



U.S. DEPARTMENT OF STATE
Bureau of International Narcotics and Law Enforcement Affairs (INL)
Notice of Funding Opportunity (NOFO)

Announcement Type:	Request for Federal Assistance Award Applications
Funding Opportunity Title:	Mexico Travel and Logistics Program for Training Support
Funding Opportunity Number:	INL21CA0052-WHPMEX-TRVLLOGISTICS-081921
Program:	U.S.-Mexico Security Cooperation Capacity-Building Assistance Program
Catalog of Federal Domestic Assistance (CFDA) Number:	19.704 - Counternarcotics
Total Funding Available:	\$9,000,000.00 U.S. Dollars
Application Ceiling:	Up to \$9,000,000.00 U.S. U.S. Dollars
Application Floor:	At least \$8,000,000.00 U.S. U.S. Dollars
Anticipated Number of Awards:	1 award
Initial Project Implementation Length:	12 months
Estimated Project Start:	February 2022
NOFO Issuance Date:	August 19, 2021
Deadline for Submission of Questions:	September 17, 2021 by 11:59 PM EST via email
Deadline for Submission of Applications:	October 19, 2021 by 11:59 PM EST via www.grants.gov
Assistance Type:	Cooperative Agreement
Applicant Type:	Organizations only – See Section C
Eligibility Categories:	Refer to <u>Section C: Eligibility Information</u> for more information.
INL Points of Contact:	Cheryl Price, PriceCH@state.gov Mexico City Grant Unit, MexicoCityINL@state.gov Gabriela Camacho, CamachoGD@state.gov

EXECUTIVE SUMMARY

The mission of the State Department’s Bureau of International Narcotics and Law Enforcement Affairs (INL) is to keep Americans safe by countering crime, illegal drugs, and instability abroad. The March 2021 Interim National Security Strategic Guidance, states, “Because the vital national interests of the United States are inextricably bound to the fortunes of our closest neighbors in the Americas, we will expand our engagement and partnerships throughout the Western Hemisphere—and especially with Canada and Mexico—based on principles of mutual respect and equality and a commitment to economic prosperity, security, human rights, and dignity. This includes taking steps to address the root causes of human insecurity and irregular migration, including poverty, criminal violence, and corruption – problems made exponentially worse by COVID-19 and the deep recession and debt crisis it has wrought throughout Latin America and the Caribbean. And we will cooperate to confront the regional effects of climate change, while helping our neighbors invest in good governance and democratic institutions.”

The Bureau of International Narcotics and Law Enforcement Affairs (INL) is at the forefront of implementing foreign assistance to expand our engagement and partnerships.

INL strengthens the criminal justice sector capacities of our partners and allies to manage transnational threats more effectively before they reach U.S. borders or impact U.S. interests. Our work promotes U.S. leadership by advancing rules- and norms-based international order grounded in the rule of law. We lead U.S. government efforts to develop new, and implement existing, international standards on drug supply and drug demand reduction and against corruption and organized crime. We draw from the widest range of U.S. expertise in our implementation of criminal justice capacity-building programs, and through our promotion of international cooperation, common standards, and interoperability, our work contributes to effective investigations of crimes. We work closely with U.S. law enforcement agencies to develop and deliver both foundational skills and advanced skills ranging from basic police training to complex cybercrime and money laundering investigative techniques. This work enhances critical relationships between U.S. law enforcement entities and their foreign counterparts. We deliver security through justice.

INL’s foreign assistance programs and diplomatic engagement are critical tools in advancing U.S. policy objectives. One of our greatest strengths is our flexibility to confront emerging challenges, but we can be most effective if we are strategic in how and where we engage to build partner nation capacity. Accordingly, this strategy sets up a framework for understanding how INL prioritizes foreign assistance and diplomatic engagement, which identifies three strategic goals to guide INL’s efforts:

1. **Disrupt or deter significant illicit drug trafficking and other transnational criminal activity that threatens U.S. national security, public safety, or drives irregular migration to the United States.**
2. **Reduce instability in strategically vital regions and strengthen the resilience of partners facing malign influence.**
3. **Drive global action through international engagement that promotes interoperable criminal justice systems and common standards to combat shared criminal threats.**

The Bureau’s priority programs support three inter-related objectives:

- **BUILDING CRIMINAL JUSTICE SYSTEMS:** Institutionalize rule of law by developing and expanding criminal justice systems to strengthen partner country law enforcement and judicial effectiveness, foster cooperation in legal affairs, and advance respect for human rights;
- **COUNTER-NARCOTICS:** Disrupt the overseas production and trafficking of illicit drugs

through targeted counter-narcotics and institution-building assistance and coordination with foreign nations and international organizations, and;

- **TRANSNATIONAL CRIME:** Minimize the impact of transnational crime and criminal networks on the United States and its allies through enhanced international cooperation and foreign assistance.

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A. PROJECT DESCRIPTION

The Bureau of International Narcotics and Law Enforcement Affairs (INL) of the U.S. Department of State in Mexico seeks applications from qualified organizations to carry out a project to provide programmatic, logistical, travel, and administrative support to the capacity-building program of INL Mexico. The capacity-building program provides training and other relevant activities to appropriate participants with the overall goal of supporting the goals of the US-Mexico Security Cooperation Capacity-Building Assistance Program.

INL is especially interested in proposals that provide a plan for addressing the participation of persons with disabilities, including specific means, measures and corresponding targets. INL is dedicated to strengthening the rule of law and supporting civil society in building strong and resilient communities. INL plays a vital role in the development and synchronization of U.S. international anti-crime assistance.

1. Priority Countries:

- Mexico
- United States
- Colombia
- El Salvador
- Guatemala
- Multiple countries throughout the region

2. Project Goals

The U.S. Department of State's Bureau of International Narcotics and Law Enforcement Affairs (INL) works to keep Americans safe at home by countering international crime, illegal drugs, and instability abroad. INL helps countries deliver justice and fairness by strengthening their police, courts, and corrections systems. These efforts reduce the amount of crime and illegal drugs reaching U.S. shores.

The goal of this project is to deliver prompt and efficient programmatic, logistical, travel, and administrative services to support INL capacity building programs.

3. Project objectives

The award recipient will provide programmatic, logistical, and administrative support to the capacity-building program of INL Mexico. The U.S. government estimates that a minimum of 3,000 and a maximum of 12,000 people will attend INL capacity-building events in a 12-month period. The number of participants per event can range from just a few to over one hundred or more. The events usually last anywhere from one (1) day, one (1) week to six (6) months, but the average event is approximately five (5) to ten (10) days.

An example of an average month would be assisting with coordination of capacity-building programs for 400 participants in ten Mexican states and possibly another country. Most of these participants will travel via air. While some others by bus/ferry/train or a combination, depending on the departure city.

Proposals should include a cost estimate based on the administrative costs of organizational processing of plane tickets, lodging reservations, facilities rental, refreshments during the events, bedding supplies, translation, electronic funds transfer, managing conferences and meetings, and other associated costs. Federal funds cost is limited to per person for refreshments: coffee, tea, water, etc.

INL understands that costs are estimates and the applicant will not know what fluctuations may exist in pricing over the course of the project period. Therefore, estimates should not be based on individual plane tickets and meeting locations, for example, but rather on the administrative costs of processing participation in capacity-building events for approximately 3,000 participants. Please see Budget Guidelines for more detail.

The award recipient should be able to provide support seven days a week and for urgent needs respond to travel requests within 2 hours that the request is made. If requested, the award recipient should be able to provide lodging, airline tickets, and meals within 24 hours of a request. The award recipient should have in place all the mechanism to service unanticipated situations/issues.

The applicant shall be responsible for working with INL regularly in planning and scheduling all events in less than five (5) working days.

The U.S. government, INL, and the organization will work together to determine the appropriate assistance needed for each capacity-building event. Furthermore, INL and the recipient organization will meet after the award is made to develop a mutually agreeable work plan for conducting the assistance program. Applicants should provide a suggested work plan in the grant proposal. Additionally, applicant organizations should identify their own specific objectives and measurable outcomes based on these goals and the specifications provided in this solicitation. Indicators could include timeliness of services, quality of interaction between the award recipient and program participants, etc.

Additional items not listed above may be included detailing INL's involvement in the Cooperative Agreement.

Proposals should include, but are not limited to, the following activities:

Activity 1 - Travel Documents: The award recipient is responsible for collecting from INL, or from the participants if requested by INL, before travel, their bank account information, passports, and A-2, and for collecting the Annex 3 forms from INL. Additionally, if required by INL, the recipient will assist participants with obtaining appropriate travel documents such as visas, work permits (if required), immunization, costs for birth, health, PCR or Antigen test, and identity certificates, and other documents needed to attend the capacity-building event. The grantee should review the necessary travel requirements published on the Centers for Disease Control and Prevention (CDC) website needed to enter the country to which the participants are traveling to. Only costs authorized by the Cost Principles for Non-Profit Organizations (2 CFR 230) will be allowed. The surveys are generated in Training Tracking System (TTS). The award recipient will be responsible for printing and deliver them to INL or as requested. The surveys will follow the INL provided format in most cases. Awardee should maintain express mail delivery services for delivery of materials or travel documents.

As an exception, local government employees traveling for official purposes funded by the INL should apply for A-2 visas. INL will submit applications to the Visa Unit.

The award recipient will work closely with INL to set reasonable deadlines for obtaining participant information to secure travel documents. Grantee acknowledges that the process for vetting participants by INL may take longer than expected and may create situations in which participants are approved with short notice before programs are set to begin. No funds will be distributed to participants until vetting (see activity 17) has taken place. To the extent possible, awardee will work with the Grants Officer Representative (GOR) and the INL Program Officers to identify travel events well in advance of travel dates to secure the best prices. As part of regular reporting, grantee will provide INL with data on the advance times for requests received, to determine where travel processes may improve.

Activity 2 - Travel Advances and Reimbursement: When required, the award recipient shall provide the participants, instructors, subject matter experts (SME), and speakers with a travel advance up to the maximum per diem amount authorized by the U.S. Department of State or lesser amount as determined by the award recipient and INL. The applicant shall ensure the participant receives the travel advance with sufficient time, no later than two working days prior to departure, to reduce the financial burden associated with the event.

The awardee will provide participants with a monetary travel advance before travel to cover meals, baggage fees, incidentals, etc. whenever possible. The advance can be in form of cash, wire transfer, direct deposit or any other means not prohibited by U.S. or local laws. It is recommended that the recipient organization has a bank account that does not generate income. It is also recommended for the grantee to have a Mexican bank account as well as a U.S. bank account. Awardee will provide reimbursement for costs associated with travel, to include per diem, baggage fees, incidentals, taxis, weapons fees when required (WEAP), etc.

Activity 3 - Airline Tickets/Air Transportation: When required, the organization shall provide round-trip economy restricted-refundable airline tickets for travel of students, participants, speakers, instructors, SME, or police canines, as needed. All flight arrangements must comply with the Fly America Act, the award recipient shall verify participant information such names as in passports, vetting and visas before purchasing e-tickets. Awardee will be responsible for oversight of all arrivals and departures.

Awardee can work with reputable travel agencies in Mexico and the U.S. to make airline reservations for the referred travels. Grantee will exercise due diligence to ensure the purchase price of airline tickets is within 15% of the lowest published price. Grantees is only authorized to purchase e-tickets for official routes and dates. In case any participant, student, instructor, subject matter expert, speaker wants to make changes for personal convenience, outside of INL operations, it will be the responsibility of each individual, and INL will be exempt from paying any additional fees related to those changes. No cost construct or extended trip are authorized, unless authorize by INL.

Activity 4 - Health, Travel, and Personal Property Insurance: When required, the award recipient shall provide each participant, when traveling, with up to the maximum amount of insurance authorized by the FTR or 2 CFR 200. The applicant must ensure that all participants have the appropriate level of insurance before the travel begins.

Travel insurance for pilots, and dog handlers will be required in some trainings. International travel insurance coverage should include pre-existent conditions reimbursement for over \$5,000.00. Travel insurance within Mexico is not required for Mexican citizens, as Government of Mexico (GOM) participants have domestic health insurance. The insurance contracted by the grantee must include expenses related to COVID-19 and all variants.

Activity 5 - Ground Transportation: When required, the award recipient shall arrange the use of rented vehicles for individuals or groups to support INL capacity-building events. Ground transportation includes taxis, rented vehicles (sedans), pickup trucks, vans, or buses. For some activities, the participants are likely to travel by bus/ train/ ferry or a combination depending on their departure location. When traveling by bus or taxi these costs should be handled by reimbursement. If required by the U.S. Embassy Regional Security Office in Mexico, the recipient organization shall take appropriate security measures to protect the safety of participants during the ground transportation process. The protection could include the use of armored vehicles. Ground transportation could include transportation to and from hotels to meeting facilities, to and from the airport and hotel, between sites of interest, etc. The award recipient shall ensure participants arrive at the sponsored event location at least 15 minutes before the event begins and shall take the necessary measures to ensure the vehicles meet Government of Mexico and U.S. Government safety standards.

When necessary, drivers hired by the recipient may need to obtain clearances for accessing government facilities. In cases of operational travel, recipient must provide boat, airplane, bus and vehicle fuel for task force use on an ad-hoc basis. Procurement will be structured for a specific location, specific type of vehicle, and authorized GOM unit. When required, the award recipient shall arrange the use of rented vehicles for individuals or groups to support of targeted operations. Ground transportation includes taxis, rented vehicles (sedans), pickup trucks, vans, or buses.

Activity 6 - Lodging: When required, the award recipient is responsible for providing participants with pre-paid lodging such as hotels or apartments using the U.S. Department of State approved per diem rates. In some cases, the U.S. government may be able to obtain lodging at academy dormitories or other facilities. In these cases, the award recipient shall coordinate lodging arrangements directly with USG representative responsible for the capacity-building event. The award recipient could be required to provide bedding supplies such as pillows, blankets, and other associated supplies.

The award recipient shall ensure that rented rooms are of adequate size to sleep one or two adults and take the necessary measures to ensure the rented lodging facilities meet USG or GOM sanitary and safety standards. The award recipient shall lease with lodging companies with flexible cancellation policies, to include agreement avoiding cancellation fees and those offering courtesy rooms and/or meeting rooms or parking. Recipient should negotiate prepaid lodging, when possible, to avoid participant payment and reimbursement.

Per guidance of INL, the award recipient on a case-by-case basis could be required to competitively bid longer term lodging stays.

Activity 7 – Event Management: When required, the award recipient shall organize events that support INL’s capacity building objectives for the various parts of the GOM. An event could be

a conference, a training, or any other type of activity that advances INL goals for the Mexican institutions it supports. The award recipient shall also support, when required, the administrative requirements for the attendance of INL sponsored travelers to conferences and other events that support INL capacity building goals.

When required, the award recipient shall rent conference facilities appropriate for the capacity-building events located in Mexico, the United States, or other countries. The facilities should include small conference rooms with space for five to ten people or large conference centers with capacity for hundreds of people, and/or outdoor facilities that support specific training objectives, training centers, or training academies. In some cases, the U.S. government will coordinate with the Government of Mexico to obtain conference or training facilities such as training academies.

The award recipient could be required to provide audio-visual, computer equipment, communications (such as Internet, radios, cell phones, or other communications services), reception, cleaning, interpreter/translation services, administrative support, coffee breaks, and supplies to support an event's stated objective. The award recipient shall take the necessary measures to ensure the rented conference/training facilities meet USG or GOM sanitary and safety standards.

When required, the award recipient shall help recruit/invite/contract with appropriate speakers, SME, trainers, and interpreters etc. to accomplish the event's objectives. In the case of invited speakers, the award recipient may be required to pay honoraria that do not exceed the maximum allowable amount established in U.S. federal assistance guidelines based on factors such as reasonable rates, fair market value, profile, or level of expertise.

When required, the award recipient shall pay for event fees as training expenses for participants. Event fees may be authorized and paid to the organization providing the conference or training. This can range from a conference entrance fee to paying specific fees for licenses associated with training courses deemed to be in the interest of the U.S. government.

When necessary, the award recipient will provide one or more event assistants for coordination of the on-site event. When necessary, recipient will provide an in-country logistics coordinator for conferences and trainings to coordinate events in conjunction with INL Team. Awardee should share logistics schedule with subcontractors and INL point of contacts at least one (1) week in advance of events and provide INL with contact information for subcontracted POCs for coordination onsite.

Activity 8 - Refreshments and Meals: When required, the award recipient is responsible for providing participants with government approved per diem or meals such as hot breakfast, lunch, and dinner at locations where the participant cannot obtain meals at public facilities. Catered meals should be offset against the government approved per diem. When needed, the award recipient shall also provide snacks, coffee, tea, and non-alcoholic refreshments during capacity-building events. Federal funds cost is limited to per person for refreshments: coffee, tea, water, etc. Snacks and beverages shall be provided in the early morning, a few hours before lunch, and a few hours after lunch. The award recipient shall ensure that coffee, tea, and drinking water are available throughout the duration of the event. The award recipient shall maintain a regular inventory, storage and delivering plan for refreshments and coffee break services.

The award recipient shall take the necessary measures to ensure food and beverages meet USG or GOM sanitary standards. The award recipient may be needed to provide meals “to-go” so disposable packages may be needed.

The award recipient is responsible to provide the maximum per diem rates for travel within Mexico according to the norms published on the “Diario Oficial” of Mexico. GSA rates should be used for overseas per diem rates. The award recipient must pay catering services whenever required by INL, and/or if the host of the event is the only one who can provide this service.

Activity 9 – Event Close Out: The award recipient is responsible for gathering proof of participant attendance, closeout memos, or emails, and receipts to be reimbursed no later than 20 working days after the last day of the capacity-building event. Awardee will ensure that the record of attendance, sign-in sheets when possible, and closeout memoranda are filed with other event’s information for audit purposes. The surveys are generated in TTS. The award recipient will be responsible for printing and delivering them to INL, as requested. The surveys will follow the INL provided format in most cases.

Activity 10 – Unused Funds Settlement: When required, the award recipient shall take required actions to recover unused funds resulting from cancellations by participants, vendors, facilities, etc. Voucher settlement includes obtaining receipts from hotels and other documentation. In the event the award recipient owes money to a participant, settlement shall be made no later than twenty (20) working days after the last day of the capacity-building event.

Awardee should prepare invoices with VAT expenses for recovery of funds per program and maintain a record of expenses and outstanding amounts per program. Grantee will be responsible for contacting participants to return the money deposited for M&IE and taxis. Also, shall maintain a database of this unused funds and provide a monthly report to the GOR.

Activity 11 – Unused E-ticket Funding Reporting: When required, the award recipient shall track unused e-tickets resulting from cancellations by participants, get reimbursement whenever possible, and/or reuse the tickets for other travelers. The recipients shall maintain a database of unused tickets and provide a monthly report to the GOR with this information.

Activity 12 – Database Management: The award recipient shall maintain accurate digital records of each participant, including name, parent organization, country of origin, event attended, dates, costs per participant, and final costs per activity INL project(s) that funded the event, and other information in a format mutually agreed to by the U.S. government and the recipient organization. The recipient will use their final attendance lists to verify that these lists match with those uploaded into the INL TTS by INL personnel. The recipient will use any other potential systems implemented by INL during the duration of the award. The recipient organization shall provide this information to the GOR no later than thirty (30) days after the completion of each capacity-building event.

Activity 13 – INL Training Center (INLTC): When required, the award recipient shall provide administrative and logistical support in the training facilities identified by INL. The INLTC hosts a series of training events throughout the year for Government of Mexico participants. Activities can vary from high-level executive meetings to week-long training events of several hundred

participants. Activities may include setting up training rooms, printing materials for participants, setting up refreshments, greeting and directing participants, or other associated tasks.

Activity 14 – Payments Requests: It is recommended that the award recipient submits monthly requests for reimbursement to the Grants Officer (GO) and GOR. The recipient will receive disbursement of funds within 15 to 30 working days after the invoice approval. The recipient organization shall take necessary measures for covering monthly expenses from \$300,000.00 USD to \$900,000.00 USD.

The award recipient must track and account for any cost increase or decrease on the budget because of fluctuations in exchange rates, per regulations outline in 2 CFR 200.440 -Exchange Rate.

Activity 15 – Prepare Event Materials and Presentations: The award recipient is responsible for preparing and printing event materials, including, but not limited to, travel and event agenda per participant, course packets, event guidebooks, attendance lists, event evaluation forms, name tags, and other materials, as required by INL. (The grantee shall follow the Department of State Branding and Marketing requirements.) The recipient may be responsible for the design of certain training manuals, banners, or other materials related to the event. If necessary, the award recipient should be able to purchase supplies related to COVID-19, or other health phenomenon, such as hand sanitizer, face masks, thermometers, gloves, or any other item that may be necessary to safely conduct the event. The recipient should purchase the materials through vendors, following the recipient procurement policy. The recipients may be required to aid in the recruitment of appropriate speakers, SMEs or trainers with or without honoraria. Awardee should maintain express mail delivery services for delivery of materials or travel documents. Event materials and presentations are property of the US Government.

The award recipient should maintain a storage room/area for all materials received from vendors to clear, track and delivery them to all necessary locations within Mexico, as requested by INL.

Activity 16 – Interpretation and Translation Service: The award recipient may be responsible for providing translation of academic materials and interpretation services for national and international events. They also, will retain contacts with more than one translation and interpretation company to attain the best available prices for any event, and to ensure the availability of quality interpreters who may be recruited with short notice.

Activity 17 – Leahy and Local Vetting: The awardee shall assist INL with the tracking status of personnel nominated to attend INL sponsored events. The tracking includes coordinating with U.S. government agencies responsible for the vetting process and includes maintaining a list of vetted individuals. Recipient must receive vetting clearances for each participant before travel. A copy of the INL Leahy and Local Vetting policy is included in this NOFO for reference (see pages 12-13).

Activity 18 – Operational Travel: The award recipient may be responsible for providing ad-hoc administrative and logistical support for travel with less of 24 hours in advance of operational travel.

Activity 19 – Exceptional Circumstances: The award recipient may be responsible for providing ad-hoc administrative and logistical support for travel with 24 or 48 hours in advance on rare occasions. The award recipient will accommodate late travel and/or training requests whenever possible at least five working days in advance for activities for no more than five to eight people with complete documentation such as vetting, bank account information, and Annex 3.

Activity 20 – Customer Service and Corrective Action Reports: Recipient will ensure their staff maintain professional and customer-service oriented environment. Recipient should provide logistic support during official Embassy working hours, 7:30 through 17:30. For operational and regular travel, the staff must be available at any time including weekends. Recipient will provide monthly incidents reports (e.g., issues with travel arrangements or insurance coverage, funds lost on last minute participant cancellation, etc.). The surveys are generated in TTS. The award recipient will be responsible for printing and deliver them to INL, as requested.

Activity 20- Training Tracking System: The award recipient will use INL's TTS to monitor new travel or activity request, and to share any kind of files such as agendas, hotel information, and flight options. Awardee will use this system to share estimated and final costs of each training or activity requested by INL. Awardee staff must obtain relevant DOS clearances prior to accessing the systems. INL will take care of the clearances.

Activity 21- Procurement of Goods and Services for Activities: In general, all procurement transactions shall be conducted, to the maximum extent practical, by open competition. Awards shall be made to the bidder or offeror whose offer or bid is responsive to the solicitation criteria, and is the most advantageous based upon price, quality, and other factors identified in the solicitation.

Activity 22- Admin and Support Team: The award recipient should have the sufficient administrative staff to perform the following duties: provide administrative support, office administrative and clerical services, maintain project documentation and correspondence, assists INL to analyze and anticipate requirements, articulate talking points and coordinate with host national counterparts, organize hard copy and electronic files for all program correspondence for improved retrieval, access, and audit, edit English and Spanish internal documents, prepare a variety of correspondence, reports, and presentations in both English and Spanish from drafts as requested by INL.

Activity 23- Virtual Trainings: The award recipient should be able to organize virtual events. These virtual events could be in form of Webinars, conferences, trainings, workshops, and/or internal/ external hybrid events. Grantee should review that the following elements can be provided when required in each virtual event: event website, event registration, live presentation content, live one- way audio/video, question and answer, live polling, note taking/ favorite slides, recorded content, interactive video conferencing and feedback survey, and provide the corresponding platform for the event. If INL requires it, grantee could buy headphones with standard input.

Activity 24- Annex 3: The award recipient should gather from INL the Annex 3 form fully signed and will have to maintain a record of this document.

4. Participants and Audiences

INL will identify target audiences, specific demographics, and the region(s) in which the project will be implemented, including the approximate number of beneficiaries to be directly and indirectly impacted by project activities. The U.S. government estimates that a minimum of 3,000 and a maximum of 12,000 people will attend INL capacity-building events in a 12-month period. The number of participants per event can range from just a few to over one hundred or more.

B. FEDERAL AWARD INFORMATION

Applicants are encouraged to reference the table on the first page(s) of this NOFO to determine the basic federal award information (e.g., project length, amount of funding available, anticipated number of awards, assistance type, etc.). Additional award information is included in this section, although specific aspects of the award(s) issued from this NOFO may differ from program to program.

1. Project Implementation Period

The initial project implementation length is one (1) year. Applicants should plan to implement the project, within that range.

INL may extend the project implementation period, contingent on INL priorities, good performance of the recipient, Department of State management approvals, and funding availability. INL projects shall not exceed five (5) total years of project implementation.

2. Assistance Type

The type of assistance is determined by scope of INL's involvement in the implementation of the project. Refer to the table on the first page(s) of the NOFO to determine whether this particular project will be a grant or cooperative agreement.

For cooperative agreements, INL may be substantially involved in the following ways:

- Approval of the recipient's annual work plans, including planned activities for the following year, travel plans, planned expenditures, event planning, and changes to any activity to be carried out under the Cooperative Agreement.
- Approval of specified key personnel.
- Approval of sub-award recipients (if any), and concurrence on the substantive provisions of the sub-awards; and coordination with other cooperating agencies; and
- Approval of Monitoring and Evaluation Plan
- Other country- or project-specific approvals will be included in the award documents.

Funding Notices

This award will be supported with International Narcotics Control and Law Enforcement (INCLE) funds under the Foreign Assistance Act of 1961. This notice is subject to availability of funding.

Length of performance period: An initial period of one (1) year

Number of awards anticipated: ONE award

Award amounts: awards may range from a minimum of \$8,000,000 to a maximum of \$9,000,000

Total available funding: \$9,000,000

Type of Funding: INCLE Funds

Anticipated program start date: February 2022

C. ELIGIBILITY INFORMATION

1. Eligible Applicant Types

The following organizations are eligible to apply:

- U.S.-based non-profit/non-governmental organizations (NGOs);
- Foreign-based non-profits/non-governmental organizations (NGOs);

Applicants must also meet the following requirements to be eligible to apply to this NOFO:

- Must have demonstrated experience implementing similar travel related services, preferably in Mexico and the United States.
- Have existing, or the capacity to develop, active partnerships with the necessary partner organization(s) such as travel agencies, vendors such as airlines, rental car companies, hotels, translation services network with specialized topics, travel insurance enterprises in order to successfully fulfill the proposed program. Applicants must have demonstrated experience implementing similar education or capacity building programs. INL reserves the right to request additional background information on organizations that do not have previous experience administering similar programs and/or federal grant awards.
- Applicants must have the ability to produce course materials, deliver training, and conduct evaluations in Spanish and English. The applicant's staff should be proficient in English in order to fulfill reporting requirements.
- Applicants must have existing, or the capacity to develop, active partnerships with stakeholders in order to successfully carry out the proposed program.
- Organizations may form a consortium and submit a combined proposal. However, one organization should be designated as the lead applicant.
- Applicants must be able to respond to the NOFO and be able to mobilize in a short period of time.

2. Cost Sharing or Matching

Cost share is the portion of project costs not borne by the U.S. government. Cost share is recommended but not required for this project.

Any cost share proposed must be appropriately captured within the SF-424A, budget, and budget narrative.

3. Other Eligibility Requirements

- In order to be eligible to receive an award, all organizations must have a unique entity identifier (also known as UEI or DUNS number from Dun & Bradstreet), as well as a valid registration on www.SAM.gov. Individuals are not required to have a unique entity identifier or be registered in SAM.gov. Refer to Section D for additional guidance.
- Applicants are only allowed to submit one proposal per organization. Organizations may form a consortium and submit a combined proposal, however one organization should be designated as the lead applicant and other organization(s) listed as sub-recipient partner(s).
- To be eligible to receive a federal assistance award, organizations must have a commitment to non-discrimination with respect to beneficiaries and adherence to equal opportunity employment practices. INL is committed to an anti-discrimination policy in all of its programs and activities. INL welcomes applications irrespective of an applicant's race, ethnicity, color, creed, national origin, gender, sexual orientation, gender identity, disability, or other status.
- Applicants are reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the recipient to ensure compliance with these Executive Orders and laws. This provision must be included in any sub-awards issued under this grant award.

D. APPLICATION AND SUBMISSION INFORMATION

Applicants should carefully follow all instructions in this section to ensure their application is formatted properly and includes all required documents. Proposals that do not meet the requirements of this announcement or fail to comply with the stated requirements will be deemed ineligible for review.

1. How to Apply and Submit Questions

This opportunity is posted on www.grants.gov, along with all required application forms and, where applicable, templates for application documents. Applications and all supporting documents must be submitted via www.grants.gov. INL reserves the right to reject any applications submitted through improper channels.

Applicants are encouraged to closely review the NOFO and email questions to the INL points of contact by the deadline listed on the first page(s) of this document. After the question deadline has passed, INL will respond to all questions publicly through a Questions & Answers document uploaded to the Related Documents tab of this opportunity.

2. Required Application Documents

All documents in the following list must be included in your application, unless explicitly listed as optional. If a document includes a page limit, please adhere to that limit in your application. Applicants that do not submit all required documents will be notified via email of their ineligibility after the application deadline.

Standard Application Forms

- ☐ **SF-424 (Application for Federal Assistance – Organizations)**
 - Must be signed by an authorized signatory of the applicant’s organization.
- ☐ **SF-424A (Budget Information for Non-Construction Programs)**
- ☐ **SF-424B (Assurances for Non-Construction Programs) – Optional**
 - The SF-424B is only required for applicants who are not registered in SAM.gov.

Project Proposal

The proposal should contain sufficient information that anyone not familiar with it would understand exactly what the applicant is proposing to do. The following documents may be submitted separately or combined into one document. If combined, please be sure to adhere to the page limits for each section.

Proposal Narrative – Maximum 20 pages

Applicants may use their own proposal template, but it must include all the sections below. Refer to Appendix A for additional guidance on drafting a proposal narrative.

- **Cover Page:** include organization name, project title, requested number of months, target country(ies), point(s) of contact, and requested funding amount.
- **Table of Contents:** list all documents and attachments with page numbers.
- **Executive Summary:** include a synopsis of the project, including a breakdown of the goals, objectives, and activities. Include a brief statement on why the project is likely to achieve the goal and how it will be sustainable.
- **Timeline:** outline key milestones in the project, project start-up, and closeout, programmatic activities, and monitoring and evaluation activities (e.g., monitoring trips or semi-annual reviews).
- **Future Funding Plan/Sustainability:** briefly discuss the plan for ensuring the sustainability of the project (i.e., that the project continues to have impact beyond the grant period). Applicants may also include a brief section outlining how additional funds could potentially be used to expand work into additional activities or countries beyond the initial project period.

☐ **Logic Model**

A template is included under the Related Documents section of this NOFO announcement on www.grants.gov.

☐ **Monitoring and Evaluation Plan**

This document outlines how activities will be monitored to ensure they are executed in a timely manner, and how the project will be evaluated to ensure the goals are met. A template is included under the Related Documents section of this NOFO announcement on www.grants.gov. Refer to Appendix B for additional guidance on drafting a Monitoring and Evaluation Plan.

☐ **Project Risk Analysis**

A template is included under the Related Documents section of this NOFO announcement on www.grants.gov. Refer to Appendix B for additional guidance on drafting a Project Risk Analysis.

Organization, Staff, and Partners

The following documents may be submitted separately or combined into one document. If combined, please be sure to adhere to the page limits for each section.

☐ **Biographical Information of Applicant Organization** – *Maximum 4 pages*

- Introduce the applicant organization, including biographical information such as mission statement, organization size, relevant office location(s), etc.
- Provide a summary description of past and present operations, demonstrating the applicant's ability to carry out the project
- Describe any experience the organization has in the target country or region
- Confirm whether the organization is a registered business entity within the target country or region

☐ **List of Key Personnel** – *Maximum 3 pages*

- Names, titles, responsibilities, and relevant experience or qualifications of key personnel involved in the management of the project

☐ **Partner Information** – *Maximum 3 pages*

- Introduce and provide relevant information about key partner organizations and sub-awardees
- Briefly describe the division of labor and/or distinct roles and responsibilities among the applicant organization and its partners
- If proposing a sub-grantee, please briefly describe the applicant organization's experience related to managing sub-recipients

☐ **Letters of Support** – *Optional*

- If desired, applicants may submit letters of support from project partners, host government entities, or other relevant stakeholders

Project Budget and Cost Documents

☐ **Summary and Detailed Budgets**

A proposal budget must be submitted in spreadsheet format (e.g., Microsoft Excel). A template is included under the Related Documents section of this NOFO announcement on www.grants.gov. Refer to Appendix C for additional guidance on drafting a proposal budget.

- One tab of the spreadsheet shall contain the Summary Budget, which lists the OMB-approved budget categories and total estimated cost per category
- One tab of the spreadsheet shall contain the Detailed Budget, which breaks down the OMB-approved budget categories into individual line items and provides detailed cost estimates per line item

- If applicable, federal costs and recipient cost share must be reported in separate columns

☐ **Budget Narrative**

The Budget Narrative is a companion document to the summary and detailed budgets, and must be submitted in word document format. A template is included under the Related Documents section of this NOFO announcement on www.grants.gov. Refer to Appendix C for additional guidance on drafting a Budget Narrative.

- The Budget Narrative should communicate to INL any budgetary information that is not readily apparent in the detailed budget. Rather than simply repeating with words what is stated numerically in the budget, the Budget Narrative should explain the logic behind the amount budgeted for each line item
- If applicable, proposed recipient cost share must be included in the Budget Narrative, including reference to the source of the cost share

☐ **NICRA – Optional**

- If the applicant has an approved Negotiated Indirect Cost Rate Agreement (NICRA) and includes NICRA charges in the budget, a copy of the organization's most-recent NICRA must be included in the application
- If the applicant is proposing a sub-grantee that has an approved NICRA, and includes NICRA charges in the sub-award budget, a copy of the sub-grantee organization's most-recent NICRA must be included in the application

Applicant Management Capabilities

INL must assess each potential applicant for organizational risks related to the financial and programmatic management of a federal assistance project.

☐ **History of U.S. Government Federal Assistance Awards**

This document outlines the applicant organization's experience with implementing U.S. government-funded federal assistance awards, including current and completed projects.

- The list should include the awarding agency, point of contact, name of the project, start and end dates, and amount of the award.
- If the applicant has never received a U.S. federal assistance award, please list other projects the organization has implemented, including the information requested in the bullet above.

☐ **Organizational Audit**

- If the applicant organization is required to undergo an audit (per regulations outlined in 2 CFR 200.500 – Subpart F), a complete copy of the organization's most-recent audit must be submitted
- If the applicant organization is not required to undergo an audit (per the regulation cited above), a brief explanation must be submitted with the application. This explanation shall include confirmation that the organization is under the threshold for which an audit is required and/or plans for the organization to undergo an audit in the future.

☐ **INL Applicant Pre-Award Risk Survey**

This risk survey reviews the applicant organization's financial capacity, policies, and infrastructure. A template is included under the Related Documents section of this NOFO announcement on www.grants.gov.

- Please take note of the questions within the survey that request additional documentation. These documents must be included in the application.

3. Document Formatting

Applicants must ensure that their application documents conform to the following requirements:

- ☐ The proposal clearly addresses the goals and objectives of this funding opportunity
- ☐ All documents are in English
- ☐ All budgets are in U.S. dollars
- ☐ All pages are numbered
- ☐ All documents are formatted to 8 ½ x 11-inch paper, and
- ☐ All Word documents are, at minimum, single-spaced with 12 point Times New Roman font and 1-inch margins

4. Required Entity and Account Registrations for Applicants

All prospective applicant organizations must register and/or maintain active registration in the systems outlined below in order to submit an application to this NOFO.

Organizations that are first-time applicants may need to register and/or create accounts in these systems. INL encourages prospective applicants to initiate these registrations as soon as possible. Applicants that have previously applied to other opportunities may already have registrations and/or accounts in the necessary systems, though applicants should ensure their registrations are active.

Registration in these systems is **free of charge**; Applicants will never be asked to pay a fee to register or submit an application in these systems.

Unique Entity Identifier (DUNS Number)

Organizations must have a DUNS number from Dun & Bradstreet.

- If your organization does not have a DUNS Number already, you may obtain one by calling 1-866-705-5711 or submitting a request at <http://fedgov.dnb.com/webform>.

NCAGE Code

Organizations physically located outside the United States and its territories must also register for an NCAGE code. This request can be completed simultaneously with a DUNS Number request.

- NCAGE application: <https://eportal.nspa.nato.int/AC135Public/scage/CageList.aspx>
- NCAGE application instructions: <https://eportal.nspa.nato.int/AC135Public/Docs/US%20Instructions%20for%20NSPA%20NCAGE.pdf>

Help with NCAGE Code registration issues:

- Call 1-888-227-2423 (callers within the U.S.)
- Call 1-269-961-7766 (callers outside the U.S.)
- Email NCAGE@dlis.dla.mil

System for Award Management (SAM.gov)

Prior to submitting an application in grants.gov, organizations must register in SAM.gov and/or ensure that their SAM.gov registration is active. Organizations are required to renew their SAM.gov registration annually.

- Initiate the registration or renewal process at <https://www.SAM.gov>. Select “Entity Registration” to begin the registration or renewal request.
- First-time applicants should initiate the SAM.gov registration after receiving their DUNS Number and, if applicable, NCAGE Code.

Any applicant listed on the Excluded Parties List System (EPLS) in SAM.gov is not eligible to apply for an assistance award. Additionally, no entity listed on the EPLS can participate in any activities under an award. All applicants are strongly encouraged to review the EPLS in SAM.gov to ensure that no ineligible entity is included in their proposal.

Grants.gov

To submit an application to this NOFO, applicants must register in grants.gov.

- Go to www.grants.gov and select “Register” from the banner at the top of the page.
- This should be the last step of the entity registration processes, completed after obtaining a DUNS Number, NCAGE Code (if applicable), and SAM.gov registration.

Help with grants.gov registrations and application submission:

- Go to the grant.gov support page at <https://www.grants.gov/web/grants/support.html>
- Call +1 800-518-4726
- Email support@grants.gov

It is the responsibility of each applicant to ensure that its application was submitted in www.grants.gov correctly. INL bears no responsibility for errors resulting from transmission or conversion processes associated with application submissions. If applicants are unable to resolve technical issues in the system, they should email the INL points of contact listed on the first page(s) of this NOFO with an explanation of the issue and proof of attempts to resolve it (e.g., emails with grants.gov support). INL Grants Office will then determine whether the applicant is allowed to submit application materials via email.

E. APPLICATION REVIEW INFORMATION

1. Technical Evaluation Criteria

A technical evaluation committee, using the criteria shown in this Section, will evaluate the applications. The various functional elements of the technical criteria are assigned weighted scores, so that the applicants will know which areas require emphasis in the preparation of applications.

Where technical applications are considered essentially equal, cost may be the determining factor. Applicants should note that these criteria serve as the standard against which all applications will

be evaluated and serve to identify the significant matters which applicants should address in their applications.

The relative importance of each criterion is indicated by the number of points assigned. A total of 100 points is possible.

Project Analysis & Design – Total Possible Points: 10

- Proposal addressed all requirements on the NOFO. Applicant has good knowledge of the country and previously works on the field (4)
- Objectives are clear, necessary, and address systemic barriers to reaching the goal, including one concept, and specifying a target population (2)
- Objectives and activities include approaches to mitigate the risk of the project failing to meet its goal and/or causing inadvertent harm (4)

Program Monitoring and Risk – Total Possible Points: 35

- Proposes indicators that are useful for decision making, accurate in measuring the intended result, reliable, and timely (10)
- Monitoring plan demonstrates a focus on collecting useful monitoring data and understanding of how to link that to real project management decision making (10)
- Risk assessment is thorough and realistic, addresses challenges in the operating environment, and proposes adequate strategies to mitigate risks to the project (15)

Institution's Record and Capacity Rating – Total Possible Points: 40

- The applicant demonstrates an institutional record of successful programs in the proposed country/region and program area (5)
- Professional experience of staff and institutional resources are adequate and appropriate to achieve the project's objectives (10)
- The roles and responsibilities are clearly delineated among staff and partners (5)
- Applicant is a current/former INL grantee and they successfully manage/managed the project OR the applicant has not worked with INL previously and demonstrates experience in managing similar-sized projects (5)
- Past experience with Travel and logistics (5)
- The applicant demonstrates experience on high quality customer service and the ability to respond to emergencies during weekends or after work hours (10)

Cost Effectiveness – Total Possible Points: 15 20

- Activity-related costs are realistic, appropriate, and clearly linked to project objectives (5)
- Personnel costs (e.g., staff salaries, contractor rates, and honoraria) are reasonable given the amount of work and oversight needed to manage the project (5)
- Administrative costs (e.g., staff travel, supplies, office costs) are necessary, justified, and in good proportion to direct activity costs (5)

2. Review and Selection Process

INL first reviews all submitted applications for technical eligibility, based on the list of required documents in Section D: Application and Submission Information. All technically eligible applications are then passed to a review committee, which will evaluate the applications against the Technical Evaluation Criteria listed in the previous sub-section. The application(s) selected by the review committee are then presented to INL management and the Grants Officer for approval.

INL will notify successful applicant(s) via email and pass along any conditions, recommendations, or questions from the review committee. INL will notify unsuccessful applicants via email after an award has been issued to the successful applicant(s); therefore this notification process may take several months.

INL reserves the right to fund any number of applications or none of the applications submitted and will determine the resulting level of funding for each award(s).

3. Federal Awardee Performance & Integrity Information System (FAPIS)

For all awards with a federal total exceeding \$150,000, INL is required to review and consider any information about the applicant in FAPIS.

Organizations are able to review and comment on any information about itself that a federal awarding agency previously entered and is currently in the designated integrity and performance system, accessible through SAM.gov. INL will consider any comments by the applicant, in addition to the other information in the designated integrity and performance system, in making a judgment about the applicant's integrity, business ethics, and record of performance under federal awards when conducting pre-award due diligence.

F. AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

The grant award or cooperative agreement will be written, signed, awarded, and administered by the Grants Officer. The DS-1909 award agreement is the authorizing document and will be provided to the recipient for review and signature via email or SAMS Domestic. The recipient may only start incurring program expenses beginning on the official project start date, unless pre-award costs are authorized in the award agreement.

If a proposal is selected for funding, the Department of State has no obligation to provide any additional future funding. Renewal of an award to increase funding or extend the period of performance is at the discretion of the Department of State.

Issuance of this NOFO neither constitutes an award commitment on the part of the U.S. government, nor does it commit the U.S. government to pay for costs incurred in the preparation

and submission of proposals. Further, the U.S. government reserves the right to reject any or all proposals received.

2. Administrative and National Policy Requirements

Before submitting an application, applicants should review all the terms and conditions and that will apply to this award to ensure that they will be able to comply. These include, but may not be limited to:

- [2 CFR 25 - UNIVERSAL IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT](#)
- [2 CFR 170 - REPORTING SUBAWARD AND EXECUTIVE COMPENSATION INFORMATION](#)
- [2 CFR 175 - AWARD TERM FOR TRAFFICKING IN PERSONS](#)
- [2 CFR 182 - GOVERNMENTWIDE REQUIREMENTS FOR DRUG-FREE WORKPLACE \(FINANCIAL ASSISTANCE\)](#)
- [2 CFR 183 - NEVER CONTRACT WITH THE ENEMY](#)
- [2 CFR 200 – UNIFORM ADMINISTRATIVE REQUIREMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS](#)
- [2 CFR 600 – DEPARTMENT OF STATE REQUIREMENTS](#)
- [U.S. DEPARTMENT OF STATE STANDARD TERMS AND CONDITIONS](#)

INL will review and consider applications in accordance with the Office of Management and Budget's guidance located at 2 CFR part 200, all applicable Federal laws, and relevant Executive guidance. This may include, but is not limited to:

- Guidance for Grants and Agreements in Title 2 of the Code of Federal Regulations (2 CFR), as updated in the Federal Register's 85 FR 49506 on August 13, 2020, particularly on:
 - Selecting recipients most likely to be successful in delivering results based on the program objectives through an objective process of evaluating Federal award applications (2 CFR part 200.205)
 - Prohibiting the purchase of certain telecommunication and video surveillance services or equipment in alignment with section 889 of the National Defense Authorization Act of 2019 (2 CFR part 200.216)
 - Promoting the freedom of speech and religious liberty in alignment with *Promoting Free Speech and Religious Liberty* (E.O. 13798) and *Improving Free Inquiry, Transparency, and Accountability at Colleges and Universities* (E.O. 13864) (2 CFR parts 200.300, 200.303, 200.339, and 200.341)
 - Providing a preference, to the extent permitted by law, to maximize use of goods, products, and materials produced in the United States (2 CFR part 200.322)
 - Terminating agreements in whole or in part to the greatest extent authorized by law, if an award no longer effectuates the program goals or agency priorities (2 CFR part 200.340)

3. Program-Specific Requirements

State Department Leahy Amendment Vetting Requirements

Funds provided under this award will be subject to Section 620M of the Foreign Assistance Act of 1961, as amended, a provision titled “Limitation on Assistance to Security Forces” (the “Leahy Amendment”). Subsection (a) of that provision states: “(a) In General.—No assistance shall be furnished under this Act [the Foreign Assistance Act] or the Arms Export Control Act to any unit of the security forces of a foreign country if the Secretary of State has credible information that such unit has committed a gross violations of human rights.” Accordingly, none of the funds under this award may be used to provide training or other assistance to any unit or member of the security forces of a foreign country if the Department of State has credible information that such unit or individual has committed a gross violation of human rights.

The recipient will be required to exercise due diligence to ensure compliance with the Leahy provision and State Department policy, and to cooperate with the State Department in implementation of the Leahy requirement for funds under this award. The Department implements the Leahy requirement by vetting units or individuals proposed for training or other assistance to check for credible information of a gross violation of human rights by such units or individuals. To facilitate State Department vetting, the Recipient must provide the required information for proposed participants at least sixty (60) calendar days prior to commencing award activities. This information should be submitted to the U.S. Embassy in the country where the award will be implemented in order to initiate Leahy vetting procedures.

4. Reporting Requirements

Recipient Reports

Recipients will be required to submit financial reports and program narrative reports. The award document will specify how often these reports must be submitted.

Applicants should be aware of the post-award reporting requirements reflected in [2 CFR 200 Appendix XII—Award Term and Condition for Recipient Integrity and Performance Matters](#).

Foreign Assistance Data Review

As required by Congress, the Department of State must make progress in its efforts to improve tracking and reporting of foreign assistance data through the Foreign Assistance Data Review (FADR). The FADR requires tracking of foreign assistance activity data from budgeting, planning, and allocation through obligation and disbursement. Recipient(s) will be required to report and draw down federal funding based on the appropriate FADR Data Elements, indicated within their award documentation. In cases of more than one FADR Data Element, the successful applicant will be required to maintain separate accounting records.

APPENDIX A: PROPOSAL GUIDELINES

This document provides additional guidance on drafting proposal documents. Applicants should also refer to Section A of this NOFO for detailed guidance on INL's design standards for this project. INL will use these standards when assessing the degree to which proposals are likely to achieve significant results.

A. ANALYSIS OF THE PROJECT CONTEXT

Building off the information provided in the NOFO and demonstrating applicants' expertise in both analysis and country context, this section should provide information to contextualize the activities the applicant proposes as the best way to reach the goal. This should include:

- Additional causes of, or additional details on, the problem that the project goal seeks to address. This is particularly important if the proposal recommends adding or altering any objectives. Objectives must be necessary and sufficient to reach the goal. This analysis should enable proposal reviewers to determine if that is the case.
- Detailed power analysis: who can affect or block the desired changes outlined in the objectives and goals? Be as specific as possible. This analysis should enable proposal reviewers to determine if activities are engaging the right people to achieve the objectives and goal.
- Overview of who needs to change how much. The objectives in the NOFO identified the target populations for those respective changes. In this particular context, how much of the target population will the project's activities need to reach to achieve the objectives? How close or far from the objective is the target population? This analysis should enable proposal reviews to determine if activity dosage is sufficient. In other words, will the activities engage enough people for enough time for it to be reasonable to expect to achieve the objectives?

B. PROJECT DESCRIPTION

This section captures what the project seeks to change (goal and objectives), how (activities), when (timeline), and the underpinning logic of the overall approach. Please review the INL design standards guidance and ensure the project description aligns to those concepts. If, based on your analysis, you recommend a revised goal or objectives, use those in the below.

This section should include the following:

- A one-paragraph narrative overview of the project goal and key elements for reaching that goal
- A brief outline of the proposal's theory of change and how the goal, objectives, and activities will create change and produce results

Timeline

The narrative should include a chart or other linear schedule to outline a realistic timeline of all key activities related to project implementation.

- Provide a time-based breakdown of key project phases, including start-up, implementation of activities, monitoring and evaluation efforts, and closeout
- Include the dates, times, and locations of planned activities and events, where possible

APPENDIX B: PROJECT MONITORING PLAN AND PROJECT RISK ANALYSIS

A. Monitoring Plan

Monitoring is the ongoing collection and analysis of information to inform project management decision making. A monitoring plan is an agreement between stakeholders about how, when, and by whom the intervention's results will be measured, and how measurement will inform decisions. Monitoring plans should provide clear and concise information that can be reviewed easily and updated for the ultimate purpose of use. Monitoring plans should include:

Indicator Tracking Table

This is where all the indicators are documented with information about their baselines and targets, as well as space for recording results. Tables should make it clear which indicators are connected to the project goal(s) and objectives; what the indicators are; the baseline for each indicator; the data source; data disaggregation; frequency of data collection; cumulative target; cumulative actual results (to date); Q1-4 target; and Q1-4 actual results. Indicators should be useful for decision making, valid (i.e., accurately measure the intended result), reliable, and timely.

Unit of Measure

Unit of measure (e.g., number of hours, percent of households) must be indicated. Minimum or maximum values should be included, if applicable. Indicate if the number is cumulative or specific to the reporting frequency.

- **Data Type**

Data types include but are not limited to the following:

- *Integer*: A whole number having no decimal places (e.g., number of people trained).
- *Decimal*: Define if the number is expected to have a decimal and how many decimal places must be tracked (e.g., average time to export goods along trade corridor).
- *Percentage*: Both numerator and denominator must be defined.
- *Proportion/Ratio*: Both numerator and denominator must be defined.
- *Currency*: Must include a conversion to USD rate, rate source, and date (e.g., price of wheat).

- **Disaggregated by:**

List any planned ways of disaggregating the data and note why this disaggregation is necessary and useful.

- *Sex*: Performance indicators must be disaggregated by sex when measuring person-level data.
- *Geography*: It is recommended that indicator data be disaggregated by a geographic level that is feasible and useful for management purposes.

- **Rationale for the Indicator**

Optional. Briefly describe why this particular indicator was selected to measure the intended result and how it will be useful for managing performance. It is recommended that both a user and user for the indicator data are identified here.

- **Data Source:**
Specific sources of data must be identified. If data are from third-party sources such as a government ministry or international organization, include the location/link to the source. If data are collected by implementing partners, specify where the partner is getting the data. It is critical that sources be specific and detailed to ensure that data collection is consistent and verification is possible.
- **Method of Data Collection and Construction:**
Tools, methods, and procedures for collecting raw data must be described. Examples include document review, structured interviews, focus group interviews, written survey, ledger of patients, etc. If the indicator is an index or composite indicator, describe the procedure or formula for construction or calculation. Include information about who collects the raw data and where it is stored before it gets to INL.
- **Reporting Frequency:**
Specify how often, when, and to whom data will be reported to INL. Most common reporting frequencies are quarterly, semiannual, and annual. The reporting frequency must be the same for every instance of the indicator (i.e., individual indicators being reported by multiple sources must not have different reporting frequencies). It is recommended that reporting frequency remain constant throughout the life of the indicator.
- **Baseline Timeframe:**
The timeframe (month/year) that will serve as the baseline value for the indicator must be stated. If baselines have not been set, identify when and how this will be done. If it is expected that this indicator will have a rolling baseline, the dates when the baselines are expected to take place should be noted.
- **Rationale for Targets:**
Optional. Explain the general basis on which targets are set for the indicator (e.g., identify specific trends to make reasonable projections based on anticipated level of effort and resources).
- **Known Data Limitations:**
Any major data limitations must be indicated. Plans on how to address these limitations should be stated. Data limitations can be derived from the DQA summary and include the following indicator quality issues: Validity, Reliability, Timeliness, Precision, and Integrity. Any additional limitations should also be listed.
- **Data Review Proposal:**
Outline how you propose INL and the organization jointly review monitoring data and use it to inform decision making. Note the questions and data reviews should answer and provide a brief description of the process for how such reviews would occur.

B. Project 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

project in the application, rate the likelihood of the risks, rate the potential impact of the risks on the project, and identify actions that could help mitigate the risks. A risk analysis should not be considered a one-time exercise or a static document.

INL defers to organizations to conduct adequate risk analysis and remediation for all of 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 incorporate all assumptions and external factors identified in the Monitoring Plan and Proposal Narrative into the risk analysis. Applicants should rate the likelihood of a risk and potential impact of the risk as “high”, “medium”, or “low.”

The safety and security of recipients and beneficiaries are of utmost importance. INL requires all recipients to conduct thorough risk assessments and take all actions necessary in accordance with those assessments to mitigate those risks. INL does not take responsibility for the risks incurred by any recipient.

INL has included a template for the Project Risk Analysis in the Related Documents tab of the NOFO announcement on [grants.gov](https://www.grants.gov). For more information about the Risk Analysis, please see 2 CFR 200.519.

APPENDIX C: BUDGET AND BUDGET NARRATIVE

Before grants are awarded, INL reserves the right to reduce, revise, or increase proposal budgets in accordance with the needs of the INL program and availability of funds.

A. Budget Proposal

Complete budget proposals should include a Summary Budget; Detailed Budget; and Sub-grantee Detailed Budget(s), if applicable. The Summary Budget and Detailed Line-Item Budget should be combined in one spreadsheet document. They should be organized according to the OMB-approved budget categories:

- Personnel
- Fringe Benefits
- Travel
- Equipment
- Supplies
- Contractual
- Construction
- Other Direct Costs
- Indirect Costs

If proposing sub-grantee(s), applicants should include detailed sub-grantee budget(s) as additional tabs within the budget spreadsheet. These budgets should follow the same formatting as the primary budget proposal, including all OMB-approved budget categories.

B. Budget Narrative

The Budget proposal provides a numeric-based description of costs under the project. The Budget Narrative is a critical companion document to the Budget that provides numeric and narrative descriptions of each cost item included in the Budget.

All costs included in the project, whether federal or recipient cost share, must be allowable, allocable, reasonable, necessary, and consistent with OMB guidelines. The applicant should keep this in mind when drafting the Budget Narrative, as INL will reference both the Budget and Budget Narrative to determine whether proposed costs fit these requirements.

Category A. Personnel

This section should include all staff from the applicant organization that will work on this project.

- Identify staff by name, where possible, and position title and include a brief description of duties.
- List the annual or monthly salary of each position, their level of effort (i.e., percentage of time working on project), and number of months or years they will work on the project.
- If applicable, separate personnel by location (e.g., headquarters staff and field office X staff)

Category B. Fringe Benefits

Fringe Benefits are the non-wage compensation provided to employees in addition to their normal wages or salaries. Common examples include health insurance, vacation and sick leave, and employer-paid taxes. Fringe benefit application must be consistent with organization's written policy.

- Explain how benefits are computed for each category of employee
- Specify the type of benefit and rate. If applicable, reference rates found in NICRA.

Category C. Travel

This category outlines travel planned for staff and participants.

- **Domestic and International Airfare**
 - Indicate origin and destination (city and country), number of travelers, number of trips each, unit cost per round trip, and purpose.
 - All travel must be booked with economy class fares only.
 - Where applicable, travel should comply with the Fly America Act. More information located here: <http://www.gsa.gov/portal/content/103191>.
- **In-Country Travel**
 - Indicate origin and destination cities, mode of transportation, number of travelers, and unit cost per traveler per trip.
- **Per Diem**

This includes lodging, meals and incidentals (M&IE) for staff and participant travel.

 - Rates of maximum allowances for U.S. and foreign travel are located here: <http://www.policyworks.gov/>.
 - 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.
 - Per diem rates must be prorated and/or removed if the project is paying for refreshments and/or meals for participants (e.g., while attending a workshop or conference).

Category D. Equipment

Equipment is defined as an item with a per-unit cost of \$5,000 or more and a service life of more than one year. If the item meets these criteria, all federal procurement policies and procedures must be followed. If an item does not meet these criteria, it should be listed as a supply item under Category E.

- Provide a description and justification for all equipment, breaking down the total cost into its components where possible.
- Specify whether the equipment will be purchased or rented.

Category E. Supplies

Supplies include tangible items (e.g., toner, laptops, paper) and intangible items (e.g., computer software and licenses) used to manage the project and activities.

- List items separately, including a brief description and justification for the item, number of units, and unit cost.
- For electronic supplies (e.g., mobile phones and laptops), specify which staff will receive the items and the programmatic need.

Category F. Contractual

- **Sub-grants**

A common distinction between sub-grantees and contractors is the amount of work being

- Each sub-grant should be listed as a line within the main budget and be supported by a separate line-item sub-grant budget.
- For simple sub-grants, the applicant may elect to include the sub-grant's line items within the contractual section of the Budget Narrative; for more complex sub-grants, the applicant should include the sub-grant's line items at the end of the Budget Narrative.
- **Consultant Fees and Contracts**
Common examples include lecture fees, honoraria, travel and per diem for outside speakers or independent evaluators, and subject-matter expert consultants.
 - Describe the nature of the contract/consultancy and list number of people and rates
 - Fees and rates should be consistent with the level of experience and based on a fair market value.
 - Fees and honorarium should not exceed \$698/day per person, effective January 1, 2021. The 2020 rates will apply to all NOFOs issued on/after January 1, 2021, until amended.

Category G. Construction

Due to the nature of INL programs, construction costs are not allowable or applicable.

Category H. Other Direct Costs

Other direct costs are any costs not included in the other categories. This category may include the entity's operating expenses that are directly linked to the award but not included as an indirect cost.

- For shared costs (e.g., office rent, utilities, wifi, etc.), justify the percentage of the total cost that is being charged to this project.
- Audit costs can be included if they are not covered by indirect costs. Only the portion of an organizational audit cost associated with this project should be charged to this project.
- Avoid using vague wording such as "miscellaneous", "other", "etc.", and "contingency fund".

Category I. Total Direct Costs

This category simply adds together the totals of all previous categories (A through H) to provide a summary of all direct costs. No additional narrative information is necessary for this category.

Category J. Indirect Costs

Indirect costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. The organization's elected methodology must be used consistently for all federal awards.

Indirect costs can be included in the budget under one of the following methods:

- **Negotiated Indirect Cost Rate Agreement (NICRA)**
Applicants with an established NICRA may charge their approved indirect rate(s).
 - Indicate the rate(s) and the base(s) to which they are applied (e.g., all direct costs, to wages and salaries only, etc.)
 - If an applicant is electing to charge a rate lower than their approved NICRA, an explanation should be provided within the Budget Narrative.
- **De Minimis Rate**
Applicants that have never received a NICRA can charge a de minimis rate of 10% of modified total direct costs (MTDC) to cover indirect expenses.

- MTDC includes “all direct salaries and wages, applicable fringe benefits, materials and supplies, services, travel, and up to the first \$25,000 of each subaward (regardless of the period of performance of the subaward)”
- MTDC excludes “equipment, capital expenditures, charges for patient care, rental costs, tuition reimbursement, scholarships and fellowships, participant support costs, and the portion of each subaward in excess of \$25,000”. Other items may only be excluded when necessary to avoid a serious inequity in the distribution of indirect costs, and with the approval of the cognizant agency for indirect costs.
- Justify the MTDC calculation and outline which costs the applicant is proposing to be included within the MTDC base.

Cost Share

Cost Share is the portion of program costs not borne by the Federal Government. Cost sharing may take the form of allowable direct or indirect costs offered by the applicant and/or in-country partners. Applicants should consider all types of cost sharing, including in-kind and public-private partnerships. Common examples include the use of office space owned by other entities; donated supplies and equipment; and activities and services conducted by qualified volunteers.

- Line items that include cost share should be identified as such within the Budget Narrative and include the same level of detail requested within this Appendix for federal expenses.
- Monetary values should be assigned to each cost-share line item, in accordance with 2 CFR 200.306.
- Funding from other U.S. government entities or programs does not constitute cost sharing.

Additional information on cost share can be found in 2 CFR 200.405.

C. Budget Allowances and Restrictions:

Program Income

Recipients must report any income generated by the project, also known as “program income.” Program income earned during the project period shall be retained by the recipient and, in accordance with the terms and conditions of the award, shall be addressed in one or more of the following ways:

- added to the award total and used to further program objectives
- used toward the recipient’s cost sharing requirement
- deducted from the total allowable costs in order to determine the net allowable costs for the award

Cost Share

If a resulting federal award includes recipient cost share, the recipient must maintain written records to support all allowable costs that are claimed as its contribution to cost share. Such records are subject to audit. In the event the recipient does not meet the minimum amount of cost sharing as stipulated in the recipient’s budget, INL may reduce the federal share of the award in proportion to the recipient’s actual cost share contribution.

Considered Costs

INL will consider approval of the following (non-exhaustive) list of expenses:

- External evaluation to assess the project’s impact

- Internal evaluation conducted by the grantee
- Audit for the recipient organization or specific project
- Visa fees, immunizations, and medical insurance necessary for travel under the project
- English translations for reporting, relevant documents, or events
- Training for project staff related to monitoring and evaluation, financial management, and other skills necessary to effectively manage the project

Unallowable Costs

The following (non-exhaustive) list of expenses are not allowed in INL grants and cooperative agreements and should not be included within the proposed budget:

- Profit for the grantee and/or sub-grantees
- Expenses incurred before or after the award period of performance, unless prior written approval is given by INL Grants Officer
- Projects designed to advocate policy views or positions of foreign governments or views of a particular political faction
- Alcoholic beverages
- Costs of entertainment, including amusement, diversion, and social activities, except where these costs have a demonstrable programmatic purpose and are authorized by INL
- Buying or leasing land
- Construction
- Direct support or the appearance of direct support for individual or single-party electoral campaigns
- Duplication of services immediately available through municipal, provincial, or national government

Additional Notices

The applicant is reminded that funds provided under this agreement must be used in a manner fully consistent with U.S. law.

The applicant will be responsible for complying with all applicable tax treaties and federal, state, and local laws on tax withholding and reporting for program participants.