United States Department of State
Bureau of International Narcotics and Law Enforcement Affairs (INL)
Notice of Funding Opportunity (NOFO)

Announcement Type:	Request for Federal Assistance Awards Applications
Public Opportunity Title:	Professionalizing Law Enforcement in the Central African Republic
NOFO Opportunity Number:	*INL18CA0002-AMECAR-LawEnforcement-121517*
Catalog of Federal Domestic Assistance (CFDA) Number:	19.703 – Criminal Justice Systems,
Funding Amount:	$950,000 U.S. Dollars
NOFO Issuance Date:	December 15, 2017
Deadline for Receipt of Questions:	January 15, 2017 5:00 PM Eastern Standard Time
Closing Date and Time for Submission of Applications:	February 15, 2018, 11:59 PM Eastern Standard Time
Program Type:	INL/AME program initiative
Grant Program:	INL CAR Program (Re-Establishing Criminal Justice Institutions in the Central African Republic).
Assistance Type:	Cooperative Agreement
Eligibility Category:	Eligible organizations with demonstrable experience working in capacity building with law enforcement forces and institutions may include: U.S. based organizations having a 501(c)(3) status with the IRS, U.S. or overseas-based Non-profit/non-governmental organizations (NGOs), or private/state institutions of higher education.
Applicant Type:	Organizations
Award Ceiling:	$950,000
Award Floor:	$850,000
Cost Sharing Requirement:	Not required but recommended

EXECUTIVE SUMMARY

The Bureau of International Narcotics and Law Enforcement Affairs (INL) leads the Department of State's anticrime and counter-narcotics efforts. INL assistance programs help partner nations to build their capacities to extend the reach of justice under the rule of law, including respect for human rights and gender equality, and to deny safe haven to criminals who would otherwise operate with near impunity. The resources entrusted to us, enables INL to deliver technical assistance and capacity to: enhance international drug control through interdiction and supply reduction; develop civilian law enforcement capacity, regional partnerships, and information sharing; and further the administration of justice and corrections under the rule of law with respect for human rights. This mission supports **peace and security** by stabilizing and strengthening security institutions and by combating narco-trafficking and other transnational crimes such as money laundering, criminal gangs, and wildlife trafficking. It promotes **governing justly and democratically** by strengthening justice sector institutions, good governance and respect for human rights.

INL combines forces with other USG and international agencies and takes a regional approach to widespread problems. INL also encourages more developed governments to take responsibility as equal partners in global efforts to support critical country and global programs that combat transnational crime, disrupt illicit trafficking, and build their capacities to extend their reach of justice under the rule of law. The Bureau's priority programs support three inter-related objectives:

- **BUILDING CRIMINAL JUSTICE SYSTEMS:** Institutionalize rule of law by supporting and assisting in capacity building of host nation justice, law enforcement, and corrections institutions, promote human rights and diversity, protect vulnerable groups, and collaborate with multilateral and international partners to establish global standards and accountability mechanisms;
- **COUNTER-NARCOTICS:** Disrupt the overseas production and trafficking of illicit drugs through targeted counter-narcotics and institution-building assistance and coordination with foreign nations and international organizations, and;
- **TRANSNATIONAL CRIME:** Minimize the impact of transnational crime and criminal networks in the U.S. and its allies to oppose and counter corruption; wildlife crimes; cybercrime; intellectual property rights (IPR) fraud; transnational organized crime; environmental crime; crimes that threaten civilian security; and activities using the proceeds of crime.

NOTICE OF FUNDING OPPORTUNITY

The United States Department of State, Bureau of International Narcotics and Law Enforcement Affairs, is seeking applications from qualified Non-Governmental Organizations (NGOs), Educational Institutions and other qualified organizations for a Cooperative Agreement to implement a program entitled "Professionalization of Law Enforcement in the Central African Republic." The authority for this Notice of Funding Opportunity (NOFO) is found in the Foreign Assistance Act of 1961, as amended.

Pursuant to 2 CFR 200.400g, it is U.S. Department of State policy not to award profit under assistance instruments. All reasonable, allocable, and allowable expenses, however, both direct and indirect, which are related to the agreement program and are in accordance with applicable cost standards (2 CFR 200 for US and overseas-based non-profit organizations, and universities) may be paid under the cooperative agreement. NOTE: overseas-based nonprofit organizations are legally required to comply with the 2 CFR 200.

Subject to the availability of funds, INL intends to issue an award in an amount not to exceed $950,000 in total funding. The U.S. Dollar amount will be funded from INL allocated funds, for an initial project period of one (1) year. INL may award up to four (4) additional years contingent on INL priorities, good performance of the recipient, and funding availability. INL reserves the right to fund any or none of the applications submitted and will determine the resulting level of funding for the award during the application review phase.

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

To be eligible for an award, the applicant must submit all required information in its application through www.grants.gov, including the requirements found in any attachments to this www.grants.gov opportunity. This NOFO consists of the following Sections:

Contents

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

It is the responsibility of the recipient of this NOFO document to ensure that it has been received from www.grants.gov in its entirety. INL bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions.

Any questions concerning this NOFO should be submitted in writing to Mark Hove via email at HoveMT1@state.gov and Cheryl Price at PriceCH@state.gov. The deadline for submission of questions for this NOFO is December 29, 2017, 5:00 PM Post local time. Questions and responses to questions will be made available to all potential applicants as an attachment to this NOFO and posted on www.grants.gov.

Issuance of this NOFO does not constitute an award commitment on the part of the U.S. government, nor does it commit the U.S. government to pay for costs incurred in the preparation and submission of an application. In addition, ***final award of any resultant grant agreement cannot be made until funds have been fully appropriated, allocated, and committed through internal INL procedures***. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense.

SECTION I – PROGRAM DESCRIPTION

BACKGROUND

The United States seeks a secure and stable Central African Republic where security, stability, rule of law, and development are re-established, and it becomes a country that will not serve as a source of instability for its neighbors. During more than two years of conflict, CAR's law enforcement, justice, and penitentiary institutions collapsed. Armed factions looted, severely damaged, and re-purposed criminal justice facilities, and destroyed many public records. In 2014, the Bureau for African Affairs (AF) and INL agreed to assist CAR's transitional government in re-establishing the country's criminal justice system, which was devastated during the destabilizing violence. CAR is among AF's top foreign assistance priorities in sub-Saharan Africa, and INL assistance seeks to re-establish functioning law enforcement and criminal justice institutions, and expand those institution's capacity to protect, serve, and provide justice to all CAR citizens across sectarian-lines, while upholding human rights and increasing public trust.

CAR's security environment is challenging (yet improving), and its infrastructure is minimal. At times, restrictions are imposed on movements within the country, including Bangui. CAR must establish law and order and a reliable justice system if it is to promote repair of the social fabric, stem unrest and extremism in an unstable region, encourage private investment, and build public trust and confidence in the ability of the central government to respond to citizen needs. Newly-elected President Touadera has declared that security, justice, and economic development are his top priorities, and during the April 2015 Bangui Forum, the public representatives declared that security and justice were the two immediate needs for the post-conflict period. Unfortunately, CAR's criminal justice institutions (law enforcement, courts, prosecution offices, and prisons) have historically been under-resourced and have experienced minimal institutional development. For the majority of CAR citizens, law enforcement does not meet basic community needs and access to justice historically has been difficult. Moreover, literacy, professional skills development, lack of basic office equipment, and regular non-payment of salaries remain serious challenges for CAR's criminal justice institutions.

INL is one of the leading international foreign assistance providers in CAR, and has committed more than $30 million to help re-establish CAR's law enforcement and justice institutions during the past three years. INL projects are training justice sector personnel, offering technical expertise, providing equipment, and rehabilitating facilities for the police, gendarmerie, judicial police (investigations), courts, prisons, and prosecutors. INL also has a substantial project to expand the capabilities of CAR's prosecutors, investigators, police, and medical staff to respond to SGBV incidents; increase the availability SGBV resources for victims and their communities; and conduct a public awareness campaign on SGBV issues in CAR communities.

During its initial efforts, INL has become aware of certain shortcomings that hamper the exercise of law enforcement within CAR's communities: 1) the large majority of CAR law enforcement have not had basic law enforcement training; 2) CAR law enforcement institutions do not have basic capabilities in core functions like human resources, logistical support/procurement, mid-level and executive management, and finance/budgeting; 3) CAR law enforcement institutions are essentially "flat," despite having a hierarchy of positions, with routine, basic matters often rising to the top for the Director General to decide. Admittedly, certain structures are ostensibly in place, such as an organizational structure, hierarchy for command, and a training academy, but the implementation and effective operation of law enforcement is severely lacking. Illiteracy is a concern, and citizens cannot be certain that complaints are documented and sent for investigation. Communication between Bangui and law enforcement stations in other CAR cities is done by personal cellphone. Many police stations, especially those in provincial cities, lack basic equipment (chairs, paper, pens, uniforms), utilities (electricity, water), with transportation often by foot, or a moto taxi (fare paid by the citizen who called the police).

PROJECT PURPOSE/DESCRIPTION

Overview: This project calls for a team of highly experienced law enforcement trainers (ideally four or three subject matter experts) to be deployed to the Central African Republic to train a substantial cohort (67 percent or more) of CAR law enforcement. INL envisions a two-phase project: training and mentoring. The team will conduct training of units, and then about six to eight (6-8) weeks after the training sessions, team members shall begin mentoring the units trained to reinforce acquired skills, install a continuous training program, and evaluate and measure the impact of training. INL has set aside FY 2017 International Narcotics Control and Law Enforcement (INCLE) funds to develop and implement a comprehensive and integrated training program for CAR's law enforcement forces, including National Police, Gendarmerie, Judicial Police, Mining Police, and Municipal Police on a broad range of law enforcement topics. Upon request, and as the team is able, training may be provided to other specialized and operational units,

Existing Capabilities: Multiple assessments of CAR law enforcement have been conducted, and it is recognized that a majority of CAR's civilian security forces have had very little to no law enforcement skills training. Despite constitutionally mandated duties that are strictly civilian law enforcement in orientation, CAR law enforcement consistently turns to military training. The forces have a military-oriented "boot camp," and no subsequent training is given. To better position themselves for promotion, many Police and Gendarme officers study in military academies in neighboring countries or Europe.

<u>Achievable, Big Impact</u>: CAR, a country with roughly 5.5 million people but the size of Texas, has about 3,000 officers in its small law enforcement sector; the Gendarmerie has roughly 1,700 officers, and the Police about 1,400. Roughly 90 percent of each force is located in Bangui, and other law enforcement entities, such as the Judicial Police (i.e. detectives) and Mining Police are specialized units drawn from the Police and Gendarmerie ranks. For the Police and Gendarmerie, each force has a top, senior executive level has about 35 officers (70 officers total), and the middle management / first line supervisor levels is about 225 officers (450 officers). Bangui's Municipal Police, another target of this project, is separate from the Gendarmerie and National Police, It is roughly about 100-125 officers.

The small size of CAR law enforcement forces allows a "whole-istic" approach, that is train or provide support for a substantial cohort, even in some cases "all" members of a unit or group or force. INL's program already follows this approach, having provided basic investigative skills training to all Judicial Police (225 officers), and uniforms for all Police and Gendarmerie officers. This project shall follow this approach, and has the potential to have a profound impact on the country law enforcement. After four years, this project is anticipated to train and professionalize a substantial cohort (67 percent or more) of the Police and Gendarmerie, train and professionalize all Municipal and Judicial Police.

Training Phase: Developed in collaboration with law enforcement officers, and based on similar projects previously implemented in another country, the training phase is envisioned to provide a comprehensive effort to build the skill set of CAR law enforcement. Training shall occur as a series of one-week sessions (three or four sessions), with each session building upon the skills imparted in the previous session, a la Law Enforcement Skills 101, then 201, then 301. Topics of instruction for the week-long session is open for discussion, but should include, but not be limited to proper use of equipment (handcuffs, baton), crime scene management, interviewing witnesses/suspects, officer safety and survival, use of force, crowd control, report drafting/documentation.

While training will likely begin with basic law enforcement skills, it shall expand to three levels to meet CAR law enforcement needs: rank-and-file, first line supervisors/middle management, and senior officers/executives. It is expected that eventually there will be Law Enforcement Skills 101, LE Skills 201, and LE Skills 301; Supervision and Management 101, 201, and 301; and Executive Leadership and Administration 101, 201, and 301. INL anticipates first line supervisors / middle management will need to take the LE Skills series, in addition to the Supervision and Management series. Given these three levels, other training topics are needed, including first-line supervision and management; administrative and executive management (e.g. force planning, budgeting, public relations); firearms and tactics; community oriented policing (police de proximité); intelligence analysis; traffic management; criminal records/data base management; and basic and specialized criminal investigations. For the training, the instructors shall develop and write curriculum for this training, and in a manner that allows the academies of the Police and Gendarmerie to adopt the courses. The UN has assisted the Police and Gendarmerie in drafting some curriculum, and the team will be expected to refer to this existing curriculum and address noticeable absences in that curriculum.

Mentoring Phase: Approximately six to eight (6-8) weeks after the training sessions, team members will begin mentoring the units that they previously trained. The mentoring phase of the project has three key objectives: 1) reinforce skills already acquired, 2) initiate a "continuous training" program, and 3) evaluate and measure the impact of training. Mentoring is an opportunity to evaluate the impact and effectiveness of training, including recognizing shortcomings and making adjustments, or conversely, identifying what works well and if possible magnify it. It is expected that team members shall extensively document the impact of training and mentoring. It is also possible that they team may be asked to develop various manuals, reference works, or handouts to aid CAR law enforcement.

Technical Expertise: Given the limited organizational capabilities of CAR law enforcement, team members may be asked to provide technical expertise and mentoring as requested for all levels of the respective civilian law enforcement forces on a wide-range of operational, administrative, procedural, and technical law enforcement matters, including but not exclusive to law enforcement operations, civilian/police relations, organizational management, budgeting and finance, logistical support/inventory control, standardized procedures, internal affairs and unit discipline, and human resources.

Key Elements: This project has four (4) key elements designed to actually build skill sets and capabilities. 1) It trains a substantial skilled cohort of each law enforcement force that promotion or re-assignment cannot reduce. This also mitigates the tendency to propose family or ethnic members, and friends to training. 2) It supplements training by incorporating mentoring and implement a continuous training program to reinforce skills learned and ensure that the skills are applied, and generally applied with largely proper techniques and procedures. 3) The training curriculum shall adopt a format resembling that used at accredited U.S. law enforcement academies at the state-level, that is, 75-80 percent practicum, with 20-25 percent classroom. 4) The development of trainers is postponed until late in Year 3 and Year 4 to allow time for officers to acquire skill proficiency, identify leaders in units, and those who excel in proficiency in particular skills. This is closer to how U.S. professions and companies develop trainers.

PROJECT GOALS

PERIOD OF PERFORMANCE

The period of performance for this order will be eighteen (18) months from the date of award, with the possibility to extend the project for additional periods, subject to the quality of performance of activities, and availability of funding.

LOCATION OF PROJECT IMPLEMENTATION

Work for this project will occur largely in Bangui, at the National Police academy and the Gendarmerie Academy, both academies which INL has renovated or is in the process of renovating. Mentoring of units will occur largely at the station or brigade in Bangui, many of which INL has already renovated. In time, project activities shall occur in other CAR provincial cities as planned in coordination with the INL Police Advisor at the U.S. Embassy, and the INL Program Officer. Once proposed activities in CAR provincial cities are approved by INL Police Advisor and INL Program Officer, travel to the provincial city must be approved by the Embassy's Regional Security Office. For items related to travel to CAR provincial cities, see "Project Considerations," Section 4 "Travel."

PROJECT GOALS

The project is comprised of the following objectives and corresponding activities:

1. CAR law enforcement forces exhibit an increased level of skills and professionalism during the conduct their duties in their communities, thereby building public confidence in law enforcement and its ability to respond to incidents and situations.
2. CAR law enforcement officers demonstrate an increased level of adherence to proper protocols and procedures, including in taking and handling public complaints, protecting crime scenes, and interacting with the public.
3. The CAR law enforcement training academies incorporate project modules into their training for future trainees, and stations/units develop a continuous training regimen.
4. First-line supervisors, mid-level managers, and executive commanders demonstrate an increased level of skills and professionalism associated with their supervisory, managerial, and administrative positions.
5. As availability and time permits, specialized units or functions exhibit an increased level of skills and professionalism, e.g. in logistical support, inventory control, budgeting.

PROJECT OBJECTIVES

Objective 1: Increase the capacity, efficiency, and skills level of CAR police, gendarmerie, and

other law enforcement officers.

***Background*:** The exercise of law enforcement within CAR's communities face three obstacles: 1) the large majority of CAR law enforcement have not had basic law enforcement training; 2) CAR law enforcement institutions do not have basic capabilities in core functions like human resources, logistical support/procurement, mid-level and executive management, and finance/budgeting; 3) CAR law enforcement institutions are essentially "flat," despite having a hierarchy of positions, with routine, basic matters often rising to the top for the Director General to decide. Admittedly, certain structures are ostensibly in place, such as an organizational structure, hierarchy of command, and a training academy, but the implementation and effective operation is severely lacking. Illiteracy is a concern, and citizens cannot be certain that complaints are documented and sent for investigation. The training team may also be asked to provide certain specialized training, after consultation with the INL Police Advisor and the INL Program Officer.

Activity 1: Assess the current skill levels for CAR law enforcement at the rank-and-file, first-line supervisor, and executive commanders, and develop a baseline. Assessment may include a baseline skills proficiency test at the beginning of training.

Activity 2: Devise, in consultation with relevant CAR, MINUSCA, UNDP, and INL authorities, a curriculum and action plan based on the assessment in Activity 1. The curriculum and action plan should consider and differentiate between the three levels identified (rank-and-file, first-line supervision, and executive leadership). Also, existing training is generally 80 percent theory and legal study (classroom) and 20 percent or less practicum; meanwhile, training at U.S. law enforcement academies generally reverses those percentages, with a 20-25 percent theory and 75-80 percent practicum. Curriculum and instruction for this project shall adopt the U.S. approach to training.

Activity 3: Implement the action plan at the Police and Gendarmerie academies for all three levels.

Activity 4: Collaborate and assist CAR law enforcement academies in develop strategies and specific means to adopt more practicum-oriented training.

Activity 5: Implement the action plan in other CAR cities as available, including but not limited to Bouar, Bambari, Berbérati, and Bossangoa.

Activity 6: During the conduct of training, identify and address any oversights, problems, and unanticipated factors in consultation with the INL Police Advisor and INL Program Officer.

Activity 7: As requested, provide specialized training in such areas as investigations, crowd control, SWAT, public relations, or other specialties.

Activity 8: After initial sessions, train and mentor existing CAR law enforcement trainers, enabling them to sustain parts of the training curriculum/regimen.

Activity 9: Drawing upon the assessment in Activity 1, the implementer shall look ahead and consider the development of standard operating procedures (SOPs), manuals for officers, and other needed reference materials for CAR law enforcement officials.

Objective 2: Mentoring and Retention of Acquired Law Enforcement Skills

Background: Given the three obstacles confronting CAR law enforcement -- 1) the large majority lacking basic law enforcement training; 2) the lack of law enforcement forces having basic capabilities in core functions like logistical support/procurement, mid-level management, and finance/budgeting; and 3) routine matters require top or high level decision-making -- the presence of mentoring or continues training is almost non-existent. Additional training (and thereby promotion) may be gained by attending military schools and academies, but this contributions to blurring the missions of law enforcement and military missions.

Activity 1: Assess the current situation, and identify opportunities to foster mentoring of officers who receive training under Objective 1. Develop an action plan for mentoring trained officers, and implement mentoring action plan.

Activity 2: Review current situation, and devise, in consultation with relevant CAR authorities, MINUSCA, UNDP, and INL, means and/or mechanisms for enforcing adherence to newly acquired procedures, protocols, and practices. Develop an action plan for ensuring adherence.

Activity 3: Implement the Mentoring action plan in Bangui stations as a "pilot" to identify oversights, problems, and unanticipated factors and develop solutions to address them.

Activity 4: Implement the Adherence action plan as a "pilot" to identify oversights, problems, and unanticipated factors and develop solutions to address them.

Activity 5: After the pilot effort is implemented and achieving identifiable results, develop and implement an action plan for implementing Mentoring and Adherence plans in provincial cities.

Activity 6: After pilots are completed, develop and implement an action plan for Continuous Education at law enforcement units, allowing for the addition of new techniques/protocols, in addition to review previously instructed procedures/practices.

Objective 3: As requested, provide technical expertise on a broad range of law enforcement administration, management, operational, procedural, and training related matters.

Background: As noted above, CAR law enforcement institutions are essentially "flat" organizations that, despite having a hierarchy of positions, routine matters often rise to the top for the Director General to decide. The National Police and Gendarmerie has next to no capabilities to provide logistical support or supplies to deployed units outside Bangui, no human resource (recruitment, personnel management) or budgeting and financial management functions, poor organizational communications, and minimal operations and unit management capabilities. The training team likely may be asked to provide guidance and technical expertise for these functions, in addition to technical expertise on training, curriculum development, development of trainers, and procedures and protocols. The Advisors may also be asked to develop and write procedural manuals, reference materials, training curriculum, or other written products to facilitate the development of these capabilities among CAR law enforcement.

In addition to their specific areas, the Advisors shall also offer technical expertise and mentoring as requested for all levels of Central African civilian law enforcement entities on a wide-range of operational, administrative, procedural, and technical law enforcement matters relative to CAR law enforcement, civilian public security/police operations, and U.S. law-enforcement related-projects. Such matters/topics shall include but not limited to the topics already identified, as well as organizational management, standardized procedures, internal affairs, unit discipline, performance standards and evaluations, implementation of a "continuous training" program, development of manuals and institution standards..

Activity 1: Assess the state of the specified function or capability, draft the assessment, and devise an action plan to develop and/or build that function or capability.

Activity 2: Provide technical expertise and implement the action plan.

Activity 3: Provide training or arrange training as needed, after consultation with INL Police Advisor and INL Program Officer, for specific functional or operational capabilities.

Activity 4: Identify and address any oversights, problems, or unanticipated factors during provision of technical expertise and implementation of plan.

Activity 5: Train and mentor relevant CAR law enforcement officials and in the process, identify and address any oversights, problems, or unanticipated factors. Training shall be conducted in French or have simultaneous interpretations services present.

Activity 6: Develop and implement a maintenance and sustainability plan for the particular function or capability.

PROJECT CONSIDERATIONS AND ADDITIONAL ACTIVITIES

1. **Local Context and Limitations:**
   Given the conditions in CAR, a certain level of creativity and practicality is required, and action plans for achieving objectives must consider certain limitations. Electricity and internet are unreliable, with frequent and lengthy outages, and in many locations non-existent. General infrastructure, including phone lines and paved roads is extremely limited. The general level of computer skills is low, and levels of illiteracy must be considered. The local language is Sango, and some law enforcement officers may not be fluent or literate in French, the government's official working language.

2. **Coordination and De-conflicting of Projects:**
   All activities require the implementer for this cooperative agreement to liaise and collaborate with the implementers of existing projects to ensure collaboration of effort, avoidance of duplicative efforts, or impediment of work by other projects. The INL Senior Police Advisor and the INL Program Officer shall serve as primary Points of Contact; however, the implementer is expected to coordinate its activities with the U.S. Embassy in Bangui, the UN Development Programme (UNDP), the UN Integrated Stabilization mission to the Central African Republic (MINUSCA), the American Bar Association – Rule of Law Initiative (ABA-ROLI), and other international partners (e.g. European Union).

3. **Buy-in and Local Ownership:**
   INL has excellent relations with the CAR government, the UN Multi-dimensional Integrated Stabilization Mission to CAR, UN Development Programme (UNDP), and other international partners, and is recognized as a leader in foreign assistance efforts in CAR. INL implementing partners have an excellent reputation for collaboration, transparency, effectiveness, and industry in its workings with the country's criminal justice system. The CAR government welcomes INL assistance and is eager for this assistance to build the capacity of CAR's law enforcement sector. Applicants may include in their proposal a brief section outlining how additional funds could potentially be used to expand work into further activities in future years. Applicants are strongly encouraged to demonstrate how their project might leverage funding through other organizations.

4. **Travel**
   The project requires that activities will be implemented in various provincial cities in CAR. Air travel within CAR is done via the UN's air service (UNHAS), and international travel occurs on a limited set schedule at Bangui's international airport. Because travel within CAR is required, Embassy Bangui and INL shall arrange travel with UNHAS for project staff. Project staff shall coordinate any internal travel within CAR with the INL Senior Police Advisor, the Embassy's Regional Security Officer, and Deputy Chief of Mission. Such coordination is required for security reasons.

5. **Language**
   The official language of CAR is French; therefore, any and all training, mentoring, or other activities shall be conducted in French. In rare instances, simultaneous interpretation services may be allowed pending concurrence by the GOR and INL Program Officer. All materials and correspondence for activities and provided to CAR government and law enforcement officials (e.g., letters, memos, software, training materials, etc.) shall be in French, and the final products of the project shall be in French.

6. **Pre-Deployment Training**
   INL offers a seven-day Pre-Deployment training course at the Executive Conference and Training Center in Reston, Virginia, near Dulles International Airport. INL covers the cost of instruction, lodging, meals, and transport to and from Dulles International Airport. Project team members are encouraged to attend.

7. **Living Conditions and Other Considerations**
   Due to the fragile security situation in CAR and the limited availability of imports, housing, meals, and laundry (not dry cleaning) for the project staff will be provided by INL. INL has units at the U.S. Embassy housing compound and is part of the Embassy's food and laundry service contract. Personnel must undergo a background check by the Embassy's Regional Security Office to reside in the housing compound. CAR is one of the world's least developed countries, and the implementer shall also consider infrastructure challenges, such as the unreliability or the lack of electricity, plumbing, and internet, in addition to poor roads and few transportation options outside the capital city of Bangui.

   Due to prevalence of malaria, project staff are required to take preventative malaria medication. Adequate medical facilities are not available in CAR, and the implementer must provide a plan for medical care. INL is conferring with the U.S. Embassy Bangui on possible avenues. The offeror shall schedule a medical exam for each staff member, and obtain an official letter / certificate from the physician stating the individual is cleared for extended deployment in a country with limited medical services. Copies of the letters / certificates shall be provided to the INL Program Officer and Embassy Bangui. The medical exams are required prior to deployment to CAR.

DESIRED RESULTS AND ILLUSTRATIVE INDICATORS

By the end of the 18 months, and defined by a baselined developed by implementer at the project's start, the selected applicant is expected to achieve the following desired results, and provide documentation of results: measurable increases the capabilities of CAR's law enforcement entities to provide security and stability, ensure rule of law, and build public confidence in the country's law enforcement forces. The selected applicant shall expand the working capabilities of law enforcement officers, and build the capacity of the police and gendarmerie academies, and initiate a program of continuous training for law enforcement units. The implementer, in consultation with INL Police Advisors and INL Program Officer, define the measurements and indicators of progress and development, and the indicators must be qualitative and quantitative. In quantitative terms, at the end of 18 months, at minimum, 40 percent of CAR National and 40 percent of Gendarmerie (1000 officers) shall have received basic law enforcement training, and 100 percent of senior Gendarmerie and Police officers, supervisors and middle managers, and Bangui municipal (and traffic) police shall have received skills training. CAR law enforcement forces, that is, the rank and file, shall function with demonstrable improved operational effectiveness, and improve accountability, including usage of standard procedures, practices, and protocols, for ensuring adherence to proper procedures, practices, and protocols. First line supervisors shall demonstrated improved management of operational units and increase impositions of accountability for subordinates failing to follow standard procedures and protocols. Senior executives shall demonstrate greater capacity for leadership, administrative functions, operational management, and personnel management. Drawing on the baseline developed at the start of the project, the public perception of the CAR law enforcement officers should show signs of recognition of improved performance of duties, increased trust and respect, and greater readiness to consult and cooperate with law enforcement.

The recipient, in consultation with INL, will develop a project-level Performance Monitoring plan (PMP) with annual and end-of-project targets and results anticipated for key performance indicators. The following table shows indicators that will be measured, as well as illustrative targets, upon which the recipient will be responsible for monitoring and reporting during and after the project. The U.S. Embassy in Bangui and INL Program Officer shall regularly monitor project performance to assess whether project activities are on track and targets are being achieved.

Outcome indicators for the project are provided below. The recipient is expected to identify targets for these indicators based on what it can reasonably achieve within the performance period of the project, and based on the expected overall project results described above.

Outcome and Output Indicators - Law Enforcement Training	***Illustrative targets:***
Number of law enforcement officers (all ranks) trained in basic law enforcement skills.	40% Police 40% Gendarmerie 100% Municipal 100% Judicial

	100% Mining
Number of first-line supervisors / middle management trained.	100%
Number of senior executives trained	100%
Level of ability by trained law enforcement officers to demonstrate understanding and utilization of basic law enforcement skills.	TBD
Level of ability by law enforcement officers to communication and collaborate with local citizens.	TBD
The number of units with an implemented Continuous training programs.	TBD
Level of ability of first-line supervisors and middle management to demonstrate and employ newly imparted skills.	TBD
Level of ability of senior executive leadership to demonstrate and employ newly imparted skills.	TBD
Number of provincial cities with trained law enforcement officers.	TBD
The percentage of local citizens and MINUSCA officials who acknowledge improved professionalism and capabilities by law enforcement officers.	TBD
Percentage of curriculum adopted by Police and Gendarmerie academies.	TBD
Number of requests for specialized training fulfilled.	TBD
Number and type of law enforcement functions with which technical expertise was provided.	TBD
Degree of increase in capabilities for law enforcement functions where technical expertise was provided.	

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

[END OF SECTION I]

SECTION II – FEDERAL AWARD INFORMATION

INL expects to award one (1) cooperative agreement(s) based on this NOFO. The anticipated total federal funding amount is not to exceed $950,000. The period of performance is 18 months with an anticipated start date of April 2018. INL may extend the award up to 42 additional months contingent on INL priorities, good performance of the recipient, and funding availability.

The U.S. government may issue one (1) award resulting from this NOFO to the responsible applicant(s) whose application(s) conforming to this NOFO are the most responsive to the objectives set forth in this NOFO. The U.S. government may (a) reject any or all applications, (b) accept other than the lowest cost application, (c) accept more than one application, (d) accept alternate applications, and (e) waive informalities and minor irregularities in applications received.

The U.S. government may make award on the basis of initial applications received, without discussions or negotiations. Therefore, each initial application should contain the applicant's best terms from a cost and technical standpoint. The U.S. government reserves the right (but is not under obligation to do so), however, to enter into discussions with one or more applicants in order to obtain clarifications, additional detail, or to suggest refinements in the program description, budget, or other aspects of an application.

Applicants please be advised that the following will be required if your organization is selected for this announcement.

State Department Leahy Amendment Vetting Requirements:

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

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

Embassy in the country where the award will be implemented in order to initiate Leahy vetting procedures:

Information needed: Full name, date of birth, country of birth, country of citizenship, gender, rank, title, and organizational affiliation. Please also include the activity and date that the activity will take place—if the person will participate throughout an extended program, please note the timeframe. Participant information should be submitted in the format attached.

Information required for "security forces" personnel: The above information is needed for each member of a foreign police or military unit (security forces, broadly defined) who will participate in any activity under this award. This includes both civilian and military employees of security forces participating in any activities funded under this award, including training, workshops or meetings, conferences, or other activities.

The Recipient must collaborate with the relevant U.S. Embassy on a case-by-case basis to determine if the Leahy requirement applies to specific activities or proposed participants. Individuals who are not members of the security forces but who participate in activities under the award (e.g., politicians, academics, etc.) generally do not need to be vetted.

Submission Deadline: Each candidate must be cleared under Leahy vetting in advance of participation in activities funded under this award. The vetting process typically takes approximately one month, but may take longer if there are a large number of candidates or if issues arise. Thus, all information on proposed candidates must be received by the Embassy at least sixty (60) days in advance of the training event or other activity.

The Recipient agrees that it will not include any security forces candidate in training or other activities funded under this award until the State Department advises that the candidate has cleared Leahy vetting and is approved for participation.

[END OF SECTION II]

SECTION III – ELIGIBLITY INFORMATION

(1) Eligibility for this NOFO is limited to:

- Applicants that qualify to receive U.S. grants (such as **U.S. not-for-profit/non-governmental organizations (NGOs) or U.S. based educational institutions subject to section 501(c)(3) of the U.S. tax code**; **foreign not-for-profits/non-governmental organizations (NGOs) or foreign based educational institutions**, with the ability to develop and successfully implement a project in Central African Republic and meet INL's reporting requirements. Organizations must also be able to demonstrate current (or pending) country registration in CAR, if required by the country of project implementation.

  AND

- Must have demonstrated experience implementing similar law enforcement capacity building programs in a civil law context, and preferably in sub-Saharan Africa. INL reserves the right to request additional background information on organizations that do not have previous experience administering similar programs and/or federal grant awards.
- Must have demonstrated experience implementing similar capacity building programs within a civil law system. INL reserves the right to request additional background information on organizations that do not have previous experience administering similar programs and/or federal grant awards.
- Applicants must propose teams in which each training team member meets the following minimum qualifications. Some preferred qualifications are also listed.

  MINIMUM QUALIFICATIONS
  - U.S. Citizen or with a U.S. or home country driver's license valid for the full period of prospective deployment. Third Country Nationals (TCN), preferably from a common law context such as the United Kingdom, Canada, or Australia, with a home country driver's license valid for the full period of prospective deployment are acceptable.
  - Bachelor's degree or higher, or equivalent, in Criminal Justice, Law, or related field.
  - Graduation from a state-accredited law enforcement academy or training institution, and third country nationals must demonstrate graduation from an equivalent law enforcement academy or training institution of their home country. Each police instructor/advisor must present a certificate or verification of graduation.
  - Police trainers must have a minimum of ten (10) years of experience as a full-time law enforcement officer in a full-service, civilian law enforcement entity in a state or municipal police force in the area of law enforcement operations and/or management. Career path will have included jobs with increasing scope and responsibilities, and positions at the executive or managerial level. Career must also show broad experience across multiple police units that focus on different missions/crimes.
    - Military police experience is viewed favorably, but it does NOT count toward the 10-year experience requirement.

- Police trainers must have at least two (2) years' experience conducting training at state- accredited law enforcement academy or training institution, or third-country equivalent.
- Must have served as an active-duty police officer within the past eight (8) years.
- A minimum of two (2) years in a position of supervising or managing law enforcement officers.
- French language capability at or above a level equivalent to a recognized foreign language proficiency measurement framework, such as the Foreign Service Institute's defined 3/3 level or Common European Framework for Reference for Language's B2 or C1 level, Berlitz, or other. Demonstration or proof of language capability required, unless the individual is a native French speaker.
- Fluent in the English language (spoken and written).
- Strong skills in using Microsoft Office products.
- Candidates for Training Team members must submit to a background check by the Embassy's Regional Security Office in order to reside in the Embassy's housing compound.
- Candidates for Training Team members shall be submitted and receive approval from the INL Program Officer.

PREFERRED QUALIFICATIONS

- Experience in curriculum development and training.
- Experience working with an overseas police or law enforcement force.
- Experience with working with IADLEST and /or revising curricula to meet new standards.
- Experience in community outreach by a local police force.
- Experience working with a civil law (a.k.a Napoleonic, European) justice system (U.S. operates under common law)
- Experience working with international and foreign assistance entities, assistance missions, programs, and implementers.

- Applicants must have the ability to produce course materials, deliver training, and conduct evaluations in French and English. The applicant's staff should be proficient in English in order to fulfill reporting requirements.
- Applicants must have existing, or the capacity to develop, active partnerships with stakeholders in order to successfully carry out the proposed program.
- Organizations may form a consortium and submit a combined proposal; however, one organization should be designated as the lead applicant.
- Applicants must be able to respond to the NOFO and mobilize in a short period of time.

PLEASE NOTE: Public International Organizations (PIOs) and For-Profit Organizations are excluded from applying to this grant announcement.

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

Applicants are reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the Recipient to ensure compliance with these Executive Orders and laws. This provision must be included in any sub-awards issued under this grant award.

(2) INL encourages applications from potential new partners.

[END OF SECTION III]

SECTION IV – APPLICATION AND SUBMISSION INSTRUCTIONS

INL urges prospective applicants to immediately confirm their organization has a current Unique Entity Identifier (Dun and Bradstreet (DUNS) number) as well as a current Central Contractor Registration via www.sam.gov. Additionally, please ensure that registration in the following systems is in a *current/active status* prior to your organization's application submission.

Unique Entity Identifier (DUNS Number)

All organizations (foreign and domestic) must obtain a DUNS number. **US-based organizations** may request a DUNS number by calling 1-866-705-5711; the DUNS number is usually provided immediately.

Foreign organizations that do not have a Unique Entity Identifier (DUNS number) will need to go to the Dun & Bradstreet website at http://fedgov.dnb.com/webform/pages/CCRSearch.jsp to obtain the number. **The webform requests generally takes 1-2 business days.*

NOTE: DUNS requirements are applicable to any potential sub grantees as well.

CAGE/NCAGE Registration

For US-based organizations, a CAGE code will automatically be assigned to your entity once you submit your entity's registration in SAM.gov and the TIN validation has been returned.

NCAGE Codes are required for all foreign entities prior to starting a SAM registration. ***PLEASE NOTE: The organization's name, address, and email information used to request your NCAGE Code must match what you used to request your Unique Entity Identifier (DUNS Number)***. Otherwise, you will receive error messages when applying for the NCAGE code. You can submit your request for an NCAGE Code using the NCAGE Request Tool at https://eportal.nspa.nato.int/AC135Public/scage/CageList.aspx. Detailed instructions are posted at that site. For additional information, please call 1-269-961-4623 or send an email message to NCAGE@dlis.dla.mil.

SAM.gov Registration

SAM.gov registration is required of all INL applicants prior to registering with Grants.gov. If your organization was previously registered in the Central Contractor Registry (CCR)**,** you must still create a new Individual User Account in SAM prior to receiving a future federal grant. Applicant organizations can obtain assistance for SAM.gov registration by using the following link: https://www.fsd.gov or by calling **1-866-606-8220** (U.S. calls)/or **1-324-206-7828** (international calls). ***PLEASE NOTE: The organization's name, address, and email information used to request your organization's Unique Entity Identifier (DUNS number) and the NCAGE Code must match what is used to request the SAM.gov validation***. Otherwise, you will receive error messages when registering in SAM.gov.

US-based organizations that already have a TIN (taxpayer identification number); your SAM registration will take 3-5 business days to process. US-based organizations applying for an EIN (employer identification number), please allow up to 2 weeks.

Foreign organizations ***must*** have a DUNS number and an NCAGE code prior to completing the SAM.gov registration process.

Please note: If your organization is registered with SAM.gov and your status is NOT listed as ACTIVE, you will need to update your registration prior to submitting an application through grants.gov. SAM.gov requires ALL organizations (foreign and domestic) to register on an ANNUAL basis.

Grants.gov Registration

In order to apply for a grant, your organization must complete the Grants.gov registration process. Registration can take between three-five business days or as long as two weeks if all steps are not completed in a timely manner. Please log into http://www.grants.gov/web/grants/applicants/organization-registration.html to obtain complete instructions on the registration process.

Foreign Registrants: Anyone residing and doing business outside of the United States is still required to complete the five steps of the Grants.gov registration process, in addition to fulfilling supplementary requirements for doing business with the United States government. Please ensure that you have obtained a DUNS number, an NCAGE code, and an "ACTIVE" status in SAM.gov prior to registering in Grants.gov.

TECHNICAL FORMAT REQUIREMENTS

For all application documents, please ensure:

A. All pages are numbered, including budgets and attachments,
B. All documents are formatted to 8 ½ x 11 paper, and
C. All Microsoft Word documents are single-spaced, 12 point Times New Roman font, with a minimum of 1-inch margins.
D. All documents must be submitted in English. **(*Please note: Per Department policy, English is the official and controlling language for all submitted application/award documents.)***

Complete applications must include the following for proposal submissions:

1. Completed and signed SF-424, SF-424A, and SF424B, submitted via www.grants.gov, as well as, if applicable (*Please see Tab D for instructions for completion of Standard Forms 424, 424A, and 424B.*)
2. A copy of your organization's **most recent audit (as required per 2 CFR 200.500 – Subpart F)**. If an audit cannot be provided, an explanation must be submitted with the proposal submission.
3. **Cover Page** that sets forth proposal title, name of lead applicant, names of any other participating organizations, name and number of the Target Themes to which the proposal responds, and requested funding amount in U.S. dollars (see the award amount ceiling as stated in the NOFO)
4. **Table of Contents** (not to exceed one [1] page in Microsoft Word) that includes a page-numbered contents page, including any attachments.
5. **Executive Summary** (not to exceed two [2] pages in Microsoft Word) that includes:

   a) the target country(ies),

   b) name and contact information for the project's main point of contact,

   c) a statement of work or synopsis of the program, including a concise breakdown of the project's objectives, activities, and expected results,

   d) the total amount of funding requested and program length, and

   e) a brief statement on how the project is innovative, sustainable, and will have a demonstrated impact.
6. **Proposal Narrative** (not to exceed twenty [20] pages in Microsoft Word). Please note the page limit does not include the ***required items*** listed in 7 – 16 (below).
7. **Summary and Detailed Line-Item Budget** (preferably in Microsoft Excel, using no less than 10-point font) that includes three [3] columns including the request to INL, any cost sharing contribution, and total budget (see below for more information on budget format). A summary budget should also be included using the OMB approved budget categories (see SF-424 as a sample). Costs must be in U.S. dollars.
8. **Budget Narrative** (preferably in Microsoft Word) that includes an explanation and justification for each line item in the detailed budget spreadsheet, as well as the source and a description of all cost-share offered. For ease of review, INL recommends applicants order the budget narrative as presented in the detailed budget. Personnel costs should include a clarification of the roles and responsibilities of key staff and percentage of time devoted to the project. The budget narrative should communicate to INL any information that might not be readily apparent in the budget, not simply repeat with words what is stated numerically in the budget.
9. **NICRA:** If your organization has a negotiated indirect cost rate agreement (NICRA) and will include NICRA charges in the budget, your latest NICRA must be included as a .pdf file. This document will not be reviewed by the panelists, but rather used by program and grant staff if the submission is recommended for funding and therefore does not count against the submission page limitations, as described above. If your proposal involves subgrants to organizations charging indirect costs, please submit the applicable NICRA also as a .pdf file (see "INDIRECT COST RATE" below for more information on indirect cost rates).

   If your organization does NOT have a negotiated indirect cost rate agreement (NICRA) please specify if your organization elects to charge the de minimis rate of 10% of the modified total direct costs. The de minimis rate must be included in the detailed budget and an explanation must be provided in the budget narrative.
10. **Monitoring and Evaluation Plan;** (see **TAB B** below for more information on this section).

11. **Roles and responsibilities of key program personnel with short bios** that highlight relevant professional experience. This relates to the organization's capacity. Given the limited space, CVs are not recommended for submission.
12. **Timeline of the overall proposal** - Components should include activities, evaluation efforts, and program closeout
13. **A list of previous and/or current federal assistance awards received**; please include the awarding agency, point of contact, name of the project, start and end dates, and amount of the award.
14. **Risk Analysis**: Please provide the required risk analysis information as noted in **TAB B** of this NOFO.
15. **Pre Award Annual Survey –** template provided by INL that reviews the organization's financial capacity and infrastructure.
16. **Attachments** (not to exceed **three (3)** pages total, preferably in Microsoft Word) that include the following in order:
    a) ***Additional optional attachments***. Attachments may include further timeline information, letters of support, memoranda of understanding (MOU)/agreement, etc. For applicants with a large number of letters/MOUs, it may be useful to provide a list of the organizations or government agencies that support the program rather than the actual documentation.

Note: INL retains the right to request additional documentation for those items not included on this form.

ADDITIONAL INFORMATION

OFFICE OF MANAGEMENT AND BUDGET (OMB) CIRCULARS
Organizations should be familiar with 2 CFR 200 on cost accounting principles. For a copy of the OMB circular cited, please contact Government Publications or download from http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl.
Overseas-based nonprofit organizations are legally required to comply with 2 CFR 200.

AUDITS
The recipient's proposal should include the cost of an audit that:
1) Complies with the requirements of 2 CFR 200 Subpart F "Audit Requirements;"
2) Complies with the requirements of American Institute of Certified Public Accountants (AICPA) Statement of Position (SOP) No. 92-9, "Audits of Not-for-Profit Organizations Receiving Federal Awards;"
3) Complies with AICPA Codification of Statements on Auditing Standards AU Section 551, "Reporting on Information Accompanying the Basic Financial Statements in Auditor-Submitted Documents," where applicable. When the U.S. Department of State is the largest direct source of Federal financial assistance (i.e., the cognizant Federal Agency) and indirect costs are charged to Federal grants, a supplemental schedule of indirect cost computation is required;
4) A non-Federal entity that expends $750,000 or more during the non-Federal entity's fiscal year in Federal awards must have a single or program-specific audit conducted for that year in accordance with the provisions of 2 CFR 200 subpart F. *The audit costs shall be identified by 2 CFR 200.435.*

INDIRECT COST-RATE

An organization with a negotiated indirect cost rate agreement (NICRA) negotiated with a cognizant federal government agency other than the U.S. Department of State must include a copy of the cost-rate agreement. Applicants should indicate in the proposal budget how the rate is applied and if any of the rate will be cost-shared. Per 2 CFR 200.414. any non-Federal entity that has never received a negotiated indirect cost rate, except for those non-Federal entities described in Appendix VII to Part 200—States and Local Government and Indian Tribe Indirect Cost Proposals, paragraph D.1.b, may elect to charge a de minimis rate of 10% of modified total direct costs (MTDC200.68 Modified Total Direct cost (MTDC) which may be used indefinitely. MTDC means all direct salaries and wages, applicable fringe benefits, materials and supplies, services, travel, and sub-awards and sub-contracts up to the first $25,000 of each sub-award or sub-contract (regardless of the period of performance of the sub-awards and sub-contracts under the award). ***MTDC excludes equipment ($5,000 or greater), capital expenditures, charges for patient care, rental costs, tuition remission, scholarships and fellowships, participant support costs and the portion of each sub-award and sub-contract in excess of $25,000***. As described in 2 CFR 200.403, factors affecting allowability of costs, costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate for a rate, which the non-Federal entity may apply to do at any time.

[END OF SECTION IV]

TAB A: PROPOSAL GUIDELINES

Proposals should include the following components:

- Introduction and Problem Statement
- Planned Activities
- Indicators

Problem Statement and Rationale: Describe the problem and how the project will achieve or contribute to achieving a sustainable solution and a measurable outcome. The applicant should explain the extent of existing assistance within the particular geographic area, and how the proposed intervention may complement (or differ from) other similar interventions. The implementer should also explain, as necessary, the particular experience and qualifications they bring to the project. The rationale should also reflect understanding of the priorities and policies of the bureau/post or program with which this agreement is associated.

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

Planned Activity	**Contingency**
Energy efficiency workshops in collaboration with the government of Mexico and other representatives from the Latin America region, focused on raising awareness of energy efficiency standards.	*If government of Mexico doesn't engage at the expected level, project team will look to other regional stakeholders, such as the OAS, to assist in convening key stakeholders.*

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

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

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

Process Indicator	*50 women trained in energy efficiency standards*

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

Output Indicator	*80 percent of participants demonstrate at least 75 percent cognizance of efficiency standards*

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

Outcome Indicator	*30 percent of efficiency standards being implemented in a participant's country as a result of participant's participation.*

All indicators **must** include measurable, numerical targets, which should serve as the foundation for monitoring and evaluation efforts. Ultimately, proposed activities and achievement of indicator targets will lead to impact.

TAB B: PROGRAM MONITORING AND EVALUATION PLAN and RISK ANALYSIS

INL will work with recipient organizations to implement the appropriate monitoring and evaluation plan that meets both the needs of the bureau and the implementing partner. Incorporating a well-designed monitoring and evaluation component into a project is one of the most efficient methods of documenting the progress and potential success of a program. Successful monitoring and evaluation depend on the following:

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

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

Recipients will be required to provide reports with an analysis and summary of their findings, both quantitative and qualitative, in their regular quarterly and monthly progress reports to INL.

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

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

INL has included a sample Monitoring and Evaluation template as an attachment to the NOFO.

RISK ANALYSIS

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

TAB C: BUDGET GUIDELINES

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

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

		INL Request	Cost Share	Total
A. PERSONNEL				
a) Primarily Headquarters-Based Personnel				
-H.Q.-based project -dedicated staff salary (X months) -H.Q.-based administrative staff salary (X months)	X% of $X/yr X% of $X/yr			
b) Primarily Field-Based Personnel				
-Field-based Country Director salary (x months or year) -Field-based Program Assistant salary (x months or year)	X% of $X/yr X% of $X/yr			
Subtotal Personnel				
B. FRINGE BENEFITS				
a) Primarily H.Q.-Based Fringe Benefits	fringe=X% salary			
-H.Q.-based project -dedicated staff fringe (X months) -H.Q.-based administrative staff fringe(X months)	X% fringe X% fringe			
b) Primarily Field-Based Fringe Benefits	fringe=X% salary			
-Field-based Country Director fringe (x months or year) -Field-based Program Assistant fringe (x months or year)	X% fringe X% fringe			
Subtotal Fringe Benefits				
C. TRAVEL				
a) Monitoring Travel				
-Monitoring Trip: H.Q. to field (X) -Per diem (X days)	$X/RT flight $X/day			
b) Field Travel				
Activity 1: Workshop -Staff Travel (# staff) -Staff Per Diem (X days) -Participant Travel (# participants)	$X/RT flight/# staff $X/day/# day/# staff $X/trip/# pax			
-Participant Per Diem (X days)	$X/day/# day/# pax			
Activity 2: Town Hall Meeting -Staff Travel (# staff)	$X/RT flight/#			

	staff			
-Staff Per Diem (X days) -Participant Travel (# participants) -Participant Per Diem (X days)	$X/day/# day/# staff $X/trip/# pax $X/day/# day/# pax			
Subtotal Travel				
D. EQUIPMENT				
a) Primarily H.Q.-Based Equipment (if applicable)				
-H.Q.-equipment (if applicable)	$X/unit			
d) Primarily Field-Based Equipment				
-Field-equipment	$X/unit			
Subtotal Equipment				
E. SUPPLIES				
a) Primarily H.Q.-Based Supplies (if applicable)				
-Printing and Photocopying (X months)	X% of $X/yr			
b) Primarily Field-Based Supplies				
-Markers and dry erase board -Telephone (X months) -Office Supplies (X months)	$X/set X% of $X/yr X% of $X/yr			
Subtotal Supplies				
F. CONTRACTUAL				
a) Subgrants				
-Local Subgrantees (X subgrants)	$X/unit			
b) Consultant Fees				
-Media Specialist/Honoraria (X days/hours) -Independent M & E specialist -Translation Fees (X pages)	$X/consult $X/unit $X/page			
Subtotal Contractual				
G. CONSTRUCTION	**N/A**			
H. OTHER				
a) Other Direct Costs				
-Field Office Rent (X months)	X% of $X/mo			
Subtotal Other				
I. TOTAL DIRECT CHARGES (Sum of A-H Subtotals)				
J. INDIRECT CHARGES				
a) Indirect Costs/NICRA (X% of costs)				
Subtotal Indirect Charges				
K. TOTAL COSTS (Sum I-J)				

Note: This budget is designed to serve as an example of the format for complete budget submissions and is NOT exhaustive. Individual line items included in each applicant's budget should reflect specific program activities. (pax = participants)

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

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

LINE-ITEM BUDGET NARRATIVE –

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

B. Fringe Benefits - State benefit costs separately from salary costs and explain how benefits are computed for each category of employee - specify type and rate. Fringe benefit application must be consistent with organization's written policy.

C. Travel - Staff and any participant travel (Note: Staff refers to grantee staff only, and not sub-grantee staff or contractors):

1) international and/or domestic airfare - Please indicate origin and destination (country/city), number of travelers and unit cost per round trip

NOTE: All travel must be booked with economy class fares only. Applicants must explain differences in fares among travelers on the same routes. Note that all travel, where applicable, must comply with the Fly America Act. For more information see **http://www.gsa.gov/portal/content/103191**.

2) in-country travel - Please indicate origin and destination (city), type of transportation, number of travelers and unit cost per traveler per trip.

3) per diem/maintenance: includes lodging, meals and incidentals for both participant and staff travel. Rates of maximum allowances for U.S. and foreign travel are available from the following website: http:/www.policyworks.gov/. Per diem rates may not exceed the published U.S. government allowance rates; however, institutions may use per diem rates lower than official government rates.

NOTE: Per diem rates must be prorated and/or removed if applicant will pay for refreshments and/or meals for participants during a workshop/conference.

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

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

F. Contractual –

a) Subgrants - For each subgrant/contract please provide a detailed line-item budget breakdown explaining specific services. Please provide a subgrant budget using the approved OMB budget format. (See Tab C: Budget Guidelines, above.)

b) Consultant Fees - For example lecture fees, honoraria, travel, and per diem for outside speakers or independent evaluators: list number of people and rates per day (e.g., 2 x $150/day x 2 days). Consultant/outside expert fees/honoraria should be consistent with the level of experience and based on a fair market value. (*NOTE: Consultant Fees and Honorarium should NOT EXCEED $655/day*)

G. Other Direct Costs - these will vary depending on the nature of the project. The inclusion of each should be justified in the budget narrative. All costs must be allowable, allocable, and reasonable, and consistent with OMB guidelines. ***Line items such as "Miscellaneous," "Other," "Contingency Fund," and "Reserve Fund" are not permitted***.

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

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

BUDGET CONDITIONS AND RESTRICTIONS:

The Recipient is reminded that funds provided under this agreement must be used in a manner fully consistent with U.S. law. The recipient agrees that none of the funds provided by this award shall be used to lobby for or against abortion. The recipient agrees that none of the funds provided by this award shall be used to pay for the performance of abortion as a method of family planning or to motivate or coerce any person to practice abortions.

Per 22 CFR 200.307 ((e) (1), (2) and (3) of this section please note the following guidance concerning use of Program Income:

- Program income earned during the project period shall be retained by the recipient and, in accordance with the terms and conditions of the award, shall be used in one or more of the ways listed in the following:

1) Added to funds committed to the project by the Department and recipient and used to further eligible project or program objectives.
2) Used to finance the non-Federal share of the project or program.
3) Deducted from the total project or program allowable cost in determining the net allowable costs on which the Federal share of costs is based.

- It is emphasized, however, that the above three alternatives are applicable only when the grantee is a non-profit entity. Any grant to a commercial firm must state that the first of the alternatives is not available for program income earned by the grantee. (GAO noted in its Principles of Federal Appropriations Law at 10-57, that “This approach [option (1)] increases program size. Both OMB and GAO have expressed preference for the deduction method [option (3)] since it results in savings to the federal government and to grantees.”)

INL will consider budgeted line-items for the following:

- External evaluations to assess the project’s impact (costs must be built into the overall original budget proposal and must be reasonable);
- Costs associated with an internal evaluation conducted by the grantee (costs must be built into the overall original budget proposal and must be reasonable);
- Visa fees, immunizations, and medical insurance associated with program travel;
- A-133 Audit or internal audit for the INL program (or prorated costs that is shared among other Federal Assistance grants/contracts)
- English translation (cost must be built into the original budget proposal and must be reasonable)

The following cost elements will not be reimbursed and are not allowable in this program:

- Publication of materials for distribution within the U.S.;
- Administration of a project that will make a profit;
- Expenses incurred before or after the specified dates of award period of performance (unless prior written approval received);
- Projects designed to advocate policy views or positions of foreign governments or views of a particular political faction;
- Entertainment and/or Alcoholic beverages;
- Costs of entertainment, including amusement, diversion, and social activities and any associated costs are unallowable, except where specific costs that might otherwise be considered entertainment have a programmatic purpose and are authorized either in the approved budget for the Federal award or with prior written approval of the Federal awarding agency;
- Land;
- Construction;
- Direct support or the appearance of direct support for individual or single party electoral campaigns;
- Duplication of services immediately available through municipal, provincial, or national government;
- Expenses listed as “miscellaneous”, “other”, or “contingencies”;
- Expenses made prior to the approval of a proposal or unreasonable expenditures will not be reimbursed.

INL may make conditions and recommendations on proposals to enhance proposed programs. Conditions and recommendations are to be addressed by the applicant before approval of the award. To ensure effective use of INL funds, conditions or recommendations may include requests to increase, decrease, clarify and/or justify budget costs.

TAB D: GUIDELINES FOR STANDARD FORMS

SF-424 – Complete all fields except fields noted as "Leave Blank" below.

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

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

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

8a. Enter the legal name of the applicant organization.
8b. Employer/Taxpayer ID Number: *(Non U.S. organizations leave blank)*
8c. Organizational DUNS: Organizations can request a DUNS number at http://fedgov.dnb.com/webform
8d. Enter the full address of the applicant
8e. Enter the name of the primary organizational unit (and department or division, if applicable) that will undertake the assistance activity, if applicable
8f. Enter the name, title, organization, and contact information of person to be contacted on matters involving this application

9. Select an applicant type (type of organization)
10. Enter: *Department of State*
11. Enter: the CFDA number is ***19.703***
12. Enter the Funding Opportunity Number and title. *See page 1 of this announcement.*
13. Enter the Competition Identification Number and title. *For grants.gov, leave blank.*
14. Areas Affected by Project: *List the country or countries where project activities will take place in alphabetical order; for projects that will take place in more than one region enter "Global".*
15. Enter the title of the proposed project (if necessary, delete pre-printed wording)

16a. Enter congressional district of Applicant. (*foreign applicants please enter "90."*)
16b. Enter: (*foreign applicants, please enter "00"*)
Program: Leave blank

17. Enter a start date and a projected end date
18. Enter the amount requested for the project under "Federal" (18a); enter any cost-share under "Applicant" (18b).
19. Enter "c"
20. Select the appropriate box. If you answer "yes" to this question you will be required to provide an explanation.
21. Enter the name, title, and contact information of the individual authorized to sign for the application.

[END OF SECTION IV]

SECTION V – APPLICATION REVIEW INFORMATION

The technical applications and proposal submissions will be evaluated in accordance with the Technical Evaluation Criteria set forth below. Technical evaluation of applications will be based on the extent and appropriateness of proposed approaches and feasibility of achieving the strategic objectives, in accordance with the following criteria.

If award is not made on the initial applications, INL may request clarification and supplemental materials from applicants whose applications have a reasonable chance of being selected for award. The entry into discussion is to be viewed as part of the evaluation process and shall not be deemed by INL or the applicants as indicative of a decision or commitment upon the part of INL to make an award to the applicants with whom discussions are being held.

I. TECHNICAL EVALUATION CRITERIA

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

Where technical applications are considered essentially equal, cost may be the determining factor. Applicants should note that these criteria serve as the standard against which all applications will be evaluated and serve to identify the significant matters which applicants should address in their applications.

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

Quality of Program Idea (Total Possible Points - 15):

- Responsive to the solicitation (3)
- Appropriate in the country/regional context (3)
- Exhibits originality, substance, and precision (3)
- Prioritizes innovation but is feasible (3)
- In countries where similar activities are already taking place, provides an explanation as to how new activities will not duplicate or merely add to existing activities (3)

Program Planning/Ability to Achieve Objectives (Total Possible Points – 25):

- Includes a clear articulation of how the proposed program activities contribute to the overall program objectives (3)
- Each activity is clearly developed and detailed (3)
- Provides a comprehensive quarterly work plan for project activities that demonstrates substantive undertakings within the logistical capacity of the organization (3)
- Objectives are clear, specific, attainable, measurable results-focused and placed in a reasonable time frame (3)
- Addresses how the program will engage or obtain support from relevant stakeholders and identifies local partners where appropriate (3)
- Describes the division of labor among the direct applicant, any partners and any potential

subgrantees (2)
- Proposal clearly articulates understanding of the security situation/operating environment and plans for ensuring safety of participants (2)
- Includes contingency plans for potential difficulties in executing the original work plan (6)

Cost Effectiveness/Cost Sharing (Total Possible Points - 15):
- The overhead and administration of the proposal, including salaries and honoraria, are explained and justified for the work involved (5)
- All budget items are necessary, appropriate and linked to program objectives (5)
- Personnel costs are reasonable for the work involved (5)

Program Monitoring and Evaluation (Total Possible Points - 15):
The Monitoring and Evaluation (M&E) Plan includes:
- Narrative explaining how monitoring and evaluation will be carried out and who will be responsible for monitoring and evaluation activities (5)
- Table listing by program objectives the output- and outcome-based performance indicators with baselines and (yearly and cumulative) targets; data collection tools; data sources; types of data disaggregation, if applicable; and frequency of monitoring and evaluation (7)
- Includes an external midterm and/or final evaluation or justification for why one is not included (3)

Multiplier Effect/Sustainability of Impact Rating (Total Possible Points - 10):
- Clearly delineates how elements of the program will have a multiplier effect (5)
- Clearly delineates how impact will be sustainable beyond the life of the grant (5)

Institution's Record and Capacity Rating (Total Possible Points - 20):
- The proposal demonstrates an institutional record of successful programs in the proposed country and the content area (6)
- Personnel and institutional resources are adequate and appropriate to achieve the project's objectives (6)
- Roles, responsibilities, and brief bios/resumes are included for primary staff, and demonstrate relevant professional experience (4)
- Applicant is a current/past Department of State grantee where performance (4) was/is on target showed/shows responsible fiscal management

  OR
- The proposal is from a NEW APPLICANT and proposal demonstrates capacity for responsible fiscal management illustrates success in similar sized projects (4)

COST EVALUATION

Cost will be evaluated for realism, reasonableness, allowability, allocability, and cost effectiveness. The pre-award evaluation of cost effectiveness will include an examination of the application's budget detail to ensure it is a realistic financial expression of the proposed project and does not contain estimated costs which may be unallocable, unreasonable, or unallowable. Applications that have more efficient operational systems that reduce operation costs will be favorably considered.

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

[END OF SECTION V]

SECTION VI – FEDERAL AWARD ADMINISTRATION INFORMATION

Federal Award Notices: The successful applicant(s) will be notified via email that its proposal has been selected to move forward in the review process; this email IS NOT an authorization to begin performance. The Grants Officer is the Government Official delegated the authority by the U.S. Department of State Procurement Executive to write, award, and administer grants and cooperative agreements. The assistance award agreement is the authorizing document and it will be provided to the Recipient through email transmission. The recipient may only incur obligations against the award beginning on the start date outlined in the DS-1909 award document that has been signed by the INL Grants Officer. Organizations whose applications will not be funded will also be notified via email by INL. Please refer to the anticipated time to award information in Section E.

Substantial Involvement (for Cooperative Agreements only): INL shall be substantially involved during the implementation of the award agreement in the following ways:

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

6) Please note: Substantial involvement will be determined and finalized at the time of award and may be revised according to the program requirements.

Terms and Conditions: Recipients will be held to the applicable terms and conditions found at https://www.statebuy.state.gov/fa/Pages/TermsandConditions.aspx.
It is the Recipient's responsibility to ensure they are in compliance with all applicable terms, conditions, and OMB guidance and requirements. Those organizations found to be in non-compliance may be found ineligible for funding or designated high risk.

2 CFR 200 Uniform Administrative Requirements, Costs Principles, and Audit Requirements for Federal Awards: All applicants must adhere to the regulations found in 2 CFR 200 Uniform Administrative Requirements, Costs Principles, and Audit Requirements for Federal Awards.

Branding Requirements: As a condition of receipt of a grant award, all materials produced pursuant to the award, including training materials, materials for recipients or materials to communicate or promote with foreign audiences a program, event, project, or some other activity under an agreement, including but not limited to invitations to events, press materials, and backdrops, podium signs, etc. must be marked appropriately with the standard, rectangular U.S. flag in a size and prominence equal to (or greater than) any other logo or identity. **Note**: Exceptions to the branding requirement are allowable under certain conditions. If an applicant is notified that their award has been chosen for funding, the Grants Officer will determine, in consultation with the applicant, if an exception is applicable.

Reporting Requirements:

1. Recipients are required to submit quarterly program progress and financial reports throughout the project period. Progress (SF-PPR and narrative) and financial reports (SF 424 and a detailed financial expenditure report) are due 30 days after the reporting period. Final certified programmatic and financial reports are due 90 days after the close of the project period.

   - First Quarter (October 1 – December 31): Report due by January 30
   - Second Quarter (January 1 – March 31): Report due by April 30
   - Third Quarter (April 1 – June 30): Report due by July 30
   - Fourth Quarter (July 1 – September 30): Report due by October 30

   All reports are to be submitted electronically via email to the Grants Officer and Grants Officer Representative noted in the award agreement.

2. Awardees that are deemed to be high risk may be required to submit more extensive and frequent reports until their high risk designation has been removed by the Grants Officer.

3. The Awardee must provide to INL an inventory of all the U.S. government provided equipment purchased with grant funds using the SF428 form on an annual basis.

[END OF SECTION VI]

SECTION VII – AGENCY CONTACTS

Any prospective applicant desiring an explanation or interpretation of this NOFO must request it in writing by the deadline for questions specified in the cover letter to allow a reply to reach all prospective applicants before the submission of their applications. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment of this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

Any questions or comments concerning this NOFO must be submitted in writing by email to Mark Hove via email at HoveMT1@state.gov and Cheryl Price at PriceCH@state.gov by the deadline for questions indicated at the top of this NOFO's cover letter.

[END OF SECTION VII]