



# USAID | ETHIOPIA

FROM THE AMERICAN PEOPLE

September 26, 2008

Byron W. Radcliffe,  
Sr. Vice-President and Director,  
Development and Planning  
**Academy for Educational Development**  
1825 Connecticut Avenue, NW,  
Washington, DC 20009-5721

**Reference: RFA 663-A-08-037 for an Associate Award under LWA No. GPO-A-00-07-00004**

**Subject: Cooperative Agreement No. 663-A-00-08-00432-00 for implementing the Communication for Change (C-Change) Activities in Ethiopia**

Dear Mr. Radcliffe:

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 Academy for Education Development (AED), hereinafter referred to as the "Recipient", the sum of **\$8,839,900.00** to provide support for a program in Information Education Communication/Behavior Change Communication (IEC/BCC) and Community Mobilization in Ethiopia as described in the Schedule of this award and in Attachment B, entitled "Program Description."

This Cooperative Agreement is effective and obligation 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 **October 1, 2008 and ending September 30, 2012**. USAID will not be liable for reimbursing the Recipient for any costs in excess of the obligated amount.

This Cooperative Agreement 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 A (the Schedule), Attachment B (the Program Description), Attachment C (the Standard Provisions), and Attachment D (Branding Implementation Strategy and Marking Plan) 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 Cooperative Agreement, and return the original and all but one copy to the Agreement Officer.

Sincerely yours,

Cynthia L. Shartz  
Agreement Officer

Attachments:

- A. Schedule
- B. Program Description
- C. Standard Provisions
- D. Branding Implementation Strategy and Marking Plan

ACKNOWLEDGED:

BY:

TITLE: Vice President + COO

DATE: 9-25-08

U.S. Agency for International Development  
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USA Address:  
2030 Addis Ababa Place  
Washington, DC 20521-2030

**A. GENERAL**

|                                       |                                   |
|---------------------------------------|-----------------------------------|
| 1. Amount Obligated this Action:      | \$2,440,000.00                    |
| 2. Total Estimated USAID Amount:      | \$8,839,900.00                    |
| 3. Total Obligated USAID Amount:      | \$2,440,000.00                    |
| 4. Cost-Sharing Amount (Non-Federal): | \$0.00                            |
| 5. Activity Title:                    | Communication for Change/Ethiopia |
| 6. USAID Technical Office:            | HAPN-PMI                          |
| 7. Tax I.D. Number:                   | [REDACTED]                        |
| 8. DUNS No.:                          | 07-103-1280                       |
| 9. LOC Number:                        | [REDACTED]                        |

**B. SPECIFIC**

MAARD No.: 663-A049-08-067 and Amendments

Fiscal Data: \$450,000.00; BBFY 2008; EBFY 2009; FUND GH-C; PA A11; PE A049; SOC 4100201  
\$840,000.00; BBFY 2008; FUND GH-H-X; PA A11; PE A047; SOC 4100201  
\$1,150,000.00; BBFY 2008; EBFY 2009; FUND GH-C; PA A11; PE A049; SOC 4100201  
\$2,440,000.00

**C. PAYMENT OFFICE USAID/M/FM/CMP**

USAID/M/FM/CMP  
Ronald Reagan Building  
1300 Pennsylvania Ave., NW  
Washington, DC 20523-7700

FUNDS AVAILABLE  
*Pedro*  
DATE 09/26/08

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### Attachment A - SCHEDULE

#### A.1 PURPOSE OF COOPERATIVE AGREEMENT

The purpose of this Cooperative Agreement is to provide support for the program described in Attachment 2 to this Cooperative Agreement entitled "Program Description."

#### A.2 PERIOD OF COOPERATIVE AGREEMENT

1. The effective date of this Cooperative Agreement is October 1, 2008. The estimated completion date of this Cooperative Agreement is September 30, 2012.

2. Funds obligated hereunder are available for program expenditures for the estimated period October 2008 to August 2009.

#### A.3 AMOUNT OF COOPERATIVE AGREEMENT AND PAYMENT

1. The total estimated amount of this Cooperative Agreement for the period shown in A.2.1 above is \$8,839,900.

2. USAID hereby obligates the amount of \$2,440,000 for program expenditures during the period set forth in A.2.2 above and as shown in the Budget below. The Recipient will be given written notice by the Agreement Officer if additional funds will be added. USAID is not obligated to reimburse the Recipient for the expenditure of amounts in excess of the total obligated amount.

3. Payment will be made to the Recipient by Letter of Credit in accordance with procedures set forth in 22 CFR 226.

#### A.4 COOPERATIVE AGREEMENT BUDGET

[REDACTED]

|            |            |            |            |            |            |            |
|------------|------------|------------|------------|------------|------------|------------|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |

## A.5 REPORTING AND EVALUATION

### 1. Financial Reporting

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 Agreement Officer

(2) The SF 269 or 269a (as appropriate) shall be submitted within 30 calendar days after each quarter to the Cognizant Technical officer with one copy to the Agreement 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 Agreement Officer and the CTO. The electronic version of the final SF 272 or 272a shall be submitted to HHS in accordance with paragraph (1) above.

### 2. Program Reporting

The Recipient shall submit one copy of performance reports to the Cognizant Technical Office and one copy to the Agreement Officer. The performance reports are required to be submitted on a quarterly basis and shall contain, at a minimum, the program activities, implementation status, the status of program outputs, problems encountered and measures taken to solve them, as well as any lessons learned.

### 3. Final Report

The Recipient shall submit the original and one copy to M/FM, the Agreement Officer (if requested), and the CTO and one copy, in electronic (preferred) or paper form of final documents to one of the following: (a) Via E-mail: [docsubmit@dec.cdie.org](mailto:docsubmit@dec.cdie.org) ; (b) Via U.S. Postal Service: Development Experience Clearinghouse, 8403 Colesville Road, Suite 210 Silver Spring, MD 20910, USA; (c) Via Fax: (301) 588-7787; or (d) Online:

<http://www.dec.org/index.cfm?fuseaction=docSubmit.home>.

(Note: ADS 540 provides detailed information on which categories of development experience documents should or should not be submitted to CDIE and appropriate format for electronic transmission.)

The information to be in the final performance report shall relate to the Program Description; more detailed instructions will be provided by USAID when requesting the close-out plan.

## A.6 INDIRECT COST RATE

[REDACTED]

[REDACTED]

**A.7 TITLE TO PROPERTY**

Property Title will be vested with the Cooperative Country.

**A.8 AUTHORIZED GEOGRAPHIC CODE**

The authorized geographic code for procurement of goods and services under this award is 935.

**A.9 COST SHARING**

There is no cost sharing of the activity costs by the Recipient for the purpose of this award.

**A.10 SUBSTANTIAL INVOLVEMENT**

Substantial involvement during the implementation of this Agreement shall be limited to approval of the elements listed below:

1. Approval of Recipient's Implementation Plans. Annual Implementation plans will be approved by the CTO.

Within 60 days of signing the Cooperative Agreement, the Recipient shall submit to USAID/Ethiopia a written detailed Workplan and Monitoring and Evaluation Plan. Within 30 calendar day after each project year, the recipient will submit written detailed Workplan within the existing cooperative Agreement and Monitoring and Evaluation plan for the next project year to the CTO for approval and by copying the Agreement Officer. The performance monitoring plan shall include baselines, targets, and indicators pertinent to feasibility and funding availability. Details will be provided by the CTO after the award is signed.

2. Approval of specified 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 Agreement Officer.

| <u>Title</u>  | <u>Name</u>           |
|---|-----------------------|
| a. Chief of Party                                   | Shoa Girma            |
| b. Deputy Chief of Party/<br>Communications Manager | Fikru Kebebew Daka    |
| c. Malaria Technical Advisor                        | Zelalem Kebede Kefene |
| d. ANC/MNCH/PMTCT/<br>Communications Manager        | Abebe Shibiru         |

3. Agency and Recipient Collaboration or Joint Participation.

- (1) Concurrence on the substantive provisions of the sub-awards and the selection of the sub-awards by the Agreement Officer.
- (2) Approval of the recipient's monitoring and evaluation plans by the CTO

All approval must be in writing with originals sent to the recipient, a copy retained with the CTO and a copy sent to the Agreement Officer.

Any involvement that results in a change in the Program Description or approved budget must be approved by the Agreement Officer. Change in the scope or the objective of the project or program (even if there is no associated budget revision requiring prior written approval) requires prior written approval from the Agreement Officer.

**A.11 SPECIAL PROVISIONS AND APPROVALS**

**A.11.1 EQUIPMENT APPROVAL**

Approval is hereby granted for equipment listed in the last revised budget application/procurement plans.

**N.B:** Procurement of restricted goods and services require Agreement Officer's prior written approval. For details, see "9. USAID ELIGIBILITY RULES FOR GOODS AND SERVICES (April 1998)" under Mandatory Standard Provisions.

**A.11.2 SUB-AWARDS APPROVAL**

22 CFR 226 requires that all sub awarding under this Agreement receive the prior approval of the Agreement Officer unless described in the application and funded in the approved budget of the award. The following sub awardees are hereby approved by the Agreement Officer:

|              | <u>Total (LOP)</u>  |
|--------------|---------------------|
| 1. Care      | \$930,862.00        |
| 2. Internews | \$226,079.00        |
| 2. I-Tech    | <u>\$ 50,000.00</u> |
| Total        | \$1,206,941.00      |

The Recipient shall seek approval from the Agreement Officer for any sub awards not specifically approved herein. In seeking approval, the Recipient shall, at a minimum, identify the sub recipient, the amount, and the purpose of the award.

**A.11.3 BRANDING AND MARKING PLAN APPROVAL**

Approval is granted of the Branding Implementation Strategy and Marking Plan included as Attachment D.

NOTE: Any request for change in the approved plan shall be submitted to the AO for approval.

**A.11.4 SPECIAL PROVISION**

The "Required as Applicable" Standard Provision 12, Prohibition of the use of Federal Funds to Promote, Support, or Advocate for the legalization or practice of prostitution – Assistance (JULY

2004) in Leader Cooperative Agreement is replaced by the following for the purpose of this Associate Cooperative Agreement:

**PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (JUNE 2005)**

- 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, as a condition of entering into this agreement or any sub-agreement, a non-governmental organization or public international organization recipient/sub-recipient must have a policy explicitly opposing prostitution and sex trafficking.[1] 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.
- c. The following definition applies for purposes of this provision:  
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 sub-agreements.
- 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.

[1] Any enforcement of this provision is subject to Alliance for Open Society International v. USAID, 05 Civ. 8209 9 (S.D.N.Y., Orders filed on June 29, 2006 and August 8, 2008) (orders granting preliminary injunction) for the term of the Orders.

[END OF PROVISION and footnote]

**A.11.5 NON-FEDERAL AUDITS**

In accordance with 22 C.F.R. Part 226.26 Recipients and sub-recipients are subject to the audit requirements contained in the Single Audit Act Amendments of 1996 (31 U.S.C. 7501–7507) and revised OMB Circular A–133, “Audits of States, Local Governments, and Non-Profit Organizations.” Recipients and sub-recipients must use an independent, non-Federal auditor or audit organization which meets the general standards specified in generally accepted government auditing standards (GAGAS) to fulfill these requirements.

[END OF ATTACHMENT A – SCHEDULE]



## Attachment B - PROGRAM DESCRIPTION

### Title: "IEC/BCC and Community Mobilization Activities in Ethiopia"

#### ACRONYMS

|            |   |
|------------|---|
| AA         | Associate Award   |
| ACT        | Artemisinin-based Combination Therapies                                   |
| AED        | Academy for Educational Development                                       |
| AIDS       | Acquired Immune Deficiency Syndrome                                       |
| ANC        | Antenatal Care  |
| BASICS     | Basic Support for Institutionalizing Child Survival                       |
| BCC        | Behavior Change Communication   |
| CAME       | Coalition Against Malaria in Ethiopia/ Coalition of Media Against Malaria |
| CBO        | Community-Based Organization  |
| C-Change   | Communication for Change  |
| CHANGE     | Change Project: Behavior Change Innovative, State of the Art Activity     |
| CHW        | Community Health Worker   |
| COP        | Chief of Party  |
| CRS        | Catholic Relief Services  |
| DALYS      | Disability Adjusted Life Years  |
| DfID       | Department for International Development                                  |
| DHS        | Demographic Health Service  |
| EAG        | East African Group  |
| ECSA       | East, Central and Southern Africa   |
| ENA        | Essential Nutrition Actions   |
| ENMIS      | Ethiopia National Malaria Indicator Survey                                |
| EOC        | Ethiopian Orthodox Church   |
| ESHE       | Essential Services for Health in Ethiopia                                 |
| FANTA      | Food and Nutrition Technical Assistance Project                           |
| FBO        | Faith-Based Organizations   |
| FHC        | Family Health Card  |
| FHI/IMPACT | Family Health International/ Implementing AIDS Prevention and Care        |
| FMOH       | Federal Ministry of Health  |
| FP/RH      | Family Planning/ Reproductive Health                                      |
| GFATM      | Global Fund to fight AIDS, Tuberculosis and Malaria                       |
| GoE        | Government of Ethiopia  |
| HAPN       | Health AIDS, Population and Nutrition                                     |
| HCP        | Health Communication Partnership  |
| HEC        | Health Education Center   |
| HEWs       | Health Extension Workers  |
| HIV        | Human Immunodeficiency Virus  |
| IDSR       | Infectious Disease Surveillance and Response                              |

|          |  |
|----------|--|
| IEC      | Information, Education and Communication                             |
| IMCI     | Integrated Management of Childhood Illnesses                         |
| IRS      | Indoor Residual Spraying   |
| ITECH    | International Training and Education Center on HIV                   |
| ITN      | Insecticide Treated Net  |
| JHU/CCP  | John Hopkins University/Center for Communication Programs            |
| JSI      | John Snow, Inc.  |
| LINKAGES | Infant and Young Child Feeding Program, USAID-funded                 |
| LLIN     | Long-Lasting Insecticidal Net  |
| M&E      | Monitoring and Evaluation  |
| MCP      | Malaria Communities Program  |
| MIS      | Malaria Indicator Survey   |
| MOH      | Ministry of Health   |
| MTCT     | Mother-to-Child Transmission of HIV                                  |
| NGO      | Non-Governmental Organization  |
| NMCST    | National Malaria Control Support Team                                |
| PMI      | President's Malaria Initiative                                       |
| PMI/E    | President's Malaria Initiative/Ethiopia                              |
| PMTCT    | Prevention of Mother-to-Child Transmission of HIV                    |
| PSI      | Population Services International                                    |
| PTA      | Parent Teacher Association   |
| PVOs     | Private Voluntary Organizations                                      |
| Q&A      | Question and Answer  |
| RDT      | Rapid Diagnostic Test  |
| RFA      | Request for Application  |
| RFP      | Request for Proposal   |
| RHB      | Regional Health Bureau   |
| RR       | Rapid Results  |
| SCALE    | System-wide Collaborative Action for Livelihoods and the Environment |
| STIs     | Sexually Transmitted Infections                                      |
| TA       | Technical Assistance   |
| TB       | Tuberculosis   |
| TBAs     | Traditional Birth Attendants   |
| TOT      | Training of Trainers   |
| UNDP     | United Nations Development Program                                   |
| UNICEF   | United Nations Children's Fund                                       |
| USAID    | United States Agency for International Development                   |
| USAID/E  | United States Agency for International Development/Ethiopia          |
| USG      | United States Government   |
| VAT      | Value Added Tax  |
| WHO      | World Health Organization  |

## EXECUTIVE SUMMARY

C-Change, through its prime AED, and core partners CARE, Internews, and the University of Washington's I-TECH, will provide support to the Federal Ministry of Health by bringing a mix of skills, experience, and creativity to the design and implementation of high impact communication strategies. Our goal is to integrate mass media, interpersonal communication, and community engagement to empower Ethiopian families to take malaria-related and ANC/MNCH actions that will improve their health status. C-Change will streamline formative research and pre-testing methods, and create easy-to-use, front-line teaching tools and short skills-based training that can be managed by woreda and kebele-level teams. We will strengthen the capacity of regional, woreda, and kebele structures to create sustainable, cost-effective interventions that resonate with the key audiences to achieve USAID's objectives, including:

- Establishing a culture for long lasting insecticidal (LLIN) net culture, including increased demand for LLINs, increased LLIN ownership and correct and consistent use, especially among the most vulnerable groups: children under age five and pregnant women.
- Increasing community awareness about the effectiveness of indoor residual spraying (IRS) and facilitate reduced replastering.
- Improving treatment-seeking behavior (e.g., timeliness, appropriateness).
- Increasing community knowledge regarding malaria diagnosis, treatment, prevention, and control.
- Integrating HIV/AIDS programming with the activities of the President's Malaria Initiative in Ethiopia to boost antenatal care visits and enroll women in PMTCT services in Amhara and Oromia.

### Core Strategies

All activities undertaken under this award will follow five cross-cutting communication strategies:

**Strategy 1: Use research to inform strategy development and programmatic design.**

**Strategy 2: Strengthen interpersonal communication at the service delivery level.** Continue work with UNICEF, the FMOH, and other partners to fill gaps and ensure all technical information can easily be communicated via a system of technical job aids.

**Strategy 3: Actively engage the community.** Draw from ongoing programs to design a methodology and reporting system that facilitates rapid scale-up and allows community leaders to take ownership.

**Strategy 4: Use mass media to catalyze, change, and unify programs.** Develop a strategic media mix that uses radio to promote essential actions to families and reinforces success in all aspects of malaria control and ANC/MNCH.

**Strategy 5: Strengthen capacity in communication.** This will include mapping with each regional partner an explicit BCC capacity-building strategy that emphasizes on-the-job training and establishment of a mentoring relationship at all levels.

### Implementation

To prepare for the Micro-Planning Workshop, a critical activity that will be carried out during the in the first quarter, C-Change will conduct preparatory meetings with partners to assess the scope of current malaria-related activities, review BCC tools, and discuss priority communication needs. An important outcome of the Micro-Planning Workshop will be a revitalized, active BCC Task Force for Malaria that will be managed jointly by the HEC with technical support from C-Change. Given the urgent need for strengthened communication for PMI and ANC/MNCH activities, C-Change will work through the task force to jump-start activities by leveraging on-going programs.

If there are important gaps in partners' overall understanding of the malaria-related behaviors and determinants, C-Change will draw up a priority list of research questions and ensure that a rapid qualitative survey is carried out. Once the results of the qualitative research are available, C-Change

will organize a follow-on Communication Strategy Design Workshop that will tie together the five core strategies into one cohesive, comprehensive plan.

C-Change will guide the development and production of communication tools and materials, a flexible community-based approach, and a mass-media component that includes radio spots and programs that capture and reinforce the success of ongoing efforts. The programs will be rolled out in 20 highly malarious woredas and at least 20 schools. Other community-based initiatives will be taken as appropriate.

Our overall approach will be to strengthen local networks of organizations, including the private sector/workplaces, schools, faith-based organizations, and other community-based organizations, while closely collaborating with the FMOH and the RHB. C-Change will focus on a skills-based competency approach and will devolve technical and management support roles to key partners over the life of the project. To help catalyze networks and community-based activity, C-Change will institute a small grants program. Grants will range from large awards to regional networks, such as faith-based initiatives, to small awards given to local organizations with innovative ideas.

### **Partners**

AED, as C-Change lead, will build on its extensive global and Ethiopian experience in BCC for health including malaria to provide the overall strategic vision, lead the development and implementation of the communication strategy, and spearhead capacity-building at all levels. AED also will apply its expertise in creating assessment and monitoring and evaluation tools specifically for malaria.

CARE has experience in Oromia where it is implementing projects in East Shoa. CARE will manage implementation of the community-based program in approximately five East Shoa woredas, and manage the small grants program in the three remaining zones. CARE will collaborate closely and guide the NGOs, CBOs, and FBOs during the entire grants process, including technical review, approval, and preparations for activity launch.

Internews through its technical trainings and workshops will improve capacity of the local journalists in understanding and reporting on malaria prevention and treatment, and lead to increased health awareness and health-seeking behaviors among the Ethiopian population, especially among vulnerable groups.

I-TECH will provide technical support for curriculum development for capacity-building modules on BCC for malaria and PMTCT for health workers, building on their extensive experience training FMOH health workers.

### **Monitoring and Evaluation**

To measure the impact of the communication strategy, C-Change will undertake a baseline assessment and establish indicators for all areas, and then repeat a rapid assessment annually to determine which intervention or mix of interventions is achieving the desired change most rapidly. C-Change will make mid-course corrections based on the survey data collected. All data will be shared with USAID/Ethiopia and other implementing partners.

### **ATTACHMENT B – PROGRAM DESCRIPTION**

The Recipient's Application, entitled "IEC/BCC and Community Mobilization Activities in Ethiopia," submitted on June 26, 2008, as revised August 26, 2008, is incorporated by reference in its entirety into this Cooperative Agreement and made an integral part of this award document.

### **ATTACHMENT D – BRANDING IMPLEMENTATION STRATEGY AND MARKING PLAN**

The Branding Implementation Strategy and Marking Plans submitted August 26, 2008 (and approved by USAID/GH/HIDN) are hereby incorporated as Attachments to this award and made an integral part of it.