

Purpose

USAID/Tanzania seeks applications from interested organizations to provide technical assistance for the strengthening of Tanzania's Union National Assembly (Parliament) to enable it to carry out its representative, lawmaking, oversight and administrative functions more effectively. This Request for Applications (RFA) describes a program that has been appraised and designed in conjunction with Parliament, which has requested USAID assistance to implement it.

USAID/Tanzania and the United Kingdom's Department for International Development East Africa/Tanzania (DFIDEA(T)) are combining resources to implement this activity, However, the recipient will only be responsible for complying with USAID reporting requirements.

Background

Tanzania has a unique political structure in Africa. The United Republic of Tanzania was formed officially in 1964 and includes all of mainland Tanzania and the archipelago of Zanzibar, consisting of two main islands, Unguja and Pemba. The Union President is the Chief Executive of the Union Government, while the President of Zanzibar has certain authorities related to governing Zanzibar, as well as certain minor Union governance matters. There is a Union Constitution that encompasses all Union matters. Incorporated into that is a section pertaining solely to Zanzibar. Zanzibar also has a separate constitution that further complicates the delicate union government structure.

Legislative matters for the Union are handled by the Parliament. Zanzibar has a separate and autonomous House of Representatives. The Parliament legislates on union and mainland affairs while the Zanzibar House of Representatives legislates on the islands' internal affairs.

Tanzania's Parliament has had a difficult history. Upon independence in 1961, the Independence Constitution favored a Westminster model of democracy, whereby the Head of State was not the effective head of government. The head of government was the Prime Minister who presided over a cabinet of ministers who were collectively and individually responsible to a freely elected and representative legislature. This parliament was supreme in its law making power. However this arrangement did not last long. The 1962 Republican Constitution enacted a shift in government that placed significant powers in the hands of the Executive, particularly in the President who also became Head of Government and Commander in Chief of the Armed Forces. The President was empowered to dissolve Parliament and was also the chairman of the ruling party. The ruling party at the time, the Tanzanian African National Union (TANU), went so far as to integrate its own party constitution as a schedule in the 1965 Interim Constitution. This constitution dictated that, inter alia, a Member of Parliament had to first be a member of the party. Slowly the power and authority of Parliament began to erode. In 1967 when the TANU came up with the Arusha Declaration (in common terms-Ujamaa or self-reliance or villagization), the Parliament was told by the Executive

to endorse this declaration, not to discuss it (Kaniki, 1997). The gradual erosion of parliamentary authority was legalized in 1975 when a series of amendments were effected which transferred law making supremacy to the TANU. TANU merged with the Zanzibar-based Afro-Shirazi Party (ASP) to form the Chama Cha Mapinduzi (CCM) in 1977, which remains in power today. At this point Parliament was relegated a secondary policy endorsement role rather than having any real law making authority. The changes in the role and status of Parliament through 1977 are eloquently summed up by Prof. Srivastava in his article "The Constitution of the United Republic of Tanzania, 1997-Some Salient Riddles" (East African Law Review Journal, Vol. 11-14, 1978-1981, pp. 108-109:

The brief history of the role and status of Parliament in the Constitutional and political set-up represents a sad story. Starting in 1961 with the position of grandeur and omnipotence, it lost its majesty in 1962 when the government ceased to be accountable to it; it was deprived of its splendor in 1965 when membership of Parliament became coextensive with the membership of the Party and its life became dependent upon the pleasure of the President. Finally it was stripped of its identity in 1977 when from a sovereign law making body it was reduced to the status of a mere Committee of the Party virtually performing the duty of rubber-stamping decisions taken elsewhere.

In 1992, the Government made a formal decision to adopt a multi-party system. The Eighth Constitutional Amendment Act of 1992 ushered in the first attempts at multi-party democracy in Tanzania and finally de-linked Parliament from the ruling party. This move has been met with mixed results. Since the first multi-party elections in 1995 under this new democratic dispensation, the CCM has dominated Parliament with barely any opposition. The CCM currently enjoys holding roughly 90% of all 295 seats in Parliament following the October 2000 elections. In addition the powers of Parliament are limited to balance power effectively. Parliament has no power to advise and consent on presidential appointments. Nevertheless, Parliament has taken advantage of its role and often debates and discusses executive initiatives. Private member bills and amendments to legislation, though allowed, are rarely introduced with much success.

Recently Parliament has taken a more activist role in budget sessions and by asserting its authority to summon Ministers and hold executive appointees accountable. The recent sugar and shipping scandals of the Minister of Trade and Industry are indicative of ruling party members willing to demand transparency in the government.

Despite these encouraging signs, Parliament has an uphill battle when it takes on the Executive. Presidential powers in Tanzania are significant. In addition to appointing cabinet ministers, heads of parastatals, chancellors of state universities, senior civil servants, regional and district commissioners, army, security and police commanders, judges of both the High Court and Court of Appeal, the President also has the authority, after the 13th Amendment to the Constitution passed in 2000, to nominate 10 persons of

his choice to the National Assembly. The President's position as National Chairman of the ruling party has a strong influence on who actually runs for parliament in the first place. The National Executive Committee of the CCM, of which the President is Chair, selects candidates for each constituency based on consultation with local party cadres.

USAID/Tanzania Democracy and Governance Assistance to Tanzania

The goal of USAID/Tanzania's democracy and governance program is to address the glaring need for civil society to be more active in public affairs, and concurrently, the need for government to accept the vital role civil society plays in the transition to and the consolidation of multi-party democracy. Through capacity building and TA for civil society organizations in the areas of organizational development-with a special emphasis on advocacy-and engaging the supreme legislative body of Tanzania, the Union National Assembly, USAID seeks to create public-private partnerships to facilitate policy and legal reform in three targeted sectors: HIV/AIDS, NRM and the private sector. Through the creation of these partnerships, USAID envisions that an incremental improvement in state-society relations will have occurred, as well as an improvement in representative democratic governance, as viewed through our targeted sectors.

Since 2000, USAID/Tanzania has been focusing primarily on strengthening civil society. In early 2001, USAID/Tanzania issued a task order to the State University of New York (SUNY) to conduct a thorough assessment of the operations of Parliament, and to make recommendations for future support. In broad terms, USAID agreed with the report recommendations and presented the report to Parliament, which supported the recommendations as well. USAID/Tanzania shared the document with its DAC Governance Working Group colleagues. DFIDEA(T) had been considering support to Parliament as part of its governance portfolio, especially in relation to how Parliament should participate in implementation and oversight of the Poverty Reduction Program being implemented by the GOT as part of the Poverty Reduction Strategy-HIPC initiative.

The SUNY report will be made available to all applicants.

Objectives and Expected Results of the Program

USAID/Tanzania and DFIDEA(T) share the goal of improving the performance of parliament as a dynamic, effective institution capable of fulfilling its representation, lawmaking and oversight duties in order for it to play a more central role in Tanzania's development. By the end of the program, it is expected that Parliament will function more effectively as an independent representative, lawmaking institution with an enhanced capacity to oversee public spending and monitor implementation of national development priorities with greater civic input.

USAID's primary objective is to provide technical assistance to strengthen the representative and lawmaking capacities of the parliament in USAID's emphasis technical sectors of health (emphasis on HIV/AIDS), natural resource management and

private sector development, and to enhance the management and administration of parliament to enable it to carry out its functions more effectively.

DFIDEA(T)'s primary objective is parliament effectively exercising its oversight (budgetary and executive), representation, and lawmaking functions. Its purpose is as USAID/Tanzania's primary objective, with emphasis on Education and Health Sectors.

The recipient will be expected to focus on accomplishing four primary results.

Result One: Improving Representation: Increased citizen access to the legislative process

Tanzania's brief experience with a functioning multi-party legislature has been constrained by the absence of a critical mass of competent opposition members. The CCM has such an overwhelming presence that the recognized opposition struggles to present a meaningful shadow platform. In addition, the several disparate opposition parties do not coordinate their own priorities well. Under such circumstances, the priorities of the ruling party reign, and the party platform dictates the legislative calendar. The incentive for CCM to open the legislature to more citizen access is limited by the certainty of government/CCM legislative initiatives. Members feel minimal compulsion to consult with NGOs or constituents because the legislation submitted to parliament has almost already been predestined.

Some recent cases have shown that many citizens, usually with interests represented by NGOs, are realizing the necessity of advocating their concerns on legislation directly to Parliament (to individual members or to relevant committees). With mixed results, some NGOs have been encouraged by the willingness of committees to invite and listen to NGOs voice their concerns and elucidate their positions regarding draft bills. Parliament has struggled to translate listening to NGOs to initiating amendments to bills based on NGO interests that have clear backing of the ruling party, which is so closely aligned to the government that the line between the two is blurry. Another barrier is closely linked to lawmaking as well. In most cases, draft bills are not even made available to members until the day they are read, debated and voted on. This severely limits the ability of members to consult with constituents and interest groups on the content and implications of the bills. Parliamentary standing orders encourage members to consult with constituents on draft legislation, but operationally, it is rarely possible.

USAID and DFIDEA(T) would like to support parliament to continue its efforts to make the legislative process more accessible by citizens. This includes sensitizing members to the range of actions they can take individually to work with leadership to schedule the release of bills in advance to give members enough time to consult with constituents. In addition, members should be made aware strategies to make parliament more accessible to NGOs.

Illustrative activities:

- **Improving member-constituent relations:** The recipient may consider organizing seminars and workshops for Members of Parliament (MPs) on strategies to effectively engage constituents. Field trips to selected constituencies with MPs to work directly in implementing some of the strategies may also be considered.
- **Constituency level public hearings on bills:** The recipient will work with relevant social service committees (i.e. social welfare, environmental affairs, and women development and other special groups) to train MPs on organizing meetings designed to garner constituent input on key legislative initiatives. Critical skills to be taught may include press relations, organizational techniques, incorporating feedback, and research. The recipient may also work with the parliamentary leadership to select pilot constituencies to conduct several such hearings.
- **Increase access to parliament by civil society organizations in key sectors of health, education, natural resources management and private sector development:** The recipient may work with relevant social services and other committees to open up the process by which civic input is provided during committee sessions when bills are being discussed. Activities could include workshops to role-play open committee hearings, study tours to other regional countries with more open committee systems, examination of standing orders to work with Parliament on amending them to improve access to parliament, joint parliament-civil society workshops to strategize on ways of working more closely, and a national or regional conferences to demystify parliament to society at large depending on budgetary considerations.
- **Enhance parliament's outreach activities:** The recipient may consider supporting parliament's outreach initiatives designed to increase civic understanding of the institution and its functions. Activities may include training for parliament's Department of Public Information and Civic Education and provision resources for their initiatives to support MPs and parliament including parliament's newsletter *The Bunge News*, and outreach programs to youth groups and schools interested in learning more about parliament. Other activities could include supporting parliament's information technology capacity to increase the presence of parliament on the internet (this activity will be combined with IT enhancements for Lawmaking described under the next result).

Result Two: More Effective Lawmaking: Parliamentary committees make better use of research and more actively solicit inputs from civil society in the consideration of legislation in targeted sectors

A critical missing link to effective lawmaking is a lack of quality research services available to members in a timely manner. This is largely due to a lack of resources available to research staff. Another missing link is the timing of the submission of bills mentioned above. Committees rarely have sufficient time to thoroughly read bills, consult with colleagues and NGOs, and have time to research the issues in each bill.

Members lack individual staff to do the appropriate research. Parliamentary staffers are few in number and some are of questionable competence. In addition, parliament has two offices, one in Dodoma and in Dar es Salaam. Permanent staffers are stationed in Dodoma and can't adequately provide services to members while they meet in committee in Dar es Salaam. What research facilities are available are poorly resourced and information technology is almost non-existent. The net result is often hastily drafted bills that are inconsistent and lack thought and are not sufficiently considered and debated because members lack an in depth understanding of the content. Debates often feature diatribes about issues barely related to the issues.

USAID and DFIDEA(T) seek to enhance the effectiveness of lawmaking that access to research and better use of procedure can provide.

Illustrative Activities:

- **Strengthening Committees:** The recipient will work with selected committees involved in technical sectors supported by USAID and DFIDEA(T), committees involved in budgetary and executive oversight (public accounts, finance and economic affairs, public investments and local government accounts committees), and those committees responsible for Parliamentary management (standing orders, and steering committees), in order to increase their effectiveness in lawmaking, including reviewing, amending and initiating bills. Specific activities could include training on effective use of the committee system, training for committee members on how to effectively and thoroughly review bills, and training sessions on budgetary and expenditure oversight (see Oversight below).
- **Increase access to research materials and services:** The recipient may consider conducting a needs and cost assessment of the Parliament research unit to determine what programs, including use of information technology, are necessary to build a more functional unit capable of providing timely, quality research services to all members. This could include a significant level of training, procurement of research materials and office equipment, and computer technology, and possible study visits to other legislatures to examine best practice models. If the recipient proposes such an activity, then the Dodoma National Assembly building and the Bunge offices in Dar es Salaam will have to be assessed prior to making a final determination on the scope of this sub-activity. The recipient is encouraged to seek partnerships with the private sector to facilitate access to technological resources. USAID will work with the recipient to take advantage of any Global Development Alliance opportunities in this regard.
- **Legislative drafting:** The recipient may organize training seminars for MPs, key committee staff and other interested parties to learn the skill of legislative drafting. The training may address many legislative instruments such as bills, amendments, and constitutional amendments. Training could also focus on the procedures in the standing orders for backbenchers to introduce private member's bills, amendments and motions to contribute to enhancing the quality of lawmaking.

- **Parliamentary Procedure:** The recipient will work with parliament to design programs which will maximize use of existing parliamentary standing orders for back bench members and caucuses. The recipient may also advise parliament on possible changes to the standing orders to enhance the quality of participation of all members in the legislative process from the committee hearings, to the tabling of a bill, and to its debate and vote.

Result Three: Enhanced Management and Administration: Increased quality and efficiency of service delivery to all Members by parliamentary administrative services units

The Office of Clerk of the National Assembly is responsible for the day to day operations of parliament and directs its administration. The Clerk is responsible for managing five departments (administration and personnel, committees, table office, library and the publication of the Hansard) and five staff units (accounts, public information, sergeant at arms, auditing and IT services) comprising 201 staff. The Clerk is also the chief accounting officer for Parliament. The Clerk's office is central to the functioning of legislative affairs. It is critical that the Clerk's office is managed to be at the service of all members, regardless of party affiliation, gender, status of member (elected or appointed or special seat member).

The current Clerk has been at his job for a year and a half and faces considerable daily challenges. Parliament operates without sufficient funds for providing the basic research and other support services to members. Managing staff without resources for training and staff development also challenges the Clerk. Therefore, he faces constraints in fulfilling the management and administration functions delegated to his office. The Clerk also must tread lightly in the murky political waters present in a legislature. In Tanzania, the ruling party holds almost 90% of the seats in parliament. With such a small minority presence, the Clerk's office must be seen as impartial and not succumb to ruling party pressures in the discharge of his office's functions.

USAID and DFIDED(T) support the improvement of parliament's management and administration functions as critical to enhancing the role of parliament in the execution of its lawmaking, representation and oversight roles. Through the provision of support services such as research and legislative drafting can Members of Parliament have the information necessary to effectively scrutinize and debate important bills, and to make informed contributions to legislative debates.

Illustrative Activities:

- **Work with Parliamentary Services Commission to develop an institutional modernization plan:** Parliament has an existing 5-year development plan that focuses on the renovation of parliament's physical structures. The recipient may propose providing the services of a consultant to work with the Parliamentary

Services Commission to design and overall institutional modernization plan, that will include, *inter alia*, staff development, research services, library services, and management and administration. The recipient may also facilitate the initial implementation of the plan.

- **Improve organizational effectiveness of Parliament:** The recipient may also consider supplying a consultant to work with the Office of the Clerk to assess the effectiveness of parliament's management structure and design activities to improve management of the institution.
- **Internship Program:** The recipient may consider working in collaboration with Parliament and the University of Dar es Salaam (and/or other tertiary institutions of higher learning) to plan and design an internship program for interested students. Up to 20 (or as budget allows) students could participate every year. They will be assigned to committee, research unit, or administrative work as needed. A small stipend, travel and living expenses will be include in the internship package to encourage participation. The intern's work may take place in Dar es Salaam or Dodoma as required. The recipient is encouraged to work creatively with the University system, and possibly the private sector, to facilitate this program to ensure students receive credit for the internships if possible.
- **Establish training unit for new MPs and staff:** The recipient will assess the feasibility of establishing a training unit within the office of the Clerk. If the feasibility study is positive, the recipient will work with the Clerk's office to organize and train a department to be responsible for parliamentary staff development including professional training in research, information technology, and service provision for MPs.

Result Four: More Effective Oversight: Increased legislative capacity to monitor public expenditure and oversee implementation of the Poverty Reduction Strategy

Two areas where parliament's role has been particularly marginalized are in oversight of public expenditure and national development planning. Parliament was virtually absent from participation in the development of the Poverty Reduction Strategic Plan, the required pre-HIPC debt relief strategy document. Parliament is also limited in its ability, both constitutionally and capacity-wise, to oversee public expenditure and question the executive on its accountability of public funds. In addition, parliament's budgetary approval process is more perfunctory than substantive.

USAID and DFIDEA(T) agree that parliament's role in these areas must be amplified. Parliament has yet to yearn for a more prominent part in determining the course of the nation's future. Corruption is rampant in Tanzania and leakage of funds is significant. The most significant economic event in Tanzania's recent past has been qualification for debt relief. The use of hundreds of millions of dollars savings realized from relief from debt-service payments is in the exclusive hands of the executive branch, known more for

its opacity than for its openness and accountability. NGOs and parliament need to understand and take advantage of their potential to influence the prioritization of those funds and their responsibilities in ensuring their effective and efficient usage.

Illustrative Activities:

- **Amplify role of Parliament in national budget process and public expenditure:**
The recipient may consider proposing to organize training sessions for MPs and committee staffers to better enable them to scrutinize budget submissions and to articulate critical questions during budget sessions. The recipient will ensure that training is linked to increased access to information through IT activities listed above. Training and seminars will also be organized to increase the effectiveness of MPs and committees to monitor public expenditure through existing mechanisms, such as quarterly Public Expenditure Reviews and the review of annual Controller Auditor General reports. The recipient may also work with Parliament to examine and possibly establish additional avenues through which public expenditure can be closely monitored by Parliament. The recipient will ensure that activities to build the capacity of Parliament to actively contribute to the budgetary process and to better monitor public expenditure which are consistent with advancing national priorities with a special emphasis on the Poverty Reduction Strategy (an offshoot of the Poverty Reduction Strategy Paper which fed into the HIPC debt relief initiative).

The above-listed interventions are illustrative. USAID encourages a broad range of ideas and creative interventions that will contribute to the development of the stated program results.

Cross-Cutting Gender Considerations

Parliament's composition includes a provision for 48 special seat members representing women. The recipient may consider working with the Women's Caucus to assist the caucus to become more effective at promoting the special legislative requirements of women and vulnerable groups. The recipient may initially work with the Caucus to identify key issues for legislative action and will design programs to assist the caucus advance the issues from concept to legislative action. Sample key issues include inheritance, HIV/AIDS, land tenure, increasing the number of elected women members, domestic and sexual violence against women and girls, and equity in education.

The recipient should note that some other donor programs are currently engaging the Women's Caucus and close coordination with those donors will be essential to avoid overlap and over burdening these Members.

Performance Monitoring

USAID's Democracy and Governance Strategic Objective results framework contains one Intermediate Result and one sub-intermediate result related to the activity described here. IR 3.2 states: Targeted Government Institutions are More Responsive to Public Concerns on Selected Issues (selected issues being HIV/AIDS, Natural Resource

Management and Private Sector Development). TR 3.2.1 states: Government Capacity to Engage in the Policy/Law Process Strengthened. For the purposes of this SO, government means the parliament. The program described herein will lead to achieving these two Intermediate Results. SO3 has not yet finalized indicators for these two IRs, but envisions jointly developing relevant indicators with the successful applicant immediately after the activity begins. It is suggested that applicants detail suggested approaches to working with the DG team to jointly develop indicators and plans for baseline data collection and annual reporting.

Relationships and Responsibilities

The recipient will be responsible for coordinating its work with the Parliament directly through the Office of the Clerk. The Parliament in Tanzania sits in the legislative capital of Dodoma, a small, provincial town in central Tanzania, roughly a five-hour drive from Dar es Salaam. Dodoma is not accessible by commercial air service. Parliament has four regular two to three week sittings and an extended budget session from June-August. While Parliament is not in session, the Speaker, the Clerk and committees meet at Parliament's Dar es Salaam offices. It may be necessary for the recipient to establish a small office in Dodoma. USAID and DFIDEA(T) will work with the recipient to negotiate office space at the National Assembly campus in Dodoma.

The recipient is encouraged to work through Tanzanian consultants and organizations to the extent possible and feasible in order to build local capacity and to sustain efforts to advance reform. It is imperative that the recipient makes every effort to enforce a standard of non-partisanship for itself and for every individual and organization it works with in Tanzania.

USAID's Democracy and Governance Team Leader will serve as Cognizant Technical Officer for the agreement. There will also be an expanded Governance Team with representation by the DFIDEA(T) Governance Adviser and Project Officer, and a representative of Parliament. The recipient will expect to meet monthly with the Governance Team to discuss status of implementation of the work plan, to address problems, and maintain regular communications with USAID/Tanzania and DFIDEA(T).

The Recipient is encouraged to propose coordinating closely with other donor organizations and non-governmental organizations involved in programs with the Parliament such as (for the time being) the UNDP, the Swedish International Development Agency (in collaboration with AWEPA), and the British Council.

Type of Award, Funds available and Period of Performance

USAID/T and DFIDEA(T) will award a cooperative agreement under this RFA and that up to \$2,000,000 is expected to be available to support this program over a two year period.

Substantial Involvement

Consistent with the substantial involvement stipulations detailed in Agency's Automated Directive Systems Functional Series 300, Acquisition and Assistance, Chapter 303 - Grants and Cooperative Agreements to Non-Governmental Organizations, section 303.5.11a, the DG Team intends to be substantially involved in the program through:

1. Approval of the recipient's annual implementation plans.
2. Approval of key personnel.
3. Agency and recipient collaboration or joint participation in relation to approving performance monitoring and evaluation plans and concurring on the selection of subaward recipients if applicable.

Evaluation Criteria

Each application will be reviewed by a technical review panel and will be evaluated using the following criteria.

Technical Approach (50 points): The degree to which the applicant:

1. Proposes a logical and realistic plan for accomplishing the proposed activities in the four Key Areas listed earlier in order to achieve the intended objectives of the activity. The technical approach should demonstrate a clear understanding of the political context in Tanzania and the challenges facing the parliament as it struggles to be an effective, independent legislative body. The panel will give consideration to creative approaches in the use of information technology in order to achieve the objectives. Emphasis will also be placed on the completeness of the proposed action/work plan. A demonstrated commitment to working/partnering with Tanzanian organizations to accomplish the program objectives is encouraged. Recipients should also address how the proposed technical approach will contribute to sustainable enhanced performance of parliament. (30 points)
2. Identifies high-caliber staff for country director. The proposed country director should have a demonstrated track record of working on USAID-funded programs, understand USAID assistance regulations, and have experience working comfortably at a senior level with host country counterparts, in this case the Speaker and Members of Parliament, and the Clerk. The proposed country director should have experience working with hybrid parliamentary-presidential systems. Specific experience in East Africa and an ability to speak Kiswahili will factor favorably. (15 points)
3. Gender considerations will be key to the application. The applicant should describe how it will respond to the gender challenges facing the parliament. Creative approaches are encouraged. (5 points)

Management Approach (30 points): The degree to which the applicant:

1. Presents an organization plan that clearly defines roles and responsibilities of the local office with sufficient authority to make key programmatic decisions. Clear lines of communication between home office and the field should be established, as well as the commitment of the country director to maintaining close contact with USAID and DFIDEA(T) staff. The parliament has indicated a desire to work closely with the recipient organization and feels that a fruitful collaborative relationship with the recipient organization is critical to the success of the program. To that end, the management approach should also describe how the applicant envisions communicating and working with the parliament and its designated contact personnel. In addition, the management approach should elucidate how the recipient will work to foster collaboration among other donors and organizations that may be engaging parliament. (20 points)
4. Demonstrates the importance of performance management in the implementation of its activities. Final indicators and a performance management plan will not be a required part of the application. However, the applicant should indicate that it includes performance management as part of its annual work plan and shows a serious commitment to collecting relevant data to help inform USAID/Tanzania of progress made on an annual basis (or more frequently if necessary). (10 points)

Past Performance (20 points):

1. Applicants should provide an abbreviated description of relevant experience in legislative strengthening provided through USAID or other donor assistance. Specific African experience should be featured. All relevant external assessments and evaluations conducted with reference to past experience should be referenced and copies made available on the request of the Agreement Officer. Applicants must also submit a brief list of all contracts, grants and cooperative agreements involving similar or related programs over the past three years, with points of contacts and emails or phone numbers included.

Past performance evaluation will be based on:

- Quality of relationship with donor organization and customers (legislatures and partner host-country organizations)
- Ability to accomplish intended objectives
- Commitment to quality performance management
- Effectiveness of key personnel