U.S. DEPARTMENT OF STATE
NOTICE OF FUNDING OPPORTUNITY
Bureau of Western Hemisphere Affairs (WHA)

Announcement Type:	New
Public Opportunity Title:	Central America Regional Security Initiative (CARSI) Small Grants Program: **Strengthening Government Through Civil Society Engagement**
Assistance Instrument Type:	Grant
Funding Opportunity Number:	SCS-800-23-GR-001-WHA-030723
Funding Type:	Discretionary
Assistance Listings Number:	19.750
Funding Amount:	$1,000,000 USD
Funding Authority:	Foreign Assistance Act of 1961 as amended
Source of Funding:	Department of State WHA/PPC
Funding Activity Category:	Governance
Cost Sharing Requirement:	Not Required
Number of Awards:	3 to 5
Project Duration:	12 - 24 Months
Key Dates:	1. Application must be submitted by 11:59 P.M. Eastern Standard Time (EST) on **May 7, 2023.** 2. Questions must be submitted by 11:59 P.M. Eastern Standard Time (EST) on **April 7, 2023.** 3. Notification of winning proposal expected by **July 30, 2023**
Application Submission:	Application must be submitted through grants.gov
Electronic Requirement:	Yes.
Eligibility Category:	U.S. non-profit/non-governmental organizations (NGOs) having a 501(c)(3) status with the IRS or overseas-based NGOs, institutions of higher education, and international public organizations (IPOs); local Costa Rica NGOs are highly encouraged to apply.

Pursuant to 2 CFR 200.400, it is a U.S. Department of State policy not to award for-profit firms under federal assistance instruments. For-profit and commercial firms are not eligible to apply in response to this NOFO. No exceptions.

Type of Applicant:	Organizations only. Individuals are not eligible to apply.
Number of Applications:	One (1) per applicant organization.

Executive Summary

The U.S. Embassy in San Jose, Costa Rica, announces a Notice of Funding Opportunity (NOFO) to strengthen government institutions through civil society engagement. U.S. Embassy San Jose intends to issue awards in an amount not to exceed $250,000 in FY 2022 Economic Support Funds (ESF), pending availability of funding. The anticipated start date for this activity is September 30, 2023, and project periods should not exceed two years. The U.S. Embassy San Jose intends to fund 3-5 awards between the amounts of $150,000 and $250,000 each.

The NOFO and submitted proposals should focus on Pillar II of the Root Causes Strategy (RCS): Combating corruption, strengthening democratic governance, and advancing the rule of law. Specific objectives and indicators should be included in the proposals that allow the organization to measure and demonstrate progress. Proposals may also support Pillars III - Promoting respect for human rights, labor rights, and a free press, and Pillar IV – Countering and preventing violence, extortion, and other crimes perpetrated by criminal gangs, trafficking networks, and other organized criminal organizations.

Funding awarded under this NOFO cannot be used for law enforcement, to train members of law enforcement, or to provide social services.

U.S. Embassy San Jose invites qualified U.S. non-profit/non-governmental organizations (NGOs) having a 501(c)(3) status with the IRS or non-U.S.-based NGOs, and U.S. and non-U.S.-based public and private institutions of higher education to submit proposals that include an implementation strategy focused on building strong, capable, and accountable governments. Proposals should be oriented toward activities by civil society organizations working with the government of Costa Rica to improve the delivery of government services, particularly to vulnerable and/or marginalized communities and in areas outside of the Central Valley, with a particular focus on Limon.

Proposals should focus on vulnerable populations that – may include, but not limited to, women and girls, persons with disabilities, Indigenous peoples, people of African descent, members of racial and ethnic minorities, refugees and internally displaced persons, members of religious minorities, LGBTQI+ persons, rural residents, migrants, and individuals adversely affected by persistent poverty or inequality. These proposals will assist or complement central/local/municipal government efforts to increase and improve services. Proposals should facilitate citizens' abilities to hold the government accountable for its responsibilities.

Proposals cannot provide direct support to the central, regional, or municipal governments of Costa Rica.

Ideal projects will focus on one or more of the following objectives:

Objective 1: Promotion of activities by Civil Society Organizations (CSOs) working with the government to advance anti-corruption initiatives and increase transparency and openness.

Objective 2: Development of tools to increase responsible management of public resources, building government capacity to publish data that is easily accessible to citizens.

Objective 3: Addressing Limon Province's most pressing needs by fostering actions such as anti-corruption initiatives, accountable local governments and transparency mechanisms, improved interinstitutional coordination, employability governance and jobs policy.

Objective 4: Strengthening civil society's role in environmental governance.

U.S. Embassy San Jose reserves the right to fund any or none of the applications submitted and will determine the resulting level of funding for the award. The authority for this NOFO is found in the Foreign Assistance Act of 1961, as amended.

Eligible organizations interested in submitting an application are encouraged to read this NOFO thoroughly to understand the type of project sought and the application submission requirements and evaluation process.

For further information, please contact:
U.S. Embassy San Jose
E-mail: SanJoseCarsiESF@state.gov

Notice of Funding Opportunity

U.S. Embassy San Jose is seeking applications from qualified U.S. nonprofit/non-governmental organizations (NGOs) having a 501(c)(3) status with the IRS or non-U.S.-based NGOs, U.S.- and non-U.S.-based public and private institutions of higher education, and public international organizations for a grant to implement a project entitled "Strengthening Government Through Civil Society Engagement." A

consortium of non-profits can apply together as long as there is one lead organization submitting the proposal, The authority for this NOFO is found in the Foreign Assistance Act of 1961, as amended.

Pursuant to 2 Code of Federal Regulations (CFR) 200.400g, it is U.S. Department of State policy not to award for profit under assistance instruments. All reasonable, allocable, and allowable expenses, however, both direct and indirect, which are related to the agreement and are in accordance with applicable cost standards (2 CFR 200 for US and non-U.S.-based non-profit organizations, and universities; the Federal Acquisition Regulation (FAR) Part 31 48 CFR 31.2 for-profit organizations; and the Mandatory Standard Provision "Allowable Costs (APR 2011)" for public international organizations), may be paid under the grant agreement. NOTE: Non U.S.-based non-profit organizations are legally required to comply with the 2 CFR 200 and must be registered in the country of operation.

Subject to the availability of funds, Embassy San Jose intends to issue approximately three to five awards in an amount not to exceed $1,000,000. Each award will be for an amount between $150,000 and up to $250,000. The U.S. dollar amount will be funded from U.S. Embassy San Jose allocated funds, for a project period not to exceed two years per award. The anticipated start date for this activity is September 30, 2023. U.S. Embassy San Jose reserves the right to fund any or none of the applications submitted and will determine the resulting level of funding for each award.

Eligible organizations interested in submitting an application are encouraged to read this NOFO thoroughly to understand the type of project sought and the application submission requirements and technical review process.

To be eligible for award, the applicant must submit all required information in its application through Grants.gov (http://www.grants.gov), including the requirements found in any attachments to this Grants.gov opportunity. (Please contact Grants.gov Applicant Support at 1-800-518-4726 and support@grants.gov with any submission problems.

This NOFO consists of this cover letter plus the following Sections:

1. Section A – Funding Opportunity Description
2. Section B – Federal Award Information
3. Section C – Eligibility information

4. Section D – Application and Submission Instructions
5. Section E – Application and Review Information
6. Section F – Federal Award Administration Information
7. Section G – Federal Awarding Agency Contact
8. Section H – Other Information

This funding opportunity is posted on Grants.gov and may be amended. See Section IV for further details. Potential applicants should regularly check the website to ensure they have the latest information pertaining to this NOFO. Applicants will need to have available or download Adobe software to their computers in order to view and save the Adobe forms properly. If you have difficulty registering on Grants.gov or accessing the NOFO, please contact the Grants.gov helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

It is the responsibility of the recipient of this NOFO document to ensure that the submission has been received in its entirety from Grants.Gov. U.S. Embassy San Jose does not bear any responsibility for data errors resulting from transmission or conversion process associated with electronic submissions. The deadline for this NOFO is April 30, 2023, 11:59 PM Eastern Time.

Any questions concerning this NOFO should be submitted in writing to SanJoseCarsiESF@state.gov. The deadline for submission of questions for this NOFO is March 6, 2023 at 11:59 PM Eastern Time (ET) Responses to questions emailed to the U.S. Embassy will be made available to all potential applicants through the Embassy's website posting of the NOFO in: https://cr.usembassy.gov/embassy/sanjose/apply-u-s-government-funded-grant/nofo/

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 an application. In addition, final award of any resultant grant agreement cannot be made until funds have been fully appropriated, allocated, and committed through internal U.S. Embassy San Jose procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense.

Sincerely,

Cynthia Telles
Ambassador
U.S. Embassy San Jose

Section A: Funding Opportunity Description

A1. Background

Bordering the Caribbean Sea and the Pacific Ocean, Costa Rica has a total of 1,228 km of coastline (212 km on the Caribbean coast and 1,016 km on the Pacific). Drug-trafficking organizations continue to move illicit material from South America through Central America to the United States and beyond, leaving Costa Rica's coastal and border communities, typically the most economically disadvantaged, highly vulnerable to the influence of traffickers. Strong, capable, and accountable governments are vital to respond to this threat, and civil society organizations that work with local governments to improve delivery of government services can assist vulnerable and marginalized communities outside of the Central Valley. Functional government services are critical to provide economic opportunities in local communities as attractive alternatives for at-risk populations that may turn to crime and illicit drugs for their livelihood.

A secure and stable Central America leads to a safer and more prosperous United States. Through the Central America Regional Security Initiative (CARSI), U.S. assistance seeks to secure U.S. borders and protect U.S. citizens by addressing the security, governance, and economic root causes of irregular migration and illicit trafficking, and to promote fair and reciprocal trade in Central America. To promote improved governance, U.S. assistance in Central America supports anti-corruption efforts that improve the ease of doing business; strengthen the rule of law; promote strong institutions and government accountability; reduce impunity; and improve fiscal management by promoting efficient tax collection, civil society engagement, and institutional reform. U.S. assistance enhances the capabilities of government entities and civil society organizations to build more accountable, transparent, and effective public institutions. CARSI ESF small grants, such as this opportunity, provide programming to strengthen civil society's role in improving governance and supporting a professional, non-partisan civil service.

The RCS identifies, prioritizes, and coordinates actions to improve security, governance, human rights, and economic conditions in the region. The RCS lays out a framework to use the policy, resources, and diplomacy of the United States, and to leverage the expertise and resources of a broad group of public and private stakeholders, to build hope for citizens in the region that the life they desire can be found at home. The end goal is a democratic, prosperous, and safe Central

America, where people advance economically, live, work, and learn in safety, have confidence in public institutions, and enjoy opportunities to create futures for themselves and their families at home.

The RCS is organized into five pillars. Due to congressional global earmarks for democracy and governance programming, projects must contribute to one or more of the three lines of effort under Pillar II of the Strategy, combating corruption, strengthening democratic governance, and advancing the rule of law:

- Strengthen democratic institutions to improve governance and rule of law. The United States will work with countries to promote reform agendas across all branches of government, so government better serves all citizens. This will include a focus on adequately resourcing judicial and oversight institutions, ensuring their independence, and promoting reform of personnel selection and retention processes.
- Prioritize an anticorruption agenda. The United States will work regionally, bilaterally, and, if we must, unilaterally to root out corruption and enhance transparency across the region.
- Improve administration of public resources. The United States will work with governments to establish proper budgeting, management, and use of public resources at the local and national levels to enhance service delivery for all citizens, including in underserved areas and vulnerable populations.

CARSI assistance supports a safer and more secure region where criminal organizations no longer wield the power to destabilize governments or threaten national and regional security and public safety, as well as to prevent the entry and spread of illicit drugs, violence, and transnational threats to countries throughout the region and to the United States. The five pillars of CARSI are:

1. Create safe streets for the citizens of the region;
2. Disrupt the movement of criminals and contraband within and among the nations of Central America;
3. Support the development of strong, capable and accountable Central American Governments;
4. Re-establish effective state presence and security in communities at risk; and,
5. Foster enhanced levels of security and rule of law coordination and cooperation among the nations of the region.

Solicitations must reflect support for **CARSI pillar three (strong, capable, and accountable governments)**, and results, particularly indicators will be reported under the Strategy's Governance objective. Applicants must provide governance indicators that correlate with CARSI pillar three to track results. U.S. federal assistance seeks to promote improved governance in the following ways: supporting anti-corruption efforts; encouraging strong institutions; promoting government accountability; and improving fiscal management, thus strengthening government entities and civil society organizations in order to build more accountable, transparent, and effective public institutions. In addition, applicants should consider the implications of the novel coronavirus (COVID-19) on project activities and any possible restrictions in Costa Rica. The risk template (Tab G) should include a contingency plan for the various restrictions that may occur due to COVID-19 and a review of project activities that could be completed virtually if necessary.

A2. Program Goals and Objectives

Goals

Support the development of strong, capable, and accountable Central American governments; with Central American civil society demanding government accountability without reprisal of their rights and are able to influence policy outcomes. Host nation governments uphold the values and practices of liberal democracy and citizens hold their governments accountable for these actions.

Objectives

As applicable, proposals should specify the expected results from projects benefitting from these funds, such as the number of participants trained; improvement in government transparency or e-government; and other improvements in basic government services that impact citizens and small business. All proposals should state clear objectives and show plans to measure project performance and contributions to meeting those objectives.

Proposals should highlight how they improve governance for underserved populations (sometimes referred to as "marginalized" or "vulnerable populations") and may include, but are not limited to, women and girls, persons with disabilities,

indigenous peoples, people of African descent, members of racial and ethnic minorities, refugees and internally displaced persons, members of religious minorities, LGBTQI+ persons, rural residents, migrants, and individuals adversely affected by persistent poverty or inequality.

Ideal projects will focus on one or more of the following objectives:

Objective 1: Promotion of activities by CSOs working with the government to advance anti-corruption initiatives and increase transparency and openness.

Prompt access to public information encourages citizen's trust and participation in the oversight of public resources and empowers civil society's role in the fight against corruption, increasing accountability and confidence in public services. Potential projects may empower citizens with tools and mechanisms that enable oversight of public services and purchases, including monitoring and open data platforms. Projects may strengthen policies and mechanisms to ensure separation of powers, whistleblower protection, and support for CSOs to play a greater role in advocating for transparency standards. Proposals may also develop innovative platforms that ensure accountability of Costa Rica's public institutions and public resources. Projects may also support collection of accurate data on vulnerable populations to design and implement public policies that address their main challenges. For example, projects could include initiatives that enhance and modernize Costa Rica's current platforms which manage and distribute technical information like climate change and public spending data to policymakers and citizens.

Objective 2: Development of tools to increase responsible management of public resources, building government capacity to publish data that is easily accessible to citizens.

Prompt access, availability and usage of public information encourages citizen's trust and participation in the oversight of public resources. This is accomplished by streamlining public workflows which are subject to transparency. Projects should increase Costa Rica's public sector's efficiency, improving responses to the needs of citizens. Projects should increase Costa Rica's public servant's ability to deliver this information timely and accurately, ensuring that citizens can easily and accessibly retrieve and use public data. Any new projects incorporating software, databases, or innovative new platforms should, to the degree possible, integrate well with

existing systems or effectively replace them. Projects may promote capacity building activities for public servants, but also should encourage trainings and tools for citizens and CSOs on how to use available platforms.

Objective 3: Addressing Limon Province's most pressing needs by fostering actions such as anti-corruption initiatives, accountable local governments and transparency mechanisms, improved interinstitutional coordination, and policies that create employment.

Limon's most pressing needs include combatting poverty, inequality, and addressing the lack of access to public services. The lack of opportunities to access education and workforce development programs presents another set of challenges. Proposals may enhance interinstitutional responses to poverty and inequality within the province. Projects may also develop anti-corruption programs, capacity building and increase accountability of public institutions in service provision. Projects could support Limon's educational governance, accelerating policies that promote opportunities in underserved communities. For example, projects may include initiatives that improve interinstitutional coordination of public policies that address unequal access to services and resources in the province. Another example includes projects that promote workforce reskill and upskill efforts, or improve public institutions support for the small business ecosystem, according to Limon's economic development goals. Proposals may provide capacity building for human rights defenders, activists and CSOs for human rights and democracy.

Objective 4: Strengthening civil society's role in environmental governance.

Civil society participation in addressing the climate crisis is fundamental to ensure the successful design and implementation of environmental policies. Potential projects should strengthen CSO's role in the development and implementation of conservation and environmental policies, including climate change adaptation and mitigation. Projects may focus on specific sectors, such as sustainable fisheries, by promoting capacity building for these organizations and promoting engagement and exchange with other environmental stakeholders and authorities. Projects may also focus on advancing climate change mitigation and adaptation at the local level, especially with those populations most vulnerable to climate impacts. Projects may also support effective management of Marine Protected Areas (MPAs) and Responsible Fishing Marine Areas (RFMAs), including their respective management

and conservation plans. Potential projects may strengthen CSOs roles on forestry conservation, including activities to promote participatory and inclusive forestry governance. Example projects include developing or strengthening CSOs networks that improve inter-institutional coordination and responses to illegal, unregulated and unreported activities. These proposals, however, should not include law enforcement activities.

A3. Expected Results

By the end of the project, grantees should demonstrate that the project has (1) improved government services to provide public resources and publish data, (2) made government stronger, more capable, and accountable, (3) strengthened civil society organizations to promote accountability and improve their role in environmental governance, and/or (4) contributed to safer and more productive communities through improved government services.

Program Description

A4. Performance Indicators

Required Indicators

The recipient will be required to collect baseline data for all the performance management plan indicators during the first year of the project. In addition, certain terms included in the outcomes and indicators will need to be defined at the very beginning of the project so that it is possible to measure the change during and at the end of the project. Examples of such are “capacity,” “spread effect,” etc. Baseline information will be critical for both monitoring and evaluation of project progress and results.

Required output and outcome indicators for the project are provided below. The applicant should provide pertinent output and outcome indicators from this list. The applicant is expected to identify targets for these indicators based on what it can reasonably achieve within the performance period of the project and based on the expected overall project results described above.

REQUIRED - Output Indicator for U.S. Assistance in Central America:	***Required targets:***

Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions.	TBD

REQUIRED - Outcome Indicators for Objective:	***Required targets:***
Number of requests for government service that are addressed by beneficiary communities	TBD
Number of civil society organizations (CSOs) strengthened to promote policy dialogue, advocate for change and/or serve as watchdogs on key issues.	TBD

Illustrative Indicators

Illustrative output indicators for funded projects are provided below. The below are examples; there are no specific output indicators required. However, the applicant must develop and provide a list of output indicators and targets appropriate for the applicant's application.

Example Output Indicators	***Illustrative targets:***
Software developed to facilitate public requests for services.	TBD
Number of telecom/ICT governance or cybersecurity policies, laws, or regulations drafted, proposed, adopted, improved, or implemented with USG assistance.	TBD
Number of non-state-owned internet governance institutions strengthened or established with USG assistance.	TBD
Number of USG-assisted non-government entities that engage in advocacy or legislative proceedings to influence national telecom/ICT, internet, or digital economy policies.	TBD

Section B – Federal Award Information

B1. Available Funding

This notice is subject to availability of funding. Overall grant making authority for this program is contained in the Foreign Assistance Act of 1961 as amended, (Economic Support Funds) and several funding restrictions apply, to include country-applicant restrictions.

The Department of State reserves the right to fund any or none of the proposals

submitted and reserves the right to reduce, revise, or increase the budget in accordance with the needs of the project and the availability of funds.

The Department of State may consider continuing the program funded under this award beyond the initial period of performance on a non-competitive basis subject to availability of funds, satisfactory progress of the program, and a determination that continued funding would be in the best interest of the U.S. Department of State and USG.

B2. Award Management

The successful applicant will need to routinely collaborate with (bureau) through regular meetings and conference calls to discuss progress, challenges, emerging topics, etc.

The successful applicant must ensure that all funds are used in a manner consistent with any applicable restrictions on funding. See D5 below for funding restrictions.

Section C – Eligibility Information

C1. Eligible Applicants

See page 1, Eligibility Category.

Eligible Entities: Applicants who are eligible to apply are U.S. non-profit/non-governmental organizations (NGOs) having a 501(c)(3) status with the IRS or overseas-based NGOs, institutions of higher education, and international public organizations (IPOs) and other qualified organizations that are able to respond to the NOFO and be able to mobilize in a short period of time. Local Costa Rica NGOs are highly encouraged to apply.

To be eligible for a grant award, in addition to other conditions of this NOFO, organizations must have a commitment to non-discrimination with respect to beneficiaries and adherence to equal opportunity employment practices. Non-discrimination includes equal treatment without regard to race, religion, ethnicity, gender, and political affiliation.

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.

The Department of State will issue an award to the Applicant whose application represents the best value to the U.S. Government based on technical merit, efficient use of U.S. Government funds, and satisfactory organizational capacity. The Department of State reserves the right to make an award based on the initial application received with or without discussion or negotiations.

U.S. Embassy San Jose encourages applications from potential new partners.

C2. Cost-Sharing

The non-Federal share of costs, frequently called “cost share” or “matching costs”, refers to that portion of the project or program costs not borne by the Federal Government. This may include cash and third-party in-kind contributions. These

costs must reflect the realistic capacity of the applicants and any third-party contributors.

Cost-sharing is not required. Providing cost-sharing, matching, or cost participation is not an eligibility requirement for this funding opportunity and will not be factored in during the merit review of proposals.

Note: If cost-share is included in the budget, the applicant must maintain written records to support all allowable costs that are claimed as its contribution to cost-share, as well as costs to be paid by the Federal government. Such records are subject to audit. In the event the applicant does not meet the minimum amount of cost-sharing as stipulated in the applicant's budget, DOS contribution may be reduced in proportion to the Applicant's contribution.

C3. Other Eligibility Criteria

In order to be eligible to receive an award, all organizations must have a unique entity identifier (UEI), as well as a valid registration on www.sam.gov. Please see Section D.3 for information on how to obtain these registrations.

Applicants, including U.S. affiliates of international organizations must provide a valid Unique Entity Identification (UEI), and **completed** www.sam.gov registration when submitting application on www.grants.gov in response to this NOFO. **Applicants that do not have a valid UEI and completed www.sam.gov registration will NOT be eligible for consideration. Implementing partners/sub-recipient organizations are required to have a valid UEI number.**

Applicants listed on the Excluded Parties List System (EPLS) in the System for Award Management (SAM) are 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.

Organizations must have a commitment to equal opportunity employment practices and to non-discrimination practices regarding beneficiaries, without regard to race, religion, ethnicity, gender, sexual orientation, or political affiliation.

Organizations may only submit one application per organization. If more than one application is submitted by an organization, only the first application received will be reviewed for eligibility and funding.

Section D: Application and Submission Information

D1. Address to request Application Package

Applicants can find application forms on www.grants.gov under the announcement title and funding opportunity number provided above.

Once the NOFO deadline has passed, DOS may not discuss this competition with any applicant until the proposal review process has been completed.

D2. Content and Form of Application Submission

Please follow both, the PSI and the NOFO, to ensure that the proposal package submission is in full compliance with the requirements. Please follow the guidelines in the attached Proposal Submission Instructions (PSI) for additional application submission instructions, including information on required documents and format. Proposal submissions that do not meet all the requirements outlined in this NOFO and the associated PSI will not be considered.

Any prospective applicant who has questions concerning the contents of this NOFO should submit them by email to the contacts listed in Section G. Please refer to the funding opportunity number and title.

Any updates about this NOFO will also be posted on www.grants.gov.

D3. Unique entity identifier (UEI) and System for Award Management (www.sam.gov)

Required Registrations:

The Unique Entity Identifier (UEI) is one of the data elements mandated by Public Law 109-282, the Federal Funding Accountability and Transparency Act (FFATA), for all Federal awards. www.sam.gov is the Federal government's primary database for complying with FFATA reporting requirements. OMB designated www.sam.gov as the central repository to facilitate applicant and recipient use of a single public website that consolidates data on all federal financial assistance. Under the law, it is mandatory to obtain a UEI number and register in

www.sam.gov.

UEI is assigned by www.sam.gov assigned to organizations that have to register/or renew their www.sam.gov registration.

Any applicant listed on the Excluded Parties List System (EPLS) in the System for Award Management (www.sam.gov) 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 www.SAM.gov to ensure that no ineligible entity is included.

Organizations based outside of the United States and that do not pay employees within the United States do not need an EIN from the IRS, but they do need a UEI number prior to registering in SAM.gov. This guidance and instructions are to the best of our knowledge available at the time of posting this solicitation. Where guidance in this NOFO differs from the www.sam.gov website, SAM.gov prevails, and the applicant is encouraged to seek and document clarity provided by the SAM.gov helpdesk.

www.sam.gov requires all entities to renew their registration once a year in order to maintain an active registration status. It is the responsibility of the applicant to ensure it has an active registration in www.sam.gov.

If an organization plans to sub-contract or sub-award any of the funds under an award, those sub-recipient organizations must also have a unique entity identifier (UEI number). www.sam.gov registration is not required.

If an organization does not have an active registration in www.sam.gov prior to submitting an application in response to this NOFO, the application will be deemed ineligible. All organizations applying for USG federal assistance awards (except individuals) must obtain these registrations. Please note that registration is free of charge.

Note: The process of obtaining a www.sam.gov registration may take from 2-8

weeks or longer. Please begin your registration as early as possible. Numerous errors require correction, such as an address mismatch, and can delay final registration. If the application is not corrected within 90 calendar days of original registration/or renewal submission, it will be automatically deleted and the organization will need to re-start the process.

An exemption from this requirement may be permitted on a case-by-case basis if the applicant's identity must be protected due to possible endangerment of their mission. Organizations requesting an exemption should email the point of contact listed in Section G of this NOFO.

D4. Submission Dates and Times

Applicants are urged to begin the application process well before the submission deadline as stated on page 3. No exceptions will be made for organizations that have not completed the necessary steps. Grants.gov automatically log the date and time an application submission is made, and the Department of State will use this information to determine whether an application has been submitted on time. **Applications received after the deadline will not be considered.**

D5. Funding Restrictions

The following activities and costs are <u>not</u> covered under this announcement (this list is NOT exhaustive):

- Construction or renovations is not an allowable activity under this award;
- Projects intended primarily for the growth or institutional development of the applicant organization;
- Projects seeking funds for personal use;
- Administration of a project that will make a profit;
- Expenses incurred before or after the specified dates of award period of performance (unless prior written approval is received);
- 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, and any associated costs, are unallowable, except where specific

costs that might otherwise be considered entertainment have a programmatic purpose and are authorized either in the approved budget for the federal award or with prior written approval of the Grants Officer.

Representation by Organization Regarding a Delinquent Tax Liability or a Felony Criminal Conviction: In accordance with section 7073 of Division K of the Consolidated Appropriations Act, 2014 (Public Law 113-76) none of the funds made available by that Act may be used to enter into an assistance award with any organization that –

(1) Was "convicted of a felony criminal violation under any Federal law within the preceding 24 months, where the awarding agency has direct knowledge of the conviction, unless the agency has considered, in accordance with its procedures, that this further action is not necessary to protect the interests of the Government"; or

(2) Has any "unpaid Federal tax liability that has been assessed for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability, unless the Federal agency has considered, in accordance with its procedures, that this further action is not necessary to protect the interests of the Government."

For the purposes of Section 7073, it is the Department of State's policy that no award may be made to any organization covered by (1) or (2) above, unless the Procurement Executive has made a written determination that suspension or debarment is not necessary to protect the interests of the U.S. Government.

D6. Other Submission Requirements

It is the responsibility of the applicant to ensure that it has an active registration in Grants.gov and that an application has been received by the system in its entirety. DOS bears no responsibility for disqualification that results from applicants not being registered before the due date or for data errors resulting from transmission or conversion processes.

Technical Format Requirements

For all application documents, please ensure:

A) All pages are numbered, including budgets and attachments,
B) All documents are formatted to 8 ½ x 11 paper, and
C) All Microsoft Word documents are single-spaced, 12 point Times New Roman font, with a minimum of 1-inch margins.

Complete applications must include the following for proposal submissions:

1. Completed Cover Sheet that includes a project title, name of the solicitation organization, and Unique Entity Identifier (UEI). (See Tab F)
2. Completed and signed SF-424, SF-424a [and SF424b,] submitted to Grants.gov, as well as, if applicable, your organization's most recent audit.
3. Table of Contents (not to exceed one [1] page in Microsoft Word) that includes a page-numbered contents page, including any attachments.
4. Executive Summary (not to exceed two [2] pages in Microsoft Word) that includes:

a) The target country,
b) Name and contact information for the project's main point of contact,
c) A statement of work or synopsis of the project, including a concise breakdown of the project's objectives, activities, and expected results,
d) The total amount of funding requested and project length, and
e) A brief statement on how the project is innovative, sustainable, and will have a demonstrated impact.

5. Proposal Narrative (not to exceed ten [10] pages in Microsoft Word). Please note the ten-page limit does not include the Table of Contents, Executive Summary, Attachments, Detailed Budget,
Budget Narrative, or NICRA. Applicants are encouraged to submit multiple documents in a single Microsoft Word, (i.e., Table of Contents, Executive Summary, Proposal Narrative, and Budget Narrative in one file).
6. Budget Narrative (preferably in Microsoft Word) that includes an explanation and justification for each line item in the detailed budget spreadsheet, as well as the source and a description of all cost share offered. For ease of review, U.S. Embassy San Jose recommends **applicants order the budget narrative as presented in the detailed budget**. Project management and/or personnel costs should include a clarification of the roles and responsibilities of key staff and percentage of time devoted to the project. The budget narrative should

communicate to U.S. Embassy San Jose any information that might not be readily apparent in the budget, not simply repeat with words what is stated numerically in the budget.

7. Detailed Line-Item Budget (preferably in Microsoft Excel) that includes three [3] columns including the request to U.S. Embassy San Jose, any cost-sharing contribution (not required), and total budget (see below for more information on budget format). A summary budget should also be included using the OMB-approved budget categories (see SF-424 as a sample). Costs must be in U.S. dollars.

8. Attachments (not to exceed nine [9] pages total, preferably in Microsoft Word) that include the following in order:

a) Page 1-2: Project Monitoring Plan (see below for more information on this section).
b) Page 3: Roles and responsibilities of key project personnel with short bios that highlight relevant professional experience. This relates to the organization's capacity. Given the limited space, CVs are not recommended for submission.
c) Page 4: Timeline of the overall proposal. Components should include activities, and project closeout.
d) Page 5-7: Additional optional attachments. Attachments may include further timeline information, letters of support, memoranda of understanding (MOU)/agreement, etc. For applicants with a large number of letters/MOUs, it may be useful to provide a list of the organizations or government agencies that support the project rather than the actual documentation.

9. Applicants with a negotiated indirect cost rate agreement (NICRA) must include the latest NICRA as a .pdf file if including NICRA charges in the budget. This document will not be reviewed by the panelists, but rather used by U.S Embassy San Jose project and grant staff if the submission is recommended for funding and therefore does not count against the submission page limitations, as described above. If the applicant's proposal involves sub-grants to organizations charging indirect costs, please submit the applicable NICRA also as a .pdf file (see below for more information on indirect cost rates). Applicants must specify if their organization instead elects to charge the *de minimis* rate of 10% of the modified total direct costs.

Note: U.S. Embassy San Jose retains the right to request additional documentation for those items not included on this form.

Information on Standard Forms

Please see Tab D for instructions for completion of Standard Forms 424, 424A, and 424B.

Office of Management and Budget (OMB) 2 CFR 200
Organizations should be familiar with 2 CFR 200 on cost accounting principles. For a copy of the 2 CFR 200, please contact Government Publications or download from http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl. Non U.S.-based nonprofit organizations are legally required to comply with 2 CFR 200.

Audits

The recipient's proposal should include the cost of an audit that:

1. Complies with the requirements of 2 CFR 200 Subpart F "Audit Requirements;"
2. Complies with the requirements of American Institute of Certified Public Accountants (AICPA) Statement of Position (SOP) No. 92-9, "Audits of Not-for-Profit Organizations Receiving Federal Awards;"
3. Complies with AICPA Codification of Statements on Auditing Standards AU Section 551, "Reporting on Information Accompanying the Basic Financial Statements in Auditor-Submitted Documents," where applicable. When the U.S. Department of State is the largest direct source of Federal financial assistance (i.e., the cognizant Federal Agency) and indirect costs are charged to Federal grants, a supplemental schedule of indirect cost computation is required;
4. A non-Federal entity that expends $750,000 or more during the non-Federal entity's fiscal year in Federal awards must have a single or program-specific audit conducted for that year in accordance with the provisions of 2 CFR 200 subpart F.
   The audit costs shall be identified by 2 CFR 200.425.

Indirect Cost Rate

An organization with a negotiated indirect cost rate agreement (NICRA) negotiated with a cognizant Federal government agency other than the U.S. Department of State must include a copy of the cost-rate agreement. Applicants should indicate in the proposal budget how the rate is applied and if any of the rate will be cost-shared. Per 2 CFR 200.414, any non-Federal entity that has never received a negotiated indirect cost rate, except for those non-Federal entities described in Appendix VII to Part 200—States and Local Government and Indian Tribe Indirect Cost Proposals, paragraph D.1.b, may elect to charge a de minimis rate of 10% of modified total direct costs (MTDC), which may be used indefinitely. As described in 2 CFR 200.403, factors affecting allowability of costs, costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate for a rate, which the non-Federal entity may apply to do at any time.

Section E – Application Review Information

E1. Criteria

The Department of State will issue an award to the applicant whose proposal represents the best value to the U.S. Government based on technical merit, efficient use of U.S. Government funds, and satisfactory organizational capacity. In addition, the organization must demonstrate adequate financial management capability to be measured by a responsibility determination.

Applications should contain the applicant's best terms from both cost and technical standpoints. The implementing partners (sub-recipients) of the primary Recipient will be subject to Department of State approval.

Eligible applications will be evaluated by an independent review panel consisting of subject matter experts from other DOS bureaus/or offices, U.S. Embassies, and/or other U.S. Government agencies. Final approval resides with the DOS Grants Officer. The decision for the final eligibility and award determination rests with the Grants Officer.

The following criteria will serve as a standard, which all eligible applications will be evaluated against. Each eligible application will be evaluated and scored on the review criteria using a 100-point scale.

The review panel will apply the following criteria when rating proposals:

1. **Quality and Feasibility of Project Idea (20 points)**
   - Responsive to the solicitation (4 points)
   - Appropriate in the country/regional context (4)
   - Exhibits originality, substance, and precision (4)
   - Prioritizes innovation, but is feasible (4)
   - In countries where similar activities are already taking place, provides an explanation as to how new activities will not duplicate or merely add to existing activities (4)

2. **Organizational Capacity and Record of Performance (10 points):**
   - The proposal demonstrates an institutional record of successful programs in the proposed country, the content area (e.g., media, access to justice), or other (describe) (4)
   - Personnel and institutional resources are adequate and appropriate to achieve the project's objectives (2)
   - Roles, responsibilities, and brief bios/resumes are included for primary staff, and demonstrate relevant professional experience (2)
   - Applicant is a current/past Embassy grantee where performance: (2)
   - Was/is on target
   - Showed/shows responsible fiscal management
     - OR
   - The proposal is from a NEW APPLICANT and proposal: (2)
   - Demonstrates capacity for responsible fiscal management
   - Illustrates success in similar sized projects

3. **Program Planning and Ability to Achieve Objectives (25 points)**
   - Includes a clear articulation of the proposed program activities' expected contributions to the overall program objectives (3)
   - Each activity is clearly developed and detailed (3)

- Provides a comprehensive quarterly work plan for project activities that demonstrates substantive undertakings within the logistical capacity of the organization (3)
- Objectives are clear, specific, attainable, measurable, results-focused, and placed in a reasonable time frame (3)
- Addresses how the program will engage or obtain support from relevant stakeholders and identifies local partners where appropriate (3)
- Describes the division of labor among the direct applicant, any partners and any potential sub-grantees (2)
- Proposal clearly articulates understanding of the security situation/operating environment and plans for ensuring safety of participants (2)
- Includes contingency plans for potential difficulties in executing the original work plan (6)

4. **Financial Capacity and Cost Effectiveness (15 points):**
   - The overhead and administration of the proposal, including salaries and honoraria, are explained and justified for the work involved (5)
   - All budget items are necessary, appropriate and linked to project objectives (5)
   - Personnel costs are reasonable for the work involved (5)
   - NOTE: Cost share is not required. Applicants may offer cost share, however, cost share will not be considered or factored in when proposals are reviewed.

5. **Performance Monitoring, Evaluating, and Learning (MEL) (20 points):**
   - The Project Monitoring Plan includes:
     - Narrative explaining how monitoring and evaluation will be carried out and who will be responsible for monitoring and evaluation activities (7)
     - Table listing by project objectives the output- and outcome-based performance indicators with baselines and (yearly and cumulative) targets; data collection tools; data sources; types of data disaggregation, if applicable; and frequency of monitoring and evaluation (9)

- Logic model that includes outcomes, outputs, and activities that specify measurable numerical targets (4)

6. **Sustainability of Impact/Multiplier Effect (10 points)**
   - Clearly delineates how elements of the project will have a multiplier effect (5)
   - Clearly delineates how impact will be sustainable beyond the life of the grant (5)

Cost Review: Costs will be reviewed for reasonableness, allowability, allocability, and cost-effectiveness of the use of USG funds. The review of cost-effectiveness will include an examination of the application's budget detail to ensure it is a realistic financial expression of the proposed project and does not contain estimated costs that are not **allocable, reasonable, or allowable.**

Applications that maximize direct activity costs and minimize administrative costs are encouraged. Other considerations are the completeness of the application, adequacy of budget detail, and consistency with elements of the technical application. In addition, the organization must demonstrate adequate financial management capability to be measured by a responsibility determination. **Final approval of the budget resides with the Grants Officer.**

E2. Review and Selection Process

Applications will first be reviewed to determine technical eligibility.

All technically eligible applications will move forward to the merit review panel. Applications will be reviewed against the same criteria as listed above. Applications will be scored based on the strengths and weaknesses of the afore-mentioned categories and for consistency with the program goals and objectives outlined in this NOFO.

The Merit Review Panel may provide conditions and recommendations to enhance the recommended proposal, which must be addressed by the applicant before further consideration of the award. To ensure effective use of US Government funds, conditions or recommendations may include requests to increase, decrease, clarify, and/or justify costs and project activities.

E3. Responsibility/Qualification Information in SAM.gov (formerly FAPIIS)

The Department of State, prior to making a federal award with a total amount of federal share greater than the simplified acquisition threshold, is required to review and consider any information about the applicant that is in the designated integrity and performance system accessible through SAM (formerly FAPIIS) (see 41 U.S.C. 2313).

The applicant, at its option, may review information about itself that a Federal awarding agency previously entered and is currently in the designated integrity and performance system accessible through www.sam.gov. Currently, federal agencies create integrity records in the integrity module of the Contractor Performance Assessment and Reporting System (CPARS) and these records are visible as responsibility/qualification records in SAM.gov.

The Department of State 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 completing the review of risk posed by applicants as described in §200.205 Federal awarding agency review of risk posed by applicants.

Applicant organizations must demonstrate adherence to equal opportunity employment practices and commitment to non-discrimination with respect to beneficiaries. Non-discrimination includes equal treatment without regard to race, religion, ethnicity, gender, and political affiliation.

Applicants are reminded that U.S. Executive Orders and U.S. law prohibits transactions with or support to individuals or organizations associated with terrorism.

- Proposals that reflect any type of support for any member, affiliate, or representative or a designate to terrorist organization or narcotics trafficker, including elected members of government, will NOT be considered. This provision must be included in any sub-awards/sub-contracts issued under this award.

- U.S. Applicant organizations must demonstrate adherence to equal opportunity employment practices and commitment to non-discrimination with respect to beneficiaries. Non-discrimination includes equal treatment without regard to race, religion, ethnicity, gender, and political affiliation.
- Applicants under DOS-funded projects are responsible for complying with all applicable tax treaties and federal, state, and local laws on tax withholding and reporting for project participants.

Section F: Federal Award Administration Information

F1. Federal Award Notices

Successful applicant will be notified via email. This email may include a request for the applicant respond to panel conditions and recommendations. This notification is not an authorization to begin activities and does not constitute formal approval or a funding commitment.
Additional information that successful applicants may be required to submit after notification of intent to make a Federal award, but prior to issuance of a Federal award, may include:

- Written responses and any revised application documents addressing any conditions or recommendations from the Review Panel and awarding bureau;
- Completion of the Department's Financial Management Survey, if receiving funding for the first time or requested by the Grants Officer;
- Submission of required documents to register in the Payment Management System (PMS) managed by the Department of Health and Human Services if receiving funding for the first time. PMS registration is bureau-specific;
- Other requested information or documents included in this funding opportunity or subsequent communications with the recommended applicant prior to issuance of a Federal award.

Final approval is also contingent on Congressional Notification requirements being met and final review and approval by the Department's Grants Officer.

The Grants Officer is the U.S. Government official delegated the authority by the U.S. Department of State, Procurement Executive to write, award, and administer grants and cooperative agreements. The Award Agreement is the sole authorizing document and will be provided to winning organization electronically through DOS SAMS Domestic. Organizations whose applications will not be funded will be notified in writing.

Issuance of this NOFO and negotiation of the recommended proposal does not constitute an award commitment on the part of the U.S. Government, nor does it commit the USG to pay for costs incurred in the preparation and submission of proposals. Furthermore, the USG reserves the right to reject any or all proposals received.

Award cannot be issued until funds have been fully appropriated, allocated, and committed through internal DOS procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements. All preparation and submission costs are at the Applicant's expense.

Pursuant to 2 CFR 200.400(g), it is U.S. Department of State policy not to award profit under assistance instruments.

2 CFR §200.501 requires domestic/US non-federal entities
that expend $750,000, or more, in federal assistance during organization's fiscal year to have a single or program-specific audit conducted for that year. In addition, the entity must report the collected audit data elements on the form SF-SAC and submit it to the FAC. Any findings such as material weaknesses, significant deficiencies, or material noncompliance are reported on the SF-SAC.

F2. 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:

- The President's September 2, 2020 memorandum, entitled *Memorandum on Reviewing Funding to State and Local Government Recipients of Federal Funds that Are Permitting Anarchy, Violence, and Destruction in American Cities*;
- *Executive Order on Protecting American Monuments, Memorials, and Statues and Combating Recent Criminal Violence* (E.O. 13933); and
- 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).

Applicants should plan to coordinate with ENR throughout the course of the agreement to ensure assistance is provided only to eligible participants.

F3. Reporting

The Foreign Assistance Data Review (FADR)
FADR is an initiative at the Department of State to improve the overall quality, reliability, and availability of foreign assistance data to provide Congress, Department leadership and the public with an accurate picture of the Department's foreign assistance portfolios. FADR affects how foreign assistance is tracked and accounted for. Geographical and program area information is now coded within the subaccount/award number and now it is possible to assign more than one Benefitting Country/Program Area to a single award if applicable. Where there is more than one line of accounting, your award will indicate specific fiscal information corresponding to FADR. Recipients will be required to work with the awarding Bureau to clearly identify the PMS account; corresponding FADR country/program area (if applicable); amounts of federal share and cost-share as well as instructions on reporting and requesting payment.

Financial Reports
The Recipient will be required to submit quarterly financial reports (unless stipulated otherwise in the final Agreement) throughout the project period, using form SF-425, the Federal Financial Report form. If payment is made through the Payment Management System, all financial reports must be submitted electronically through the Payment Management System. The

Recipient will also be required to upload to SAMS Domestic a pdf version of all financial reports (Federal Financial report) they have submitted in the Payment Management System. Form (SF-425) can be found here: https://www.grants.gov/web/grants/forms/post-award-reporting-forms.html#sortby=1

Progress Reporting

The Recipient will be required to upload quarterly progress reports (unless stipulated otherwise in the final Agreement) to the award file in SAMS Domestic. Progress reports must be submitted quarterly unless otherwise stipulated in the Agreement; the frequency will be determined by DOS prior to award.

Progress reports should also reflect the Recipient's continued focus on measuring the project's impact on the overarching goals or problems the project set out to address. An assessment of the overall project impact, as appropriate, should be included in each quarterly project report.

The Recipient should produce performance monitoring plans, including quantity and quality of the curriculum, participants' progress reports, and pre- and post-training communications. The quarterly reports should be in narrative form which highlights the project's progress (such as the number and type of students, events, ongoing engagements, etc.), achievements, lessons learned, adaptive management changes, and any regulatory reporting required. Further, the project, data collection, and report should also include information on post-class contact between students and staff.

Final Reports

The final summary financial and progress reports will be due no later than 120 calendar days after the end date of the award or termination of all project activities. The Final Progress Report shall include the following elements: executive summary, successes, outcomes, best practices, how the project addresses gender issues and marginalized communities, how the project will be sustained. Additional guidance may be provided prior to the award end date.

NOTE: delays in reporting may result in delays of payment approvals and failure to provide required reports may jeopardize the recipients' ability to receive future U.S. government funds.

ENR reserves the right to request any additional programmatic and/or financial project information during the award period of performance.

NOTE: It is the Department of State policy that English is the official language of all award documents. If reports or any other supporting documents are provided in both English and a foreign language, it must be stated in each version that the English language version is the controlling version. U.S. dollar is the controlling currency. Financial reports must be submitted in U.S. dollars.

Section G: Federal Awarding Agency Contact

G1. Contacts

Roberto Soro, Grants Officer Representative, SanJoseCARSIESF@state.gov

G2. Questions

Any prospective applicant who has questions concerning the contents of this NOFO **must email** them to the contacts listed above with the subject "[Applicant Name] CARSI Small Grants Program: **Strengthening Government Through Civil Society Engagement**." To maintain fairness and transparency in competition, ENR will not answer substantive NOFO questions except when posting questions and answers to the announcement page as described below.

All questions must be submitted via email to contacts listed above by the deadline stated on page. Awarding bureau will periodically create a document of submitted questions with answers and upload it and post them in grants.gov. Questions and answers will be posted within 24-48 hours from the date of submission. Prospective applicants are advised to regularly review the announcement page in grants.gov for any updates. Note that once the NOFO deadline has passed, DOS staff in Washington, D.C. may not discuss this completion with applicants until the review process has been completed.

With the exception of technical submission questions, during the solicitation period U.S. Department of State staff shall not discuss this competition with applicants until the entire proposal review process has been completed and an award has been made.

The information in this NOFO is binding and may not be modified by any awarding bureau representative.

Explanatory information provided by any awarding bureau that contradicts this language will not be binding.

Section H. Other Information

H1. Conflict of Interest

In accordance with applicable Federal awarding agency policy, applicants must disclose in writing any potential conflict of interest to the Federal awarding agency or pass-through entity.

H2. Applicant Vetting

N/A

H3. Marking Policy

Applicants are advised that recipients and sub-recipients of Federal assistance awards are subject to the State Department's Marking Policy. More information on this policy can be found in Section N of the Department of State's Standard Terms and Conditions:
https://www.state.gov/wp-content/uploads/2020/10/U.S.-Department-of-State-Standard-Terms-and-Conditions-10-21-2020-508.pdf

H4. Evaluation Policy

Applicants are advised that recipients and sub-recipients of Federal assistance awards are subject to the Department of State Evaluation Policy. More

information on this policy can be found here: https://www.state.gov/guidance-for-the-design-monitoring-and-evaluation-policy-at-the-department-of-state/

H5. Monitoring Site Visits

A monitoring site visit, at least once during the lifetime of an award, may be conducted by Department of State personnel. The site visit is conducted to gather additional information on the recipient's ability to properly implement the project, manage DOS funds and share substantiating document for programmatic and financial reporting. Specifically, the site visit may involve the review of the programmatic progress (progress on activities, sub-recipient/consultant work, etc.) as well as administrative and financial management controls. This may include observing classroom modules virtually or in person and visit applicant's headquarters and regional offices to observe operations.

H6. Privacy Disclosure

DOS understands that some information contained in applications may be considered sensitive or proprietary and will make appropriate efforts to protect such information. However, applicants are advised that DOS cannot guarantee that such information will not be disclosed, including pursuant to the Freedom of Information Act (FOIA) or other similar statutes.

Mandatory disclosures (2 CFR 200.113)

Non-federal entity, applicant or applicant for a federal award must disclose, in a timely manner, in writing to the federal awarding agency or pass-through entity all violations of federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the federal award. Non-federal entities that have received a Federal award including the term and condition outlined in Appendix XII of the 2 CFR 200—Award Terms and Conditions for Recipient Integrity and Performance Matters -- are required to report certain civil, criminal, or administrative proceedings to www.sam.gov .

Failure to make required disclosures can result in any of the remedies described in §200.338 Remedies for Noncompliance, including suspension or debarment.

The Department of State will issue an award to the Applicant whose application represents the best value to the U.S. Government based on technical merit, efficient use of U.S. Government funds, and satisfactory organizational capacity.

The Department of State reserves the right to make an award based on the initial application received with or without discussion or negotiations. Therefore, applications should contain the Applicants' best terms from both cost and technical standpoints.

It is Department of State policy that English is the official language and U.S. dollar is the controlling currency. Applications and related supporting documents must be written in English and the accompanying budget must be presented in U.S. dollars.

DISCLAIMER:

The Department of State has no obligation to provide any additional future funding in connection with the award. Renewal of an award to increase or decrease funding or extend the period of performance is at the total discretion of the Department of State and availability of funding.

Attachments:

1. Budget Template for New Awards
2. Budget Guidelines
3. Proposal Submission Instructions (PSI)
3. Other: Tabs A through E

TAB A: PROPOSAL GUIDELINES

Proposals should include the following components:

- Introduction and Problem Statement
- Planned Activities
- Indicators

Problem Statement and Rationale: Describe the problem and how the project will achieve or contribute to achieving a sustainable solution and a measurable outcome. The applicant should explain the extent of existing assistance within the particular geographic area, and how the proposed intervention may complement (or differ from) other similar interventions. The applicant should also explain, as necessary, the particular experience and qualifications it brings to the project. The rationale should also reflect an understanding of the priorities and policies of U.S. Embassy San Jose or project with which this proposal is associated.

Planned Activities and Indicators: Describe the planned activities, and relevant stakeholders for implementation. The applicant should highlight key stakeholders and their expected roles in the project, along with any contingencies. The applicant should list assumptions that are dependent upon the ultimate success of the project. This could include elements like geographic location, coordination efforts with other international organizations, or political will from host governments, private sector, and NGOs. As appropriate, limited contingency possibilities should be included in the proposal, in case the initial planning assumptions are not met. Example of a planned activity and contingency:

Sample Planned Activity	Contingency
Government services workshops in collaboration with the central Government of Costa Rica, focused on improving knowledge of protocols for delivery of a government service. (Example: the equitable provision of public services.)	If the appropriate agency of the Government of Costa Rica does not engage at the expected level, project team will look to municipal or local governments to assist in convening key stakeholders.

In the proposal, there should be a clearly defined link between each of the following elements as delineated:

Problem Statement Planned Activities/Inputs Process Indicators Output Indicators Outcome Indicators Impact

Process Indicators measure the activity that has been completed. Please delineate the specific activities to be conducted, such as workshops, roundtables, trainings, forums, exchanges, policy dialogues, etc. All indicators must include targets. Example of a process indicator:

Process Indicator	50 women trained in energy efficiency standards

Output Indicators, otherwise known as deliverables associated with the agreement, should be included. Unlike process indicators, outputs are what is produced, and are often tangible. At this level, it is the measurement of ability, knowledge, skills, or access. All indicators must include targets. Example of an output indicator involving the same participants:

Output Indicator	80 percent of participants demonstrate at least 75 percent cognizance of standards to effectively provide government services.
Output Indicator	50 government workers trained in protocols or standards for providing a particular government service

Outcome Indicators measure the change in system, behavior, or practice. Expected outcomes are the results that come from a series of activities that are necessary to achieve impact. All indicators must include targets. Example of an outcome indicator:

Outcome Indicator	30 percent of government services offered by the targeted agency(ies) begin to implement new protocols as a result of participants' participation.

All indicators **must** include measurable, numerical targets, which should serve as

the foundation for monitoring and evaluation efforts. Ultimately, proposed activities and achievement of indicator targets will lead to impact.

TAB B: PROJECT MONITORING PLAN (PMP)

U.S. Embassy San Jose will work with recipient organizations to implement the appropriate monitoring plan that meets both the needs of U.S. Embassy San Jose and the implementing partner. Incorporating a well-designed monitoring component into a project is one of the most efficient methods of documenting the progress and potential success of a project. Proposals should include a methodology to survey beneficiaries before and after activities occur to measure quantitative and qualitative progress. Successful monitoring depends on the following:

- Setting objectives that are specific, measurable, attainable, results-focused, and placed in a reasonable time frame (SMART);
- Linking project activities to stated objectives;
- Defining the baseline data; and
- Developing key performance indicators that measure realistic progress towards the objectives.

Complete applications will include a detailed M&E Narrative and M&E Plan, which detail how the project's progress will be monitored and evaluated. Incorporating well-designed monitoring and evaluation processes into a project is an efficient method for documenting the change (intended and unintended) that a project seeks. Applications should demonstrate the capacity to provide objectives with measurable outputs and outcomes.

U.S. Embassy San Jose expects implementing organizations will track participants or partners as appropriate and be able to respond to key evaluation questions, including satisfaction with the project/training, information learned as a result of the project/training, changes in attitude and behavior as a result of the project, and effects of the project on institutions with which participants work or partner. Applicants should include the monitoring and evaluation process in their timeline.

The grantee will be required to provide reports with an analysis and summary of their findings, both quantitative and qualitative, in regular progress reports to U.S. Embassy Belmopan. The quality of the M&E sections will be judged on the narrative explaining how both monitoring and evaluation will be carried out and

who will be responsible for those related activities. The M&E Narrative should explain how an external evaluation will be incorporated into the project implementation plan or how the project will be systematically assessed in the absence of one.

The monitoring plan should include, at a minimum, the following elements:

- A results "Logic Model" planning document (see sample on page 20).
- Indicators, as described in Tab A, as well as details on how each indicator will be measured, frequency of the measurements, units of measure, etc. Provide indicators at the output and outcome levels. Monitoring plans should include a chart component that clearly delineates indicators and targets. All indicators must include measurable, numerical targets.
- Establish, where possible, performance baseline data and expected performance targets for each indicator/outcome. In some cases, the baseline may be zero.
- Describe monitoring tools, such as rapid assessment surveys, site visits, key stakeholder interviews, etc., that will be used.
- Plans should describe how the project's impact and effectiveness will be monitored throughout the project.

Sample Evaluation Plan

Activity: Training Course						
Indicator Type	**Indicator Name**	**Source**	**Target FY18 Q1**	**Results FY18 Q1**	**Target FY18 Q2**	**Results FY18 Q2**
Output	# of government workers trained	Training records	10	20		
Outcome	Improved level of support provided as a result of participants' direct or indirect participation in training	Project reporting				-+0
Activity: Government Roundtable						
Indicator Type	**Indicator Name**	**Source**	**Target FY18 Q1**	**Results FY18 Q1**	**Target FY18 Q2**	**Results FY18 Q2**
Output	xxx					
Outcome	yyy					

Sample "Logic Model" Planning Tool

Note: Outcomes, outputs, and activities should include numerical, measurable targets. A Logic Model is a useful tool for planning and utilized when designing monitoring and evaluation methodology and frameworks.

Please note that particularly when the expected outcome or impact is "improved XXX," it is critical to set a baseline and expected improvement. For example, in the chart above, Outcome 1 "Improved production and productivity of female and male producers" would need to define the production and productivity at the start of the project (or use some other baseline data), then define a percent increase desired

Impact: Improved Efficiency of Identified Government Services for 50,000 households in Costa Rica

Outcome 1
Improved productivity of government workers in targeted agency(ies).

Outcome 2
Increased adoption of efficiency standards by 75% of targeted government workers

Output 1.1
Productivity Targets Established

Output 1.2
Improved access to government services by citizens

Output 2.1
Efficiency Manual Established

Output 2.2
Improved knowledge of efficiency principles and practices

Activities
Conduct productivity training

Identify government services providers for training

Develop and distribute productivity training materials

Activities
Conduct training for access to government services utilizing new phone application.

Develop a phone application for government services

Organize and hold government services workshops for affected citizens.

Activities
Train government workers on efficiency techniques for providing services

Distribute materials to designated government workers

Develop materials for training on efficiency

Activities
Train government workers on the principles of efficiency

Develop efficiency principles materials to use with government workers.

TAB C: BUDGET GUIDELINES

Complete budgets will provide a detailed line-item budget outlining specific cost requirements for proposed activities. A minimum of three columns should be used to delineate the Embassy funding request, cost share by applicant, and total project funding. Complete applications will include a budget narrative to clarify and justify individual line items (i.e. calculations of how the costs were derived per month or year, their necessity, and overall contribution to the project's cost-effectiveness).

The three-column proposal line-item budget should include the following components, in the suggested format below:

	Unit Cost	Proposal Request	Cost Share	Total
A. PERSONNEL				
a) Primarily Headquarters-Based Personnel				
-H.Q.-based project -dedicated staff salary (X months) -H.Q.-based administrative staff salary (X months)				
b) Primarily Field-Based Personnel				
-Field-based Country Director salary (x months or year) -Field-based Project Assistant salary (x months or year)				
Subtotal Personnel				
B. FRINGE BENEFITS				
a) Primarily H.Q.-Based Fringe Benefits				
-H.Q.-based project -dedicated staff fringe (X months)				

b) Primarily Field-Based Fringe Benefits				
-Field-based Country Director fringe (x months or year) -Field-based Project Assistant fringe (x months or year)				
Subtotal Fringe Benefits				
C. TRAVEL				
a) Monitoring Travel				
-Monitoring Trip: H.Q. to field (X) -Per diem (X days)				
b) Field Travel				
Activity 1: Workshop -Staff Travel (# staff) -Staff Per Diem (X days) -Participant Travel (# participants)				
-Participant Per Diem (X days)				
Activity 2: Town Hall Meeting -Staff Travel (# staff) -Staff Per Diem (X days) -Participant Travel (# participants) -Participant Per Diem (X days)				
Subtotal Travel				
D. EQUIPMENT				
a) Primarily H.Q.-Based Equipment (if applicable)				
-H.Q.-equipment (if applicable)				
d) Primarily Field-Based Equipment				
-Field-equipment				
Subtotal Equipment				
E. SUPPLIES				

a) Primarily H.Q.-Based Supplies (if applicable)				
-Printing and Photocopying (X months)				
b) Primarily Field-Based Supplies				
-Markers and dry erase board -Office Supplies (X months)				
Subtotal Supplies				
F. CONTRACTUAL				
a) Subgrants				
-Local Subgrantees (X subgrants)				
b) Consultant Fees				
-Media Specialist/Honoraria (X days/hours) -Independent M & E specialist				
Subtotal Contractual				
G. CONSTRUCTION				
H. OTHER				
a) Other Direct Costs				
-Field Office Rent (X months)				
Subtotal Other				
I. TOTAL DIRECT CHARGES (Sum of A-H Subtotals)				
J. INDIRECT CHARGES				
a) Indirect Costs/NICRA (X% of costs)				
Subtotal Indirect Charges				
K. TOTAL COSTS (Sum I-J)				

Note: This budget is designed to serve as an example of the format for complete budget submissions and is NOT exhaustive. Please utilize the attached template or download from Grants.gov. Individual line items included in each applicant's budget should reflect specific project activities. (pax = participants)

LINE-ITEM BUDGET – (applicants are instructed to utilize the following Excel budget template, which includes an instruction sheet):


Budget Template
with instruction sheet

Before grants are awarded, U.S. Embassy San Jose reserves the right to reduce, revise, or increase proposal budgets in accordance with the needs of U.S. Embassy San Jose's project and availability of funds.

As mentioned above, the detailed budget should also include an accompanying budget notes document that explains and justifies each line item, in the suggested format below:

Budject Justification Narrative

A. Personnel: Identify staffing requirements by each position title and brief description of duties. For clarity, please list the annual salary of each position, percentage of time and number of months devoted to the project. (e.g., Administrative Director: $30,000/year x 25% x 8.5 months; calculation: $30,000/12 = $2,500 x 25% x 8.5 months = $5,312.).

B. Fringe Benefits: State benefit costs separately from salary costs and explain how benefits are computed for each category of employee - specify type and rate.

C. Travel: Staff and any participant travel:
1) International airfare
2) In-country travel
3) Domestic travel in Country X., if any
4) Per diem/maintenance: includes lodging, meals and incidentals for both participant and staff travel. Rates of maximum allowances for U.S. and foreign travel are available from the following website: http:/www.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.

5) Staff refers to grantee staff only, and not sub-grantee staff or contractors.

D. Equipment: Please provide justification for any equipment purchase/rental, defined as tangible personal property having a useful life of more than one year and an acquisition cost of $5000 or more.

E. Supplies: List items separately using unit costs (and the percentage of each unit cost being charged to the grant) for photocopying, postage, telephone/fax, printing, and office supplies (e.g., Telephone: $50/month x 50% = $25/month x 12 months).

F. Contractual
a) Sub-grants. For each sub-grant/contract, please provide a detailed line-item budget breakdown explaining specific services. Please provide a sub-grant budget using the approved OMB budget with the above budget format. (See Tab C: Budget Guidelines, above.)
b) Consultant Fees. For example, lecture fees, honoraria, travel, and per diem for outside speakers or independent evaluators: list number of people and rates per day (e.g., 2 x $150/day x 2 days).

G. Other: These will vary depending on the nature of the project. The inclusion of each should be justified in the budget narrative. All costs must be allowable, allocable, and reasonable, and consistent with OMB guidelines. Line items such as “Miscellaneous,” “Contingency Fund,” and “Reserve Fund” are permissible but must comply with the cost principles and include justification.

H. Indirect Charges: See 2 CFR 200.414, "Indirect Costs”
1) If your organization has an indirect cost-rate agreement with the U.S. government, please include a copy of this agreement. Please specify if your organization elects to charge the de minimis rate of 10% of the modified total direct costs. This does not count against submission page limitations.
2) If your organization is charging an indirect rate, please indicate how the rate is applied–to direct administrative expenses, to all direct costs, to wages and salaries only, etc.
3) Do not include indirect costs against participant expenses in the proposal budget, as the embassy generally will not pay for these costs.

Cost Share/Cost Effectiveness: Cost sharing is not required. Explanation of contributions should be included, whether cash or in-kind. Assign a monetary value in U.S. dollars to each in-kind contribution. If the proposed project is a component of a larger program, identify other funding sources for the proposal and indicate the specific funding amount to be provided by those sources. In addition, it is recommended that budget narratives address the overall cost-effectiveness of the proposal, including leveraging of institutional or other resources. Cost sharing or matching refers to a portion of project or program cost that is not borne by the Federal government. Grantees must follow the cost sharing or matching policy as stipulated in 2 CFR 200.306. Cost-sharing amounts proposed will be incorporated as part of the allowable budget items. If selected for an award, the organization will have to provide the minimum amount of cost sharing as stipulated in the budget approved by an Embassy Grants Officer. If the organization does not meet its cost-share amount stipulated in the approved budget by the end of the period of performance, the Embassy will have the option to (1) reduce its contribution in proportion to the organization's contribution in the event that it does not provide the minimum amount of cost sharing stipulated in the budget or (2) hold the organization accountable for the amount specified in the approved budget.

BUDGET CONDITIONS AND RESTRICTIONS

The Embassy does not pay for the following:

- Publication of materials for distribution within the United States
- Administration of a project that will make a profit
- Expenses incurred before or after the specified dates of award period of performance (unless prior written approval received)
- 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 and any associated costs are unallowable, except where specific costs that might otherwise be considered entertainment have a programmatic purpose and are authorized either in the approved budget for the Federal award or with prior written approval of the Federal awarding agency

- Purchase of land
- Construction
- Direct social support
- Support for police law enforcement officials or military forces

The Embassy may make conditions and recommendations on proposals to enhance proposed projects. Conditions and recommendations are to be addressed by the applicant before approval of the award. To ensure effective use of U.S. Embassy San Jose funds, conditions or recommendations may include requests to increase, decrease, clarify, and/or justify costs.

TAB D: GUIDELINES FOR STANDARD FORMS

SF-424 – Complete all fields except fields noted as "Leave Blank" below.
Link to form: http://apply07.grants.gov/apply/forms/sample/SF424_2_1-V2.1.pdf

1. Type of Submission: Application
2. Type of Application: New
3. Date Received: Leave blank. This will automatically be assigned
4. Applicant Identifier: Leave blank

5a. Federal Entity Identifier: Leave blank
5b. Federal Award Identifier: Leave blank

6. Date Received by Embassy: Leave blank. This will automatically be assigned
7. State Application Identified: Leave blank. This will automatically be assigned

8a. Enter the legal name of the applicant organization.
8b. Employer/Taxpayer ID Number: N/A.
8c. Organizational UEI: Organizations can request a UEI number at SAM.gov
8d. Enter the full address of the applicant
8e. Enter the name of the primary organizational unit (and department or division, if applicable) that will undertake the assistance activity, if applicable
8f. Enter the name, title, organization, and contact information of person to be contacted on matters involving this application

9. Select an applicant type (type of organization)
10. Enter: U.S. Embassy San Jose
11. Enter: N/A
12. Enter the Funding Opportunity Number and title. This number will already be entered on electronic applications.
13. Enter the Competition Identification Number and title. This number will already be entered on electronic applications.
14. Areas Affected by Project: List the country or countries where project activities will take place in alphabetical order.
15. Enter the title of the proposed project (if necessary, delete pre-printed wording)

16a. Enter congressional district of Applicant.

16b. Enter: 00
Program: Leave blank
17. Enter a start date of [insert date] and a projected end date
18a. Enter the amount requested for the project under “Federal”
18b Enter any cost-share under “Applicant."
19. Enter “c”
20. Select the appropriate box. If you answer “yes” to this question you will be required to provide an explanation.
21. Enter the name, title, and contact information of the individual authorized to sign for the application.

SF-424A – Please review the detailed instructions below BEFORE completing this form online.
Link to form: http://apply07.grants.gov/apply/forms/sample/SF424A-V1.0.pdf

Section A - Budget Summary - Complete Row 1
1a. Enter: CARSI Program (This is the only grant program that needs to be entered)
1b. Enter: N/A
1c-d. Leave these fields blank
1e. Enter the amount of Federal funds you are requesting for this project
1f. Enter the amount of any other funds you will receive towards this project
1g. Enter the total cost of this project
Rows 2, 3, and 4 should be left blank.

Section B - Budget Categories – Enter total project costs in each category in Column 1 as described below. In Column 5, the form should automatically show the sum. Columns 2, 3, and 4 should be left blank.
6a-h. Enter the amount for each object class category (Include cost share).
6i. Enter the sum of 6a-6h
6j. Enter any indirect charges
6k. Enter the sum of 6i and 6j
7. Enter any program income that will be earned as a result of the project. If there is none, leave this section blank.

Section C - Non-Federal Resources *(Only complete this section if your project*

includes an applicant cost share or funds from other sources-cost share is not required)

8a. Under Grant Program enter: U.S. Embassy San Jose
8b. Enter your cost share amount
8c. Enter the amount of any other funding sources for this project
8d. Leave blank
8e. Enter the total amount for all non-Federal resources (the form should automatically show this sum)

Rows 9, 10, and 11 should be left blank.

Section D - Forecasted Cash Needs

13. In the first column, enter the amount of Federal funds you expect to expend in the project's first year. Forecasted cash needs by quarter are not required.
14. In the first column, enter the amount of non-Federal funds you expect to expend in the project's first year. Forecasted cash needs by quarter are not required.
15. In the first column enter the sum of 13 and 14 (the form should automatically show this sum). Forecasted cash needs by quarter are not required.

Section E - Budget Estimates of Federal Funds Needed for Balance of the Project

16a. Under Grant Program enter: CARSI Program
16b. Enter the amount of Federal funds you expect to expend in year two of the project.
16c. Enter the amount of Federal funds you expect to expend in year three of the project.
16d. and 16e. Leave blank

Rows 17, 18, 19 should be left blank.

20. Enter the total amount for each year (The form should automatically show this sum).

Section F - Other Budget Information

21. Enter: Direct Charges **– Leave Blank**

22. Enter: Indirect Charges – If Indirect Charges are shown in Section B 6, enter the type of Indirect Rate used (Provisional, Predetermined, Final, or Fixed)
    a. Enter any comments

TAB E: CARSI Economic Support Funds Project Proposal Cover Sheet

Country: **Costa Rica** Project No. (To be assigned by U.S. Embassy)

Date of Submission: _____

Project Title: _____

Name of Organization: _____

Mailing Address: _____

Street Address: _____

Telephone: _____ Fax: _____

Alternate Telephone: _____ E-Mail: _____

Principal Officer: _____ (name and position)

Project Contact: _____ (name and position)

Proposed Project Duration (not more than two years): _____

FINANCES:

Total ESF Funds Requested _____ (US$)
Total Cost Share *(optional)* _____ (US$)
Total Project Cost _____ (US$)

The following items are required in your proposal:

____ Cover Sheet (This page filled in)
____ Completed and signed SF-424, SF-424a and SF424b, submitted to www.Grants.gov
____ Table of Contents
____ Executive Summary
____ Proposal Narrative
____ Budget Narrative
____ Detailed Line-Item Budget
____ Additional attachments: Organizational Capability; Project Monitoring Plan;
____ Resumes of Key Persons; Proof of Organization's Legal Status; Letter of Support from Government agency(ies) you will be partnering with