

**U.S. Embassy Baghdad
Public Affairs Office**

**Notice of Funding Opportunity (NOFO): Visiting American Professionals
Program for Iraq.**

Announcement Type: Cooperative Agreement
Funding Opportunity: DOS-Baghdad-PD-2022-005
CFDA: 19.021
Total Amount Available: \$350,000.00
Deadline for Applications: 05/30/2022

CONTACT INFORMATION

For information and questions about this announcement, please send all email inquiries to the U.S. Embassy Baghdad at baghdadpdgrants@state.gov. All correspondence to baghdadpdgrants@state.gov regarding this NOFO should reference the title and Funding Opportunity Number located at the top of this announcement when making your request. Once the NOFO closing date has passed, baghdadpdgrants@state.gov may not discuss this competition with applicants until the proposal review process has been completed.

NOTIFICATION

Applicants can expect to be notified of the status of their application within thirty (30) days of the submission deadline. Issuance of this NOFO does not constitute an award commitment on the part of the United States Government. It does not commit the United States Government to pay for costs incurred in the preparation and submission of proposals. The United States Government reserves the right to reject any or all proposals received.

If a proposal is selected for funding, the U.S. Embassy in Baghdad has no obligation to provide any additional future funding in connection with the award. Renewal of an award to increase funding or extend the period of performance is at the discretion of the Embassy.

SUMMARY

U.S. Mission Iraq announces an open competition for eligible organizations to submit proposals for a cooperative agreement to develop and implement the Visiting American Professionals Program for Iraq. Through this program, the Public Diplomacy Office (PD) in Baghdad seeks to enable U.S. experts to engage with Iraqi audiences, in person and via virtual platforms, on a variety of topics in accordance with Mission Iraq goals. The Visiting American Professionals Program for Iraq will promote an understanding of U.S. strategic priorities, policies, and institutions, as well as build linkages between U.S and Iraqi experts and institutions. Proposals

should be developed to include programmatic events for 1-2 visiting speakers (in-person) to Iraq and 24-36 virtual speakers throughout the 16-month timeframe, depending upon security conditions.

Under the Strategic Framework Agreement (SFA) between the United States Government and the Republic of Iraq, education, exchanges, and research collaboration are key pillars of cooperation. The U.S. Mission in Iraq, including the Embassy in Baghdad and its Consulate General in Erbil, supports the SFA through academic initiatives that promote human and technical capacity building inside Iraq, bolster long-term stability, develop the next generation of leaders, and support Iraq's integration into the global academic community.

Subject to the availability of funds, the Embassy expects to award a grant up to \$350,000.00 to carry out the Visiting American Professionals Program over a sixteen-month time frame.

A. PROGRAM DESCRIPTION

The **Visiting American Professionals Program for Iraq** will connect U.S. experts (U.S. citizens only) with Iraqi audiences and institutions. This program will recruit American experts to engage with Iraqi audiences in person or virtually through lectures, workshops, and seminars, through appearances in foreign media, and in a consultancy capacity. Speakers will address topics identified by U.S. Mission Iraq. Participating speakers and experts can be programmed with a variety of professional audiences in a wide range of disciplines; however, English language teaching and the performing arts are specifically excluded. Performing artists may participate in programs as speakers or consultants but will not be recruited for performances or exhibitions. In addition, speakers will not teach university courses as part of this program. Mission priority goals include, but are not necessarily limited to:

- Fostering Stability and Economic Growth
- Bolstering Democracy and Governance
- Ensuring Iraq's Sovereignty and Security

Recipient's Role – Project Activities:

Based on detailed strategic priority parameters provided by the mission, the recipient will:

- Identify American Speakers who are willing to travel to Iraq to participate in speaker programs; or, if not possible, conduct virtual programs with Iraqi audiences. Programming should be concurrent and scheduled throughout the year, with 24-36 virtual speakers and 1-2 visiting speakers during the 16 months of the program. Programming should be scheduled during each month of the program, with a virtual program, a visiting speaker program, or both scheduled for every month. Visiting speaker programs may be dependent upon security conditions and local holiday schedules.
- Contact U.S. professional organizations, review biographical information of candidate speakers, conduct online searches (e.g., YouTube videos, LinkedIn, Twitter, online articles, etc.), that provide evidence of speaking/presentation abilities or skills) and check references.

- The recipient will provide names, biographies/resume, and official photographs of recommended speakers, along with justifications for their participation, to PD Baghdad for review and approval.
- Once PD approves a speaker or list of speakers, the recipient will conduct all necessary planning and logistical arrangements for the speaker as directed by PD. This includes, but is not limited to, the tasks listed below.

Both Virtual and In-Person Programs:

- Assign a local program officer/facilitator/liaison in Iraq to coordinate program details with Mission Iraq Public Diplomacy staff in Baghdad and Erbil. He/she must be able to travel throughout Iraq, speak English and Arabic, have familiarity with event planning, and have experience working with foreign experts.
- Coordinate the planning and implementation of each program; work with PD staff to identify cities for each event, possible venues and partner organizations, and duration of each program.
- Coordinate with American Corners, Alumni Associations, U.S. Embassy Baghdad, and Consulate-General Erbil, and/or Mission Iraq-managed public engagement platforms to ensure that best use of existing programmatic lines of effort are utilized.
- Translate speaker's biography in Arabic and Kurdish and share with potential partners ahead of the program.
- Provide translation/interpretation during program events and as needed.
- Provide program/event handouts and translated CVs/biographies to participants during the sessions.
- Provide Public Diplomacy staff with background information on institutions, partners and participants that will be involved in each city where the program will take place.
- Provide and send program reports in accordance with the guidelines provided by PD Baghdad and using Embassy provided format within two (2) weeks of program completion.
- As directed by Mission Public Diplomacy staff, organize pre-program or follow-on activities, such as Facebook posts, web chats, short videos with the speakers, post-trip press events, and other similar amplification events.
- Provide miscellaneous administrative support for speakers as requested.

Virtual Speakers Program (specific):

- Schedule 24 to 36 virtual speaker programs. A typical program would be 60-120 minutes in length.
- Identify suitable online platform(s) to host online presentations to audiences in Iraq.
- Coordinate technical logistics with Iraqi partner organizations; test online platforms in advance of the live presentation to resolve any technical issues.
- Provide technical assistance to the American speaker before and during the presentation.
- Provide technical support and facilitator for virtual speaker programs in approved venues.

- Attend the live event (online) to assist the American speaker, monitor online questions from the audience in Iraq, and provide other support as needed.
- Record the presentation, if appropriate, and provide access to an online platform where the recorded presentation can be accessed by other Iraqi audiences.
- Coordinate with Iraqi partner organizations and PD staff to promote the live event; with the approval of PD Mission staff, create flyers, handouts, Facebook postings, etc., that can be used to promote the online event to Iraqi participants.

In-Person Speakers Program:

- Schedule 1 to 2 in-person speakers. For the visiting speakers, a typical program would be between 7-10 days in length (including in-country travel time), and consist of activities in Baghdad, Erbil, and possibly other locations within Iraq, depending upon security conditions.
- Coordinate venues and audiences/participants for each event in each selected city.
- Coordinate with selected and approved speakers to ensure their availability; provide a notional schedule and program details (cities, event dates, time, venues, and participants).
- Prepare final program schedule for approval by Mission Public Affairs staff and speakers.
- Arrange for visa, international and Iraqi domestic travel (both air and ground transportation), lodging, per diem, cash advances, and other logistics for security. Changes to itineraries might occasionally occur at the last minute. Flight tickets must be purchased in accordance with the Fly America Act, as directed or approved by the Grant Officer or Grant Officer's Representative.
- Share the approved program schedule and the flight itineraries with selected U.S. speaker (s); provide them with useful information about Iraq to help them prepare for their trip and to tailor their remarks and activities.
- Meet visiting speakers upon arrival in Iraq and escort them during the program; provide them with a welcome kit that has general information about Iraqi culture and life, a map of Iraq, representational book on Iraq, and a final copy of the approved program schedule.
- Take photographs at events suitable for online posting and traditional printing and make those available to Mission Public Diplomacy staff.

Public Diplomacy (PD) Baghdad will be involved in this project, including, but not limited to:

- Approving the selection of speakers from a short list of candidates provided by the recipient, coordinating the arrival and departure dates for each participating post (i.e., Erbil and Baghdad) within Iraq, approving program duration and schedule, and identifying constraints such as local holidays or weekends.
- Explaining the purpose of each program and desired outcomes; confirming topics and types of events at which the speaker will participate, identifying cities/provinces the speaker will visit as well as the duration of stay in each city.

- Communicating and coordinating with the grantee to recipient that speaker's professional background and expertise, as well as proposed programmatic events, meet post expectations.
- Clearing on all programmatic details to ensure that post priorities, audience goals, and community needs match speaker's qualifications.
- Coordinating with the recipient about the participation of U.S. Embassy & Erbil Consulate staff in the proposed events.
- The U.S. Mission in Iraq will not provide the following support for this program; a) air or ground transportation to and from Iraq; b) air or ground transportation in country, b) security (PSD) support for speakers, d) or accommodations/access to U.S. Government facilities other than for programmatic purposes. The grantee is expected to provide all transportation, accommodation, and security (PSD) requirements needed to implement the program.

Budget Guidance:

The grantee should provide a budget for 1 to 2 visiting speakers and 24 to 36 virtual speakers. For the virtual speakers, a typical program would be 60-120 minutes. For the visiting speakers, a typical program would be 7-10 days in length (including in-country travel time), and hold activities in Baghdad, Erbil, or other locations in Iraq, depending upon security conditions.

To facilitate programming, the recipient will need to engage with Government of Iraq ministries, provincial governments, American Corners, the USG Alumni Association, and other partners of U.S. Embassy Baghdad and Consulate General Erbil, universities, think tanks, and other relevant organizations to develop and implement programs. The Embassy can provide limited introductions to contacts at these organizations, but the recipient will be solely responsible for the development, confirmation, and implementation of all activities under the program. In addition, the recipient should be prepared to facilitate requests from the Embassy to manage the target of opportunity speakers who might conduct programming throughout the country.

An average per diem (lodging plus meals and incidental expenses) of \$329 USD per day and an honorarium of \$200 USD per day should be used for budget purposes. The budget should include all other standard categories of expenses, e.g., visa, insurance, immunizations, security etc.

The U.S. Embassy Baghdad Public Diplomacy Office reserves the right to award less or more than the funds described under circumstances deemed to be in the best interest of the U.S. government.

B. FEDERAL AWARD INFORMATION

- Type of Award: Cooperative Agreement
- The U.S. Embassy Baghdad Public Affairs Office's level of involvement in this program is listed under section A. Program Description above.
- Approximate Total Funding: \$350,00,000, pending availability of funds.

- Approximate Number of Awards: One
- Anticipated Award Date: July 01, 2022
- Anticipated Project Completion Date: October 30, 2023
- Additional Information: Applicants' budget submissions should be realistic and reflect anticipated actual costs required to implement the program(s) and the varying costs specific to programming needs.

The U.S. Embassy Baghdad Public Affairs Office reserves the right to award less or more than the funds described under circumstances deemed to be in the best interest of the U.S. government.

Applications must be prepared and submitted using the Public Diplomacy Grants Program Application form, available on www.grants.gov or by request from baghdadpdgrants@state.gov. Please submit questions and completed applications to baghdadpdgrants@state.gov.

The recipient of funding under this announcement will be required to submit quarterly technical and financial reports during the term of the project, as well as a final assessment at the end of the project.

C. ELIGIBILITY INFORMATION

C.1 Eligible applicants: Applications must be submitted by U.S. public and private non-profit organizations meeting the provisions described in Internal Revenue Code section 26 USC 501(c)(3).

Eligibility: Applicants must:

- Be a U.S. non-profit organization meeting the provisions described in Internal Revenue Code section 26 USC 501(c)(3).
- Have demonstrated experience developing and administering similar programs.
- Have the capacity to operate in Iraq and have active partnerships with organization(s) operating in Iraq needed to support the program.

All Federal assistance recipients must have a Unique Entity Identifier (UEI) and a CCR (CAGE) number prior to funds disbursement.

C.2 Cost Sharing or Matching Funds: There is no minimum or maximum percentage required for this competition. However, the U.S. Embassy Public Diplomacy staff Office encourages applicants to provide maximum levels of cost sharing and funding in support of its programs.

When cost sharing is offered, it is understood and agreed that the applicant must provide the amount of cost sharing as stipulated in its proposal and later included in an approved agreement. Cost sharing may be in the form of allowable direct or indirect costs. For accountability, you must maintain written records to support all costs which are claimed as your contribution, as well

as costs to be paid by the Federal government. Such records are subject to audit. The basis for determining the value of cash and in-kind contributions must be in accordance with the Office of Management and Budget's Circular 2 CFR Parts 200 and 600, entitled the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. In the event you do not provide the minimum amount of cost sharing as stipulated in the approved budget, PAS Baghdad's contribution will be reduced in like proportion.

C.3 Other Eligibility Requirements:

Technical Eligibility: All proposals must comply with the requirements stated in the Proposal Submission Instructions; non-compliance will result in your proposal being declared technically ineligible and given no further consideration in the review process.

Eligible applicants may not submit more than one proposal in this competition.

If more than one proposal is received from the same applicant, all submissions will be declared technically ineligible and will receive no further consideration in the review process.

Please note: Applicant organizations are defined by their legal name and EIN number as stated on their completed SF-424 and additional supporting documentation outlined in the Proposal Submission Instructions document.

Application and Submission Information:

Note: Please read the complete announcement before sending inquiries or submitting proposals. Once the NOFO closing date has passed, U.S. Embassy Baghdad Public Affairs Office staff may not discuss this competition with applicants until the proposal review process has been completed.

To meet the announcement closing date, submissions must be received by on or before **Monday, May 30, 2022**.

The applicant is requested to submit a completed proposal package that includes a project narrative and all mandatory appendices, per the solicitation instructions below. Note: The applicant must provide a statement of explanation for any mandatory appendices that are not submitted with their application. Unsolicited appendices will not be read and should not be submitted for this award.

Key Registrations:

All federal award recipients must maintain current registrations in the SAM database. Recipients must maintain accurate and up-to-date information in www.SAM.gov until all program and financial activity and reporting have been completed. Recipients must review and update the information at least annually after the initial registration and more frequently if required information changes or another award is granted. Failure to register in SAM will render applicants ineligible to receive funding.

All applicants must complete the following registrations:

- **Register for the Unique Entity ID, issued by SAM.gov.**
- **Obtain necessary codes: for non-U.S. organizations, an NCAGE code at <https://eportal.nspa.nato.int/AC135Public/scage/CageList.aspx>.**

D. INSTRUCTIONS FOR PROPOSAL PREPARATION:

Applications must be prepared and submitted using the Public Diplomacy Grants Program Application form, available on www.grants.gov or by request from baghdadpdgrants@state.gov. Please submit questions and completed applications to baghdadpdgrants@state.gov.

A complete proposal package will contain (I) a proposal narrative that does not exceed ten (10) pages and (II) all mandatory appendices as listed below. The proposal must be submitted in English, formatted to 8 ½ x 11 paper in Microsoft Word document, written in size 12 font, single spaced, and have page numbers. Proposals should utilize the Proposal Template to address the issues listed below:

1. Begin with a one-page executive summary (which does not count against your page number limit) outlining the problem that describes what this project seeks to address, as well as your organization's expertise, capacity, and experience in implementing the proposed program.
2. Give a clear description of assumptions, short-term and long-term project goal(s), objective(s), activities, outputs and intended results linked to your project; provide matching indicators and a plan to demonstrate a baseline at project inception that measures the current status of conditions that the project seeks to affect.
3. Please describe how your organization would incorporate the proposed program into its already existing programming, and opportunities you see for growth and expansion of the program. Describe where the initiative will be physically housed, and if in multiple locations, describe how communication will be maintained among project personnel.
4. Full description of the program
5. Organizational expertise, competency, and past performance.
6. Please describe your organization's mission and the type of programs it has.
7. Where is the organization based and does it have operations in any other countries/regions? Please describe.
8. How many communities does your organization's work currently reach? What kind of partnerships has your organization developed?
9. Describe areas of key competency, past domestic/international experience, if any, and structure of the organization. How many people have you previously reached with prior

projects? What changes have resulted from it? Please include statistics (if appropriate) and specific examples as evidence of your previous impact.

10. Work Plan and Timeline

11. Submit a detailed implementation plan and a monitoring and evaluation plan that follows the project timeline.

12. Also include a description of how the project will be sustained at the conclusion of award funds.

E. DETAILED INSTRUCTIONS FOR REQUIRED APPENDICES:

As an appendix and in addition to the proposal, applicants must submit a budget broken down by program year(s) with an accompanying detailed budget narrative (in Word 2000 or Word 2003 text accessible) which provides in detail the total costs for implementation of the program as further detailed below. Both components must specify the total amount of funding requested in U.S. dollars.

Line-Item Budget

The line-item budget can be submitted in MS Excel format and should show the organization's technical and labor cost categories as it relates to the proposed project. The line-item budget must be submitted in US dollars (USD) and include three [3] columns outlining the request to U.S. Embassy Baghdad Public Affairs Office staff, any cost sharing contribution, and total budget. It should include detailed information on personnel and consultants with proposed salary and salary history. In the case of sub-grantee partner organizations, a detailed line-item budget for each sub-grantee should also be included. Costs should be identified in each of the budget categories listed below, and should detail estimation methods, quantities, unit costs, and other similar points.

1. **Personnel** – In general, employees receiving benefits from the applicant organization are considered staff. Consultants hired to assist with the program who do not receive benefits should be included under Contractual. Identify staffing requirements by each position title and brief description of duties. Include dates the staff will be hired. Each staff member's salary calculation should include the annual/base salary of each position, percentage of time and number of months devoted to the project. (e.g., Administrative Director: \$30,000/year x 25% x 8.5 months; calculation: $\$30,000/12 = \$2,500 \times 25\% \times 8.5 \text{ months} = \$5,312$.) This can be in the budget narrative if the organization prefers.
2. **Fringe Benefits** – State benefit costs separately from salary costs and explain how benefits are computed for each category of employee (specify type and rate).
3. **Travel** – Staff and any participant travel:
 - a) International airfare
 - b) In-country travel overseas

- c) Domestic travel in the United States if any
- d) Per diem/maintenance includes lodging, meals, and incidentals for both participant and staff travel. Rates of maximum allowances for U.S. and foreign travel are available from the following website: <http://www.gsa.gov/portal/category/21287> and http://aoprals.state.gov/content.asp?content_id=184&menu_id=78.

Per diem rates may not exceed the published U.S. government allowance rates; however, institutions may use per diem rates lower than official government rates. Please explain differences in fares among travelers on the same routes (e.g., project staff member traveling for three weeks whose fare is higher than that of staff member traveling for four months).

Please note that all travel, where applicable, must be in compliance with the Fly America Act. For more information see <http://www.gsa.gov/portal/content/103191>. PAS Baghdad shall approve all proposed travel under this budget.

- 4. **Equipment** – Equipment is defined as having a per-unit cost of \$5,000 and a service life of more than one year. If the item meets these criteria than all federal procurement policies and procedures must be followed. If an item does not meet these criteria, it is considered a supply. Please provide justification for any equipment purchase/rental.
- 5. **Supplies** – List items separately using unit costs (and the percentage of each unit cost being charged to the cooperative agreement for photocopying, postage, telephone/fax, printing, and office supplies (for example, Telephone: \$50/month x 50% = \$25/month x 12 months).
- 6. **Contractual** –

- a) Sub grants – For each sub grant/contract please provide a detailed line-item breakdown explaining specific services. In the sub grant budgets, provide the same level of detail for personnel, travel, supplies, equipment, direct costs, and fringe benefits required of the direct applicant. If indirect is charged on a sub grant, please include a NICRA.

Please note that a sub grantee who receives equal to or more than \$25,000 is required to have a DUN'S number. Please visit www.fsr.gov for more information.
Please Note: it is the applicant's responsibility to ensure that proposed sub-awardees are eligible for U.S. government funding.

- b) Consultant Fees – For example lecture fees, honoraria, travel, and per diem for outside speakers or external evaluators: list number of people and rates per day (for example, 2 x \$150/day x 2 days).

- 7. **Construction** – Due to the nature of U.S. Embassy Baghdad Public Affairs Office programs, construction costs are generally not allowable or applicable.

8. **Other Direct Costs** – these will vary depending on the nature of the project. The inclusion of each should be justified in the budget narrative. A-133 audit costs can be included if they are not part of the indirect pool and only the portion of the cost associated with this program.
9. **Indirect Charges** – An organization with a Negotiated Indirect Cost Rate Agreement (NICRA) from a cognizant federal government agency other than the U.S. Department of State should include a copy of the cost-rate agreement. Applicants should indicate in the proposal budget how the rate is applied and if any of the rate will be cost-shared. The U.S. Embassy Baghdad Public Affairs Office generally does not pay indirect costs against participant expenses, but each case may vary. Organizations claiming indirect costs should have an established NICRA. If sub grantees are claiming indirect costs, they should have an established NICRA that is also submitted with the proposal package.

If your organization does not have a NICRA, the proposal budget should not have a line item for indirect cost charges. Rather, any costs that may be considered as indirect costs should be included in specific budget line items as direct costs.

10. **Cost Share or Matching Funds:** This project does not require cost sharing; however, applications that include additional in-kind and/or cash contributions from third party sources will reflect increased commitment to the overall project and demonstrates greater cost effectiveness. If the proposed project is a component of a larger program, identify other funding sources for the proposal and indicate the specific funding amount to be provided by those sources. In addition, it is recommended that the budget narrative address the overall cost-effectiveness of the proposal, including leveraging of institutional or other resources.

When cost sharing is offered, it is understood and agreed that the applicant must provide the amount of cost sharing as stipulated in its proposal and later included in an approved agreement. Cost sharing may be in the form of allowable direct or indirect costs. For accountability, project implementers must maintain written records to support all costs which are claimed as your contribution, as well as costs to be paid by the Federal government. Such records are subject to audit. The basis for determining the value of cash and in-kind contributions must be in accordance with the Office of Management and Budget's Circular 2 CFR Parts 200 and 600, entitled the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. In the event you do not provide the minimum amount of cost sharing as stipulated in the approved budget, NEA contribution will be reduced in like proportion.

11. **Budget Narrative:** The budget narrative should provide additional information that might not be readily apparent in the detailed-line item budget, not simply repeat what is represented numerically in the budget, i.e. salaries are for salaries or travel is for travel. The budget narrative should briefly explain each line item to sufficiently justify each identified cost. It should include a justification for how the cost in each category is derived.

- **Personnel** - Identify staffing requirements by each position title with a brief description of duties, including work locations, and other justifications for these costs as they relate to the project. Include resumes for any key personnel who are listed by name in the proposal.
- **Fringe Benefits** - Provide an explanation of fringe costs and how they are calculated.
- **Travel** - Provide a description of travel costs, including the purpose of the travel and how the travel relates to the project.
- **Equipment** - Provide justification for any equipment purchase/rental, including computers and related hardware, and their planned use for the project.
- **Supplies** - Specifically describe general categories of supplies and their direct use for the project.
- **Contractual** - Describe each contractual or consultant cost, and outline the necessity of each for the project.
- **Other Direct Costs** - Provide a narrative description and a justification for each cost under this category and describe how the costs specifically relate to this project.
- **Indirect Costs** - Provide approved NICRA for any indirect costs requested for the project.

The U.S. Embassy Baghdad Public Affairs Office must determine that the costs paid for this award are reasonable, allowable, and allocable to the proposed project activities. This will consist of a review of the line-item and narrative budgets to determine if the overall costs are realistic for the work to be performed. Costs shall be evaluated for realism, control practices, and efficiency. Emphasis will be placed on the cost-effectiveness of the proposal. The overhead and administrative components of the proposal, including salaries and fringe benefits, should be kept as low as possible. All other items should be necessary and appropriate. Cost-sharing is strongly encouraged, but not required.

Please see Section F for information on funding restrictions. Applicants must also disclose any funding they are receiving or planning to receive from other entities [or] [including] other agencies of the U.S government or other Department of State offices.

Applicants may be subject to a pre-award financial and capacity survey by the Department of State.

Before a cooperative agreement is awarded, the U.S. Embassy Baghdad Public Affairs Office reserves the right to reduce, revise, or increase proposal budgets in accordance with the needs of the initiative and the availability of funds.

Detailed Instructions on M&E Plan Submission

Applications must contain a monitoring and evaluation (M&E) plan that provides sufficient detail as to how project objectives will be achieved and how the project will further program goals. This document should clearly identify the project goal(s), objective(s), and activities, as well as the output and outcome indicators by year that will be used to measure progress towards planned results. Baselines and targets for indicators should also be specified, along with a plan to complete a baseline assessment at project inception that measures the current status of conditions

that the project seeks to affect as well as prior to completion of the project to assess impact of the project since inception. Output indicators should measure the products and services delivered directly by the program activities described. Outcome or result indicators should measure transformation and higher-level results of each activity. A recommended U.S. Embassy Baghdad Public Affairs Office monitoring and evaluation plan template is included.

The M&E Plan shall include the following:

- (i) The results to be achieved by the program.
- (ii) Qualitative and quantitative indicators to be used to measure achievement of the results.
- (iii) The method of data collection to be used to obtain the indicator data; and
- (iv) Targets for each indicator by year.

The Recipient shall consult with the U.S. Embassy Baghdad Public Affairs Office staff in the development of the M&E Plan.

Risk Analysis

Applications must contain a risk analysis. Risks are unavoidable – all programs inherently contain both internal and external risks. However, with proper identification and management, risks can be prepared for, minimized, or mitigated. The purpose of a risk analysis is to identify the internal and external risks associated with the proposed program in the application, rate the likelihood of the risks, rate the potential impact of the risks on the program, and identify actions that could help mitigate the risks. A risk analysis should not be considered a one-time exercise or a static document. The U.S. Embassy Baghdad Public Affairs Office defers to organizations to conduct adequate risk analysis and remediation for all its operations and advises that risk analysis and remediation occur throughout the life of a program and should result in revisions to risk analysis documents and processes, as necessary. Applicants should include all assumptions and external factors identified in the logic model in the risk analysis. Applicants should rate the likelihood of a risk and potential impact of the risk as “High,” “Medium,” or “Low.” A recommended U.S. Embassy Baghdad Public Affairs Office format for a risk analysis is included.

The budget narrative should detail what cost sharing, if any, will be contributed to the program. Applicants with a Negotiated Indirect Cost Rate Agreement (NICRA) with the USG should submit a copy of the NICRA to substantiate proposed indirect cost charges. Applicants who do not currently have a Negotiated Indirect Cost Rate Agreement (NICRA) from their cognizant agency must also submit the following information:

- Copies of the Applicant's financial reports for the previous 3-year period, which have been audited by a certified public accountant or other auditor satisfactory to U.S. Embassy Baghdad Public Affairs Office staff.
- Projected budget, cash flow and organizational charts; and a copy of the organization's accounting manual.
- Applicants who intend to utilize sub-awardees should indicate the extent intended and a complete cost breakdown. Extensive agreement financial plans should follow the same

cost format as submitted by the primary Applicant. A breakdown of all costs according to each partner organization or sub-awardee involved in the program should be provided. NOTE: If sub-awards are anticipated and not explained in the original application, the Grant Officer, and U.S. Embassy Baghdad Public Affairs Office staff approval (after award) will be required before the sub-agreement may be executed.

- Required assurances, certifications, and representations.
- Information that confirms and ensures that proposed cost sharing will materialize.
- Applicants should submit additional evidence they deem necessary for the Grant Officer and U.S. Embassy Baghdad Public Affairs Office staff to make a risk assessment. The information submitted should substantiate that the Applicant:
- Has adequate financial resources or the ability to obtain such resources as required during the performance of the award.
- Has the ability to comply with the award conditions, considering all existing and currently prospective commitments of the applicant, non-governmental and governmental.
- Has a satisfactory record of performance Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility unless there is clear evidence of subsequent satisfactory performance.
- Has a satisfactory record of integrity and business ethics; and
- Is otherwise qualified and eligible to receive a cooperative agreement under applicable laws and regulations (e.g., EEO).

Certain documents are required to be submitted by an Applicant for the Grant Officer and U.S. Embassy Baghdad Public Affairs Office staff to make a risk determination. However, it is U.S. Embassy Baghdad policy not to burden Applicants with undue reporting requirements if that information is readily available through other sources. If the Applicant has established a consortium among its partners, the agreement should include a full discussion of the relationship between the Applicant and Sub-Applicant(s) including identification of the Applicant with whom U.S. Embassy Baghdad Public Affairs Office staff will work with for purposes of Agreement administration, identity of the Applicant which will have accounting responsibility, how Agreement effort will be allocated and the express agreement of the principals thereto to be held jointly and severally liable for the acts or omissions of the other.

POTENTIAL REQUEST FOR ADDITIONAL DOCUMENTATION

Upon consideration of award or during the negotiations leading to an award, Applicants may be required to submit additional documentation prior to issuance of an award. Applicants should not submit the information below with their applications. The information in this section is provided so that Applicants may become familiar with additional documentation that may be requested by the Grant Officer and U.S. Embassy Baghdad Public Affairs Office staff.

- Reviewed Financial Statements Report or an Audited Financial Statements Report: Applicants who do not have a NICRA and cannot or choose not to use the 10% de Minimis rate pursuant to 2 CFR 200.414(f) may be required to submit one of these reports during negotiations.
- Bylaws, constitution, and articles of incorporation, if applicable.

- Any other information deemed necessary by the Grant Officer and U.S. Embassy Baghdad Public Affairs Office staff to make an affirmative determination of responsibility (positive risk assessment determination).

F. FUNDING RESTRICTIONS

The U.S. Embassy Baghdad policy is not to award profit under assistance instruments. Pre-Award Costs – No costs chargeable to any award resulting from this NOFO may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Grant Officer.

G. AUDITS

The recipient is required to maintain books, records, documents, and other evidence, in accordance with the recipient's usual accounting procedures to sufficiently substantiate charges to the award. The recipient confirms that its program will be subject to an independent audit in accordance with the recipient's usual auditing procedures and agrees to furnish copies of these audit reports to U.S. Embassy Baghdad along with other related information, as may be reasonably requested by U.S. Embassy Baghdad with respect to questions or findings arising from the audit report.

- a.** The recipient agrees to furnish the U.S. Embassy Baghdad with a final report on activities carried out under the award, including accounting for award funds in sufficient detail to enable U.S. Embassy Baghdad to liquidate the award. The report must be submitted to the address specified in the award.
- b.** It is understood that financial records, including documentation to support entries on accounting records and to substantiate charges against the award, will be maintained in accordance with the recipient's usual accounting procedures, which must follow generally accepted accounting practices. The recipient must maintain such financial records for at least three years after the recipient's final disbursement of funds under the award. The recipient agrees to make available to U.S. Embassy Baghdad all records and documents that support expenditures made under its program.

H. AWARD SELECTION CRITERIA

Evaluation Criteria: Applicants should note that the following criteria:

- (1) Serve as a standard against which all proposals will be evaluated, and

(2) Serve to identify the significant matters that should be addressed in all proposals. The United States Government will award grants to the applicant whose offers represent the best value to the United States Government on the basis of technical merit, past performance, and cost.

Each application will be evaluated by a peer review committee of U.S. Embassy Baghdad Public Affairs Office staff and other experts, as deemed appropriate. The evaluation criteria have been tailored to the requirements of this NOFO.

- **Project Goals/Implementation Plan (60 points):** Applicants should describe what they propose to do and how they will do it. The proposed activities must directly relate to meeting the goals and objectives, and applicants should include information on how they will measure activities' effectiveness and provide milestones to indicate progress toward NOFO-stipulated goals. The review panel will be viewing the implementation plan in terms of how well it addresses the goals and objectives, feasibility of the proposed activities and their timeline for completion, and the extent to which the impact of the project will continue beyond the conclusion of the funding period.
- **Organizational Capability (30 points):** Proposals should demonstrate the ability to develop and implement programs in the areas covered by the NOFO. Applicants must demonstrate how their resources, capabilities, and experience will enable them to achieve the stated goals and objectives.
- **Appendices (10 points):**
 - **Budget:** Costs shall be evaluated for realism, control practices, and efficiency. U.S. Embassy Baghdad Public Affairs Office must determine that the costs paid for this award are reasonable, allowable, and allocable to the proposed project activities. This will consist of a review of the Budget to determine if the overall costs are realistic for the work to be performed, if the costs reflect the applicant's understanding of the allowable cost principles established by OMB Circular A-122, and if the costs are consistent with the program narrative. Applicants must submit SF 424A – "Budget Information – Non-Construction Program" along with a comprehensive budget for the entire program. There must be a summary budget as well as breakdowns reflecting both administrative and program budgets. Applicants may provide separate sub-budgets for each program phase, location or activity to provide clarification.
 - **Resume:** The review panel will consider the appropriateness of the selected project key personnel; in view of the roles and responsibilities those individuals will play in guiding the project through implementation to completion. While it is preferable to name project personnel and provide their resumes, position descriptions submitted in lieu of the resumes will be reviewed for the appropriateness of the qualifications and skills identified.

DISCLAIMER

Explanatory information provided by the U.S. Embassy Baghdad Public Affairs Office that contradicts published language is not binding. Issuance of this NOFO does not constitute an

award commitment on the part of the U.S. Government. The U.S. Embassy Baghdad Public Affairs Office reserves the right to waive program formalities and to reduce, revise, or increase proposal budgets in accordance with the needs of the program and the availability of funds. Awards made will be subject to periodic reporting and evaluation requirements as specified above and in the Notice of Award.