



Population, Refugees and Migration

U.S. Department of State

**FY 2025 General NGO Guidelines for
Overseas Assistance**

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1. Introduction

The Department of State Bureau of Population, Refugees, and Migration (PRM) formulates policies on population, refugees, and migration, and administers U.S. humanitarian assistance to refugees, conflict victims, internally displaced persons, stateless persons, and vulnerable migrants. PRM also manages the United States Refugee Admissions Program. PRM's mission is to protect, ease suffering, and resolve the plight of persecuted and uprooted people worldwide on behalf of the American people. It provides life-sustaining assistance, collaborates with multilateral organizations, non-governmental organizations (NGO), and civil society systems to build global partnerships, promotes best practices in humanitarian response, and integrates humanitarian principles into U.S. foreign and national security policy.

PRM's funding supports key multilateral humanitarian organizations that assist refugees, conflict victims, internally displaced and stateless persons, and vulnerable migrants. PRM also funds NGO programs that coordinate with multilateral institutions, other NGOs, and civil society actors to expand the reach of U.S. government assistance and complement the humanitarian assistance ecosystem.

A critical component of providing humanitarian aid is the State Department's humanitarian diplomacy. The Department of State's diplomatic personnel worldwide advocate for the protection of, and durable solutions for, millions of refugees, stateless persons, internally displaced, and other people affected by conflict. PRM recognizes NGOs as important advocacy partners that contribute to and drive reform and innovation in their operations and across the humanitarian response structure.

These guidelines provide NGOs with an overview of common PRM application requirements and instructions in response to PRM-issued competitive notice of funding opportunities (NOFOs) for overseas assistance. These guidelines do not cover the full spectrum of programmatic activities PRM may support. They complement the instructions and requirements outlined in PRM-issued NOFOs, which provide additional specific instructions, eligibility requirements, and other considerations related to the advertised opportunity.

PRM may amend these guidelines due to changes in regulations, policies, or as necessary. In such cases, PRM will notify applicants in relevant NOFOs and upload revised guidelines on PRM's public website. **The most recent version of these guidelines was published in November 2024.**

Please email questions or feedback to PRM's NGO Coordinator at PRMNGOCoordinator@state.gov.

2. What's New and What has Changed?

- We have updated and revised recommended application templates for proposal narratives, risk assessments, and program reports. The instructions in these templates and guidelines now emphasize plain language use, directness, and less passive language.
- Improved document navigation and revised section headers throughout this document.
- Instructions and guidance for applicants' **security plan** is available on PRM's website. This guide is a standalone document separate from the risk assessment but is required for all submissions.

- We have revised PRM's general template for publicly advertised funding opportunities to align with new Department and federal guidelines. Please review these changes when looking at opportunity announcements.
- Appendix B now includes a new section on **Department funding restrictions** and considerations, that in some cases reflect legislative restrictions. All applicants should review this section.
- PRM-supported entities must promptly disclose in writing any allegations or violations of Federal criminal law involving misconduct or misuse, fraud, waste, abuse, **diversion or attempts to divert assistance from clients, destruction, unauthorized interference by authorities**, bribery, sexual exploitation and abuse, or illegal gratuities to the Office of the Inspector General (OIG) for the Department of State, with a copy to the cognizant PRM Grants and Program Officers.
- Changes have been made to make the **PRM indicator table** easier to use. Updates include:
 - PRM-4 (number of pieces of feedback recorded during the reporting period) has been removed from the list of options for Indicator Number.
 - The language for PRM-2 (funding to local organizations) has been updated.
 - PRM made a "Warnings Check" tab visible to partners; this tab is an optional notification tool that can flag for partners and PRM

staff where required indicators or information might be missing, or where information isn't properly formatted.

- Reporting Achieved Values in the indicator table:** For quarterly and annual/final reporting, enter the achieved values for each indicator in the columns of the indicator table that match the quarterly and annual (Year 1, 2, or 3 Total) reporting period. In the Year 1, 2, or 3 total column, include the cumulative value achieved so far for the year; do not count achievements from prior years. Enter data as numbers or percentages - text is not allowed in Columns N-AA. You can also include notes on indicator progress in the "Measuring Results" section of the quarterly report Word template. Each quarter, update Column AF "% of Annual Target Achieved" by dividing the relevant year total by the same year target. For example, for indicator PRM-1 reporting for Year 1, calculate as follows: Cell T10 (Year 1 Total) / Cell E10 (Year 1 Target).
- New definitions and locally led organizations and inclusion in proposal narratives.** Indicate in proposal narratives whether your organization meets the definition of a local or national actor, refugee-led organization, women-led organization, stateless-persons led organization, or organization of persons with disabilities as defined in the Application submissions instructions below.

3. Application Process Information

Overview of Required Registration Processes

To seek PRM funding, follow these steps:

1. **Register with the System for Award Management (SAM.gov):**

- a. Obtain a Unique Entity Identifier (UEI) for your organization through [SAM.gov](https://sam.gov).
- b. If your SAM registration is inactive or expired, renew it in order to apply for PRM funding.
- c. Preparing to apply for PRM funding is a multi-step process that can take several weeks for U.S.-based NGOs and longer for non-U.S. organizations.
- d. The [SAM.gov](https://sam.gov) registration process and the renewal process can take several weeks. Familiarize yourself with the latest [registration guidance from SAM.gov](#).

2. Register with Grants.gov:

- a. Create a username and password on [Grants.gov](https://grants.gov).
- b. Complete your Authorized Organization Representative (AOR) profile
- c. Confirm with your organization's E-Business Point of Contact (E-Biz POC) that you have an AOR.

3. Start the Registration Process Early:

- a. Do not wait for Notice of Funding Opportunity (NOFO) announcements to begin the registration process for SAM.gov and grants.gov.
- b. Register at any time to avoid complications or delays in future applications.

- c. Start the proposal application process early to avoid missing submission deadlines and ensure you have all required registrations.

4. Technical Difficulties:

- a. The registration functions of [SAM.gov](https://sam.gov) and grants.gov are outside the control of PRM and the Bureau has limited ability to correct or facilitate rapid resolution to technical difficulties associated with these processes.

5. Submit Applications via Grants.gov:

- a. All applications in response to PRM Notice of Funding Opportunity announcements must be submitted via [Grants.gov](https://grants.gov).
- b. PRM posts all funding opportunities on the website [Grants.gov](https://grants.gov), [PRM's website](https://prmmatters.org), and all programs in the Assistance Listings on [SAM.gov](https://sam.gov) (formerly the Catalog of Federal Domestic Assistance [CFDA]).

Table 1: PRM's Assistance Listings numbers are available on SAM.gov. Search for the following Assistance Listing numbers for more information:

Assistance Listing Number	PRM Program
19.018	Resettlement Support Centers (RSCs) for U.S. Refugee Resettlement
19.510	U.S. Refugee Admissions Program
19.511	Overseas Refugee Assistance Programs for East Asia

19.517	Overseas Refugee Assistance Programs for Africa
19.518	Overseas Refugee Assistance Programs for Western Hemisphere
19.519	Overseas Refugee Assistance Program for Middle East and North Africa
19.520	Overseas Refugee Assistance Programs for Europe
19.522	Overseas Refugee Assistance Programs for Strategic Global Priorities
19.523	Overseas Refugee Assistance Program for South Asia

Registering with SAM

To apply for PRM funding opportunities through [Grants.gov](https://www.grants.gov), organizations must register and get a UEI number through SAM.gov. SAM registrations must be renewed annually. Only certain organizations are required to obtain a Commercial and Government Entity Code (CAGE, for domestic organizations) or a NATO Commercial and Government Entity Code (NCAGE, for overseas organizations) in order to register in SAM.gov. Organizations who choose “Financial Assistance Awards Only” as the purpose of their registration (meaning they will only apply for grants and cooperative agreements, not contracts or other types of funding), and who indicate that they will not apply to Department of Defense funding opportunities, do not need a CAGE/NCAGE for new registrations. Renewals of existing registrations may continue to require CAGE/NCAGE. For more information, see the UEI and SAM.gov Frequently Asked Questions.

If registration is incomplete when apply for PRM funding, grants.gov will reject the application. PRM recommends completing the registration process early in the fiscal year to avoid delays when calls for concept notes or proposals are issued. Detailed instructions are available [on grants.gov](https://www.grants.gov).

When registering on [SAM.gov](https://www.sam.gov), organizations must identify a single “E-Biz Point of Contact” who confirms which individuals have the authority to submit proposals on behalf of the organization.

SAM.gov is a free government-managed website; there is no need to pay to register. Beware of fraudulent emails posing as SAM.gov and demanding fees or payment. Report these emails as spam and phishing/spoofing.

Registering with Grants.gov

Once organizations get their UEI number and complete their SAM registration, the individual submitting the application must register on the [Grants.gov website](#) and create a username and password to complete their AOR profile.

After the AOR registers on Grants.gov, the E-Biz Point of Contact at the organization will receive an email and must log on to Grants.gov to confirm the applicant as an AOR. Applicants should consult the Grants.gov [online page](#) for FAQs, user guides, and training videos to understand the application process.

Grants.gov uses a secure platform called “Workspace” to apply for federal grants. [Grants.gov Workspace](#) is an online environment optimized for applicants collaborating on an application. You can complete forms online within a web browser or download and then upload them to Workspace. Plan to use this system when applying. For more information on how to use Workspace, visit the Grants.gov [YouTube channel](#).

SAM.gov and Grants.gov Technical Support

Applicants who have technical difficulties with the Grants.gov system during the application process must report the problem to the Grants.gov Help Desk at 1-800-518-4726 or support@grants.gov as soon as possible before the deadline in the funding opportunity announcement. Grants.gov will assign a case number and open a service request to research the problem.

If you have technical difficulties with the SAM registration process, getting a UEI, or validating your entity, contact the [Federal Service Desk \(FSD\)](#) online or at 1-866-606-8220 (U.S.) and 1-334-206-7828 (International).

PRM has limited ability to resolve technical difficulties with these sites. Do not contact PRM before trying to fix issues through the support systems above.

International Multilateral Organizations

International multilateral organizations, like United Nations agencies, should not submit proposals to PRM through Grants.gov. These organizations must first contact the relevant PRM point of contact listed in the public funding announcement for additional instructions.

4. General Application Submission Information

PRM strongly recommends submitting application documents as Adobe PDF files (except budgets and the indicator table, which should be in Excel format). Microsoft Word documents can produce different page lengths based on software versions and configurations. (**Note:** If you convert a Microsoft Word document to a PDF, ensure the converted documents remains within the permitted page length limits.)

Exceeding the stated page lengths limits of your proposal narrative, including through additional cover pages, organizational logos and branding, or extra content, may result in portions of your proposal not being reviewed, which can impact your submission's score.

Submit all application documents in English unless other language submissions are permitted in a specific NOFO, and proposed budget amounts must be in U.S. Dollars (rounded to the nearest whole dollar). Financial reporting must also be in U.S. dollars. For required documents (such as PSEA Codes of Conduct, organization charts, etc.) originating in another language, provide an official English translation or comparable summary. For optional annexes, such

as needs assessment reports, a rough translation to English is sufficient (for example, using [Google Translate for Documents](#)).

PRM conducts formal internal competitive reviews of all application packages based on the proposal evaluation criteria and PRM's priorities stated in the NOFO. A sample scorecard used by PRM to evaluate NGO applications can be found in [APPENDIX F: PROPOSAL AND CONCEPT NOTE SCORECARD EXAMPLES](#).

PRM accepts unsolicited concept notes and proposals at any time; however, due to limited funding, priority is given to proposals responding to PRM-issued NOFOs. Submit unsolicited proposals to the NGO Coordinator at PRMNGOCoordinator@state.gov.

Proposals must focus on the sectors/modalities and incorporate the corresponding indicators specified in the NOFO. All proposals using cash and/or voucher assistance (CVA) as a modality must use the relevant CVA indicator(s). Programmatic sector descriptions and indicators can be found in [APPENDIX C: PROGRAMMATIC SECTORS, SUB-SECTORS, AND MODALITIES](#) and [APPENDIX D: LIST OF PRM STANDARDIZED INDICATORS](#), respectively.

Proposal Format, Templates, Attachments, and Grants.gov

Submissions Recommendations

PRM strongly recommends that applicants use the suggested templates and instructions available on [PRM's website](#). This ensures consistency across applications and funding opportunities. PRM-issued NOFOs will state whether you need to submit a concept note or full proposal application.

Concept Note Templates:

- Concept Note for single and multi-year submissions (Word)
- Budget Summary [Tab 1 of Budget table] (Excel)

Full Application Package Templates:

- Proposal Narrative for single year submissions (Word)
- Proposal Narrative for multi-year submissions (Word)
- Indicator Table (Excel)
- Budget Tables [Summary and Detail] (Excel)
- Budget Narrative (Word)
- Risk Assessment and Security Plan (Word)

Single-year application proposal narratives must not exceed 15 pages, and multi-year funding proposals must not exceed 17 pages. Proposal narratives, indicator tables, and budget documents written in a language other than English will not be considered, unless other languages are explicitly permitted in the respective NOFO.

All proposals (except indicator tables and budget templates) must use Times New Roman or Calibri 12-point font (footnotes may be reduced to 8-point font if necessary), on letter sized paper with one-inch margins. Applicants can choose to attach charts, work plans, and/or activity calendars as addenda or appendices as separate documents to the proposal narrative, but this is not required. Attach these documents to the attachment fields in grants.gov Workspace. These attachments do not count toward the proposal narrative's

page limit total; however, annexes cannot be relied upon as a key source of program information and should be included in moderation.

Grants.gov further limits the number of additional attachments in an application package, so applicants should be judicious in the number of attachments they include. The proposal narrative must stand on its own in the application process and serves as a primary basis for the panel review's scoring.

Note: For proposals related to refugee resettlement and admissions programs, and humanitarian research, please see the relevant NOFO for details on the required proposal format and templates.

When submitting documents on [Grants.gov](https://www.grants.gov), pay close attention to the file naming conventions. If you do not follow these guidelines, your application may be rejected, or documents may not upload correctly:

- Name file attachments clearly to indicate the document type and keep names as short as possible; with a maximum of 50 characters. Consider numbering files to simplify organization:
 - 01.NGOName_Jordan_ProposalNarrative_FY2025
 - 02.NGOName_Jordan_BudgetTable_FY2025
 - 03.NGOName_Jordan_RiskAssessment_FY2025....
- Avoid special characters (example: &? *, %, /, #,',) or spacing followed by a dash in the file name (e.g., Application – 1).
- Use underscores for word separation (e.g., Attached_File.pdf).

- Ensure that grants.gov receives the entire application package. Before submitting on grants.gov, check that all intended documents have uploaded correctly. Missing required documents could lead to disqualification. Do not email documents.
- Save a screenshot of the documents to be submitted in case a document fails to upload successfully.
- Find additional information on grants.gov, including using attachments, and other best practices.
- Grants.gov requires the use of structured Forms within the grants.gov Workspace. PRM recommends organizing application documents under the following Form folders:
 - Project Narrative Attachment Form
 - Project Narrative
 - Indicator Table
 - Risk Assessment and Security Plan
 - PSEA Code of Conduct and implementation plan.
 - Market Analysis (if applicable to the project)
 - Budget Narrative Attachment Form
 - Budget Table
 - Budget Narrative
 - Attachment Form

- All other required and optional attachments (Please note there is a limit of 15 additional attachments)

Instructions for Completing the Recommended PRM Proposal

Narrative Template (single and multi-year):

Use the following guidelines for each section of the proposal narrative. If you don't use the recommended PRM narrative templates, your proposals must still include the sections outlined below. For information on scoring criteria, see [APPENDIX F: PROPOSAL AND CONCEPT NOTE SCORECARD EXAMPLES](#).

Section 1: Summary of Program

Complete the table and basic information fields of the template with:

- Organization name
- Points of contact
- SAM.gov UEI number
- Name of program
- Relevant sectors
- Requested funding from PRM
- Type and number of program participants
- Proposed start and end dates
- Whether your organization is currently receiving PRM or other donor funding in the country

- Program goals and objectives
- Locally-led Organization: Indicate whether your organization meets the definition of a local or national actor, refugee-led organization, women-led organization, stateless-persons led organization or organization of persons with disabilities as defined below.

Local and National Actor Definitions

PRM defines a local and national actor (LNA) for funding purposes as:

- A nonprofit organization, civil society organization, or corporation engaged in humanitarian work, including Red Cross/Red Crescent National Societies, that is legally organized under the laws of; has its principal place of business or operations in; is led by individuals who are citizens or lawful permanent residents of; and is managed by a governing body the majority of whom are citizens or lawful permanent residents of its country of operations; and which is not affiliated through joint governance with any international nongovernmental organization.

Refugee-led Organization

An organization that is either:

- Primarily led by forcibly displaced persons: This means that more than half of the senior leadership roles within the organization, including decision-making positions, are held by individuals who are refugees, asylum-seekers, or returnees.
- Jointly and equally led by forcibly displaced and host communities: This means that the organization has an equal distribution of senior

leadership and decision-making roles between members of forcibly displaced communities and individuals from host communities.

Women-led Organizations (WLO) and/or Women's Rights Organizations

(WRO)

- An organization with a humanitarian mandate and/or mission that is governed or directed by women; or whose leadership is principally made up of women, demonstrated by 50 per cent or more occupying senior leadership positions (WLO); and/or
- An independent organization that self-identifies as a woman's rights organization with primary focus on advancing gender equality, women's empowerment and human rights (WRO); and/or
- an organization that has, as part of its mission statement, the advancement of women's/girls' interests and rights (or where 'women,' 'girls', 'gender' or local language equivalents are prominent in their mission statement) (WRO); and/or
- an organization that has, as part of its mission statement or objectives, to challenge and transform gender inequalities (unjust rules), unequal power relations and promoting positive social norms (WRO).

Stateless Persons-led Organizations

An organization or community group led by a person or persons who are stateless or have lived experience of statelessness. The person representing the organization or group must be stateless or formerly stateless. In this context, statelessness refers both to formal recognition of

statelessness by a State or factual statelessness based on a UNHCR or partner analysis of relevant nationality laws and the individual's situation.

Organizations of Persons with Disabilities

Organizations of persons with disabilities (OPDs) should be rooted in and committed to the Convention on the Rights of Persons with Disabilities and should fully respect the principles and rights that it affirms. OPDs must be led, directed and governed by persons with disabilities. A clear majority of their governing structure memberships should be persons who have disabilities.

Section 2: Gap Analysis

Describe the current or anticipated humanitarian needs in the specific location, activities, and target population/participants of the proposed program. Explain how the proposal addresses unmet protection, and assistance needs of the target population, efforts by the host country, the UN High Commissioner for Refugees (UNHCR), or other international organizations and NGOs. Provide specific evidence based on assessments, including any protection risk analyses and other relevant background information. Indicate dates, sources of information, and describe the most critical needs, vulnerabilities, or capacities identified. If using your own needs assessment as a justification for funding, include it as an annex to the proposal. **Programs with at least one livelihoods-sector objective must include a full market assessment and livelihoods competency/participant capacity assessment as an attachment.** Briefly describe market assessments for livelihoods activities in this section and attach them in full to the proposal. You can use existing market analyses for that context and population if available. Market analysis attachments are required.

Failure to provide them will result in technical disqualification. These attachments do not count against the 15 (single year)- or 17 (multi-year)-page limit.

Section 3: Profile of the Target Population

Describe the expected participants for this program. Explain how you will target and select participants, including how you will identify refugees, returnees, and host community members. Describe the steps you will take to include vulnerable and underserved groups. Make sure to state that at least 50 percent of the program participants will be from PRM's populations of concern, as required by the NOFO. **(Note:** If less than 50 percent of the participants are from populations of concern, the application will be disqualified, unless the NOFO states otherwise.)

Using the most recent data available and citing your sources:

- Provide the expected demographic profile of the participants. Include numbers for refugees, asylum-seekers, internally displaced people (IDPs), stateless people, returnees, conflict victims, other vulnerable migrants, and host country nationals. Also include information on gender, age, and any other unique factors or vulnerabilities.
- List the specific locations of proposed activities, such as camps, provinces, districts, villages, neighborhoods, and temporary accommodation centers. Provide GPS coordinates or other geographic information, including maps, either in proposal narrative or as a separate attachment.

- If the activity locations are not yet known, explain how you will chose the sites.
- Use charts and tables to reduce narrative text in this section.

Section 4: Program Description

This section should clearly and concisely outline:

- The program's description and objectives.
 - Department of State guidance defines an objective as "a statement of the condition or state one expects to achieve toward accomplishing a program, program, or process goal." These objectives may be sector-specific or crosscutting depending on partner preference.
- Key activities.
- Implementation plan; and
- Any implementing or other partners, including their role in the program.

The program description must include:

- An explanation of the link between the needs identified, activities, and outcomes expected.
- Identification of any goods or services to be provided.
- In the case of multi-year applications, explain why multi-year funding is necessary for the program to succeed. Explain and quantify the cost efficiencies that multi-year funding can achieve compared to single-year

program. Describe how multi-year funding may reduce costs over time, how longer consultation periods with participants will improve programming, and how activities in the first year will contribute to outcomes in years two and three.

- Explain how the program will follow [Sphere Protection Principles](#) and reduce potential protection risks. If your standards differ from the Sphere Handbook's Minimum Standards, justify the differences. Design activities to minimize protection risks and maximize participant protection. Guidance and tools on protection mainstreaming [and common protection risks](#) can be found [on the Global Protection Cluster's website and programs must take into account the Cluster's four elements in all proposed humanitarian activities:](#)
 - *Prioritize safety & dignity and avoid causing harm:* Prevent and minimize any unintended negative effects of your intervention that could increase vulnerability to physical and psychosocial risks.
 - *Meaningful Access:* Ensure people can access assistance and services proportionate to their needs without barriers (e.g., discrimination). Pay special attention to vulnerable individuals and groups.
 - *Accountability:* Set up mechanisms for affected populations to measure the adequacy of interventions, provide effective feedback and address concerns and complaints.
 - *Participation and empowerment:* Support the development of self-protection capacities and help people claim their rights,

including shelter, food, water and sanitation, health, and education.

PRM expects its partners to follow the IASC Guidelines on [Inclusion of Persons with Disabilities in Humanitarian Action](#) and [Humanitarian Action and Older Persons](#).

Common protection risks for refugees, IDPs, and other conflict-affected individuals include:

- Exploitation and abuse.
- Violence against civilians.
- Denial of access to, destruction, or theft of property and assets.
- Family separation.
- Sexual violence and other forms of violence against women and girls; and/or
- Lack of access to, exclusion from, or denial of assistance, services, or documentation.
- Programs using Cash and Voucher Assistance are encouraged to use the [Cash Learning Partnership Protection Risks and Analysis Tool](#) and include reference to its use here.
- For all applications, describe how your program analyzes factors that affect gender equality. Address the specific needs of vulnerable populations facing gender oppression and discrimination. Include the

following areas to show your assessment and integration of gender dynamics:

- Consider a broad gender perspective across different ages, focusing on familial roles, community privileges, and gender dynamics within the target population.
- Identify risks and threats faced by women, girls, and other vulnerable populations based on their gender, including gender-based violence.
- Address power imbalances and needs arising from gender inequalities within families or communities.
- Propose responses to address these issues and mitigate risks of gender-based violence and any gender differences in access, participation, or decision-making for at-risk groups, especially women and girls.
- Specify and target at-risk sub-populations of women and girls, such as heads of households, out-of-school girls, LGBTQI+ individuals, women and girls with disabilities, women and girl survivors of violence, married girls, and adolescent mothers who are often excluded from programs and services.

Section 5: Monitoring and Evaluation (M&E) Plan

This section must include all elements listed below. Ensure this section aligns with the information in the recommended Excel indicator table attachment. See “Indicator Table & Targets” below for more guidance on indicator requirements.

- **M&E Staff Positions:** List the specific M&E staff positions responsible the proposed program's M&E
- **Data collection methods/tools:** Describe the data collection methods/tools for collecting output, outcome, and process monitoring data. Examples include baseline and endline program assessments, household surveys, post-distribution monitoring, market monitoring, observational site visits, key informant interviews, focus group discussions, exit interviews, progress reports, evaluations, etc. If using secondary data sources (e.g., humanitarian cluster reports, [Standardized Monitoring and Assessment of Relief and Transition \(SMART\) surveys](#) etc.), describe these in detail. Note any expected timelines for key M&E deliverables and whether the information will be shared in quarterly or final reports to PRM. If operating in a restricted access environment, describe any remote monitoring methods, including any plans for third-party monitors. If applicable, describe how technical support for monitoring and oversight will be provided for local sub-recipients by the prime organization.
- **Expected limitations/Flexibility:** Briefly describe any expected limitations or need for addition flexibility. Mention any known issues that could affect data quality and plans for mitigating these concerns. Examples include limited access to certain areas due to security concerns, an M&E team not representative of the target population, limited power/internet access for digital data collection, etc.
- **Data management and Protection:** Briefly describe M&E data management, storage, safeguarding, and protection procedures. PRM

and its partners must protect a participants' personally identifiable information (PII). Outline your organizational and program-level protocols for obtaining informed consent, limiting access to PII, storing it safely, and protecting it from unauthorized access and use.

- **Data review and utilization:** Describe plans for regular data review and utilization. This may include regular meetings with program managers, technical staff, and M&E teams to discuss the latest programmatic data, trends, necessary adjustments, and follow-up actions.
- **Assessing Program Outcomes and Impacts:** Describe plans to assess and/or evaluate program outcomes and impacts. For multi-year funding applications, PRM recommends a Year 1 baseline assessment and annual assessments to measure progress on outcome and impact indicators each year. The baseline and annual assessments should ideally include primary data collection at the household or community level. Describe the findings and methods of the assessment(s) in the Year 1 first quarterly report (for baseline) and each year's final report (for annual assessments). PRM recommends using a verified sample size calculator representative household surveys. Optional USG resources on baseline/endline survey design and sampling methods are available in [USAID BHA's M&E Guidance](#). If proposing an evaluation, include details on any third parties and proposed methodologies. Share any PRM-funded evaluation reports with the Grants Officer or Grants Officer Representative upon completion. Note: For single-year funding applications, PRM does not require a dedicated baseline and annual/endline assessment. PRM outcome indicators may be measured

using non-representative surveys, exit interviews, focus group discussions, or other methods.

Section 6: Accountability to Affected Populations (AAP)

For the proposed program, describe:

- How the target participant population is involved in program design and implementation.
- Your organization's procedures for collecting, analyzing, and responding to participant feedback throughout the program.
- How your organization tracks community feedback received and measures the impact of your AAP programs.

See APPENDIX B: PRM POLICIES AND STANDARDS for more information.

Additional information on best practices for AAP can be found at:

- [The IASC's Results Group \(RG2\) portal and resource library](#)
- [PRM's AAP webpage](#)
- [The Core Humanitarian Standard Alliance Frequently Asked Questions on AAP resource page.](#)

Note: This section is specific to the proposed program and is different from the organization-level AAP framework requirement, which is a separate required document described later in these guidelines.

Section 7: Coordination

Describe how you cooperated and coordinated with relevant stakeholders, including international organizations, other NGOs, government entities, other donors, and civil society, during the program design. Include your plans for partnerships and ongoing coordination efforts. List current and anticipated challenges and suggested solutions. If applicable, include regional or cross-border coordination. Describe your information-sharing plans or arrangements and how you use existing information databases. For programs targeting refugees or other populations coordinated by UNHCR or another UN agency, you may provide a letter of support from UNHCR or the relevant agency specific to the proposal. Explain how your proposed program fits within existing country humanitarian plans. Note that including a letter of support from UNHCR or another UN agency will not affect your score during proposal panel reviews.

Section 8: Sustainability and Capacity- Strengthening

Describe the conditions that will ensure the sustainability of the proposed program. Explain how the program will:

- Strengthen local capacity, including the self-reliance of participants and the capabilities of local organizations or the host government.
- Incorporate long-term sustainability objectives into humanitarian programs.
- Work towards durable solutions and involve participants.

- Be handed over to another organization or entity using a “do no harm” approach.
- Be financed by other means after PRM funding ends.

Section 9: Management and Past Performance

Provide details on your organization’s management structure, including specific management plans for the proposed program. Describe headquarters oversight of the proposed program. List the names, titles, and brief biographical information on the education and experience of key personnel and key supervisory personnel involved in the program.

Describe your organization’s relevant experience working in the proposed location and sector(s) and whether you currently have permission to operate in the country. If you are continuing a **current program**, include details on any changes in key personnel over the previous period of performance, what has been achieved so far, and any challenges in meeting objectives.

For **new programs**, provide specific examples of past performance in similar programs in this country and/or sector. Clearly state any similar program your organization has implemented in the last three years with PRM funding, in any country/location. Include an overview assessment of your programs funded by PRM in prior years.

Note: Applicant Vetting as a Condition of Award (Afghanistan, Iraq, Lebanon, Pakistan, Syria, and Yemen): Applicants are advised that successful passing of vetting to ensure funds do not benefit terrorists or their supporters. This vetting is also required for all sub-award performance on assistance awards identified by the Department of State

at risk of terrorist financing. Applicants may need to submit Risk Analysis information about your organization and its key personnel via the [secure RAM web portal](#). If vetting is required, the Department of State's Risk Analysis and Management System (RAM) Team will contact applicants directly via email with instructions on how to enter data via the secure portal. Once logged on to the portal, you will find links to help input the required information. Failure to submit information when requested, or failure to pass vetting, may result in your proposal being rejected.

Section 9a. Consortia Proposals Only: If you are applying as a consortium, include a description of how the partnership will be organized and how lines of authority and decision-making will be managed across all team members and between the lead applicant and associate awardees. One organization must be designated as the lead applicant. The lead applicant will be responsible for overall implementation of the proposed program activities, preparing and presenting annual work plans, M&E planning, and required reporting to PRM. The lead applicant should designate a single individual to be the liaison with PRM, although PRM reserves the right to communicate with sub-recipients.

Applicants may form consortia to bring together organizations with varied expertise to propose a comprehensive program in one proposal. Submissions by organizations as part of a consortium do not count toward an individual organization's submission limit per a given NOFO's requirements. Consortia applications are not weighted differently or prioritized unless explicitly noted in the respective NOFO.

PRM considers consortia to be a group of no less than three NGOs that comprise an agreement, combination, or group formed to undertake, or

propose to undertake, an assistance activity beyond the resources of any one member. The consortium arrangement may allow for greater geographic coverage, inclusion of technical and sectoral strengths from multiple organizations, increased inclusion of local, national, and refugee-led organizations, and the potential of much greater impact through collaboration. PRM encourages applicants to approach local and national entities as consortium partners. Awardees and local/national partners should work together to reach program goals and build upon their respective comparative advantages. As appropriate, awardees should also ensure that these partnerships help to strengthen the capacity of local and national NGOs who serve as sub-awardees. This may include providing support to their financial and delivery systems or ensuring that partners are active in humanitarian coordination structures. Applicants are expected to advance good partnership practices with local partners, including aligning with the Grand Bargain Localization Workstream.

Section 10: Sub-Contracts/Sub-Recipients

List the full and exact name of any sub-contractors or sub-recipients you plan to fund through the proposed program, if known. For each sub-recipient, provide the legal name, organizational UEI, address, and name of the Organizational Representative. Describe how you will vet these organizations to comply with U.S. Executive Orders and laws that prohibit transactions with and support to organizations associated with terrorism. If sub-recipients are unknown at the time of proposal, provide the above information for PRM Grants Officer approval before issuing a sub-award or contract.

- **Note:** All partners in a consortium and all sub-contracts/recipients must obtain a SAM.gov UEI before an award or sub-award is issued. However, sub-awardees do not need a UEI prior to application. [Sub-awardees typically only require a UEI and not a full SAM registration.](#) Lead Applicants must be registered in SAM.gov and have a UEI to apply through grants.gov

Section 11: U.S. Government Recognition

Describe how you will recognize the U.S. government's financial support, provided through PRM, for the proposed program/activities (e.g., in publications, social media, website platforms, press releases, etc., and at the program site).

If your organization believes that publicly acknowledging U.S. government financial support at the program site could endanger the lives of the program participants and/or your staff, invite suspicion about your motives, or alienate you from the population you are trying to help, provide a brief explanation and request an exemption from the program site acknowledgement requirement.

Indicator Table and Targets

Starting in Fiscal Year 2023, PRM updated the proposal indicator table to an Excel template format. You can download this recommended file from PRM's website. For PRM standard indicators, use the exact indicator title as listed below in [APPENDIX D: LIST OF PRM STANDARDIZED INDICATORS](#). Refer to PRM's Performance Indicator Reference and Definition Sheets (PIRS), located on the [PRM "Funding Opportunities" webpage](#), for more information on indicator definitions. Using PRM's standard indicators will enable data

aggregation and use across programs, while also complementing custom indicators. The indicator table must include:

- Indicator names
- Associated sector/sub-sector
- Disaggregates
- Year 1 baseline value
- Year-by-year targets (only if applying for multi-year funding)
- Cumulative target
- Associated objectives
- Description of how the cumulative target was set
- Name of the data collection method to be used
- Frequency of collection
- Position responsible for collection (as reflected in Columns A-N)

For new awards, leave the purple columns (P-AD) blank at application stage; awardees will use them for annual reporting.

Note: Objectives identified in the proposal narrative and indicators will be formally referenced in the cooperative agreement for proposals selected for PRM funding and will be used by PRM to monitor and evaluate the program.

Cumulative Targets and Actuals

"Cumulative Target" and "Cumulative Actual" should show the final indicator value at the end of the program. For people-based output indicators (e.g., "PRM-1. Number of individuals directly reached through PRM funding"), please use the UNIQUE total. Count each person only once, even if they participated in multiple years. If you can't calculate unique values for a valid reason (e.g., using a government health database with non-unique values), provide your best estimate and note this in the "comments" column. For percentage indicators from a survey sample (e.g., SMART nutrition surveys), use the latest survey value. For percentage indicators using all sites/participants, sum the numerators and denominators across all years to calculate the final percentage.

PRM Standardized Indicator Selection

Refer to PRM's indicator list and include all required indicators in your application. PRM has two categories of indicators:

- **Required:** Include indicators marked as "required" in [APPENDIX D: LIST OF PRM STANDARDIZED INDICATORS](#) in your proposal as applicable.

Each sector and sub-sector, except Protection, has one required PRM indicator. Include these in the indicator table if you propose any activities or budget for that sector/sub-sector. Additionally, three indicators are required for all programs regardless of design or sector, unless the NOFO or PRM staff provide a specific exemption.

- **PRM-1. Number of individuals directly reached through PRM funding** - Partners should never use zero for this indicator's target, unless they discuss first with PRM staff. In the case of research or

coordination awards that don't involve community implementation, partners should count external participants (from dissemination events, coordination meetings, etc.) and include them under the "non-POC stakeholder" disaggregate.

- **PRM-2. Amount of PRM humanitarian funding distributed to local, national, or refugee-led organizations (in USD)** – This amount should include any sub-awards or contracts with local, national, refugee-led, or stateless-led organizations. If the prime applicant is a local, national, refugee-led, or stateless-led organization, they should use the full proposal budget total as the target value. Applicants should put a target of zero for this indicator if it does not apply to them; it will not affect their eligibility. Refer to the PRM-2 Performance Indicator Reference & Definition Sheet (PIRS) for further definitions of local, national, refugee-led, and stateless-led organizations.
- **PRM-3. Percentage of participants who report that humanitarian assistance is delivered in a safe, accessible, accountable, and participatory manner** – [This is a protection mainstreaming indicator developed by ECHO](#) and adopted by the Grand Bargain. Research or coordination awards that don't involve community implementation are exempt from this indicator.
 - [Please refer to the PRM Performance Indicator Reference & Definition Sheets \(PIRS\) for a sample questionnaire and analysis guidance.](#)

Recommended: Partners can use these indicators to monitor related activities if applicable. Including recommended indicators is optional. PRM values measuring outcomes, so PRM may ask a partner to use a specific recommended indicator if there is a technical/thematic need, or if a similar custom indicator was proposed by the partner.

Custom Indicators

Applicants can include custom indicators if desired. PRM recommends limiting custom indicators to no more than five (5) per objective to keep the table manageable. Ensure custom indicators are specific, measurable, achievable, relevant, realistic, time-bound, and trackable (SMART).

- **Specific** – The objective is clear, concrete, detailed, and well-defined.
- **Measurable** – By the end of the proposed activities, it will be possible to quantitatively or qualitatively determine whether and to what extent the objective was met.
- **Achievable** – The objective can feasibly be accomplished, taking into consideration stakeholder capacity, the context, and the timeline.
- **Relevant** – The objectives are related to the NOFO and PRM goals and make sense considering the context and proposed activities.
- **Time-bound** – The objective can be accomplished within the duration of the proposed activities, or within another stated timeframe.

Applicants should consider custom indicators that align with refugee response and cluster coordination requirements. Identify all indicators in parentheses as an input, output, outcome, or impact indicator.

- **Input:** Indicators showing what is being invested or done (e.g., staff hired, supplies purchased).
- **Output:** Short-term, immediate results of a program or process that lead to longer-term outcomes. Outputs are products, goods, and services resulting from activities. They do not measure change but answer, “What is the immediate product of the activity?”
- **Outcome:** Results or effects caused by the program or policy activities. Outcomes can be short-term or long-term, intended or unintended, positive or negative, direct or indirect. Outcome indicators focus on change and measure the extent to which a program objective is being achieved.
- **Impact:** Results or effects caused by a program, process, or policy. Impact refers to higher-level effects of a program that occur in the medium or long-term and can be intended or unintended, positive or negative.

Baseline values

Set baseline values for output indicators at zero (even for follow-on awards). For most outcome and impact indicators, base the baseline value on primary or secondary data collection. If baseline values are not available at the time of application, collect the relevant data and update the baseline values within the first 90 days of the award. Update these in the proposal indicator table and re-submit as an attachment with the first quarterly report.

For follow-on awards, you may use endline data from a previous PRM award for new award baseline values if implementing the same interventions in the same area with the same target population.

Targets

Use [Sphere Standards](#) as targets whenever applicable. Otherwise, set targets based on your previous experiences and achievements. Applicants are not required to set targets for disaggregates.

Basis for Setting Cumulative Target

The Excel indicator table template asks applicants to briefly (1-3 sentences) state how the cumulative target was determined. If you implemented similar activities in a previous award using similar indicators, you can state the achieved indicator value for the prior award as justification for the new target.

Disaggregates

PRM requires standard disaggregation for PRM-1; keep all relevant rows and do not add any new disaggregates. All other PRM indicator disaggregates are recommended but optional. When reporting achievements with disaggregates, include each disaggregate as a separate row in the indicator table. See the PRM-1 example in the "Indicator Table" tab. At the proposal stage, you can choose whether to list in separate rows or in one row if the target for the total achievement is clear. Use the "-" and "+" grouping buttons on the left side to collapse or expand the disaggregates for easier viewing as desired.

Changes to indicators and PRM indicator exemptions

If you need to change or remove indicators after the negotiation/award issuance stage, provide strong justification and receive approval from their PRM GO and GOR. List the indicator in the "Special Requests" tab of the Excel with a comment noting the date that PRM approved deletion or edits, and a short description of the changes made. Any indicators approved for removal must remain in the indicator table along with any previously reported values, but the row can be greyed out or otherwise marked as non-applicable. If you need to request exemption from a PRM required indicator at proposal stage or later, use the "Special Requests" tab to document and justify this request.

Implementation Stage: Reporting Achieved Values

For quarterly and annual/final reporting, enter the achieved values for each indicator in the columns that match the quarterly and annual (Year 1, 2, or 3 Total) reporting period. In the Year 1, 2, or 3 total column, include the cumulative value achieved so far for the year; do not count achievements from prior years. Enter data as numbers or percentages - text is not allowed in Columns N-AA. You can also include notes on indicator progress in the "Measuring Results" section of the quarterly report Word template.

Each quarter, update Column AF "% of Annual Target Achieved" by dividing the relevant year total by the same year target. For example, for indicator PRM-1 reporting for Year 1, calculate as follows: Cell T10 (Year 1 Total) / Cell E10 (Year 1 Target).

Cost Proposal (Budget)

PRM's recommended budget template breaks down expenses by program objective, sector/modality, and country for multi-country programs. Instructions for completing the Budget Table and the Budget Narrative are available on [PRM's website](#). Costs listed in both the Budget Table and Budget Narrative documents must match. Applicants are encouraged to use the recommended template for the Budget Narrative on PRM's website but including the narrative in the budget table as a standalone tab is allowed.

The Cost Proposal **must include** the following items:

1. **Budget Table:** Complete the Summary and Detail tabs (Excel or equivalent).
2. **Budget Narrative:** Disaggregate by year (Word preferred).
3. **Organizational chart:** Include for the award recipient and sub-recipient(s) if applicable.
4. **SF-424:** Signed by applicant's Authorized Organization Representative. Instructions for filling out form SF-424 can be found in [APPENDIX G: FORM 424 INSTRUCTIONS](#) and on [Grants.gov](#). Applicants usually file this form in grants.gov's Applicant Workspace, but PDF versions may be downloaded from grants.gov.
5. **SF-424A:** Indicate the anticipated aggregate dollar amount for major object class categories, including personnel, fringe benefits, travel, equipment, supplies, contractual, construction, other direct costs, and indirect charges. Round each line-item cost to the nearest dollar. Instructions for filling out form SF-424A are in [APPENDIX H: FORM 424A INSTRUCTIONS](#).

6. **SF-424B, if applicable:** If your organization has an active registration in SAM.gov that was either created or updated on or after February 2, 2019, you do **NOT** need to submit the SF-424B. You will be prompted to complete the representations and certifications in SAM.gov.
7. **Most recent Negotiated Indirect Cost Rate Agreement (NICRA), if applicable.**
8. **Most recent external audit report:** Required before the issuance of an award if chosen for implementation.

Budget Table: The budget table now includes both the summary and detail tables in one document. Include descriptive line-items that support each cost listed within each object class category, broken down by each year of the proposed program. **Budget Details must also include estimated funding by line item for each objective, the objective's corresponding sector(s) (and sub-sector/modality, as applicable), and country if the proposed program spans multiple countries. Round each line-item cost to the nearest dollar (all costs must be in U.S. Dollars).** Ensure costs are listed under the most appropriate major object class category. Use the "Other Direct Costs" category only for costs that do not fit into one of the major object class categories. Be prepared to explain direct cost activity breakdowns along sectors and relevant subsectors in your budget summary and detail.

- **Multi-year funding:** Note multi-year funding requests in the budget table (additional years are denoted as additional tabs in the Excel template). Understand that the budget for years two and three may need to be revised when submitting the follow-on year's application. PRM cannot guarantee funding for follow-on years. Awards for years

two and three depends on continuing need, performance, and availability of funding.

Budget Narrative: Include enough detail for the reviewers to understand the cost determination. For example, for “Training Materials” under “Supplies,” you could write: “Includes the cost of expendable supplies, like paper, notebooks, folders, pens, and pencils at \$5 per participant. $\$5 \times 1,000$ participants = \$5,000.” **Justify equipment and capital purchases of \$10,000 or more. Describe the status of or list the existing inventory being augmented and/or replaced.** Provide a clear explanation of cost determination for each year of the program. Detailed instructions are in the [recommended template on PRM’s website](#).

Organizational Chart: The Organizational Chart helps PRM evaluate the structure and allocation of personnel costs for single and across multiple federal assistance awards. For example, if a full-time Regional Program Coordinator’s responsibilities are divided equally among ten (10) programs, allocate the salary across all awards so it equals 100% of the time available for this position. The salary should not exceed 10 percent per award. Reflect staffing needs required to carry out the activities in the proposal. Avoid using the category of “back-stopping,” as PRM awards do not fund contingencies. Instead, provide a clear description of headquarters or regional oversight costs in the budget narrative for proper assessment.

Negotiated Indirect Cost Rate Agreement (NICRA): Recipients of PRM assistance awards can be reimbursed for indirect costs according to your NICRA established by your organization’s “cognizant” agency. The cognizant agency for non-profits is the federal agency that provides the most grant funding to your organization. If you have an indirect cost rate agreement with a cognizant

agency other than the Department of State, PRM will use that agreement to determine your indirect cost reimbursement.

If you don't have a designated cognizant agency or an established NICRA, you can elect to charge a *de minimis* rate of 15% of modified total direct costs (MTDC) indefinitely (2 CFR 200, Subpart E, Section 414 Indirect (F&A) Costs). MTDC includes direct salaries and wages, fringe benefits, materials and supplies, services, travel, and up to the first \$50,000 of each sub award.

MTDC excludes equipment, capital expenditures, patient care charges, rental costs, tuition remission, scholarships and fellowships, participant support costs and the portion of each sub award more than \$50,000. Other exclusions require approval to avoid serious inequity. PRM will refer award recipients without NICRAs to the Department of State office responsible for negotiation and approval of an indirect cost rate for future awards.

Recipients must make every effort to obtain Final Rates from their cognizant agency, including annual submission of indirect cost rate proposals.

The Cost Proposal must also include the following items, as appropriate:

Gender-Based Violence (GBV) Components: If your proposal addresses GBV as a stand-alone or an integrated element, estimate the total cost of these activities as a separate line item in your budget. Include all prevention, response, or empowerment activities aimed at addressing violence against women and girls. Do not include programs that simply involve women but do not address the violence they experience. PRM uses this estimate to approximate how much funding is used to address GBV in emergencies. Provide an estimate of the cost of these activities by objective. PRM's budget template document has a line reflecting this requirement.

Recipient's Share of Cost: Cost-sharing is not a requirement for PRM programs. PRM considers funding from other sources within budget documents. Applicants can note that these amounts as “for information purposes only” and not as “Recipient's Share of Cost” on the Federal Assistance Award coversheet (DS-1909). However, if you request that the program budget include voluntary cost sharing, you will be held to the voluntary cost-sharing amounts designated on the Federal Assistance Award coversheet (DS-1909) and must report these amounts in required financial reporting. For these cases, the Cost Proposal must include the Recipient's Share of Cost in addition to the dollar amount requested from PRM. The Budget table must include the dollar amounts anticipated or received from other sources (including your own funds and support from other donors) and any in-kind contributions. Indicate the funding source for each line-item, including:

- The contribution from the applicant
- The contribution from other agencies or organizations (specifying each donor and amount).
- The amount of cash and in-kind contributions from all other sources (specifying each donor and amount).

Identify Sub-recipients: If applicable, list sub-recipients in the Budget Table and Budget Narrative, including their Legal Name, Organizational UEI, Address, and Name of Organizational Representative. Use the provided Cost Proposal guidance when sub-recipient(s) prepare their budget documents. If the sub-recipient's budget is a separate document, clearly identify the associated

expenses in the prime budget if they are not listed under the contractual object class category.

PRM Administrative Requirements

To be eligible for PRM funding, all application packages **must include the following documents**. Check the relevant **Notice of Funding Opportunity** announcement for **any additional requirements**:

- **Proposal Narrative:** Do not exceed stated page limits.
- **Indicator Table:** Include all required PRM indicators and targets for each year (if multi-year).
 - If using Cash and Voucher Assistance (CVA) modality, report on CVA indicators.
- **Budget Table:** Break down by each year of the program period (if multi-year), objective, sectors and subsectors, and costs by country (if multi-country).
- **Budget Narrative:** Break down by each year of the program period (if multi-year).
- **SF-424:** Signed by Authorized Organization Representative of the organization. PRM requires that Box 21 of the SF-424 be checked. See [APPENDIX G: FORM 424 INSTRUCTIONS](#).
- **SF-424A:** See [APPENDIX H: FORM 424A INSTRUCTIONS](#).

- **Protection from Sexual Exploitation and Abuse (PSEA) Code of Conduct:** Ensure consistency with the [2019 IASC Task Force's six core principles](#)
 - Include a distinct country or regional implementation plan specific to the country or region of the proposed project.
- **Risk Assessment**
- **Security Plan**
- **Key personnel:** Include for the award applicant and sub-recipient(s).
- **Most recent external audit report:** Required before issuance of an award.

If applicable:

- **SF-424B form.** If your organization has an active registration in SAM.gov created or updated on or after February 2, 2019, you do NOT need to submit the SF-424B. You will be prompted to complete the representations and certifications in SAM.gov.
- **Organizational Accountability to Affected Populations (AAP) Framework:** Required before the issuance of an award if the proposal is chosen for implementation.
- **Most recent Negotiated Indirect Cost Rate Agreement (NICRA):** Or a *de minimis* rate calculation if eligible and elected.
- **Market Analysis:** Required for all proposals that include at least one livelihoods-sector objective.

- **Information in support of any cost-sharing/cost-matching arrangements:** Include information detailing any in-kind contributions.
- **Details on any sub-agreements:** Must be part of the budget submission as noted above.
- **For NGOs that have never received PRM funding:** Be prepared to demonstrate that you meet the financial and accounting requirements of the U.S. government by providing:
 - The most recent external financial audit.
 - For U.S.-based NGOs, proof of non-profit tax status including under IRS 501 (c)(3) and Employer ID (EIN)/Federal Tax Identification number.
 - For overseas-based NGOs, proof of registration in country of domicile; and
 - SAM.gov UEI number.

Acknowledgement of U.S. Government Funding

The following provisions will be included whenever assistance is awarded:

The Recipient shall recognize the U.S. Government's funding for activities specified under this award at the project site with a graphic of the U.S. flag accompanied by one of the following two phrases based on the level of funding for the award:

- Fully funded by the award: "Gift of the United States Government"

- Partially funded by the award: “Funding provided by the United States Government.”

PRM highly encourages recipient organizations to recognize U.S. government funding on social media and website platforms. Recipients should tag PRM’s X (Twitter) account [@StatePRM](#) and/or Facebook account [@StatePRM](#) (rather than using hashtags). Additionally, the applicable U.S. Embassy should be tagged as well.

Additional information on proper display and use of the U.S. flag can be found on the Department of State’s [branding guidance website](#).

Updates of actions taken to fulfill this requirement must be included in quarterly program reports to PRM.

All programs, projects, assistance, activities, and public communications to foreign audiences, partially or fully funded by the Department, must be marked appropriately overseas with the standard U.S. flag in a size and prominence equal to (or greater than) any other logo or identity. The requirement does not apply to the Recipient’s own corporate communications or in the United States.

The Recipient must appropriately ensure that all publicity and promotional materials underscore the sponsorship by or partnership with the U.S.

Government or the U.S. Embassy. The Recipient may continue to use existing logos or project materials; however, a standard rectangular U.S. flag must be used in conjunction with such logos. PRM does not require prior approval of every branding instance, but partners’ questions of appropriate flag or acknowledgement of U.S. Government funding language usage should be directed to the PRM Grants Officer for the award.

Do not use the Department of State seal without the express written approval from PRM.

Sub non-Federal entities (sub-awardees) and subsequent tier sub-award agreements are subject to the marking requirements and the non-Federal entity shall include a provision in the sub non-Federal entity agreement indicating that the standard, rectangular U.S. flag is a requirement.

Exemptions from this requirement may be allowable but must be agreed to in writing by the Grants Officer. (Note: An exemption refers to the complete or partial cessation of branding, not use of alternative branding). Requests should be initiated with the Grants Officer and Grants Officer Representative. Waivers issued are applied only to the exemptions requested through the Recipient's proposal for funding and any subsequent negotiated revisions.

In the event the non-Federal entity does not comply with the marking requirements as established in the approved assistance agreement, the Grants Officer Representative and the Grants Officer must initiate corrective action with the non-Federal entity.

For awards to administer Resettlement Support Centers:

Recipients shall recognize the U.S. Government's funding for activities, that are specified in awards, at the project site with a graphic of the U.S. flag accompanied by the phrase "Funding provided by the United States Government."

Recipients shall also comply with the "Style Guidelines for Resettlement Support Centers" dated April 12, 2012, as detailed in the Cooperative Agreement.

Electronic copies:

For an electronic copy of the approved U.S. flag logo and style guide, please visit [Brand America's website which includes downloadable files](#).

Organizations receiving overseas assistance from the Bureau are required to acknowledge publicly the programs and activities funded with that assistance. As a condition of receipt of an assistance award, all materials produced.

Funding Timeframes and Multi-Year Funding

PRM will define the time frame and duration of activities in each funding announcement. Most PRM awards to NGOs are for 12-month periods.

Use PRM's recommended multi-year proposal template for the initial multi-year application. Multi-year proposals using the recommended PRM narrative template cannot exceed 17 pages, and single year proposals cannot exceed 15 pages. Content beyond these page limits will not be reviewed.

Indicators for multi-year proposals must include year-by-year breakdowns of baselines, targets, and cumulative totals.

Multi-year applications selected for funding by PRM will be funded in 12-month increments based on the initial approved proposal unless otherwise indicated. Each 12-month period of a multi-year award will have a separate cooperative agreement. Continued funding after the initial 12-month award requires submitting an updated single-year proposal and budget for the coming year. Funding for years two and three depends on available funding, performance, and continuing need. PRM cannot guarantee funding for follow-on years. Prior funding for the same or similar programs in each location does

not guarantee continued PRM funding. PRM can re-compete programs at any point in time.

Submit year two or three proposals to PRM about 120 calendar days, but no later than 90 days, before the new cooperative agreement's start date(e.g., if the next program period is to begin on September 1, applications are due no later than June 1). PRM will issue a directed announcement to the awardee for these submissions. NGOs should submit as early as possible after the directed announcement for continuation funding is issued. Late applications risk losing continued funding.

In years two and three, the NGO will submit a non-competed application in response to PRM's directed announcement. The submission must include:

- **A noncompeting proposal narrative for the next 12-month period.**
- **Indicator Table with all required PRM indicators and targets.**
- **Budget Table for the next 12-month period.**
- **Budget Narrative for the next 12-month period.**
- **Risk Assessment**
- **Security plan**
- **Accountability to Affected Populations Organizational Framework:** Only if revised from year 1
- **PSEA Code of Conduct:** Only if revised from year 1
- **Market Analysis, if applicable** only if revised from Year 1's proposal or conditions in the operating environment or program warrant a revision.

If a market analysis from previous years still applies, please note that in the proposal.

- **Most recent Negotiated Indirect Cost Rate Agreement (NICRA)**, if applicable.
- **Most recent Audit**, if applicable.
- **Organizational chart** for award recipient (and sub-recipient(s) if applicable)
- **Work Plan**, optional.

5. Reporting Requirements

All program reports, financial reports, and other reports should be submitted via [MyGrants](#). New users can register for a MyGrants account on the [MyGrants website](#).

Program Reports

PRM requires program reports that describe and analyze the results of activities during the agreement period. Submit program reports no later than thirty (30) days after the end of each three-to-four-month performance period, as specified in the reporting table of the award provisions.

Typical due dates for quarterly reports are:

- January 30
- April 30
- July 30

- October 30

Submit the annual/final program report 120 days after the agreement ends.

The cooperative agreement will include the submission dates for program reports. For multi-year awards, follow the same reporting schedule and submit an annual/final program report at the end of each year summarizing performance during the previous year.

PRM recommends using PRM recommended program report template on [PRM's website](#) to ease the reporting requirements while ensuring that all required elements are consistently addressed.

Do not repeat information from one quarter to the next if it has not changed.

Financial Reports

Submit financial reports within thirty (30) days after the end of each quarter during the agreement period:

Typical reporting periods and due dates are:

- (FY Q1) October 1 through December 31 – report due January 30
- (FY Q2) January 1 through March 31 – report due April 30
- (FY Q3) April 1 through June 30 – report due July 30
- (FY Q4) July 1 through September 30 – report due October 30

Submit the final financial report covering the entire agreement period within 120 days after agreement ends. For agreements with indirect costs, submit final financial reports within 60 days of finalizing the applicable NICRA.

Complete reports reflecting expenditures for the Recipient's overseas and United States offices according to the Federal Financial Report (FFR SF-425) and submit them electronically in the Department of Health and Human Services' Payment Management System (HHS/PMS) and in MyGrants, as per award-specific requirements. Detailed information on the Federal Financial Report, including due dates, instruction manuals, and access forms, is available on the [HHS/PMS website](#).

Other Reporting Requirements

- **Mandatory Reporting of Corruption, Fraud, Diversion, Destruction, Sexual Exploitation and Abuse, and Mismanagement:** Consistent with [2 CFR 200.113](#) and Bureau award provisions, PRM-supported entities must promptly disclose in writing any allegations or violations of Federal criminal law involving misconduct or misuse, fraud, waste, abuse, diversion or attempts to divert assistance from clients, destruction, unauthorized interference by authorities, bribery, sexual exploitation and abuse, or illegal gratuities to the Office of the Inspector General (OIG) for the Department of State, with a copy to the cognizant PRM Grants and Program Officers. PRM has a zero-tolerance policy for sexual exploitation and abuse, requiring partners to immediately investigate every claim, provide necessary resources and support to survivors, and take appropriate remedial actions. Complete instructions for mandatory disclosure are available in the U.S. Department of State Standard Terms and Conditions [on the State Department's website](#).
- **Security:** Report all security incidents or threats involving NGO staff promptly to the UN Department of Safety and Security (UNDSS), the UN

Office for the Coordination of Humanitarian Affairs (OCHA), the relevant U.S. Embassy, and the relevant PRM Regional Refugee Coordinator and the NGO Coordinator at PRMNGOCoordinator@state.gov.

- **Audits:** U.S.-based organizations receiving PRM funding must include Federal funds in an audit performed independent public accountants according to U.S. Government Auditing Standards. Non-U.S. based organizations receiving PRM funding must include in an audit performed independently and professionally according to [Generally Accepted Government Auditing Standards \(GAGAS\)](#) or the host country's laws or accepted international auditing standards. Audits not required to be submitted electronically to the [Federal Audit Clearinghouse](#) must be submitted directly to PRM as specified under award terms and conditions.

6. Contacting PRM

Submit **all required reports** to the relevant PRM Program Officer and Grants Officer assigned to the award through the [MyGrants](#) system, or as stated within the cooperative agreement.

When sending reports by email, include:

- Organization Name.
- Agreement Number.
- Report Type; and
- Reporting Period.

For general questions about PRM's overseas assistance to NGOs or to provide feedback on PRM's proposal, budget, and report templates, contact PRM's NGO Coordinator at PRMNGOCoordinator@state.gov

APPENDIX A: NGO APPLICATION PACKAGE CHECKLIST

To be considered for PRM funding, submit a complete application package with the items listed below unless otherwise noted.

PRM strongly recommends submitting final application packages in Adobe PDF format. Microsoft Word documents can produce different page lengths based on software versions and configurations. Exceeding page length limits, including cover pages or footnotes, will result in disqualification. Submit all in English, unless the respective NOFO allows other languages.

- **Proposal Narrative:** Do not exceed stated page limits.
- **Indicator Table:** Include all required PRM indicators and targets for each year (if multi-year).
 - If using Cash and Voucher Assistance (CVA) modality, report on CVA indicators.
- **Budget Table:** Break down by each year of the program period (if multi-year), objective, sectors and subsectors, and costs by country (if multi-country).
- **Budget Narrative:** Break down by each year of the program period (if multi-year).

- **SF-424:** Signed by Authorized Organization Representative of the organization. PRM requires that Box 21 of the SF-424 be checked. See [APPENDIX G: FORM 424 INSTRUCTIONS](#).
- **SF-424A:** See [APPENDIX H: FORM 424A INSTRUCTIONS](#).
- **Protection from Sexual Exploitation and Abuse (PSEA) Code of Conduct:** Ensure consistency with the [2019 IASC Task Force's six core principles](#)
 - Include a distinct country or regional implementation plan specific to the country or region of the proposed project. This may be a separate document or combined with the code of conduct.
- **Risk Assessment**
- **Security Plan**
- **Key personnel:** Include for the award applicant and sub-recipient(s).
- **Most recent external audit report:** Required before issuance of an award.

If applicable:

- **SF-424B form.** If your organization has an active registration in SAM.gov created or updated on or after February 2, 2019, you do NOT need to submit the SF-424B. You will be prompted to complete the representations and certifications in SAM.gov.

- **Organizational Accountability to Affected Populations (AAP)**

Framework: Required before the issuance of an award if the proposal is chosen for implementation.

- **Most recent Negotiated Indirect Cost Rate Agreement (NICRA):** Or a *de minimis* rate calculation if eligible and elected.
- **Market Analysis:** Required for all proposals that include at least one livelihoods-sector objective.
- **Information in support of any cost-sharing/cost-matching arrangements:** Include information detailing any in-kind contributions.
- **Details on any sub-agreements:** Must be part of the budget submission as noted above.
- **For NGOs that have never received PRM funding:** Be prepared to demonstrate that you meet the financial and accounting requirements of the U.S. government by providing:
 - The most recent external financial audit.
 - For U.S.-based NGOs, proof of non-profit tax status including under IRS 501 (c)(3) and Employer ID (EIN)/Federal Tax Identification number.
 - For overseas-based NGOs, proof of registration in country of domicile; and
 - SAM.gov UEI number.

APPENDIX B: PRM POLICIES AND STANDARDS

This appendix outlines the principles and standards that partners must meet **across all sectors**, as well as cross-cutting guidance for multiple sectors. Use this section as a reference for drafting your program proposal and other required application materials.

Minimum Humanitarian Standards

NGO proposals for overseas assistance activities should reference the [Sphere Handbook Humanitarian Charter and Minimum Standards in Humanitarian Response](#) and relevant companion guides for design, implementation, monitoring, and evaluation in emergency settings, including proposed objectives and indicators. If a specific aspect of Sphere Standards conflicts with U.S. government policy, follow U.S. government policy. If you cannot meet relevant standards, explain why. Additional sector-specific standards, guidelines, and best practices for overseas assistance activities are in [APPENDIX C: PROGRAMMATIC SECTORS, SUB-SECTORS, AND MODALITIES](#).

Department of State Standard Terms and Conditions

Recipients must follow the [Department of State Standard Terms and Conditions for federal awards](#) which include:

Provisions related to the statutory restrictions on abortion:

Section AA: Prohibition on Use of Funds for Performance or Research Respecting Abortions or Involuntary Sterilization

- No foreign assistance funds provided by the award shall be used to:

(1) Pay for abortions as a method of family planning or to motivate or coerce anyone to practice abortions (Helms Amendment, 1973).

(2) Pay for involuntary sterilizations as a method of family planning or to coerce or provide financial incentives for sterilizations (Involuntary Sterilization Amendment, 1978).

- (3) Pay for any biomedical research related to abortions or involuntary sterilization as a means of family planning (Biden Amendment, 1981).
- In accordance with the Department of State's annual appropriation bill, no funds provided by the award may be used to lobby for or against abortion (Siljander Amendment, 1981).

USG funds can only support voluntary family planning.

New Department Funding Restrictions and Considerations

Funding Limitations for the United Nations Relief and Works Agency (UNRWA)

Title III of Division G of the Further Consolidated Appropriations Act, 2024 (P.L. 118-47) and section 308 of the Israel Security Supplemental Appropriations Act, 2024 (Div. A, PL 118-50) prohibit Department of State funds from being used for any contribution, grant, or other payment to the United Nations Relief and Works Agency (UNRWA).

The Department is prohibited from using appropriated funds to issue any new federal assistance awards or cost-amend any existing awards to UNRWA. This includes all mechanisms such as grants, cooperative agreements, contributions, awards to Foreign Public Entities (FPEs) including Public

International Organizations (PIOs) or property awards. Department award recipients are prohibited from using Department funds for any subcontract or subaward (at any tier), direct financial support of, or other payment or transfer to the United Nations Relief and Works Agency (UNRWA). This policy applies to all Federal assistance awards.

The restrictions on funding to UNRWA are captured in the mandatory award provision which must be included in all award agreements, NOFOs and solicitations. This applies to awards to all entity types including those to Public International Organizations (PIOs).

The provision is as follows:

None of the funds awarded under this agreement may be made available for subawards, direct financial support, or otherwise used to provide any payment or transfer to United Nations Relief and Works Agency (UNRWA).

Prohibitions on Funding Activities that Encourage Mass-migration caravans Towards the US Southwest Border

Section 7045(f) of the Department of State, Foreign Operations, and Related Programs Appropriations Act, 2024 (Div. F, P.L. 118-47) prohibits State Department funds from being used to encourage, mobilize, publicize, or manage mass-migration caravans towards the United States southwest border.

Department award recipients are prohibited from using Department funds for any activities that encourage, mobilize, publicize, or manage mass-migration caravans towards the United States southwest border. Partners may use Department funds to purchase cash cards for beneficiaries only if use of the cards is limited to use in the country where it was provided that does not

facilitate migration to the United States. This policy applies to all federal assistance awards with a principal place of performance located in the Western Hemisphere region (WHA).

The policy does not prohibit the issuance of federal awards to recipients that engage in these activities, so long as Department funds do not support the prohibited activities.

This policy also does not preclude the provision of humanitarian assistance, including the provision of food, shelter, safe drinking water, improved sanitation and hygiene, emergency healthcare services, child protection programs, education and similar activities. Consistent with the Joint Explanatory Statement, humanitarian assistance in this context would not include: (1) cash cards that are usable in countries other than where they are provided; (2) legal counseling on the United States asylum process; or (3) referrals to legal representation in the United States.

These restrictions are captured in the mandatory award provision which must be included in all award agreements, NOFOs and solicitations with a principal place of performance in the Western Hemisphere.

The provision is as follows:

None of the funds awarded under this grant may be made available to encourage, mobilize, publicize, or manage mass-migration caravans towards the United States southwest border. Funds may not be made available for legal counseling on the United States asylum process; and/or for referrals to legal or representation in the United States.

Funds may only be used for cash cards for use in the country in which they are provided or to facilitate assisted voluntary returns and other purposes that do not encourage, mobilize, publicize, or manage mass migration caravans towards the United States southwest border. The provision of humanitarian assistance is permitted.

Trafficking in Persons Compliance Plan

For grants and cooperative agreements under which the estimated value of services to be performed outside the United States exceeds \$500,000, 2 CFR 175 requires recipients to certify in writing that:

- To the best of the recipient's knowledge, neither the recipient, nor any subrecipient, contractor, or subcontractor of the recipient or any agent of the recipient or of such a subrecipient, contractor, or subcontractor, is engaged in any of the activities described in 2 CFR 175(a);
- The recipient has implemented a Trafficking in Persons compliance plan to prevent activities described in 2 CFR 175(a) and is compliant with it; and o The compliance plan must be consistent with the requirements of 2 CFR 175(b)(4) and (5).
- That the recipient has procedures to prevent activities described in 2 CFR 175(a) and to monitor, detect, and terminate any subrecipient, contractor, subcontractor, or employee of the recipient engaging in them.

Recipients do not need to submit a copy of the plan. However, they must provide it to the Grants Officer upon request.

Recipients must provide written re-certification on an annual basis for the entire period of performance of the award.

Accountability to Affected Populations (AAP)

Demonstrating accountability to affected persons in all PRM-supported programs is a high priority for the Bureau. We are planning new policy and programming initiatives in the coming years to strengthen this commitment. The Bureau requires partners to show how they will get feedback directly from clients on the quality and relevance of assistance in all proposal narratives, monitoring and evaluation plans, and final programming reports. We expect partners' AAP efforts, and the feedback received to reflect the full diversity of the program's target population.

Additionally, partners must submit an organizational AAP framework to PRM before an award is issued. This framework should discuss the organization's general collection and analysis techniques and explain how client feedback is used to design or adapt programming. We encourage partners to align their AAP frameworks with the [IASC's Four Commitments to Accountability to Affected Populations](#).

Organizational AAP Frameworks should demonstrate the Interagency Standing Committee (IASC) commitments to AAP:

- Leadership/governance
- Transparency
- Feedback and complaints
- Participation in design, monitoring, and evaluation.

PRM will consider funding activities that incorporate participants' feedback as part of overall program designs.

Additional resources on accountability to affected populations and how PRM promotes AAP can be found at [PRM's AAP webpage](#), and the [Core Humanitarian Standard Alliance AAP resource page](#) and [FAQ page](#). Several humanitarian organizations publish their respective organizational AAP frameworks and guidelines, which may be useful in drafting an AAP framework:

- [UNHCR AAP Protection Principles](#)
- [UNHCR AAP Operational Guidance](#)
- [ICRC Accountability to Affected Populations Institutional Framework](#)
- [IOM Accountability to Affected Persons Framework](#)
- [UNFPA AAP Operational Guidelines](#)
- [International Rescue Committee Organizational AAP Framework](#)

(Note: Section 7 of the proposal narrative is specific to the program being proposed and is distinct from the organization-level AAP framework requirement, which is a separate document also required as part of the application package.)

Cash and Voucher Assistance (CVA)

CVA refers to programs where recipients get cash transfers or vouchers for goods or services. PRM supports the effective, efficient, and appropriate use of CVA. CVA can be delivered through various methods, including direct cash or cash transferred through an intermediate agency, vouchers (paper or electronic), electronic cash transfers via mobile phones, prepaid cards or

financial institutions. CVA includes both unrestricted cash and more restrictive voucher schemes, in physical or electronic mediums.

When deciding modalities of assistance (cash, vouchers, or in-kind), PRM supports a context-driven approach based upon appropriateness, feasibility, and cost of the modality, as well as its suitability for achieving program objectives. USAID's Modality Decision Tool for Humanitarian Assistance serves as a useful for this.

CVA can offer people in need choice and dignity, support local actors, and stimulate local economies. PRM recognizes the link between assistance and protection, and any agency must consider both to avoid putting participants at risk. Organizations can choose the most effective methods of delivering humanitarian assistance, but protection must always be a priority. PRM encourages NGOs to understand the protection implications of their chosen modality. All programs should plan for routine monitoring of both the market and the assistance provided, using the data to adjust the modality and cash transfer amounts. Applicants should consider the following guidance:

- **Market monitoring/assessment:** Conduct or use existing market assessments before CVA disbursements to determine the best modality, appropriate amounts, and target groups. Routine market monitoring should ensure the modality and amount cover the intended purpose and address any unintended consequences of the modality like inflation. Use primary data or secondary data from other organizations.
- **Post-distribution monitoring (PDM):** PRM requires partners conduct PDM after CVA disbursements through household surveys or focus group discussions. Collect data to verify receipt of CVA, understand its use,

assess sufficiency and targeting, and to identify any protection concerns. Inform recipients how to access technical support if they face challenges.

Partners may want to leverage existing resources such as the [Modality Decision Tool, MARKit Toolkit](#) or CVA survey templates for PDMs and market monitoring.

Please see the below additional resources:

- [The Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response, 2018 Edition](#)
- [UNHCR's Guide for Cash-based Interventions](#)
- [Protection Risks and Benefits Analysis Tool](#)

CVA Indicators

PRM **requires** all partners using cash or vouchers to use the two standardized indicators in [APPENDIX D: LIST OF PRM STANDARDIZED INDICATORS](#) (PRM-CV1 and PRM-CV2) to report on transfers. CVA can achieve objectives in any of the sectors described in [APPENDIX C: PROGRAMMATIC SECTORS, SUB-SECTORS, AND MODALITIES](#). Manually enter the sectoral disaggregate (Education, Nutrition, Protection, etc.), that aligns with the CVA intervention's objective. For multipurpose cash assistance (MPCA), manually enter "multi-purpose cash assistance (MPCA)" as the disaggregate. PRM uses CaLP's definition of MPCA, which covers transfers designed to address multiple needs with values often based on a Minimum Expenditure Basket (MEB), or other monetized calculation of the amount required to cover basic needs.

CVA Budget Guidance

When CVA aims to achieve sector-specific outcomes, include the budget for CVA activities under the relevant sector in the detailed budget table. For example, if cash is provided to start a new business, report it under “Livelihoods and Economic Empowerment.” However, report MPCA as a standalone budget “sector” due to the difficulty in disaggregating it into individual sectors.

Climate and Environmental Impacts and Protection

PRM prioritizes reducing climate change impacts and protecting the environment. All PRM-funded projects should integrate climate resilience and adaptation into their project activities and consider the potential climate and environmental impacts. Humanitarian practitioners should incorporate climate resilience and adaptation activities during the program design phase. They should also consider potential climate or environmental impacts of their programming, including their operations and supply chains, and adopt relevant mitigation techniques.

Conflict Sensitivity

All PRM partner program activities must be conflict-sensitive and adopt a “do no harm” approach to avoid worsening existing conflict dynamics. Find more resources on adopting a conflict-sensitive approach to humanitarian assistance programming [on the Collaborative Learning Projects' website](#).

Coordination

Proposals must show how the applicant organization coordinates and cooperates with national and local host governments, UN agencies (especially UNHCR), relevant international organizations (IOs), USG agencies, donors, and other NGOs. Participation in existing sector and geographic coordination structures is strongly encouraged. Programs must address critical gaps identified and agreed upon through this coordination effort, which must be fully documented in the coordination section of proposal narratives.

Duty of Care

PRM considers staff care essential for all humanitarian work. All PRM-funded programs should have a strategy to ensure all staff have access to resources necessary to protect their health and well-being in the face of the complex demands of humanitarian work. Use the World Health Organization's "[Our duty of care: A global call to action to protect the mental health of health and care workers](#)" as a resource.

Gender-based Violence

PRM believes gender-based violence (GBV) is a key barrier to addressing gender equality in humanitarian settings. We encourage applicants to submit proposals that are targeted or multi-sectoral and fund both types of approaches and interventions. Design all programs based on the specific context, situation, and operating environment of the target population, and support and partner with local women's organizations wherever possible. Use [the IASC Guidelines on Gender-based Violence \(GBV\) Interventions in Humanitarian Settings](#) to inform your GBV program, especially risk reduction or mitigation activities. Identify such risks and mitigation measures in your application's risk analysis. PRM encourages partners to target and provide

services to those most at-risk, particularly women and girls, and consider addressing the intersection of multiple vulnerabilities (e.g. disabled women and girls, women who are single heads of households, etc.) when designing their programs. For additional guidance on program interventions specifically designed to address GBV, see [APPENDIX C: PROGRAMMATIC SECTORS, SUB-SECTORS, AND MODALITIES](#).

Protection

PRM defines protection as measures to:

- Safeguard the rights of PRM populations of concern.
- Prevent or end patterns of violence or abuse.
- Alleviate trauma and related effects of violence or abuse.
- Identify and promote durable solutions.
- Foster respect for refugee, humanitarian, and human rights law.
- Ensure humanitarian actions uphold dignity, benefit the most vulnerable, and do not harm affected populations.

PRM encourages partners to refer to the [IASC Policy on Protection in Humanitarian Action](#), [Sphere's Protection Principles](#), and ICRC's [Professional Standards for Protection Work](#). For guidance on programs designed to prevent and respond to protection concerns, see [APPENDIX C: PROGRAMMATIC SECTORS, SUB-SECTORS, AND MODALITIES](#)

Protection Mainstreaming

PRM expects each proposal's program description to demonstrate protection mainstreaming, regardless of sector. This includes identifying potential protection risks associated with the program and how to mitigate them.

Protection mainstreaming involves incorporating protection principles and promoting meaningful access, safety, and dignity in humanitarian aid. Proper protection mainstreaming minimizes the risk of harm, violence, exploitation, and abuse through humanitarian assistance. PRM encourages partners to address the needs of vulnerable populations in all sectoral programs (see A.B.2 Vulnerable and Underserved Persons of Concern below). For additional guidance and tools on protection mainstreaming, including sector-specific guidance, refer to the [Global Protection Cluster's Protection Mainstreaming page](#).

Community-based Protection

Use a community-based protection approach whenever possible. This approach relies on the knowledge, skills, and experiences of the affected community to identify and address key protection issues. It is effective and sustainable because it involves consulting with the community to identify protection needs and strengthen the community's ability to address them. Communities often develop positive self-protection mechanisms, and humanitarian agencies should strengthen and build on those mechanisms. Ensure applications of community-based protection are context-specific and keep the affected community at the center of decision-making.

Protection from Sexual Exploitation and Abuse

PRM prioritizes protecting program participants from sexual exploitation and abuse in humanitarian relief operations. PRM is also concerned about discrimination, sexual harassment, and sexual abuse against aid workers, including by staff colleagues. In line with the Inter-Agency Standing Committee's (IASC) Plan of Action to protect program participants and recipients of humanitarian assistance from sexual exploitation and abuse (SEA), applicants must submit their organization's Code of Conduct. This Code of Conduct must align with the [IASC's six core principles, are](#) widely shared throughout their organizations, are signed by staff, and have an associated country or regional implementation plans.

The organizational Code of Conduct document is required upon application submission. Include a country or regional implementation plan with your Code of Conduction submission. This plan should outline:

- How employees are trained and otherwise made aware of the Code of Conduct
- How violations of the Code of Conduct against program participants are reported and followed up safely and confidentially.
- How program participants are made aware of the Code of Conduct and how to report violations.
- Whether there is a focal point in the country or regional office for the Code of Conduct.

Wherever possible, also address sexual harassment and how the organization promotes culture change, mutual respect, and equality among staff in all program locations.

Data and Informational Protection and Risks

In humanitarian contexts, it's crucial to protect sensitive information and provide safe and meaningful access to information while mitigating mis- and disinformation risks. Data spills, information attacks, and the denial of access to information to participants or operations can lead to or exacerbate existing discrimination, violence, or exploitation. These issues can also compromise staff security and damage trust between organizations and the communities they serve. To understand and reduce these risks, partners should maintain strong data protection measures, such as secure data storage, access controls, and conduct regular analysis of their information ecosystem, including risk assessments that include a range of traditional and non-traditional humanitarian actors including civil society organizations, local media, and other information providers. For more guidance and tools on information risks refer to:

- [IASC Operational Guidance on Data Responsibility in Humanitarian Action](#)
- [Global Protection Cluster - Protection Risk: Disinformation and Denial of Access to Information](#)
- [Internews - Information and Risks: A Protection Approach to Information Ecosystems](#)

Risk Management

PRM requires a separate risk assessment document in your program application package. This document should address potential programmatic, information, or administrative risks, including financial or reputational risks from fraud, waste, or corruption, and context-specific pre- and post-distribution interference or abuse by host government or local authorities. Assess the legal risk that the proposed program may inadvertently benefit terrorists or their supporters. Use objective data points, including cost-benefit, constraints, limitations, and assumptions, to provide details. State how you mitigate identified risk factors and assess the remaining or “residual” risk level. Find a suggested format for a risk assessment document and additional considerations on PRM’s website.

Safety and Security

When implementing a PRM award, your organization must ensure the security and safety of your personnel, including local staff, and any PRM-funded property, equipment, and vehicles. Applicants must include a security plan, and protocols designed specifically for the local operating environment based on a security assessment. A generic, organization-wide plan is not acceptable and must be distinct from the risk assessment requirement. PRM strongly recommends:

- Being aware of any relevant travel advisories issued by the State Department.
- Ensuring all U.S. citizen employees register at the relevant U.S. embassy while working overseas.
- Adhering to the UN’s security guidelines in any given location.

- Using [InterAction's suggested guidance for implementing the Minimum Operating Security Standards \(MOSS\)](#).

Include security requirements in the proposed budget. Failure to maintain adequate security precautions may result in suspension of PRM funding.

Vulnerable and Underserved Populations

PRM prioritizes addressing the needs of vulnerable and underserved segments of the affected populations. Proposals should demonstrate steps to meaningfully engage with and serve vulnerable and underserved groups within the target population. These groups may include women, children, adolescents, LGBTQI+ individuals, stateless persons, older persons, the sick, persons with disabilities, and members of other marginalized communities.

Applicants must describe their approach for both identifying, engaging, and targeting vulnerable participants and conducting outreach that addresses their specific vulnerabilities, needs, and capacities. PRM strongly promotes women's equal access to resources and their participation in managing those resources. Applicants must demonstrate protection mainstreaming and submit a Gender Analysis that explains how they will incorporate vulnerable and underserved populations into program design.

Older Persons and Persons with Disabilities

Certain populations require specialized services and responses to meet their individual needs and often face challenges accessing services and support. PRM expects its partners to ensure programs follow an inclusive, rights-based approach consistent with the UN Convention on the Rights of Persons with

Disabilities. Partners should incorporate the recommended actions in the [IASC Guidelines on the Inclusion of Persons with Disabilities in Humanitarian Action](#).

Special attention should be paid to the rights of displaced women, children, LGBTQI+ persons, and older persons with disabilities. PRM encourages its partners to integrate protection and assistance for persons with disabilities into multisectoral humanitarian programs and to develop additional targeted programs to address the specific needs of refugees and other persons of concern with disabilities. PRM strongly encourages partners to disaggregate project participant data by disability when possible.

APPENDIX C: PROGRAMMATIC SECTORS, SUB-SECTORS, AND MODALITIES

This section explains PRM definitions and guidance on sectors, sub-sectors, and modalities. Use the sector and modality descriptions to choose applicable indicators ([See APPENDIX D: LIST OF PRM STANDARDIZED INDICATORS](#)) and to understand expectations and best practices for programming in those sectors/modalities. Also, break down proposal budgets by sector(s) that match the program objectives (see [APPENDIX E: BUDGET TABLE INSTRUCTIONS](#)).

Capacity Strengthening

Improving knowledge, ability, skills, and resources to help individuals, communities, or organizations to achieve their goals.

NGO/CBO Capacity Strengthening

Improving knowledge, ability, skills, and resources to help non-governmental or civil society organizations achieve their goals.

Local Government Capacity Strengthening

Improving knowledge, ability, skills, and resources to help national or local governments achieve their goals.

Resources

- [IASC Guidance note on capacity strengthening for localization](#)
- [Evaluation of the Effectiveness of PRM-Supported Programs to Build the Capacity of Colombian Municipal Authorities to Assist Internally Displaced Persons, Proposed Indicators for PRM-Supported Local Capacity-Building, 2016](#)

Inclusion of Persons with Disabilities

Activities that identify and reduce barriers for persons with long-term sensory, physical, psychosocial, intellectual, or other impairments to access or participate in humanitarian programs, protection, and services.

Resources

- [IASC Guidelines on the Inclusion of Persons with Disabilities in Humanitarian Action, 2019](#)
- [Humanitarian Inclusion Standards for Older People and People with Disabilities](#)
- [Washington Group on Disability Statistics](#)

Education

Activities that aim to restore and maintain access to safe and quality education during humanitarian crises and support out-of-school children to enter or return to quality learning opportunities. PRM considers education lifesaving, protective, and a critical part of the humanitarian response. PRM prioritizes programs that support the inclusion of refugee children in existing national education systems. Where possible, stand-alone program curricula should comply with national curriculum standards of the refugee hosting country to promote future inclusion. Activities should be accessible to and inclusive of children with different types of disabilities and be gender sensitive. PRM prioritizes education programs with clear links to child protection response. Subject to specific NOFO announcements, PRM considers education sector activities to include, but not limited to:

- Activities to improve girls' and boys' equitable access, enrollment, and retention in early childhood, primary, and secondary education.
- Programs that facilitate mainstreaming into local schools, including supporting teachers, supplies, school fees, transportation costs, or other related fees to access local schools.
- Activities that improve learning outcomes, including teacher training, access to exams, community/caregiver engagement, and catch-up or remedial education.
- For activities to improve Water, Sanitation, and Hygiene (WASH) behavior change and communication in schools, refer to [WASH Behavior Change and Communication \(BCC\) guidance](#) under the WASH Sector and provide details on adapting approaches across age groups in schools.

- Alternative education, including accelerated learning for out-of-school or over-age learners, should conform to national standards and ensure clear pathways back to formal education or vocational opportunities.
- For school buildings or site infrastructure improvements, propose activities under the [Shelter and Settlement Sector](#) and note how any schools built with PRM funding will conform to national government guidelines and comply with host country or regional standards for accessibility in construction.
- For WASH infrastructure built in schools, propose activities under the [WASH Sector](#).

Resources

- [Child Protection Minimum Standards](#). Alliance for Child Protection in Humanitarian Action, 2019
- [INEE Minimum Standards for Education: Preparedness, Response, Recovery](#)

Food Security

Activities that ensure people have enough, safe, and nutritious food to live healthy and active lives through in-kind, cash, or voucher assistance. These interventions address the immediate and underlying causes of malnutrition. This can include providing food, cash, and/or vouchers, promoting and supporting proper infant and young child feeding and care practices, and collecting, analyzing, and interpreting food security data to inform programming.

Resources

- [The Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response](#)
- [Practical Guide to the Systematic Use of Standards & Indicators in UNCHR Operations](#), 2006
- [Guide to Measuring Household Food Security](#). U.S. Department of Agriculture, Food and Nutrition Service, 2000

Health

Programs based on internationally recognized, evidence-based strategies, global guidance, and best practices that address the major causes of illness and death. Mental health and psychosocial support are described separately in this appendix.

To avoid creating separate systems for refugees, health interventions should promote inclusion in national treatment and prevention protocols where possible and follow international standards when host government capacity is limited. Generally, interventions should be coordinated with the Ministry of Health (MoH) and other relevant local partners and entities. Any health infrastructure built with PRM funding must conform to national MoH guidelines. In refugee reintegration settings, PRM-funded NGOs providing health services should obtain a signed Memorandum of Understanding (MoU) with local or national MoH officials. The MoU should acknowledge the NGO's presence and work and include a plan detailing the process and timeline for eventually handing over health services to the MoH and other relevant actors, including when health staff currently being paid by the NGO will be added to

MoH payrolls. Applicants should also strongly consider a similar approach in refugee settings. Finally, applicants should consider lessons learned from the COVID-19 pandemic and explore how hybrid technologies can reach wider audiences, close access gaps, and safely deliver health services during ongoing and future health emergencies.

NGO partners implementing tuberculosis (TB) programs with refugee populations should use the Centers for Disease Control and Prevention's TB [Monitoring and Evaluation toolkit](#) at least once per fiscal year to evaluate and improve program quality.

Note: Programs with a health and/or nutrition component are strongly encouraged to measure the Crude Mortality Rate (CMR) for the population and Global Acute Malnutrition (GAM) in children under age five – two core indicators of the impact of humanitarian assistance. PRM requires that, in addition to required program reports, partners share survey data on CMR and GAM with the UNHCR Public Health and HIV Section, including through the UNHCR's Health Information System (HIS) where available.

Sexual and Reproductive Health

Providing health services or interventions that address reproductive processes, functions, and systems at all stages of life.

Livelihoods and Economic Empowerment

Activities that help people gain skills, knowledge, goods, and assets they need to survive and make a living safely and with dignity. This includes support for employment, financial and numerical literacy, and entrepreneurship or business development. PRM prioritizes impact-driven, market-oriented

programs that improve participants' economic well-being and self-reliance. Applicants should plan to measure the impact of proposed activities on household self-reliance. Programs should aim to integrate participants into existing markets and services offered by hosting economies, development actors, and the private sector, rather than creating a separate humanitarian system wherever possible. Livelihoods programs may include:

- Job placement or referral services
- Income-generating activities
- Temporary work programs
- Micro-finance
- Financial literacy training and services
- Agriculture and livestock activities
- Vocational training
- Entrepreneurship training, business development, and incubation

Additionally, applicants must note the following guidance:

- **Market Analysis and Livelihoods Capacity/Competency Assessment:**
Applicants must include a recent market analysis in applications for all proposals with at least one livelihoods-sector objective. The analysis should consider age, gender, and diversity (AGD), and explain how it informed the program design. You can include the market analysis as an attachment to the grants.gov application. Applicants may instead submit

a recent market analysis performed by another partner for the same operating context.

- The livelihoods capacity/competency assessment should evaluate existing skills, knowledge, and interests of program participants and include the findings in the proposal narrative.
- Applicants should also provide an overview of the broader context in which the livelihoods activities, including any legal or policy obstacles to formal employment and any planned advocacy efforts to improve the enabling environment.
- Applicants should describe how the program will engage women and other vulnerable groups in its design and implementation, and how it will address the specific needs of female participants.
- Applicants should demonstrate consideration of the relevant standards and indicators outlined in the [Minimum Economic Recovery Standards](#), which are accepted as a companion to the Sphere standards.
- New market analyses will not be required for follow-on year multi-year projects, unless the context has changed significantly.

Resources

- Additional resources such as the Emergency Market Mapping and Analysis Toolkit; ILO UNHCR [Guide to market-based livelihood interventions for refugees](#); and [Operational Guide for Making Markets Work for the Poor \(M4P\) Approach](#) may be useful.
- [Minimum Economic Recovery Standards](#)

- [UNHCR Refugee Livelihoods and Economic Inclusion - 2019-2023 Global Strategy Concept Note](#)
- [The Self-Reliance Index \(SRI\) Indicators](#)

Mental Health and Psychosocial Support (MHPSS)

Any local or external support that aims to protect or promote psychosocial well-being and/or prevent or treat mental conditions.

Proposals should focus on the MHPSS needs of the targeted population and involve program participants in designing, developing, and targeting relevant programming, emphasizing a community-based approach when applicable. Programs must be culturally relevant and include local healing practices when appropriate. Integrate programs into all systems whenever possible, including primary health care systems, education, livelihoods, nutrition, protection efforts, and existing community support mechanisms. PRM encourages including programming that supports workforce development, such as MHPSS training and licensing strategies. Review lessons learned from the COVID-19 pandemic using hybrid technologies to reach wider audiences, close access gaps, and safely deliver MHPSS services ongoing and future health emergencies. Proposals should also address sustainability to ensure continuity of services after award funding ends. For more information on the MHPSS needs of staff, see the Duty of Care section in [APPENDIX B: PRM POLICIES AND STANDARDS](#).

Resources

- [World Mental Health Report \(who.int\)](#)

- [Five key themes for improved mental health care for refugees and migrants \(who.int\)](#)
- [MHPSS and EIE Toolkit - The MHPSS Network](#)
- [MHPSS | Humanitarian UNICEF](#)
- [IASC Common Monitoring and Evaluation Framework for Mental Health and Psychosocial Support in Emergency Settings: With means of verification \(Version 2.0\)](#)

Non-Food Items

The provision of standard, life-sustaining non-food items (NFIs), also known as Core Relief Items or Essential Household goods. Some NFI may require additional focused training for recipients on their safe and appropriate use, maintenance, and disposal. This includes items essential for basic household needs such as mattresses, blankets, lighting, energy requirements, and in some contexts clothing, through in-kind, cash, or voucher assistance. The specific type of NFI assistance provided is context specific and requires coordination with others. While CVA modalities can be used in many NFI intervention activities. Organization providing cash assistance for NFI, are still required to monitor the overall quality of the process, products purchased, and whether the NFI needs of the target population are being met.

- Report goods intended to create a habitable living space under the Shelter and Settlements sector or cash/vouchers to obtain these items – (e.g., tools/equipment for shelter, construction-related protective personal equipment, construction materials, tents, plastic sheeting, or tarpaulins intended for shelter).

- Report goods that enable water, sanitation, or hygiene-related behaviors under the WASH sector or cash/vouchers to obtain these items (e.g. hygiene/dignity kits, water transport/storage containers, soap, materials for anal cleansing, miscellaneous hygiene items, menstrual hygiene management materials, diapers, and cleaning materials and products.).
- If incorporating cash or vouchers for NFI-related commodities or services as part of a larger multi-purpose cash transfer, propose activities under Multipurpose Cash Assistance.

Organizations providing NFIs should describe in their proposal narrative:

- Understanding and analysis of the needs of the affected populations, markets availability and access, local context, and conditions, to develop appropriate programming activities. Discuss the quality, availability, and accessibility of inputs required for proposed activities.
- How related prices (e.g., transportation, estimated market costs) will be monitored and how the intervention approach could be adjusted if high prices or prohibitive policies undermine recipients' ability to access NFI assistance. Describe how the activity will prevent and mitigate the risk of corruption, fraud, exploitation, and diversion of assistance. How they will ensure alignment on NFI kit contents, preferred modalities, and frequency of distributions with others. Align targeting criteria and public information dissemination strategies to prevent overlap with distributions by other NGOs or relief agencies.

- Measures taken to ensure that specific commodities requiring familiarization or training on appropriate use, maintenance, and disposal are provided.

Describe how NFI post-distribution monitoring (PDM) will be conducted to verify that the NFI assistance was received, as well as to understand how the NFI was used, assess the sufficiency of support, and identify and respond to any protection concerns. It is recommended that PDM is independently conducted by individuals, not directly involved in procurement and distribution activities. Explain how NFI recipients will be informed about accessing technical support, such as through a helpline, if they face challenges or encounter heightened protection risks. [See PRM's CVA Guidance for more information regarding the use of CVA for NFI's.](#)

Resources

- [The Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response](#), 2018 Edition
- [UNHCR Emergency Handbook - Non-Food Items/Core Relief Items in Kind Distribution](#)
- [Post Distribution Monitoring for NFI and Shelter Distributions](#)
- [Enhanced Capacity Response – Protection Risks and Benefits Analysis Tool](#)

Nutrition

Activities to safeguard and improve the nutritional status of emergency-affected populations. This includes providing special nutritional products for

vulnerable groups, promoting and supporting proper infant and young child feeding and care practices, treating acute malnutrition, and collecting, analyzing, and interpreting nutrition data to inform programming.

Resources

- [The Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response](#)
- [Practical Guide to the Systematic Use of Standards & Indicators in UNCHR Operations](#), 2006
- [UNHCR Standardized Expanded Nutrition Survey for Refugee Populations](#)

Protection

Measures to protect the rights of people affected by humanitarian crisis. This involves preventing or ending violence or abuse, alleviating trauma, finding durable solutions, promoting respect for laws and norms, and ensuring humanitarian actions uphold dignity and benefit the most vulnerable without causing harm.

PRM has four broad protection goals:

1. Address or prevent violations of human rights and humanitarian principles.
2. Fill protection gaps in the humanitarian response in crises.
3. Strengthen and monitor standards, indicators, and capacities.
4. Address protection challenges for diverse populations.

PRM addresses various protection threats, including:

- Forced return.
- Denial of humanitarian access.
- Restrictions on freedom of movement.
- Insecure humanitarian sites.
- Militarization of humanitarian sites.
- Gender-based violence.
- Sexual exploitation and abuse.
- Family separation.
- Forced conscription.
- Improper registration.
- Lack of proper identity documents.
- Unfair distribution of assistance.
- Restricted access to education, particularly for girls.
- Tensions with host communities.
- Dangerous coping strategies; and
- Forced evictions.

Resources

PRM encourages applicants to reference and adopt the Inter-Agency Standing Committee's [Statement on the Centrality of Protection](#), as well as the [IASC Protection Policy](#).

- [The Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response](#), 2018 Edition
- [Protection: An ALNAP guide for humanitarian agencies](#). ALNAP, 2005
- [Professional Standards for Protection Work](#). ICRC, 2018
- [Minimum Agency Standards for Protection Mainstreaming](#). World Vision, CARE, Oxfam, Caritas, 2012
- [Understanding Community-based Protection](#), UNHCR, 2013
- [Core Humanitarian Standard: CHS Guidance Notes and Indicators](#)
- [Handbook on Protection of Stateless Persons](#), UNHCR, 2014

Legal Protection

Providing legal information, counseling, and assistance, or creating an environment that promotes respect for the human rights of displaced and conflict-affected people.

Child Protection

Empowering children by creating safe and protective environments, ensuring access to essential services, working with caregivers, supporting national

protection systems, and increasing children's participation in issues affecting their lives.

PRM prioritizes programs that:

- Strengthen protection systems, including case management.
- Support quality child-friendly spaces.
- Promote access to quality and inclusive education.
- Address psychosocial needs.
- Reflect community-based approaches.
- Ensure age-appropriate child participation.
- Support the most vulnerable children, including unaccompanied and separated children and children with disabilities.
- Support family-based care and age-appropriate alternative care.

PRM supports youth programs that provide access to quality education, vocational and life skills, and address unique psychosocial needs through sports, community leadership, and social cohesion. Partners should ensure child protection is integrated throughout the humanitarian response. Applicants should use the Child Protection Minimum Standards to guide program design.

- [Child Protection Minimum Standards](#). Alliance for Child Protection in Humanitarian Action, 2019

- Tools and resources found at the [Alliance for Child Protection in Humanitarian Action](#)
- [UNHCR Framework for the Protection of Children](#)

Gender Based Violence

Activities that combat or reduce the impacts of harmful acts based on gender differences between males and females.

PRM's goal is to ensure that women, girls, and GBV survivors receive coordinated, high-quality services promptly so they can live free from violence and have access to equal opportunities. PRM strives to make all programs accessible, safe, compassionate, coordinated, appropriate, and centered on survivors. PRM prioritizes services as a life-saving activity and an entry point for survivors to receive comprehensive care. PRM also supports prevention, empowerment, capacity strengthening, coordination, and learning activities as part of our holistic approach.

PRM supports essential, lifesaving GBV interventions, such as:

- Responding to the immediate and lifesaving needs of at-risk women and girls, GBV survivors, through health, psychosocial, case management, and legal services.
- Community mobilization and behavior change activities to address social norms that perpetuate gender inequality and condone violence against women and girls.
- Networking and group interventions that allow at-risk communities to support each other informally.

- Social or economic empowerment activities that reduce the risk of violence and create opportunities for women and girls to develop skills, gain income, participate in community structures, and make decisions for themselves and their families.
- Local capacity strengthening and training opportunities focused on GBV preparedness for potential emergencies or the sustainability of GBV programs.
- Staff support or debriefing activities to help local staff, organizations, or program participants process trauma and other experiences.
- Program evaluations to assess program effectiveness and impact.
- Sub-cluster coordination to improve leadership in the sector.

PRM encourages applicants to design activities targeting hard-to-reach populations and the most vulnerable within any community. This includes women and girl heads of households, out-of-school girls, women and girls who identify as LGBTQI+, women and girls with disabilities, GBV survivors, married girls, and adolescent mothers. Programs should aim to increase protective assets, social networks, and access to information and services to enhance safety and reduce immediate risks of GBV.

- [Gender-Based Case Management Outcome Monitoring Toolkit \(International Rescue Committee\)](#)
- [Gender-Based Violence Research, Monitoring, and Evaluation with Refugee and Conflict-Affected Populations: A Manual and Toolkit for Researchers and Practitioners](#)

- [Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Settings, IASC, 2015](#)

Socio-cultural Inclusion and Social Cohesion

Activities that help all parts of the population, including the most marginalized, access necessary services and share their priorities and preferences about humanitarian services that affect their lives. Activities to prevent and reduce social tensions between displaced persons and host communities, including stigma reduction and outreach campaigns.

Shelter and Settlements (S&S)

Programs that aim to help participants access and live in safe, sustainable, and dignified housing and communities. This allows them to resume important social and livelihoods activities and improve their quality of life. Shelter and settlements interventions should also provide access to other services like water, sanitation, and hygiene (WASH), education, health, and livelihoods. These interventions evolve to meet complex needs in both acute emergency and long-term settings. They can include but not exclude activities like shelter construction and repairs, hosting support, rental support, temporary emergency shelters, road improvements, disaster risk reduction, and shelter-specific NFI's, capacity building and strengthening coordination mechanisms for shelter and settlements.

Considerations for S&S Interventions:

- **Needs Assessments:** Understand the needs of the affected populations, housing markets, and local context. Discuss the quality, availability, and

accessibility of the inputs like skilled labor, construction materials, and rental units.

- **Housing and Land Rights:** Address how housing, land rights, and property concerns are integrated into S&S interventions, including tenure agreements and monitoring.
- **Hazard Mitigation:** Incorporate hazard mitigation and disaster risk reduction principles. List potential factors like insecurity, pollution, weather variations, and seasonal work. Outline efforts to reduce risks and build community resilience.
- **Safety Procedures:** Describe safety procedures for construction or repair activities to protect staff and community. Include personal protective equipment and safeguard measures and mention any permitting and approval requirements from authorities.
- **Attachments:** Include a bill of quantities (BoQ), field diagrams/sketches, and assumptions and calculations for estimating estimate the value of assistance packages.
- **Coordination:** Justify S&S infrastructure improvements within institutions or communal buildings if not working directly in these settings. Describe coordination efforts with other actors.
- **Price Monitoring:** Explain how related prices will be monitored and how the approach could be adjusted if high prices or policies undermine access to adequate shelter. Describe measures to prevent corruption, fraud, exploitation, and diversion of assistance.

- **WASH Facilities:** Describe whether other humanitarian actors have provided or plan to provide WASH facilities. If proposing WASH interventions, consider additional PRM WASH sector guidance.
- **S&S Specific Non-Food Items (NFI's):** For distribution of goods that are intended or used to create a habitable living space, or cash/vouchers to obtain these items (e.g., cash for rent, tool/equipment used to create or repair a shelter, construction related protective personal equipment, construction materials, tents, plastic sheeting, or tarpaulins intended for shelter) explain how interventions and modalities were chosen based on the population's humanitarian needs
 - Align on Shelter-NFI kit contents, preferred modalities, and distribution frequency to coordinate targeting criteria and public information strategies to prevent overlap with other agencies.
 - Coordinate targeting criteria and public information strategies to prevent overlap with other NGOs or relief agencies.
 - Provide training on the use, maintenance, and disposal of specific commodities.
 - Ensure cash supporting shelter repairs or construction is combined with technical assistance like training and supervision.
[See also PRM's CVA Guidance for additional information regarding the use of CVA for NFI's.](#)
 - Conduct post-distribution monitoring (PDM) to verify receipt and use of shelter assistance, and to identify any protection concerns.

PDM should be conducted independently by those not directly involved in procurement and distribution activities.

For cash or vouchers provided for shelter-related commodities or services as part of larger multi-purpose cash transfers, propose activities instead under cross-cutting Multipurpose Cash Assistance.

Resources

- [Global Shelter Cluster 2024-2028 Strategy](#)
- [Post Distribution Monitoring for Shelter and NFI Programming](#)
- [Grand Bargain Multipurpose Cash Assistance Outcome Indicators and Guidance](#)
- [Urban Shelter Guidelines, Norwegian Refugee Council/Shelter Centre](#)
- [The Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response](#)
- [Global Shelter Cluster Indicator Guidelines](#)
- [IASC GBV Guidelines for: Shelter, Settlement, and Recovery, Housing, Land Rights, and Property, Camp Coordination and Camp Management](#)
- [Practical Guide to the Systematic Use of Standards & Indicators in UNHCR Operations](#)
- [All Under One Roof - Disability Inclusive Shelter and Settlements in Emergencies](#)
- [UNICEF Toolkit on Accessibility](#)

- [CCCM Collective Shelter Guidelines](#)

Water, Sanitation, and Hygiene (WASH)

WASH interventions aim to reduce diseases related to water, sanitation, and hygiene at individual, household, communal, and institutional levels, and improve coordination between various humanitarian actors. All WASH interventions should minimize negative environmental impacts. Examples of WASH interventions include but are not limited to:

- **Water-related interventions:** Focus on water for drinking, personal hygiene, and cooking in households, communities, and institutions.
- **Sanitation related interventions:** Focus on infrastructure and maintenance for the safe disposal of human waste.
- **Hygiene related interventions:** Focus on access to facilities like menstrual hygiene management (MHM), bathing spaces, and washing slabs, and promote healthy behaviors to reduce disease transmission (e.g., handwashing, proper water handling and storage.)

PRM does not fund emergency water trucking except in acute emergencies with strong justification. PRM does not fund latrine designs or activities promoting the use of “nightsoil” or any fecal waste for fertilization

PRM typically does not fund WASH infrastructure requiring maintenance parts unavailable locally unless justified for emergencies or if a supply chain can be established. Partners should address quality and maintenance plans for infrastructure repaired and/or constructed with PRM funding.

PRM supports WASH infrastructure in institutional settings (e.g., health facilities, schools) and community-based settings (e.g., shared sanitation facilities, waste disposal sites). Preference is given to actors operating in these settings.

Considerations for WASH Interventions

WASH proposals should include:

- **Needs Assessment:** Information on needs assessments and damage/resource mapping. Discuss the quality and availability of inputs (e.g., skilled labor, local market availability of materials, water supply and right, sanitation value chain, and natural resources.)
- **Comprehensive Activities:** Describe activities that address water, sanitation, and hygiene collectively. Justify any exclusions.
- **Hazard and conflict Mitigation:** Incorporate hazard mitigation and disaster risk reduction principles, listing potential risks (e.g. insecurity, pollution, weather variations) and efforts to reduce these risks (e.g. exacerbation of aquifer depletion, over usage of water supplies).
- **Price Monitoring:** Explain how prices will be monitored and how the approach will adjust if high prices or policies undermine access to WASH services. Describe measures to prevent fraud, waste, and abuse.

And include as appropriate according to WASH objectives and sub-activities:

- **Behavior Change and Communication (BCC):** Describe how formative assessments develop effective BCC messages will be delivered and evaluated. If community volunteers will be engaged, explain the

volunteer selection criteria, their roles/responsibilities, the number, and ratio of volunteers to people/households, the training, and materials they will receive, and incentives (if applicable). Applicants should also incorporate assessment of the effectiveness of (IEC) materials in their project. For any WASH BCC in formal school settings, applicants should propose these activities instead under the [Education Sector](#).

- **WASH infrastructure construction or rehabilitation activities:**

Summarize the process, including site selection, permitting, and approval requirements that may impact project timelines.

- Provide a plan for managing and maintaining WASH facilities, including capacity building and training. Describe safety procedures for construction or repair activities to protect staff and community. Include personal protective equipment and safeguard measures and mention any permitting and approval requirements from authorities.
- Include a bill of quantities (BoQ), field diagrams/sketches, and assumptions for estimating assistance value.
- Address how affected populations accessibility needs, menstrual hygiene, and GBV risk mitigation approaches will be considered in infrastructure and environmental designs.
- **For any water infrastructure:** Describe the water quality surveillance plan, including target volume per person per day, quality parameters, testing frequency, and remedial actions.

- **For any sanitation management infrastructure:** Discuss how to mitigate environmental contamination, manage sludge disposal, and sewer network maintenance.
- **WASH Training and Capacity Building:** Describe plans for developing or adapting training materials and measuring their effectiveness. Provide details on the training of trainers, and the target audience of capacity building activities, and frequency of training.
- **WASH Specific Non-Food Items:** For distribution of goods that support water, sanitation, or hygiene behaviors, or cash/vouchers to obtain these items, include them under WASH. Examples include hygiene kits, water treatments/storage containers, soap, MHM kits, and cleaning products. Explain how interventions and modalities were chosen based on the population's humanitarian needs. Ensure alignment on NFI kit contents and distribution strategies with WASH coordination actors. Provide training on the use, maintenance, and disposal of commodities. CVA modalities can be used in many WASH intervention activities. Monitor the quality of cash-supported WASH interventions. Describe how WASH-NFI post-distribution monitoring (PDM) will be conducted to verify receipt and use of assistance and identify protection concerns. Coordinate with other actors providing cash-based responses. [See also PRM's CVA Guidance for additional information regarding the use of CVA for NFI's](#)

If incorporating cash or vouchers for WASH-related commodities or services as part of a larger multi-purpose cash transfer, propose activities under Multipurpose Cash Assistance

Resources

- [Global WASH Cluster Strategic Plan 2022-2025](#)
- [IASC Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Settings for Water, Sanitation, and Hygiene](#)
- [The Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response](#)
- [Market-Based Programming in WASH Technical Guidance for Humanitarian Practitioners](#)
- [UNHCR Emergency Handbook for Water, Sanitation, and Energy](#)
- [Practical Guide to the Systematic Use of Standards & Indicators in UNCHR Operations](#), 2006 (pg. 25, 160-169).
- [WHO/UNICEF Joint Monitoring Programme for Water Supply, Sanitation and Hygiene \(JMP\)](#)
- [Menstrual Hygiene Management in Emergencies](#)
- [UNICEF Toolkit on Accessibility](#)
- [WASH Cluster – HygieneHub Summary report: The process for designing effective behavior change programmes](#)

APPENDIX D: LIST OF PRM STANDARDIZED INDICATORS

See **Section 4 - Application Submission** above for full instructions on including indicators in application packages. Refer to PRM's Performance Indicator

Reference and Definition Sheet (PIRS) for more information on indicator definitions and collection suggestions.

Table 2: PRM Indicator List

For optional guidance on reporting frequency and baseline values per indicator, see the “PRM Indicator List” tab.

PRM Sector, sub-sector, or policy area	Indicator (with type)	Disaggregates (PRM-1 is the only indicator with required disaggregates. All others are recommended if applicable.)	Level of requirement
Cross-cutting	PRM-1. Number of individuals directly reached through PRM funding (Output)	Required as applicable: PoC (refugees/asylees, IDPs, stateless, returnees, other vulnerable migrants, other conflict-affected, host-community members); non-PoC (gov't staff, NGO or IO staff, health care workers, etc.); Sex (male, female, and optionally "other / non-binary"); Age (0-4.9, 5-17.9, 18-49.9, 50+)	Required
Cross-cutting	PRM-2. Amount of PRM humanitarian funding distributed to local, national, or refugee-led organizations (in USD) (Output)	Partner, country (if multi-country implementation), and when possible, by refugee-led, IDP-led, stateless-led	Required
Cross-cutting	PRM-3. Percentage of participants who report that humanitarian assistance is delivered in a safe,	Safe, accessible, accountable, participatory	Required if applicable

	accessible, accountable, and participatory manner (Outcome)		
Cross-cutting	PRM-5. Number of community meetings or formal consultations held which were focused on program design or adjustments (Output)	N/A	Recommended
Cross-cutting	PRM-6. Number of individuals indirectly reached through PRM funding (Output)	N/A	Recommended
Cross-cutting: CVA	PRM-CV1. Number of individuals receiving Cash and Voucher Assistance through PRM funding (Output)	Cash, voucher	Required (if proposing activities under this sector)
Cross-cutting: CVA	PRM-CV2. Total USD value of Cash and Voucher Assistance transferred to PRM program participants (Output)	Cash, voucher	Required (if proposing activities under this sector)
Capacity Strengthening	PRM-CS1. Number of individuals who complete training in international law, international human rights law, and/or international humanitarian law through PRM funding (Output)	Male, Female, and optionally "other / non-binary"; Government staff, International NGO staff, Local NGO, or CBO staff, Other	Recommended

Capacity Strengthening	PRM-CS2. Number of individuals who complete training on cross-cutting topics through PRM funding (ex. budget, operations, management, humanitarian standards, accountability, monitoring) (Output)	Male, Female, and optionally "other / non-binary"; Government staff, International NGO staff, Local NGO, or CBO staff, Other	Recommended
Capacity Strengthening: Local Governments	PRM-CS3. Number of government staff who complete capacity strengthening activities through PRM funding (Output)	National, local, male, female, and optionally "other / non-binary"	Required (if proposing activities under this sub-sector)
Capacity Strengthening: NGO/CBO	PRM-CS4. Number of NGO/CBO staff who complete capacity strengthening activities through PRM funding (Output)	International NGO staff, Local NGO, or CBO staff, Other, Male, Female, and optionally "other / non-binary"	Required (if proposing activities under this sub-sector)
Inclusion of Persons with Disabilities	PRM-D1. Number of individuals with disabilities reached through PRM funding (Output)	Male, female, and optionally "other / non-binary"	Required (if proposing activities under this sector)
Inclusion of Persons with Disabilities	PRM-D2. Number of individuals participating in physical rehabilitation activities through PRM funding (Output)	N/A	Recommended

Inclusion of Persons with Disabilities	PRM-D3. Number of disability devices distributed (ex. wheelchairs, postural support devices, prostheses, orthoses) through PRM funding (Output)	N/A	Recommended
Inclusion of Persons with Disabilities	PRM-D4. Percentage of individuals with disabilities who are satisfied with the accessibility and quality of services (Outcome)	N/A	Recommended
Education	PRM-E1. Number of individuals reached with education programming through PRM funding (Output)	Formal, Informal, Children (under 18), Adults (18+), Male, Female, and optionally "other / non-binary"	Required (if proposing activities under this sector)
Education	PRM-E2. Number of teachers and administrators trained through PRM funding (Output)	Male, female, and optionally "other / non-binary"	Recommended
Education	PRM-E3. Percentage of school-age children enrolled in formal or informal education (Outcome)	Male, female, and optionally "other / non-binary"	Recommended
Food Security	PRM-F1. Number of individuals participating in food security activities through PRM funding (Output)	Male, female, and optionally "other / non-binary"	Required (if proposing activities under this sector)

Food Security	PRM-F2. Percentage of households with poor Food Consumption Score (FCS) (Outcome)	N/A	Recommended
Food Security	PRM-F3. Percentage of households with moderate and severe Household Hunger Scale (HHS) scores (Outcome)	N/A	Recommended
Health	PRM-H1. Number of health care centers supported with supplies, equipment, and/or training assistance through PRM funding (Output)	Primary, Other	Required (if proposing activities under this sector)
Health	PRM-H2. Number of total health consultations conducted with PRM funding (Output)	Primary, Urgent, Sex (male, female, and optionally "other / non-binary"), Age	Recommended
Health	PRM-H4. Number of health care professionals/administrators trained on providing health services to PRM persons of concern (Output)	Male, female, and optionally "other / non-binary"	Recommended
Health	PRM-H7. Percentage of beneficiary patients who express satisfaction with services received (Outcome)	Male, female, and optionally "other / non-binary"	Recommended
Health	PRM-H9. Percentage of individuals with access to health services (Outcome)	N/A	Recommended

Health: Sexual and Reproductive Health	PRM-SRH1. Number of individuals receiving sexual and reproductive health services through PRM funding (Output)	Male, Female, and optionally "other / non-binary," 5-17.9, 18+	Required (if proposing activities under this sub-sector)
Health: Sexual and Reproductive Health	PRM-SRH3. Percentage of births attended by skilled health personnel (Outcome)	N/A	Recommended
Health: Sexual and Reproductive Health	PRM-SRH4. Percentage of pregnant women receiving at least four antenatal visits (Outcome)	N/A	Recommended
Health: Sexual and Reproductive Health	PRM-SRH5. Percentage of reporting rape survivors given post-exposure prophylaxis (PEP) within 72 hours (Outcome)	N/A	Recommended
Health: Sexual and Reproductive Health	PRM-SRH6. Percentage of reporting rape survivors given emergency contraception within 120 hours (Outcome)	N/A	Recommended
Livelihoods and Economic Empowerment	PRM-L1. Number of individuals participating in livelihood and economic empowerment activities through PRM funding (Output)	Male, female, and optionally "other / non-binary"	Required (if proposing activities under this sector)

Livelihoods and Economic Empowerment	PRM-L2. Percentage of individuals with an account at a bank or other financial institution or with a mobile-money service provider (Outcome)	N/A	Recommended
Livelihoods and Economic Empowerment	PRM-L3. Percentage of individuals (working age) who are unemployed (Outcome)	N/A	Recommended
Mental Health and Psychosocial Support (MHPSS)	PRM-M1. Number of individuals receiving MHPSS services through PRM funding (Output)	Sex: Male, female, and optionally "other / non-binary" Type: Community member, staff	Required (if proposing activities under this sector)
Mental Health and Psychosocial Support (MHPSS)	PRM-M3. Number of individuals trained in MHPSS through PRM funding (Output)	Male, female, and optionally "other / non-binary"	Recommended
Mental Health and Psychosocial Support (MHPSS)	PRM-M4. Percentage of individuals participating in PRM funded programs who report they had at least a few good days in the past week (Outcome)	Male, female, and optionally "other / non-binary"	Recommended
Non-Food Items (NFIs)	PRM-NFI1. Number of individuals receiving Core Relief/non-food	In-kind, cash-for-Core Relief/NFIs, voucher	Required (if proposing activities)

	items (NFI's) through PRM funding (Output)		under this sector)
Non-Food Items (NFIs)	PRM-NFI3. Number of Core Relief/NFIs distributed through PRM funding (Output)	Type of NFI (do not report overall total)	Recommended
Non-Food Items (NFIs)	PRM-NFI4. Number of individuals trained on Core Relief/NFI topics through PRM Funding (Output)	Training topic	Recommended
Non-Food Items (NFIs)	PRM-NFI5. Percentage of households that report having minimum household items that allow all the following: comfortable sleeping, water and food storage, food preparation, cooking, eating, lighting, and clothing (Outcome)	N/A	Recommended
Non-Food Items (NFIs)	PRM-NFI6. Percentage of individuals reporting satisfaction with Core Relief Items/NFI received through PRM funding (Outcome)	Content, quality, quantity	Recommended
Nutrition	PRM-N1. Number of individuals participating in nutrition activities through PRM funding (Output)	Male, female, and optionally "other / non-binary"; children under 5, pregnant and lactating women	Required (if proposing activities under this sector)
Nutrition	PRM-N2. Number of children under 5 and pregnant/lactating	Male, female, children under 5, pregnant and lactating women	Recommended

	women screened for malnutrition through PRM funding (Output)		
Nutrition	PRM-N3. Number of children under 5 years of age with severe wasting and other forms of severe acute malnutrition who are admitted for treatment through PRM funding (Output)	Male, female, and optionally "other / non-binary"	Recommended
Nutrition	PRM-N4. Percentage of children 6-59 months of age with acute malnutrition (MAM or SAM) (Outcome)	Male, female, and optionally "other / non-binary"	Recommended
Nutrition	PRM-N5. Percentage of children 6–23 months of age who receive foods from 5 or more food groups (MDD-C) (Outcome)	N/A	Recommended
Protection	PRM-P1. Number of individuals participating in protection activities through PRM funding (Output)	Staff, community members, female, male, and optionally "other / non-binary"	Required (if proposing activities under this sector)
Protection	PRM-P2. Number of beneficiaries reporting protection violations who are referred to and receive assistance from appropriate legal, medical, or psychosocial support	Male, Female, and optionally "other / non-binary"; 0-4.9, 5-17.9, 18-49.9, 50+	Recommended

	services through PRM funding (Output)		
Protection	PRM-P5. Percentage of individuals who report an improved sense of safety and well-being at the end of the program (Outcome)	Male, female, and optionally "other / non-binary"; 0-4.9, 5-17.9, 18-49.9, 50+	Required (if proposing activities under this sector)
Protection: Legal	PRM-PL1. Number of individuals receiving legal assistance through PRM funding (Output)	N/A	Required (if proposing activities under this sub-sector)
Protection: Legal	PRM-PL2. Percentage of individuals with legally recognized identity documents or credentials (Outcome)	N/A	Recommended
Protection: Socio-cultural Inclusion and Social Cohesion	PRM-SC1. Number of individuals reached with socio-cultural and social cohesion activities through PRM funding (Output)	N/A	Required (if proposing activities under this sub-sector)
Protection: Child Protection	PRM-CP1. Number of children under 18 reached with child protection services through PRM funding (Output)	0-4.9 years, 5-17.9 years	Required (if proposing activities under this sub-sector)

Protection: Child Protection	PRM-CP2. Number of adults reached with child protection activities through PRM funding (Output)	Parents and caregivers; service providers	Recommended
Protection: Child Protection	PRM-CP4. Percentage of unaccompanied and separated children who are in an appropriate alternative care arrangement (Outcome)	N/A	Recommended
Protection: Child Protection	PRM-CP5. Percentage of children who participate in community-based child protection programmes (Outcome)	N/A	Recommended
Protection: Child Protection	PRM-CP6. Percentage of children at heightened risk who are supported by a Best Interests Procedure (Outcome)	N/A	Recommended
Protection: Gender Based Violence (GBV)	PRM-GBV1. Number of individuals who complete gender-based violence capacity strengthening and/or training through PRM funding (Output)	Male, female, and optionally "other / non-binary"	Recommended
Protection: Gender Based Violence (GBV)	PRM-GBV2. Number of individuals accessing women and girls' safe spaces and/or GBV response	Male, female, and optionally "other / non-binary"	Required (if proposing activities)

	services through PRM funding (Output)		under this sub-sector)
Protection: Gender Based Violence (GBV)	PRM-GBV3. Percentage of community members who know where to access available gender-based violence services.	N/A	Recommended
Protection: Gender Based Violence (GBV)	PRM-GBV5. Percentage of survivors who are satisfied with GBV case management services [based on a voluntary exit survey] (Outcome)	Male, female, and optionally "other / non-binary"	Recommended
Shelter and Settlements	PRM-S1. Number of individuals who received shelter assistance through PRM funding (Output)	Camp, non-camp; construction materials, cash, voucher	Required (if proposing activities under this sector)
Shelter and Settlements	PRM-S3. Number of individuals trained on Shelter topics through PRM funding (Output)	Training topic	Recommended
Shelter and Settlements	PRM-S4. Percentage of households that report living in a shelter that has all the following: adequate space, feels safe, feels private and protected from the weather (Outcome)	Camp, non-camp	Recommended

Shelter and Settlements	PRM-S5. Percentage of individuals who believe shelter interventions met or exceeded expectations (Outcome)	Camp, non-camp; construction materials, cash, voucher	Recommended
Shelter and Settlements	PRM-S6. Percentage of households that report pressure to leave their shelter (Outcome)	Urban, rural	Recommended
Water, Sanitation, And Hygiene (WASH)	PRM-W1. Number of individuals reached with WASH activities through PRM funding (Output)	Please see the PIRS or Excel indicator table template for the list of disaggregates.	Required (if proposing activities under this sector)
Water, Sanitation, And Hygiene (WASH)	PRM-W2. Number of institutional and community-based WASH facilities built or improved through PRM Funding (Output)	Please see the PIRS or Excel indicator table template for the list of disaggregates.	Recommended
Water, Sanitation, And Hygiene (WASH)	PRM-W4. Percentage of households with access to a basic sanitation service (latrine/toilet) (Outcome)	Clean, unclean; camp, non-camp	Recommended
Water, Sanitation, And Hygiene (WASH)	PRM-W5. Percent of households with soap and water at a handwashing station on premise (Outcome)	N/A	Recommended
Water, Sanitation, And	PRM-W6. Percentage of households targeted by the WASH	N/A	Recommended

Hygiene (WASH)	behavior change activities and/or improved waste disposal sites activities that report properly disposing of solid waste (Outcome)		
Water, Sanitation, And Hygiene (WASH)	PRM-W7. Percentage of individuals targeted by WASH behavior change promotion activity who know at least three (3) of the five (5) critical times to wash hands (Outcome)	N/A	Recommended
Water, Sanitation, And Hygiene (WASH)	PRM-W8. Percentage of households targeted by the WASH behavior change promotion activities who store their drinking water safely in clean containers (Outcome)	N/A	Recommended
Water, Sanitation, And Hygiene (WASH)	PRM-W9. Percentage of individuals reporting satisfaction with WASH NFIs received through direct distribution (i.e., kits), cash/vouchers (Outcome)	Content, quality, quantity	Recommended
Water, Sanitation, And Hygiene (WASH)	PRM-W10. Percentage of households using basic drinking water services (Outcome)	Camp, non-camp	Recommended
Water, Sanitation, And	PRM-W11. Percentage of households (HH) reporting that all	N/A	Recommended

Hygiene (WASH)	HH members have access to an adequate quantity of safe water for, cooking, personal, and domestic hygiene (Outcome)		
Water, Sanitation, And Hygiene (WASH)	PRM-W12. Percentage of PRM-funded drinking water services for which water quality tests meet minimum water quality standards (Outcome)	Site type (institutional, community, household)	Recommended

APPENDIX E: BUDGET TABLE INSTRUCTIONS AND BUDGET CATEGORIES

The following provides guidance for using PRM's recommended budget table template. This template now combines the previously separate budget summary and detailed budget tables. The budget categories below should also be referenced when completing your budget narrative attachment.

The budget detail tab includes columns for federal funding from the Bureau, other (non-federal) cost-share funding, and the total funding need, broken down by your program objectives and sectors. When estimating expenses for your proposed program, include each of the budget categories listed below, whether the program is fully PRM-funded or jointly funded with multiple donors.

We recommend using the PRM budget detail template. Round all estimates to the nearest U.S. dollar. Ensure the information in the budget detail tabs matches the summary tab and is explained in greater detail in the separate budget narrative document. Break down budgets by program objective. If a

program objective includes more than one sector/modality, add additional objective columns to the budget detail.

The Department of State follows [2 CFR §200, Subpart E—Costs Principles](#) to determine the basic considerations of allocability, allowability, reasonableness, and prior written approval for all cost items. These cost items apply to both domestic and foreign organizations.

- **Direct Costs by Sector and Country:** Provide the expected estimated direct costs broken down by the sectors defined in these guidelines that correspond to the respective objectives of the proposed program. Be conservative in your estimation. See [APPENDIX C: PROGRAMMATIC SECTORS, SUB-SECTORS, AND MODALITIES](#) for the list and definitions of these sectors. The budget table template also includes the lists of sectors and modalities list as a tab. For programs spanning more than one country, provide estimated direct costs disaggregated by country and objective.
- **Protection – GBV Guidance:** If the proposed programs will address gender-based violence (GBV), estimate the total cost of these activities as a separate sub-sector line item in the proposed budget, per the detailed budget tab. This includes funds used to support women and girls and/or promote gender equality through activities that reduce or address violence against women and girls. Be conservative in your estimation. Note: Programs that involve or integrate women and girls as part of another sectoral intervention do not count towards this number. PRM understands that this is only an estimate.
- **Cash Voucher Assistance (CVA) Budget Guidance:** Do not list CVA as a separate sector in the budget. Instead, reflect and report the budget for

activities using CVA under the sector where outcomes will be achieved. For example, if you provide a cash transfer to a client to purchase inputs to start a new business, reflect that funding under “Livelihoods and Economic Empowerment.” However, you may report support **provided through multipurpose cash assistance (MPCA) as a standalone budget “sector”** due to the difficulty in disaggregating MPCA programming into individual sectors.

For multi-year proposals, disaggregate the summary and detailed budget, and separate budget narrative by year, for each year.

Budget Categories

Personnel

- Include annual salaries/wages, stipends, allowances, differentials, bonuses, extra month’s salary and any anticipated termination/severance pay for personnel charged to the proposed agreement.
- List all positions with the amount of time (as a percent), rate of pay, and unit measurement the associated unit measurement (hour/month/year) needed for program implementation.
- PRM will not authorize personnel positions to be charged based on a flat monthly fee that includes salaries, benefits, travel costs, etc.
- If you expect to pay employee termination or severance during the funding period, the Bureau will consider such costs an allowable charge to the agreement to the extent of the Bureau’s responsibility in

accordance with each employee's direct relation to the Bureau-funded activities. For example, if an employee is charged to Bureau activities for half of their employment, only half of their termination or severance costs can be charged to the agreement.

- Show other allowances like housing and education separately and identify them against the position. They should be based on established policies and available to all employees in similar situations, not just those funded by the U.S. government. The Bureau limits allowances to amounts not exceeding rates approved for government employees in similar situations.

Fringe Benefits

- Identify various fringe benefits, allowances, and services offered to employees in addition to regular wages and salaries. The total cost of individual benefits need not be specified, show the total cost, including the percentage of salaries, if appropriate.
- Benefits must be consistent with the organization's established policies for all employees, not just those funded by the government. Fringe benefits include costs of leave (vacation, family-related, sick, or military), employee insurance, pensions, and unemployment benefit plans.

Travel

- List travel for all employees and consultants, identified as U.S. domestic, in-country, or international. Indicate the per diem rate for each city of travel.

- List all anticipated trips as part of the award proposal budget. To ensure certain costs are allowable within an award, recipients of PRM funding may seek prior written approval through their Bureau Program Officer for travel (specifically international travel) not already fully detailed in the program budget.
- The Bureau does not reimburse per diem allowances that exceed rates approved for government employees. Current rates can be found on the [Department of State Office of Allowances website](#).

Equipment

- Include a detailed list of all non-expendable equipment to be purchased for program activities and charged to the agreement. Non-expendable equipment has a useful life of one year or more and costs \$10,000 or more per unit. Lower limits may be used if consistent with the recipient's policy.
- Inform PRM's Office of the Comptroller in writing of the recipient's policy and threshold if it is \$10,000 or more. Any additional equipment required after the initial budget approval must be specifically approved by the Bureau in writing before purchase.
- Equipment not included in the approved budget or subsequently approved by the Bureau will be considered an unallowable cost under the agreement.
- List all leased equipment, including vehicles. For each new vehicle to be purchased, state its purpose and whether it will be assigned to a motor

pool or to an individual. List any currently owned or leased vehicle expected to be charged to the agreement.

- Bureau policy prohibits the use of program vehicles and drivers for personal use, including commuting. Any non-direct program or unofficial use of a vehicle must be reimbursed at the appropriate government rate.
- For organizations that have **not** previously received Bureau funding, include a summary description of your property management procedures. This will be incorporated into the Bureau's funding arrangements with your organization.

Supplies

- List all tangible supply items by appropriate category (e.g., office supplies, classroom supplies, medical supplies, etc.) that may be purchased and charged under the agreement. The budget narrative must also describe the types of items included in each of the categories and the proposed use.

Contractual

- List all proposed sub-contracts or sub-recipients expected to carry out the program (e.g., security guards, additional personnel, sub-agreements with an implementing partner). Include consulting agreements with consultants or contractor in this section. For consultants, show the proposed daily rate and the number of consultant days expected to be paid. These agreements must follow the regulations in [2 CFR 200, Appendix II](#).

- A contract is for obtaining goods and services for your own use and creates a procurement relationship. Consulting agreements with a consultant or contractor are generally considered contracts.
- A subaward is given to a subrecipient to carry out a part of the Federal award. A program participant is not considered a subrecipient. A subaward can be provided through any form of legal agreement, including one that the prime recipient entity considers a contract.

Construction

- The Bureau generally limits Federal assistance awards for new construction programs and significant construction activities, consistent with Department-wide policy. However, you may request consideration of minor construction activities as part of your proposal, such as renovating or rehabilitating of existing permanent structures.
- Provide a sufficient description of the activities and related statements of work. Exclude the construction, renovation, or rehabilitation of temporary structures from this section.

Other Direct Costs

- List any other direct costs not covered elsewhere.
- Examples include computer use, telephone (telex, fax, long distance international and local in-country costs **must** be listed separately), postage, space rental (list programmed rental items), audit fees, insurance, utilities, etc. List each item separately with an estimated cost.

- For guidance on allowable insurance costs, refer to [2 CFR 200, Subpart D, Section 310 Insurance Coverage](#). The Bureau will not allow charges for insuring equipment purchased with program funds against loss or damage, except for unique or high-expense items. The Bureau will allow charges for automobile liability and comprehensive insurance coverage.

Indirect Costs

- Show the amount of indirect costs and the base amount on which it is determined. Indicate whether a government cognizant agency has approved the rate and the type of rate (provisional, predetermined, or fixed).
- Submit a copy of the most current Negotiated Indirect Cost Rate Agreement (NICRA) for the recipient and sub-recipient(s), if applicable. Applicants with no NICRA may elect to charge a *de minimis* rate of 15% of Modified Total Direct Costs (MTDC), which can be used indefinitely ([2 CFR 200, Subpart E, Section 414 Indirect \(F&A\) Costs](#)). Provide a *de minimis* rate calculation if you choose to charge the *de minimis* rate.

APPENDIX F: PROPOSAL AND CONCEPT NOTE SCORECARD

EXAMPLES

Table 3: Overseas Assistance Proposal Scorecard Example

The scoring sequence below is typically used to panel review scoring of application submissions, unless otherwise specified in a specific NOFO.

Numbers in parentheses show the maximum points for each criterion. Each proposal can also be rated High, Medium, or Low by PRM based on how well

the program meets critical gap needs and PRM Bureau priorities as outlined in the relevant NOFO.

Provisional Final

Evaluation Criteria (Total Score Value)	Score
Gap/Analysis (10)	
Profile of Target Population (5)	
Program Description (25)	
Objectives and Indicators (10)	
Monitoring & Evaluation Plan (10)	
Accountability to Affected Populations (5)	
Coordination (5)	
Sustainability and Capacity-strengthening (5)	
Management and Past Performance (5)	
Risk Management (10)	
Budget Table and Narrative (10)	
Total Score (out of 100)	

Table 4: Overseas Assistance Concept Note Proposal Scorecard

Evaluation Criteria (Total Score Value)	Score
Quality of program idea (20)	
Appropriate identification of participant population, including vulnerable populations (10)	
Program feasibility/ability to achieve objectives (10)	
Organization's experience and capacity (5)	
Budget and cost appropriateness (5)	
Total Score (out of 50)	

APPENDIX G: FORM 424 INSTRUCTIONS

Follow these guidelines to fill out the SF-424 form. You can find the form in the grants.gov Workspace or download an editable PDF from Grants.gov.

Complete all fields except those marked "Leave Blank" below. The Authorized Organization Representative designated in your organization's grants.gov profile must sign the form. This person must have the legal authority to sign on behalf of the organization.

1. Type of Submission: **Application.**
2. Type of Application: **New.**

3. Date Received: Leave blank. This will be assigned automatically.
4. Applicant Identifier: **Leave blank.**
5. Federal Identifier:
 - a. Entity Identifier: **Leave blank.**
 - b. Award Identifier: **Leave blank.**
6. Date Received by State: Use the calendar drop-down icon to select the date the application will be submitted (YYYY/MM/DD). This would be the date you are submitting the application.
7. State Application Identified: Leave blank. This will be assigned automatically.
8. Enter the organization details:
 - a. The legal name of the applicant organization. Do NOT list abbreviations or acronyms unless they are part of the organization's legal name.
 - b. Employer/Taxpayer ID Number: Non-U.S. organizations that do not have an IRS EIN enter 44-4444444.
 - c. Enter organizational Unique Entity Identifier number (UEI) Number.
 - d. Enter the headquarters address of the applicant.

- e. Enter the name of the primary organizational unit (and department or division) that will undertake the assistance activity as applicable.
 - f. Enter the name, title, and all contact information of the person to be contacted on matters involving this application. Please note this is the only person to receive updates on the submitted application.
9. Select an applicant type: Select the type of organization applying.
10. Enter: Bureau of Population, Refugees, and Migration.
11. Enter: 19 (use applicable selection found in NOFO).
12. Enter the Funding Opportunity Number and title. This title and 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 Program: Enter country or region intended for program. Multiple countries may be entered for regional programs.
15. Enter the descriptive title of applicant's program. Note, there is a character limit including spaces.
16. Congressional districts of Applicant:
- a. Applicants based in the U.S. should enter congressional district. Applicants not based in the U.S. should enter "90."
 - b. All applicants should enter "70."

17. Enter program:

- a. start date. Refer to the funding opportunity for guidance on programed start dates.
- b. end date. Refer to the funding opportunity for guidance on programed end dates.

18. Enter:

- a. the amount requested for the program during the first funding/budget period described in the full proposal under "Federal".
- b. Enter any cost-share under "Applicant." If not proposing cost-share, enter zeros.
- c. Please enter zero.
- d. Please enter zero.
- e. Please enter zero.
- f. Please enter zero.
- g. The total should automatically populate.

19. Select **c**. Program is not covered by E.O 12372.

20. Select the appropriate box. If the answer is "yes" to this question, provide an explanation.

21. Enter the name, title, and all contact information of the individual authorized to sign for the application on behalf of the applicant organization. **Authorized Representative must sign and date.**

APPENDIX H: FORM 424A INSTRUCTIONS

Review the detailed instructions below **before** completing this form online. The person signing the SF-424A must have the legal authority to do so on behalf of the organization.

Section A – Budget Summary

For each line entry in Columns (1a) and (1b), enter in Columns (e), (f), and (g) the appropriate amounts of funds needed to support the project for the **first funding period (usually the first year of funding)**. For continuing program applications, submit these forms before the end of each funding period as required by the grants officer.):

- Grant Program Function or Activity: **If not pre-populated, enter Population, Refugees, and Migration.** Click Save. Then click on the hyperlink under either “Grant Program Function or Activity” or the blue (i).
- Catalog of Federal Domestic Assistance Number: **If not pre-populated, select number found in NOFO.**
- Federal (Unobligated): Leave these fields blank.
- Non-Federal (Unobligated): **Leave these fields blank.**

- Federal (New/Revised): Enter the amount of federal funds requested for this program.
- Non-Federal (New/Revised): If voluntary cost-share is applicable, enter the amount of any other funds the applicant will use towards this program.
- Total: If not pre-populated, enter the total cost of this program.
- Click Save

Section B – Budget Categories

- Object Class Categories a-k: Under the first column “Object Class Categories” click on each of the hyperlinked cost categories to enter the total cost for each class category for ‘Program (1)’. In the total column, to the far right, the form should automatically show the sum. Columns indicated for Program 2, 3, and 4 should be left blank.
- Program Income: **Enter 0.**
- Click Save

Section C – Non-Federal Resources

Note: Only complete this section if the proposal includes voluntary cost-share)

- Click the title under the Grant Program
- Grant Program (a): If not pre-populated, enter Population, Refugees, and Migration.

- Applicant Column (b): If applicable, enter cost-share amount provided by the applicant.
- State Column (c): **Leave blank.**
- Other Sources Column (d): If applicable, enter the cost-share amount provided by other donors.
- Total Column (e): In the total column, to the far right, the form should automatically show the sum for total amount for all non-federal resources.

Section D – Forecasted Cash Needs

- Forecasted Cash needs are the funds award recipients will withdraw from the Payment Management System (PMS) on an as needed basis. Applicants may list their forecasted cash needs by year or leave it blank. (Forecasted cash needs by quarter are not required, only the total sum is necessary)
- (13.) Federal Row: Click on “Federal”. Enter the total amount of federal funds requested for the program’s first year in the “total for 1st year” column.
- (14.) Non-Federal Row: Click on “Non-Federal”. Enter the total amount of non-federal funds, also known as cost-share, you expect to expend during the program’s first year in the “total for 1st year” column.

Section E – Budget Estimates of Federal Funds Needed for Balance of the Program and/or Projects.

- Grant Program (a) enter: Click the title entered. If not pre-populated, enter **Population, Refugees, and Migration**.
- (b-e) First Year – Fourth Year Future Funding Periods Columns: Complete the estimated amounts for each year. For column (b), enter the estimated federal funds that will be required in the first future funding period (the period following the period for which the report is prepared) for the selected program.
- Click Save & Return

Disclaimers

External websites linked above may not be supported or accessible by all web browsers. If you are unable to link to a referenced website, please try using a different browser or update to a more recent one. If you continue to experience difficulties to reach external resources, please contact the [PRM NGO Coordinator](#).

Section 508

- (a) Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. 794d), as amended by the Workforce Investment Act of 1998, charges the Architectural and Transportation Barriers Compliance Board (US Access Board) with developing and promulgating standards address that access to information and communication technology (ICT) Accessibility Standards (36 CFR part 1194). Section 508 requires that when Federal agencies develop, procure, maintain, or use ICT. Federal employees with disabilities have access to and use of information and data that is comparable to the access and use by Federal employees

who are not individuals with disabilities, unless an undue burden would be imposed on the agency. Section 508 also requires that individuals with disabilities, who are members of the public seeking information or services from a Federal agency, have access to and use of information and data that is comparable to that provided to the public who are not individuals with disabilities, unless an undue burden would be imposed on the agency. These standards are part of the Federal Acquisition Regulation. The complete text of the Section 508 Final Provisions can be accessed at <https://www.access-board.gov/ict/>.

(b) The Section 508 accessibility standards applicable to this contract or order are identified in the following paragraph. If it is determined by the Government that ICT supplies and services provided by the Contractor do not conform to the described accessibility standards in the contract, remediation of the supplies or services to the level of conformance specified in the contract will be the responsibility of the Contractor at its own expense.

(c) The Section 508 standards applicable to this contract are: 1194.

- 205 WCAG 2.0 Level A & AA Success Criteria
- 302 Functional Performance Criteria
- 502 Inoperability with Assistive Technology
- 504 Authoring Tools
- 602 Support Documentation

- 603 Support Services

(d) In the event of a modification(s) to this contract or order, which adds new ICT supplies or services or revises the type of, or specifications for, supplies or services, the Contracting Officer may require that the contractor submit a completed Voluntary Product Accessibility Template (VPAT) 2.4 or greater, 508 revision (Rev 508) or another format approved by the Department, and any other additional information necessary to assist the Government in determining that the ICT supplies or services conform to Section 508 accessibility standards. If it is determined by the Government that ICT supplies and services provided by the Contractor do not conform to the described accessibility standards in the contract, remediation of the supplies or services to the level of conformance specified in the contract will be the responsibility of the Contractor at its own expense. Information about VPAT can be accessed at <https://www.itic.org/policy/accessibility/vpat>.

(e) If this is an Indefinite Delivery contract, a Blanket Purchase Agreement or a Basic Ordering Agreement, the task/delivery order requests that include ICT supplies or services will define the specifications and accessibility standards for the order. In those cases, the Contractor may be required to provide a completed VPAT and any other additional information necessary to assist the Government in determining that the ICT supplies or services conform to Section 508 accessibility standards.