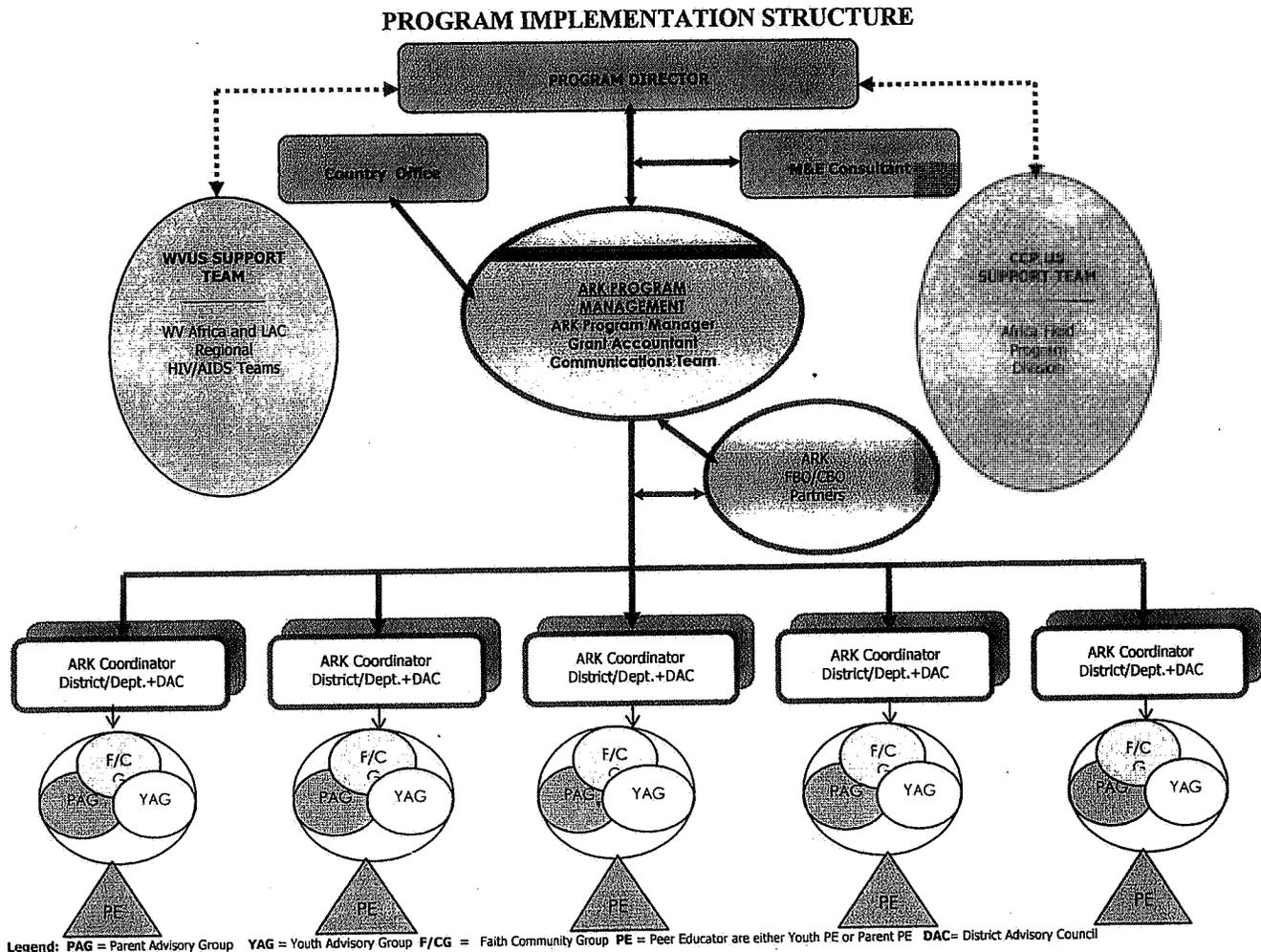
CCP:---Major Partner

Strengths: CCP is a pioneer in the use of communications theory and methodology in reaching large segments of populations in both the United States and internationally to improve the health of the public. As a unit of JHU Bloomberg School of Public Health, an institution of global renown in training leaders and providing technical assistance to governments, multilateral organizations and civil society in mounting scaled-up projects, it has access to state-of-the-art thinking in both HIV/AIDS program content and communications theory and technology. CCP has partnered with the city of Baltimore in implementing what has been recognized as the largest and most successful inner-city HIV/AIDS prevention program in the United States. It has received many domestic and international awards and citations in developing communications strategies in HIV/AIDS and health around the globe.

B.2.a ARK Management Plan

ARK Management Structure ARK Program will be implemented by World Vision Inc., as "prime" agency, the Johns Hopkins University Center for Communications Program (CCP) as major partner and will subgrant youth training components of the grant/cooperative agreement to 8 subgrantees. WV has overall responsibility for program implementation and is legally accountable to USAID. The ARK program will work within established WV Country Offices and ADP Offices management structures in Kenya, Tanzania and Haiti. The simultaneous implementation of activities currently in progress under other awards or from other donors will not interfere with the completion of work and services contemplated under this proposal. Rather, it is planned that diverse and innovative community development initiatives and staff, based regionally and

nationally in other WV programs, will complement and enhance the organizational capacity for effective implementation of the program. Below is the ARK organogram:



ARK Program Management Team (AMT) Drawing upon lessons learned from consortia-type experience, an AMT will be established in each country to oversee, support and coordinate all program activities. ARK Country Program Manager (APM) will be in charge of AMT operations and overall direction of the program. The APM will be assisted by a finance/compliance officer and a communications specialist. This unit will be accountable to a Senior Management Team comprising one each from CCP/US, WVUS, and each country program of CCP and WV, but not country coordinator of “Wake-up”.

A part-time ARK Program Director will provide direction and supervision for the entire program. She will conduct performance assessments of each countries activities every six months for the life of the program. At the country-level, the ARK Country Manager will provide direction and supervision of all district activities, conducting regular performance reviews. . ARK Country Program Managers (PM) will be given the support of WV country offices, which will manage ARK’s field implementation, facilitate the development of in-country partnerships with indigenous stakeholders such as FBGs, CBOs, disseminate materials, manage training with Technical Assistance (TA) from JHU, oversee support supervision, facilitate formation and participation of YAG/PAGs, and provide financial and technical oversight to FBG subgrantees.

Senior Management Team (SMT) is a forum for the institutions to share experience of both World Vision, Inc. (WVI) and CCP that can be leveraged for the program, and to share institutional concerns about the program. A USAID representative will be invited to participate on an ex-officio basis in SMT meetings. Depending upon the SMT meeting agenda,

representatives from government agencies and other organizations will be invited to attend SMT meetings as appropriate.

ARK communication team will be composed of a Baltimore-based technical assistance and support team and a field-based implementation team. The role of the Baltimore-based team will be to advise the implementation team on strategy design and other technical issues, and to provide backstopping and contract management. The field-based implementation team will be responsible for all areas of implementation, including strategy design, curricula and materials development, and implementation of activities. The Baltimore team will be composed of a Senior Communication Advisor, William Glass, Deputy Director of the Africa Division, and an Africa Division Program Officer. CCP will dedicate a portion of each of these two people's time to supporting ARK. In addition, a CCP researcher and a financial analyst will support ARK.

The communications field-based team in each country will be composed of a Communication Advisor, a Communication Team Leader, a Mass Media Specialist, and a Training and Print Materials Specialist. The Communication Advisor will be an experienced communication specialist who will mentor the Communication Team Leader for two years. At the end of two years the responsibilities of the Communication Advisor will be transferred to the Communication Team Leader and the Advisor position will end. The Advisor will be responsible for recruiting and training the rest of the field-based communication team as well as mentoring the Communication Team Leader. The Communication Team Leader will be responsible for the design of communication strategies (along with the Advisor in the first two years), coordinating strategies and activities with other ARK components, and overseeing the development of messages, materials, and tools. The two Specialists will be responsible for production of tools and materials such as radio shows and dramas, curricula, and take-away materials. The Specialists will have expertise in media and materials, and will facilitate development of contracts, negotiating airtime, and dissemination of materials. The field-based team will share the ARK offices managed by WV.

Technical Exchange Group (TEG) will also be established to bring together periodically a wide cross-section of specialists working in each country on issues related to primary prevention activities targeting youth and other youth-related technical matters of high concern to the program. Appropriate USAID and other donor technical staff will be invited to participate in this group. Participation in the group will give USAID an opportunity to make sure this program is complementing as desired with its other SOs. Other donor participation will help avoid duplication of efforts with other programs. In particular, Global Fund recipients will be invited to participate in order to ensure coordination with this major funding source.

Besides serving a coordination role with the major actors who are responding to the HIV/AIDS crisis, another purpose of the TEG will be to assure that all actors in this area are using similar standards and keeping up to date with new developments. The TEG will also help make sure that country policies are being adhered to, and that program plans and approaches are consistent with country guidelines. This group may also produce documents that are of use to all parties concerned with youth thereby, influencing current practices and policy formulation.

Management/ Reporting : Information and Communication Technology (ICT) WV, CCP and a US-based private communications company NEWDEA, will collaborate in the design of an ICT system that provides the data and information needed to manage the program well and disseminate essential information to the donor, concerned government agencies and other stakeholders. This ICT system will be closely integrated into the performance monitoring system that WV and CCP will also work together to elaborate. In the management of all components, and at all levels of management, a strong emphasis will be placed on building the capacity of youths and faith-based subgrantees and CBOs.

ARK Rapid Expansion WV has a large and active presence in Kenya, Tanzania and Haiti--- contingents of qualified national staff and infrastructure in place. This operational presence in these countries will allow for a quick start and rapid scaling up of program activities to reach more program areas and target groups. Key program personnel have been identified and they are ready to begin work within 30 days of signing the cooperative agreement. The program will be fully launched with 90 days of receiving notice of selection of this proposal for funding.

At the village, district and management team-levels, ARK will partner with local organizations to accomplish its goals. Please see below box illustrating the ARK players and how they will contribute to the program:

Affiliation	Type of Worker	No.	Responsibilities	Remuneration/ level of effort	
Villages	YAGs, PAGs		Support, monitor and advocate for youth	Voluntary	
	Peer Educators		Lead, educate, coach and support youth	Voluntary	
	F/CGs		Promote A&B, support and counsel youth	Voluntary	
	VACs		Plan, monitor, evaluate A&B program progress	Voluntary	
Districts	Youth service providers		Promote and reinforce A&B to youth; encourage and counsel youth 4 VCT and prevention of STIs	Non-ARK sources	
	F/CG trainers		Mobilizes, trains and supervises F/CGs	ARK funds	
	Youth trainers		Mobilizes, trains and supervises PEs	ARK funds	
	DACs		Manage and supervise ARK activities and staff in districts; develop/implement district action plans	Stipended	
	ARK Team	FBO.NGO partners		Train and supervise trainers; facilitate formation of anti-AIDS or A&B clubs	ARK funds
		WV FBO Trainers		Train and supervise trained faith/community group leaders	Non-ARK funds
	District Coordinators		Coordinates, supervises, monitors and assess progress of ARK activities; collects ARK performance data; reports to country coordinator	ARK funds	
	National Coordinators		Plan, manage and evaluate country program	ARK funds	
	Africa Program Director		Leads, manage, supervises and evaluates program	ARK funds	
	Communication Program Managers		Program Managers manage and supervises communications initiatives	ARK funds	
	Program Assistants		Supports program managers	ARK funds	
	ARK M&E Consultant		Designs and monitors M&E reporting system; trains ARK coordinators on the system	ARK funds	
	ARK project Director		Provides overall coordination and direction to ARK; liaise with USAID and JHU.CCP at HQ	ARK funds	
CCP	Sr. Comm Advisor		Comm technical backstopping	ARK funds	
	Researcher		Monitor programs, do OR	ARK funds	
	Finance		Financial compliance	ARK Funds	
WV/Region	PEPFAR Director		Technical backstopping	Non-ARK funds	
	Regional Advisers		Technical backstopping	Non-ARK funds	
	Program Officer		Management & technical oversight	Non-ARK funds	
WVUS	Contract Officer		Training & supervisions on grant compliance	Mixed funds	
	Finance Officer		Training on supervision on accountability	Mixed funds	

C. PAST PERFORMANCE

Founded in 1950, World Vision (WV) is an international Christian humanitarian organization serving the world's poorest children and families in nearly 100 countries. WV extends assistance to all people, regardless of religious beliefs, gender, race, or ethnic background. In 2003, WV programs reached over 85 million poor people including more than 2 million sponsored children. WV works in the areas of health care, water and sanitation, shelter rehabilitation, infrastructure development, vocational and literacy training, agricultural production, civil society, micro

enterprise development, and emergency assistance. In 2003, WVUS raised over \$200 million to fund these programs. In recent years, WV has placed a high priority on HIV/AIDS care, prevention, treatment and advocacy. The majority of WV's transformational development work takes place in over 1,600 community-based ADPs globally. WV is comprised of a Partnership Office, 17 support offices, 6 regional offices, and 88 national offices, together employing nearly 20,000 staff worldwide.

WV has been implementing HIV/AIDS programs for more than a decade. In 2001, WV launched the Hope Initiative, a global program focused on HIV prevention, care, and advocacy in partnerships with governments, churches, other FBOs, other agencies, communities, families, and children. This Initiative is supported by the Models of Learning (MoL) program---WV's learning laboratory for research and development of large-scale responses to the HIV/AIDS pandemic.

All WV national offices in high prevalence countries have HIV/AIDS Coordinators supported by regional technical advisors. Two clergies openly living with HIV/AIDS: Rev. Canon Gideon Byamugisha of Uganda and Rev. Christo Greyling of South Africa lead WV's work to strengthen church and faith-based HIV/AIDS responses across Africa in their positions as WV's Church/FBO partnership advisors. They are also co-founders of ANERELA²¹. To-date, these two clergies have trained 98 FBO master trainers mostly in Africa.

WV has integrated HIV/AIDS into its ADP under WV's global HIV/AIDS Hope Initiative. WV projects in Kenya, Tanzania and Haiti are providing these activities:

- **IEC in the general population:** over 987,264 people in 53 ADPs listened to and/or watched the airing of HIV/AIDS awareness and prevention series; HIV/AIDS staff provided prevention education and materials to religious leaders, opinion leaders, village chiefs, traditional healers in their communities; these activities are carried out in marketplaces, funeral gatherings, churches along with sports competition, drama and candlelight celebrations.
- **Behavior Change Communication (BCC) and Values-Based Life Skills (VBLS) training:** 49,361 students from primary and secondary schools and Youth AIDS clubs received VBLS training while 400 youths in 4 ADPs are undergoing training in BCC.
- **Support for MOH VCT/PMTCT initiatives:** WV organized and carried out outreach activities to promote uptake of VCT/PMTCT and STI/HIV/VCT services at each health facility in 21 ADPs in health facilities; these facilities will be linked with the Abstinence and Healthy Choices for Youth initiative.
- **FBO/CBO Mobilization:** WV conducted mobilization workshops for 389 representatives from 28 FBOs; trained and equipped with Pastor Toolkits and action plans, these trainees are able to train other FBO leaders.
- **Care and support of OVC:** WV organized Community Care Coalitions or Hope teams who provide basic health, education, psychosocial support to 84,362 OVCs; in some areas, WV provides nutrient dense supplementary foods (UNIMIX and Soya flour) and small scale income-generating activities for older OVC.
- **Care and support of PLWHA:** 1,382 PLWHAs are being provided palliative care and support for advocacy.

Adherence to Terms and Conditions: WV has always placed high level of importance and priority on its contractual obligations with donors, especially USAID, which is considered the most technically rigorous and exacting. Throughout more than 20 years of receiving USAID grants, WV has competed well and without any USAID-imposed restrictions. WV staff holds themselves accountable to standards of technical quality and integrity that must be met by technical, financial and field implementation staff at all levels. WV uses SunSystems financial management system for its grant management globally and undergoes internal and external audits yearly.

The Johns Hopkins Bloomberg School of Public Health Center for Communication Programs For nearly twenty years the Johns Hopkins Bloomberg School of Public Health Center for Communication Programs (CCP) has taken a leadership role in the field of health

²¹ African Network of Religious Leaders Living With of Personally Affected by HIV/AIDS to live openly and be forces for change in their congregations and communities.

communication. By focusing attention on the central role that communication plays in behavior change, CCP meets health challenges through innovative communication strategies, institutional capacity building, community mobilization, advocacy training, ground-breaking research and comprehensive program evaluation. Since 1982, CCP has matured into an internationally recognized institution known for the extent and quality of its work and for its experience in managing over 700 country-based behavior change projects in 81 countries worldwide. With funding from USAID under the Cooperative Award Population Communication Services (PCS), CCP developed and managed some 300 behavior change communication (BCC) projects and subcontracts in some 65 countries involving over 200 organizations and subcontractors.

In Kenya, CCP, Ministry of Health (MOH), and NGO partners have implemented RH communication interventions since the early 1980s. Innovative communication activities such as the Kenya Youth Initiatives Project's youth variety show and national music and drama festival reached young people, leaders and parents with information about adolescent RH, including HIV/AIDS. In Tanzania, CCP has galvanized local partners to produce creative and pioneering BCC strategies and materials through the "Green Star" reproductive health project and other initiatives. CCP's current work in Tanzania includes providing assistance to a local NGO to implement the ISHI HIV/AIDS prevention campaign designed by youth for youth, and a comprehensive PMTCT strategy and communication plan. In Haiti, CCP has been implementing BCC programs for over nine years covering a wide array of technical areas including Child Survival, Maternal Health, Family Planning, and HIV/AIDS.

Some other examples of CCP's HIV/AIDS programs in Africa include Stop AIDS, Love Life in Ghana; Caring Understanding Partners (CUP), and HEART in Zambia. **Stop AIDS, Love Life** is Ghana's first national HIV/AIDS prevention program. The program consists of three phases: information and awareness raising on ABC through mass media; personal risk assessment through community-based programs; and compassion for people living with HIV/AIDS. To address personal risk assessment and life skills development at the community-level, CCP and partners adapted a participatory facilitation package called Journey of Hope, a tool that promotes the ABC prevention strategy through entertaining and thought provoking exercises. Preliminary evaluation indicates increased knowledge of sources of infection and prevention, and increased perception of personal risk. **Caring Understanding Partners (CUP)**, and its successor, **Sports for Life**, uses sports to reach young people all over Africa. Originally CUP reached men with reproductive health messages, but has evolved into a package of ready-to-use materials for training young athletes, both boys and girls, to be role models and spokespersons for a healthy lifestyle that includes responsible sexuality. The yellow warning and red penalty cards familiar to all soccer fans are used as a metaphor for behavior to avoid being kicked out of the game of life by HIV. CUP has supported youth interventions at the national, district and community levels in 11 African countries.

The Zambia HEART campaign for youth focuses on healthy sexual behavior with emphasis on the leadership and participation of youth in campaign design and implementation. HEART uses mass media, football camps, school curricula, and youth groups to promote "Virgin Power, Virgin Pride" and "Abstinence is Iliche" - cool. A recent survey evaluating HEART found that girls who had seen HEART TV spots were nearly twice as likely as girls who hadn't seen the spots to be practicing primary or secondary abstinence. In addition, 83% of youth who saw HEART spots cited abstinence as a way to prevent HIV infection, while only 59% of youth who hadn't seen HEART spots did. USAID Administrator Natsios cited HEART in testimony on HIV/AIDS before the U.S. congress, and the results were highlighted at the Barcelona International AIDS & STD Conference in 2002 and at ICASA in 2003.

In 2002, CCP was granted the Cooperative Award Health Communication Partnership (HCP) in conjunction with the Academy for Educational Development, Save the Children, The International HIV/AIDS Alliance, and Tulane University with the University of North Carolina. The Partnership is currently launching one regional and fifteen country programs around the world. CCP also currently holds eight Africa-based cooperative agreements: Nigeria VISION, the Zambia Integrated Health Package Communication and Community Partnership (ZIHPCOMM), Malawi Bridge, Mali Ciwara, MNH Senegal, CDC Life, and the CORE Initiative.
core expertise includes:

<ul style="list-style-type: none"> • Behavior change communication for youth • Research and evaluation • Stimulating community participation and community-driven social change • National & regional behavior change projects • Institution-building for behavior change communication • Generating demand for quality health services and products 	<ul style="list-style-type: none"> • Interpersonal communication and counseling • Branding services and products • The enter-Educate approach and the use of mass media • Men's participation in reproductive health • Advocacy and women's and community empowerment
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Within Hope for African Children Initiative (HACI) WV is core partner with Plan International, CARE, SAVE Alliance, Society of Women Against AIDS in Africa, and World Conference for Religion and Peace. HACI's mission is to mobilize global resources to respond to the plight of Orphans and other Children made vulnerable by HIV/AIDS in Africa. This partnership is currently operational in 10 African Countries. WV is present in all of these countries

Past Performance: World Vision Country Offices

WV offices in Tanzania, Haiti, Kenya adopted the Hope Initiative HIV/AIDS strategy in 2001, and began to roll-out comprehensive OVC programs in 2003. WV ADPs benefit from the Hope Initiative Models of Learning program that is developing integrated HIV/AIDS responses that optimise WV contributions to HIV/AIDS prevention, care and advocacy, with a special focus on orphans and other highly vulnerable children. The program is drawing on the best practices and combines commitment to rapid, large-scale action with a strong emphasis on monitoring, evaluation, and operations research.

WV Kenya began its HIV/AIDS programming in 1989 when USAID funded an assessment and awareness campaign through the HIV/AIDS Prevention in Africa Grant program. Based on the program's success, a three-year project training youth peer educators and counselors, providing vocational training for youth/OVCs and facilitating micro-enterprise development, ensued. The best practices from these initiatives have been scaled-up and replicated in other projects areas. Through Swedish International Development Agency (SIDA) funding, WV Kenya partnered with the University of Nairobi on HIV/AIDS research project targeting youth behavior change. The findings from this research will contribute to ARK BCC interventions.

WV Tanzania began in 1981 as a branch of WVI implementing programs in the northern part of the country. In 1996 WVT registered as a local NGO under the Trustees Incorporation Ordinance of Tanzania. WVT's holistic community-based programs include agriculture, food security, education, primary health care, safe-water access, disaster mitigation, micro-enterprise development, environmental protection, and advocacy. WVT employs 260 full-time and 200 part-time staff from varied disciplines. WVT currently facilitates 113 projects impacting the lives of more than 3.5 million Tanzanians in 36 districts, located within 12 regions of the country. Of these projects, 62 are long-term ADPs made possible through the sponsorship of more than 80,000 Tanzanian children by private individuals in 11 countries.

WVT's core competency is building the capacity of community stakeholders – health workers, teachers, village government, political, religious and tribal leaders, farmers, mothers, children (etc.) – to realize their goals in these sectors. WVT integrates these mutually reinforcing interventions within the context of community mobilization through more than 62 ADPs. Elected ADP committees implement program activities identified and managed by community members themselves. Within a 15-year funding commitment, WVT strategically builds the capacity of ADPs to become CBOs (community-based organizations) to maintain ongoing initiatives. All ADP activities are coordinated at the village level with local government entities and build the capacity of existing structures – schools, dispensaries, and service providers – rather than create parallel organizations.

WVT began implementing HIV/AIDS programs in 1990, and has experience building the capacity of community volunteers; designing, implementing and monitoring participatory programs; providing care and support for OVC and PLWHA; reducing stigma and discrimination

associated with HIV/AIDS; using culturally sensitive behavior change communication; implementing prevention activities and facilitating income generating projects. The Integrated Program to Combat HIV/AIDS Among Youth in Tanzania, is one of the many grants WV Tanzania is currently managing. Funded by a US \$2.9 million grant from the EU, this program aims to halt the spread of HIV/AIDS among 2.6 million youth through behavior change communication, community youth centers, and access to reproductive health services and livelihood skills.

WV Haiti is assisting the Haitian Department of Health implement an integrated HIV/AIDS program in five regions, focusing on audience-appropriate, value-based material, including sensitization in schools, groups, churches. WV Haiti also runs a USAID/Developmental Activity Program (DAP), which is improving access to health services, improving the nutritional status of vulnerable women and children and initiating sustainable agriculture interventions. In collaboration with the World Food Program, WV Haiti is currently implementing a safety net program for HIV/AIDS infected and affected and TB patients. The program provides monthly family food rations for 4,000 beneficiary families. Additionally, WV Haiti trains community members in HIV/AIDS prevention and uses creative media such as radio, poetry, sports events, etc, encouraging responsible, positive life choices.

Past Performance: Local Implementing Partners

Kenya

[REDACTED] which mentors young people, train youth in leadership and in alternative livelihoods; initiated "Mentoring Mums" to purposefully mentor youth across Africa; aims to recruit 1 million women over the next few years. (b) (4)

[REDACTED] mobilizes youth especially young women and girls through school and neighborhood clubs; manages young women in crisis pregnancies

[REDACTED] works with the *Scripture Union* known for mobilizing youth in primary and secondary schools.

Tanzania

Started in 2001, the [REDACTED] is part of the international Global Movement of Children that works to achieve the rights of children as set out under the United Nation's Convention on the Rights of the Child and the African Charter on the Rights and Welfare of Children. The main goal of [REDACTED] is to increase and broaden the level of action for children, to end all discrimination against children and adolescents, and to involve them in development and governance processes. Recently, [REDACTED] has begun to focus its forces on communicating to youth about how to avoid becoming infected with the HIV virus. These efforts include national radio broadcasts that are elaborated by children and youth. The direct participation of children and youth in activities is a [REDACTED] hallmark. (b) (4)

Haiti

At the national level the key partner is URBANUS, a faith based organization, developing education materials for religious groups. *Fédération Protestante d'Haiti* (FPH), is an umbrella faith-based organization that provides support to many churches throughout Haiti. FPH was one of the major organizations present at the joint (WV and World Relief) National Pastor's Conference on HIV/AIDS developed in July 2003. Another potential key partners at the regional level includes FOSREF in the Central Plateau, an Anti-AIDS youth-based organization.