

**U.S. DEPARTMENT OF STATE
U.S. EMBASSY IN KOSOVO
Notice of Funding Opportunity**

Funding Opportunity Title: U.S. Speaker Program for Kosovo

Funding Opportunity Number: PDS-PRISTINA-FY22-02

Deadline for Applications: March 18, 2022

Assistance Listing Number: 19.900

Total Amount Available: \$80,000

A. PROGRAM DESCRIPTION

The Public Diplomacy Section of the U.S. Embassy in Kosovo announces an open competition for Kosovo-based organizations to submit applications to carry out a program that strengthen the formal and non-formal education system in Kosovo.

The U.S. Speakers Program brings virtual and in-person U.S. citizen experts to Kosovo to engage youth, emerging voices, established opinion leaders, professional and student audiences throughout the country on topics of strategic importance to the United States and Kosovo.

Proposals with no U.S. speaker engaged in the implementation of proposed project activities shall be considered ineligible under this NOFO.

Please follow all instructions below.

Priority Region: Kosovo

Program Goals and Objectives:

This year's U.S. Speaker Program supports activities that contribute to:

- decreasing cronyism and political interference in Kosovo's educational institutions.
- increasing support among political elite and government institutions for formal and non-formal STEAM education targeting girls and underserved communities.

More specifically, this year's U.S. Speaker Program will fund activities supporting any of the following objectives:

- fighting corruption and politically motivated interference to make Kosovo's education system more independent and resilient
- showcasing the U.S. formal and non-formal STEAM (Science, Technology, the Arts Engineering, and Math) educational model by sharing U.S. best practices on building: a

stronger education for rural women and girls; project-based learning, and; use of tech tools and other practical skills required by the modern economy

- creating new local partnerships and built stronger ties among women and girls' Civil Society Organizations to advance STEAM and girls education in rural areas
- raising awareness among local political elite and government institutions to support the modernization of youth and girl education
- improving educational provision for underserved communities. (The term “underserved community” as defined in the [Executive Order on Advancing Racial Equity and Underserved Communities](#))

The U.S. Speaker Program seeks to establish concrete networking and contact-building opportunities among U.S. experts and local organizations and audiences. Programs may take place in person or virtually (note: due to COVID travel restrictions, most programs are likely to take place virtually, and all applications should include a plan for virtual engagement).

We encourage potential applicants to link specific speaker's events with international or local calendar marked days. For e.g., some activities with the speaker on women and peace may be best proposed to take place during the International Day for the Elimination of Violence against Women.

Potential applicants should propose detailed specific, measurable, achievable, and relevant (SMART) project objectives for their proposed programs. Potential applicants should develop outcome-based objectives incorporating measurable outcome indicators and propose methods to measure them. In general, we expect to see three types of outcome-based objectives, i.e., those that seek to increase awareness among the program participants; those that seek to change participants' attitudes and calls to action or a change in behavior.

Participants and Audiences:

Deepening on addressed specific objectives above, applicants should select one primary program audience from below categories in their activities. Applicants are welcome to further focus and narrow their primary audiences for higher project impacts.

Youth in Transition further divided into two groups: 14-18-year-olds (high school students and students transitioning into higher / technical education) and 18–23-year-olds (university students and youth transitioning into the job market).

Emerging decision makers are future leaders in business, technology, education, government, and public administration. They include entrepreneurs and social activists, teachers as well as civil servants with three to five years' experience in a public or private sector position who have been identified as rising stars.

Established influencers include alumni of U.S. government-sponsored exchange programs, public figures at the top of their industry (e.g., innovators, tech leaders, teachers, business owners, and politicians), who are capable of exerting a positive influence on youth and society.

Types of Activities and Mode of Delivery

U.S. Speakers can present lectures, conduct or facilitate workshops and seminars, appear in Kosovo media, and serve in consultancy capacities to targeted audiences. U.S. Speakers do not teach university courses, conduct research, or carry out long-term trainings.

The engagement of U.S. speakers' is most effective through series of activities spread, when possible, over an extended period of time. One-time engagements are also possible through short-term activities or events, such as one-time conferences. Long-term trainings are not the best way to use U.S. speakers. However, the program can be used as an adjunct to longer-term activities, as well as to support short-term skill building activities, discussions, individual and group engagements, addressing conferences, and active engagement with local media to promote the program and topics to the wider audiences.

The U.S. Speaker Program for Kosovo supports both traveling and virtual speakers, and a combination of both. Organizations may request a single speaker or, funding permitting, a series of speakers to conduct targeted strategic programs. Proposals should clearly state whether organizations are requesting traveling, virtual speaker or a combination of both (blended).

- **Traveling Programs:** Speaker/expert travels to Kosovo to present lectures, serve as consultants, or conduct workshops and seminars for appropriate audiences as identified and arranged by the requesting organization.
- **Virtual Programs:** Speaker/expert engages foreign audiences in real time through virtual platforms. U.S. Speakers for virtual programs may do the program remotely from a location in or outside the U.S. Virtual engagements may be customized to be point-to-point, multi-point interactions, or some combination thereof, depending on the nature and location of the audience. Consider the time difference when arranging for a virtual program.
- **Blended Programs:** Speaker/expert travels to Kosovo and conducts portions of the program virtually.

Named Proposals:

This Notice of Funding Opportunity (NOFO) supports only named proposals. By 'named proposal', we mean that the potential applicant has already identified the potential U.S. speaker

in their narrative proposal. For named proposals, applicants are required to provide a justification for the individual(s) specified. This justification should include confirmation of U.S. citizenship; an explanation of how s/he best fit organization's programming needs, provide background on any prior correspondence between the organization and the desired speaker, and provide contact information.

U.S. Citizenship:

U.S. citizenship is required for all speakers under the U.S. Speaker Program for Kosovo, including traveling and virtual speakers. U.S. Legal Permanent Residents (green card holders) are not eligible to participate in the U.S. Speaker Program for Kosovo.

Charging for U.S. Speaker Events:

A U.S. Speaker program is not a profit-making opportunity. Grantees are prohibited from charging fees for speaker events or using them as fundraisers for charitable organizations.

Media Engagement Plan

Applicants should propose a clear media plan in their proposal. This plan should include how the organization plans to promote the project, how and how often they plan to share project experiences, activities, and public media appearances with the Embassy's Public Diplomacy Section (PDS). Applicants should also detail their willingness to work regularly with the U.S. Embassy to shape and amplify their public messaging through the U.S. Embassy's public engagement platforms.

Monitoring and Evaluation

As part of their narrative proposal, applicants should submit a clear monitoring and evaluation plan, including a logic model, clear inputs, activities, outputs, short term and long-term outcomes, indicators and data collection methods and tools. Monitoring and Evaluation plan including all its elements can be submitted as an annex to the narrative proposal. Applicants should clearly budget for at least internal project monitoring and evaluation. Please refer to **Annex I. M&E Plan Sample** for developing a monitoring and evaluation plan.

Rural and Gender-Balanced Preferences

Proposals should take into consideration location (rural/urban balance of participants) and gender-balance. Proposals coming from areas other than the main urban centers or proposing to reach out to rural areas will receive preference during the proposal evaluation process. Proposals should not only propose diverse U.S. speakers to engage with, but they should also seek to reach out to diverse audiences, seeking a diverse ethnic, gender, social, and rural/urban group of participants.

B. FEDERAL AWARD INFORMATION

Length of performance period: 12 months

Number of awards anticipated: 3-5 awards (dependent on amounts)

Award amounts: awards may range from a minimum of \$10,000 to a maximum of \$50,000.

Total available funding: \$80,000

Type of Funding: Assistance to Europe, Eurasia, and Central Asia – AEECA Funds

Anticipated programs start date: after April - May 2022

Funding Instrument Type: Grant Award or Fixed Amount Awards.

C. ELIGIBILITY INFORMATION

1. Eligible Applicants

The following organizations are eligible to apply:

- Not-for-profit organizations, including think tanks and civil society/non-governmental organizations officially registered in the Republic of Kosovo.
- Public and private educational institutions in the Republic of Kosovo.

2. Cost Sharing or Matching

Cost sharing is not required under this NOFO. However, PDS Pristina welcomes financial or in-kind contributions to expand the scope of programing activities.

3. Other Eligibility Requirements

In order to be eligible to receive an award, all organizations must have a unique entity identifier (Data Universal Numbering System/DUNS number from Dun & Bradstreet), as well as a valid registration on www.SAM.gov. Please see Section D.3 for information on how to obtain these registrations. Individuals are not required to have a unique entity identifier or be registered in SAM.gov.

Applicants are only allowed to submit one proposal per organization. If more than one proposal is submitted from an organization, all proposals from that institution will be considered ineligible for funding.

Proposals with no U.S. speaker engaged in the implementation of proposed project activities shall be considered ineligible under this NOFO.

Fly America Act Restrictions and other flight arrangement:

All Federal Government-financed international air transportation for the U.S. speakers must be accomplished by U.S. Flag air carriers or U.S. code sharing to the extent that service by those carriers is available. For information on other “open skies” agreements in which the United States has entered, please refer to GSA’s website at <http://www.gsa.gov/portal/content/103191>. Therefore, consider these restrictions when estimating your speaker(s) travel arrangement.

D. APPLICATION AND SUBMISSION INFORMATION

1. Address to Request Application Package

Application forms required below are available at: <https://www.grants.gov>.

2. Content and Form of Application Submission

Please follow all instructions below carefully. Proposals that do not meet the requirements of this announcement or fail to comply with the stated requirements will be ineligible.

Content of Application

Please ensure:

- 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 A4 paper, and
- All Microsoft Word documents are single-spaced, 12-point Times New Roman font, with a minimum of 2.5cm margins.
- The narrative proposal should be in Word document.
- The detailed financial proposal can be in Excel document.
- Application submitted in a zip format or through a cloud service will be rejected.

The following documents are **required**:

1. Mandatory application forms

- SF-424 (Application for Federal Assistance – organizations)
at: https://apply07.grants.gov/apply/forms/sample/SF424_3_0-V3.0.pdf
- SF424A (Budget Information for Non-Construction programs)
at: <https://apply07.grants.gov/apply/forms/sample/SF424A-V1.0.pdf>

- SF424B (Assurances for Non-Construction programs) (note: the SF-424B is only required for individuals and for organizations not registered in SAM.gov) at: <https://apply07.grants.gov/apply/forms/sample/SF424B-V1.1.pdf>

Instructions how to fill out these forms can be found

here: <https://www.grants.gov/web/grants/forms/sf-424-family.html>

2. Summary Page: Cover sheet stating the applicant's name and organization, proposal date, program title, program period proposed start and end date, and brief purpose of the program.

3. Proposal (20 pages or less. The Evaluation Committee may not read beyond the initial 20 pages): The proposal should contain sufficient information that anyone not familiar with it would understand exactly what the applicant wants to do. You may use your own proposal format, but it must include all the items below.

- **Proposal Summary:** Short narrative that outlines the proposed program, including program objectives and anticipated impact.
- **Introduction to the Organization or Individual applying:** A description of past and present operations, showing ability to carry out the program, including information on all previous grants from the U.S. Embassy and/or U.S. government agencies.
- **Problem Statement:** Clear, concise and well-supported statement of the problem to be addressed and why the proposed program is needed
- **Program Goals and Objectives:** The “goals” describe what the program is intended to achieve. The “objectives” refer to the intermediate accomplishments on the way to the goals. These should be achievable and measurable.
- **Program Activities:** Describe the program activities and how they will help achieve the objectives.
- **Program Methods and Design:** A description of how the program is expected to work to solve the stated problem and achieve the goal. Include a logic model as appropriate.
- **Proposed Program Schedule and Timeline:** The proposed timeline for the program activities. Include the dates, times, and locations of planned activities and events.
- **Key Personnel:** Names, titles, roles and experience/qualifications of key personnel involved in the program. What proportion of their time will be used in support of this program?
- **Program Partners:** List the names and type of involvement of key partner organizations and sub-awardees.
- **Program Monitoring and Evaluation Plan:** This is an important part of successful grants. Throughout the timeframe of the grant, how will the activities be monitored to ensure they are happening in a timely manner, and how will the program be evaluated to make sure it is meeting the goals of the grant? Applicants should submit a clear monitoring and evaluation plan, including a logical model, clear inputs, activities,

outputs, short term and long-term outcomes, outcome indicators and data collection methods and tools.

- **Future Funding or Sustainability** Applicant's plan for continuing the program beyond the grant period, or the availability of other resources, if applicable.

4. Budget Justification Narrative: After filling out the SF-424A Budget (above), use a separate sheet of paper to describe each of the budget expenses in detail. See section *H. Other Information: Guidelines for Budget Submissions* below for further information.

5. Attachments:

- 1-page CV or resume of key personnel who are proposed for the program
- U.S. citizenship confirmation for the proposed speaker - mandatory
- Letters of support from program partners describing the roles and responsibilities of each partner
- If your organization has a Negotiated Indirect Cost Rate Agreement (NICRA) and includes NICRA charges in the budget, your latest NICRA should be included as a PDF file.
- Official permission letters, if required for program activities
- Unique Entity Identifier and System for Award Management (SAM.gov)

Required Registrations:

Any applicant listed on the Excluded Parties List System (EPLS) in the [System for Award Management \(SAM\)](#) is not eligible to apply for an assistance award in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR, 1986 Comp., p. 189) and 12689 (3 CFR, 1989 Comp., p. 235), "Debarment and Suspension." 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 to ensure that no ineligible entity is included.

All organizations applying for grants (except individuals) must obtain these registrations. All are free of charge:

- Unique entity identifier from Dun & Bradstreet (DUNS number)
- NCAGE/CAGE code
- www.SAM.gov registration

Step 1: Apply for a DUNS number and an NCAGE number (these can be completed simultaneously)

DUNS application: Organizations must have a Data Universal Numbering System (DUNS) number from Dun & Bradstreet. If your organization does not have one already, you may obtain one by calling 1-866-705-5711 or visiting <http://fedgov.dnb.com/webform>

NCAGE application: Application page here:

<https://eportal.nspa.nato.int/AC135Public/scage/CageList.aspx>

Instructions for the NCAGE application process:

<https://eportal.nspa.nato.int/AC135Public/Docs/US%20Instructions%20for%20NSPA%20NCA%20GE.pdf>

For NCAGE help from within the U.S., call 1-888-227-2423

For NCAGE help from outside the U.S., call 1-269-961-7766

Email NCAGE@dlis.dla.mil for any problems in getting an NCAGE code.

Step 2: After receiving the NCAGE Code, proceed to register in SAM.gov by logging onto:

<https://www.sam.gov>. SAM registration must be renewed annually.

3. Submission Dates and Times

Applications are due no later than **March 18, 2022**.

4. Funding Restrictions

Award funding cannot be used for construction activities, or to purchase alcoholic beverages.

The following activities are also ineligible:

The U.S. Speaker Program for Kosovo does **NOT** fund projects such as the following:

- Travel to the United States for professional development
- Office equipment
- Paying to complete activities begun with other funds
- Fund-raising campaigns
- Humanitarian assistance projects
- Projects with budgets that take more than a year to implement
- Projects that duplicate existing projects being implemented by an organization
- Projects submitted by for-profit, commercial organizations
- Projects that aim to support partisan political activity
- Commercial or trade activities

5. Other Submission Requirements

All application materials must be submitted by email to PristinaGrants@state.gov.

Submission in WinZIP, WinRAR, WeTransfer, Google Drive, and similar cloud services forms is not allowed.

Important note: Email subject line should include this element to make sure your application is not lost among other program applications: **PDS-PRISTINA-FY22-02 – Submission for U.S. Speaker Program for Kosovo.**

E. APPLICATION REVIEW INFORMATION

1. Criteria

Each application will be evaluated and rated based on the evaluation criteria outlined below.

- **Quality and Feasibility of the Program Idea – 20 points:** The program idea is well developed, with detail about how program activities will be carried out. The proposal includes a reasonable implementation timeline.
- **Organizational Capacity and Record on Previous Grants – 15 points:** The organization has expertise in its stated field and has the internal controls in place to manage federal funds. This includes a financial management system and a bank account.
- **Program Planning/Ability to Achieve Objectives – 15 points:** Goals and objectives are clearly stated, and program approach is likely to provide maximum impact in achieving the proposed results.
- **Budget – 10 points:** The budget justification is detailed. Costs are reasonable in relation to the proposed activities and anticipated results. The budget is realistic, accounting for all necessary expenses to achieve proposed activities.
- **Monitoring and evaluation plan – 15 points:** Applicant demonstrates it is able to measure program success against key indicators and provides milestones to indicate progress toward goals outlined in the proposal. The program includes output and outcome indicators and shows how and when those will be measured (refer to Annex I for an example).
- **Sustainability – 10 points:** Program activities will continue to have positive impact after the end of the program.

- **Support of Equity and Underserved Communities – 15 points:** Proposals should clearly demonstrate how the program will support and advance equity and engage underserved communities in program administration, design, and implementation.

2. Review and Selection Process

A review committee will evaluate all eligible applications.

4. Anticipated Announcement and Federal Award Dates: April 2022

F. FEDERAL 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 assistance award agreement is the authorizing document, and it will be provided to the recipient for review and signature by email. The recipient may only start incurring program expenses beginning on the start date shown on the grant award document signed by the Grants Officer.

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 does not constitute 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.

Payment Method: Payment shall be tied to program milestones or disbursed on an as-needed basis. Automated Clearing House Electronic Funds Transfer (ACH/EFT) method will be used for all payments. Payment shall be transferred via installments, and can include advance or reimbursements. Therefore, applicants should detail their cash needs in their proposal, which may be subject of pre-award negotiations.

2. Administrative and National Policy Requirements

Before submitting an application, applicants should review all the terms and conditions and required certifications which will apply to this award, to ensure that they will be able to comply.

These include:

- [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 600 – DEPARTMENT OF STATE REQUIREMENTS](#)
- [U.S. DEPARTMENT OF STATE STANDARD TERMS AND CONDITIONS](#)

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, the Department of State will review and consider applications for funding, as applicable to specific programs, pursuant to this notice of funding opportunity in accordance with the following: NOTE:

- [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 (Pub. L. No. 115—232) (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) (§§ 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), and

- 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).

In accordance with the [Executive Order on Advancing Racial Equity and Underserved Communities](#), proposals should demonstrate how the program advances equity with respect to race, ethnicity, religion, income, geography, gender identity, sexual orientation, and disability. The proposal should also demonstrate how the program will further engagement in underserved communities and with individuals from underserved communities. Proposals should demonstrate how addressing racial equity and underserved communities will enhance the program's goals and objectives, as well as the experience of participants.

The support of underserved communities will be part of the review criteria for this opportunity. Therefore, proposals should clearly demonstrate how the program will support and advance equity and engage underserved communities in program administration, design, and implementation.

3. Reporting

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

In general, applicants should expect to submit one final narrative and financial program report, and regular email update on planned activities. The Embassy holds the right to request more than one performance reports in case it finds necessary for the monitoring purposes.

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. Successful applicants 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, typically program or sector and/or regions or country, the successful applicant will be required to maintain separate accounting records.

G. FEDERAL AWARDING AGENCY CONTACTS

If you have any questions about the grant application process, please contact: PristinaGrants@state.gov. We will post any answers to your questions by February 28, 2022, on the same location where this NOFO is posted.

Important note: For submitting questions, the email subject line should include this element to make sure your questions are not lost among other program applications and questions: PDS-PRISTINA-FY22-02 – Question for U.S. Speaker Program for Kosovo.

H. OTHER INFORMATION

Guidelines for Budget Justification

Personnel and Fringe Benefits: Describe the wages, salaries, and benefits of temporary or permanent staff who will be working directly for the applicant on the program, and the percentage of their time that will be spent on the program.

Travel: Estimate the costs of travel and per diem for this program, for program staff, consultants or speakers, and participants/beneficiaries. If the program involves international travel, include a brief statement of justification for that travel.

Equipment: Describe any machinery, furniture, or other personal property that is required for the program, which has a useful life of more than one year (or a life longer than the duration of the program), and costs at least \$5,000 per unit.

Supplies: List and describe all the items and materials, including any computer devices, that are needed for the program. If an item costs more than \$5,000 per unit, then put it in the budget under Equipment.

Contractual: Describe goods and services that the applicant plans to acquire through a contract with a vendor. Also describe any sub-awards to non-profit partners that will help carry out the program activities.

Other Direct Costs: Describe other costs directly associated with the program, which do not fit in the other categories. For example, shipping costs for materials and equipment or applicable taxes. All “Other” or “Miscellaneous” expenses must be itemized and explained.

Indirect Costs: These are costs that cannot be linked directly to the program activities, such as overhead costs needed to help keep the organization operating. If your organization has a Negotiated Indirect Cost Rate (NICRA) and includes NICRA charges in the budget, attach a copy of your latest NICRA. Organizations that have never had a NICRA may request indirect costs of 10% of the modified total direct costs as defined in 2 CFR 200.68.

“Cost Sharing” refers to contributions from the organization or other entities other than the U.S. Embassy. It also includes in-kind contributions such as volunteers’ time and donated venues.

Alcoholic Beverages: Please note that award funds cannot be used for alcoholic beverages.

Annex I. M&E Plan Sample
Sample Monitoring and Evaluation (M&E) Plan
for Recipients / Applicants to complete

Important information

A monitoring and evaluation plan (M&E plan) is designed by the implementer and is a systematic and objective approach or process for monitoring project performance toward its objectives over time. In general, M&E plans should have a robust set of indicators that measure program progress and impact of the program activities. While it is not necessary to have indicators for every program activity, the indicators should measure the major program activities that will contribute to the advancement of the strategic objectives as laid out in the grant agreement.

Each M&E plan should contain specific output- and outcome-based indicators with baselines and targets, data source, and frequency of data collection. However, there is not a standard template for the M&E plan that each U.S. Embassy grant recipient must follow (e.g., each objective does not need to have 4 indicators with 2 of those indicators being outcome-focused). Grantees/applicants should design an M&E plan that is customized to the specifics of the program. The U.S. Embassy recognizes that sometimes it may be difficult for recipients to design truly results-oriented M&E plans, but we encourage recipients to develop an M&E plan that is as comprehensive, ambitious and creative as possible.

The M&E plan is meant to detail how the outputs and outcomes of program activities will be measured quantitatively. Yet, sometimes the results and impact of a program are more easily conveyed qualitatively. Recipients can describe how program impact will be assessed qualitatively at the end of the M&E plan. The U.S. Embassy encourages recipients to provide success stories and anecdotal or other qualitative evidence of program impact in the quarterly progress reports, as well as showing how well the program is meeting the targets set in the M&E plan.

Below is an example of a solid monitoring and evaluation plan.

“NGO XY will build the capacity of the judicial sector to ensure that the Country XY citizens, especially detainees and those accused of crimes, are aware of and know how to defend their legal rights. This program has three strategic objectives: (1) to increase capacity of judicial police units, magistrates and court and prison clerks to protect the rights of detainees and prisoners; (2) to ensure that target communities, especially detainees and prisoners, are better informed about their legal rights; and (3) to build the capacity of civil society organizations (CSOs) to advocate for improvements in the legal rights’ protection framework. The project’s key activities include comprehensive training to judicial police units, magistrates to enhance their skills and knowledge on existing criminal procedure code provisions; management training to court and prison clerks to improve the implementation of the current prison case management system; and planning meetings with and mentorship of CSOs to mobilize and sensitize communities on the rights of prisoners and detainees as well as develop and implement an effective prison monitoring system.”

Strategic Objective 1: To increase judicial police units, magistrates and court and prison clerks' capacity to protect the rights of detainees and prisoners.

Input (Left blank intentionally)	Activity	Indicator	Output/ Outcome	Baseline	Target	Data Source	Data Disaggregation	Frequency
	Conduct training sessions for judicial police unit and magistrates on the rights of detainees and prisoners	Number of justice sector personnel that received USG training	Output	0	100 police units and 40 magistrates trained	Program monitoring and reports	By region	Following training event
		Percentage of unlawful detentions made	Outcome	Baseline from needs assessment	20% decrease in unlawful detentions	Interviews with participants	By region	Final evaluation
		Number of bail requests granted	Outcome	Baseline from needs assessment	At least 5 bail requests per magistrate granted above baseline	Interviews with participants	By institution	Final evaluation
	Hold office management training to court & prison clerks on how to best practices of office management	Number of courts and prison clerks trained	Output	0	20 clerks trained	Program monitoring and reports	By sex and institution	Quarterly
		Number of courts with improved case management	Output	0	6 courts with improved case management	Program monitoring and reports	By region	Quarterly
		Participants data entry skills	Outcome	Baseline from pre-test survey	75% of participants show data entry skill improvements	Pre- and post-test surveys of participants	By types of data entry skills	Following training event
		Level of knowledge on data management	Outcome	Baseline from pre-test survey	85% of participants show knowledge increase on data management	Pre- and post-test surveys of participants		Following training event
		Percentage of files available to public upon demand	Outcome	Baseline from needs assessment	25% increase above baseline	Interviews from detainees, court clients and court staff		Final evaluation

Strategic Objective 2: To ensure that target communities, especially detainees and prisoners, are better informed about their legal rights.

Input (Left blank intentionally)	Activity	Indicator	Output/ Outcome	Baseline	Target	Data Source	Data Disaggregation	Frequency
	Conduct training sessions for mayors and municipal council members on the rights of detainees and prisoners	Percentage of municipalities represented	Output	0%	At least 95% of municipalities represented	Program monitoring and reports	By municipality	Quarterly
		Knowledge of participants on legal rights issues	Outcome	Baseline from pre-test survey	50% increase in knowledge from the baseline	Pre- and post-test surveys of participants		Following training event
		No. of awareness initiatives implemented successfully	Outcome	0 initiatives	6 successful initiatives implemented	Interviews with participating mayors and council members	By municipality	Final evaluation
	Convene awareness strategic planning meeting	Quality* of strategic plan developed	Outcome	0%	80% of plan elements rated as "high" by community leaders	Interviews with mayors, council members, and community members		Following meeting report
		No. of recommendations implemented	Outcome	0	65% of recommendations in the process of being implemented by the end of the project	Interviews with mayors, council members, and community members		Final evaluation
	Train prison volunteers in criminal procedure	Participants' knowledge on criminal procedures	Outcome	Baseline from pre-test survey	50% increase in knowledge from the baseline	Pre- and post-test surveys of participants		Following training event
		Ability to protect detainees	Outcome	0%	70% of participants use training to provide helpful information to detainees	Interviews with participants and detainees		Final Evaluation

*Individuals evaluate terms, such as quality, differently. While in this M&E plan, the term "quality" was not defined, it is important to explain how these terms will be defined and measured. But "quality" was included in this M&E plan to show one example of an outcome indicator.

Strategic Objective 3: To build the capacity of civil society organizations (CSOs) to advocate for improvements in the legal rights' protection framework.

Input (Left blank intentionally)	Activity	Indicator	Output/ Outcome	Baseline	Target	Data Source	Data Disaggregation	Frequency
	Publish quarterly reports of prison data	Frequency of publication (# of reports published per quarter)	Output	0	1 bulletin published every quarter	Program monitoring and reports		Quarterly
	Publish penal code reform study	Quality* of the study	Outcome	0%	70% of surveyed participants rate study quality as "high"	Survey of study dissemination participants		Following dissemination meetings
		No. of study copies disseminated	Output	0 copies	500 copies distributed	Program monitoring and reports		Quarterly
	Hold study dissemination meetings on penal code reform	Number of public advocacy campaigns on human rights	Output	0 meetings held	10 dissemination meetings held	Program monitoring and reports	By municipality	Quarterly
		Number of USG-assisted CSOs that engage in advocacy and watchdog functions*	Output	0 CSOs	30 CSOs	Program monitoring and reports	By municipality	Quarterly
		Level of understanding about effective use of bail	Outcome	0%	70% of participants view the effective use of bail more favorably	Pre- and post-test surveys of participants		Following dissemination meetings
		Bill presented to Parliament with study recommendations	Outcome	0 bill	1 bill presented	Proposed bill		Final evaluation
	Convene alternative sentencing conference	No. of final reports distributed	Output	0 copies	100 copies	Program monitoring and reports		Quarterly
		Use of final report in drafting of bill	Outcome	0 recommendations	3 recommendations from report included in proposed bill	Proposed bill		Final evaluation