

**United States Department of State**  
**Bureau of International Narcotics and Law Enforcement Affairs Mexico (INL)**  
**Annual Program Statement (APS)**  
**REVISED 9-11-2015 and 7/27/2016**

Announcement Type: Request for Federal Assistance Awards Applications

Public Opportunity Title: International Narcotics and Law Enforcement – Mexico Rule of Law Program

NOFO Opportunity Number: INL-15-GR-0041-WHPMexico-ROLAPS-08032015

Catalog of Federal Domestic Assistance (CFDA) Number: 19.703

Funding Amount: **\$40,000,000 U.S. Dollars** – for three separate initiatives  
(Please note: There is no minimum or maximum total award amount dedicated to one initiative.)

NOFO Issuance Date: **August 3, 2015** (revision date – September 11, 2015)

Deadline for Receipt of Questions: None

Closing Date and Time for Submission of Applications: **November 1, 2015, February 1, 2016, May 1, 2016 and August 1, 2016 at 11:59 PM Eastern Standard Time via Grants.gov**

Funding Activity Category (CFDA): Criminal Justice Systems

Program Type: U.S. Embassy Mexico INL Rule of Law Program

Grant Program: INL Mexico Rule of Law Annual Program Statement

Assistance Type: Grants or Cooperative Agreements

Eligibility Category: U.S. or overseas-based Non-profit/non-governmental organizations (NGOs) having a 501(c)(3) status with the IRS and U.S. or overseas private/state institutions of higher education

Applicant Type: Organizations

Award Ceiling: \$3,000,000 **Per Proposal**

Award Floor: \$250,000 **Per Proposal**

Cost Sharing Requirement:

Recommended, but not required

## 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 (INL), is seeking applications from qualified Non-Governmental Organizations (NGOs), Educational Institutions and other qualified organizations for a grant or cooperative agreement to

implement a program entitled “*Mexico Rule of Law Program*” 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 grant or 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 **multiple** awards in an amount not to exceed **\$40,000,000.00** in total funding. The U.S. Dollar amount will be funded from INL allocated funds, for an initial project period of three (3) years. INL may extend the program up to an additional one (1) years, contingent on INL priorities, good performance of the implementer, and pending 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.

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 grants.gov, including the requirements found in any attachments to this grants.gov opportunity. This NOFO consists of the following Sections:

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This funding opportunity is posted on [www.grants.gov](http://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](http://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](mailto: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 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 Cheryl Price via email at [PriceCH@state.gov](mailto:PriceCH@state.gov). There is no deadline for submission of questions for this NOFO. Responses to questions will be made available to all potential applicants through an amendment to this NOFO and posted on 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**

INL is part of the Department of State's multi-faceted response to transnational criminal activity. Dedicated to strengthening criminal justice systems, countering the flow of illegal narcotics, and minimizing transnational crime, INL plays a key role in leading the development and synchronization of U.S. international drug and crime assistance. INL's technical support is tailored to bolster capacities of partner countries through multilateral, regional, and country-specific programs.

The Merida Initiative is an unprecedented partnership between the United States and Mexico to fight organized crime and associated violence while furthering respect for human rights and the rule of law. Based on principles of shared responsibility, mutual trust, and respect for sovereign independence, the two countries' efforts have built confidence that is transforming the bilateral relationship.

Under the Merida Initiative, the United States has forged strong partnerships to support Mexico's efforts towards implementation of criminal justice reforms at the federal and state levels.

Ultimately, this project should support the goals of the INL Rule of Law (ROL) Program. The two over-arching goals of the ROL program are (1) to support Mexico's transition to and implementation of an oral, adversarial and accusatory criminal justice system and (2) to address important institutional weaknesses, particularly those which exacerbate the problem of impunity.

To date, INL Mexico ROL Program has funded efforts to improve justice sector professionals and practitioners knowledge, understanding, and skills to operate in an oral adversarial criminal justice system; institutional reorganization design by identifying procedural and conduct reforms within criminal justice institutions, including the courts; new technology to improve the efficacy, efficiency, and effectiveness of justice sector institutions; equipment and other needs to support and improve the implementation of justice; and the development of future leaders through educational and professional development at leading legal education institutions.

To further progress in these areas, INL Mexico has allocated **\$40,000,000.00** U.S. Dollars to support the three (3) separate Rule of Law initiatives discussed within this NOFO. **(Please note: There is no minimum or maximum total award amount dedicated to one of the three initiatives.)**

## **PROJECT PURPOSE/DESCRIPTION**

The three separate initiatives include the 1) Rule of Law Program Initiative; 2) Legal Professional Development Fellowships Program (Fellowships Program); and 3) Justice Sector Advisory Network (JSAN).

- 1) Rule of Law Program Initiative: The key objectives of this initiative are to: 1) deliver and support formal legal educational opportunities for law students, law professors, law school administrators, and public sector legal practitioners, using previously developed USG-supported curriculum and/or adaptation; 2) build competency and capacity of justice system actors so as to implement justice system reforms through training and professional exchanges that incorporate curricula, content and minimum standards previously developed by USG supported programs (training should respond to needs not met by other USG assistance); and 3) support reforms at the national level through the replication of model programs, and policies and procedures.
- 2) Legal Professional Development Fellowships Program: This program will provide intensive, professional development opportunities on accusatory justice systems for public sector legal practitioners, law school professors, and students.
- 3) Justice Sector Advisory Network: INL Mexico is seeking proposals to establish a network of Subject Matter Experts (SMEs) that can be deployed to assist the Government of Mexico (GOM) with its transition to a new oral, adversarial criminal justice system. SMEs may be deployed to assist with needs assessments, case management, judicial process flows, standard operating procedures, awareness-raising events, public forum, seminars, as well as other operational requirements. The grant recipient will establish a database of SMEs, handle the organizational and logistical efforts related to the set-up of the Advisory Network, and will receive and process requests with substantial input from INL and the GOM. The main purpose of the JSAN is to respond to requests for speakers' and experts' participation in conferences, seminars, awareness-raising meetings and presentations directed to different audiences. Such participation does not contemplate technical assistance provided by other USG assistance.

## A. RULE OF LAW PROGRAM INITIATIVE

INL Mexico is seeking innovative, cutting-edge proposals for the Rule of Law Program Initiative from U.S. and Mexico-based organizations that seek to assist Mexico in implementing reforms consistent with the objectives of the new criminal justice system. Preference will be given to projects not supported by other USG assistance that address needs in the following Mexican states:

|                  |                  |                 |
|------------------|------------------|-----------------|
| Chihuahua        | Guanajuato       | Yucatan         |
| Queretaro        | Chiapas          | Morelos         |
| Puebla           | Baja California  | Veracruz        |
| Estado de Mexico | Distrito Federal | Durango         |
| Colima           | Nuevo Leon       | Zacatecas       |
| Campeche         | Nayarit          | Aguas Calientes |
| Coahuila         | Quintana Roo     |                 |

### RULE OF LAW PROGRAM INITIATIVE GOALS

The Rule of Law Program Initiative seeks proposals that may: 1) support the professionalization and institutionalization of an oral, adversarial criminal justice system by partnering with or supporting law schools in Mexico and the United States; 2) identify and support the role of crime victims in an open and transparent justice system; 3) use USG-developed materials to increase Mexico's justice system actors' competency and institutional capacity; and 4) support the replication and sustainability of reforms at the federal and state levels through exchanges, seminars, workshops, conferences, etc. Proposals should not duplicate existing USG programming at the state or federal level.

Eligible applicants must demonstrate:

- Support (buy-in) from the GOM in implementing proposal goals and objectives;
- A sustainability and/or replication plan for proposed activities;
- An understanding of the goals and objectives and complexities and challenges of the new criminal justice system in Mexico; and
- An unmet need not supported by other USG efforts.

### RULE OF LAW PROGRAM INITIATIVE OBJECTIVES

As stated above, the key objectives of the Rule of Law Program Initiative are to: 1) deliver and support formal legal educational opportunities for law students, law professors, law school administrators, and public sector legal practitioners, using previously developed USG-supported curriculum and/or adaptation if available; 2) build competency and capacity of justice system actors so as to implement justice system reforms through training and professional exchanges that incorporate curricula, content and minimum standards previously developed by USG supported programs (training should respond to needs not met by other USG assistance); and 3) support reforms at the federal level through the replication of model programs, and policies and procedures.

The objectives for each proposal shall be defined by the applicant and should be: 1) Specific, 2) Measurable, 3) Achievable, 4) Realistic, and 5) Timely. Please describe in detail each activity proposed to accomplish project goals as well as quantitative and qualitative performance metrics (i.e., outputs and outcomes). The activities must be delineated in the project budget and budget narrative.

## **B. LEGAL PROFESSIONAL DEVELOPMENT FELLOWSHIPS PROGRAM**

The Fellowships Program will support legal educational opportunities for students and practitioners in Mexico to study abroad. INL will competitively award a single cooperative agreement to an organization with experience developing and implementing a fellowship program. This solicitation is for an organization to assist INL in implementing the fellowships program. This is NOT for individual fellowship applications.

### **FELLOWSHIPS PROGRAM GOALS**

The Legal Professional Development Fellowships Program will provide up to a three-year opportunity for participants to gain firsthand knowledge of the accusatory justice system through a series of professional fellowships to the United States and other Latin American countries with comparable justice systems. The fellowship recipients will work collaboratively with INL Mexico and its implementing partner to identify fellowship opportunities abroad.

INL Mexico has identified three target populations for the Professional Legal Development Fellowships Program, which include public sector legal practitioners; law school professors (and deans); and law students. The following is description of the specific objectives for each target population:

Public Sector Legal Practitioners – Fellowships offered to practitioners are intended to develop professional competency and capacity of existing public sector legal practitioners in an accusatory justice system. The fellowship recipients are expected to design project strategies that will facilitate gaining practical knowledge and experience in an accusatory legal system. The recipients are expected to design a strategy to exchange knowledge obtained from other public sector legal practitioners in a systematic manner.

Law School Professors – Fellowships are offered to law school professors (and deans) in Mexico to develop academic knowledge from universities abroad and to refine educational curricula on an area of the accusatory justice system. The implementation of the curricula in a law school in Mexico must be included in the design of the project strategy. This includes delivering and assessing the implementation of the curricula. The fellow must obtain a letter of commitment from a Mexican law school to implement the new curricula.

Law Students – Fellowships are offered to law students in Mexico to study at U.S. or Latin America-based law schools with an accusatory justice system. The fellow must obtain admissions/acceptance from the law school and complete a minimum one academic year of legal education at the selected school. The fellows must also obtain authorization from their

university in Mexico for their participation and identify a formal, structured means for exchanging information obtained during their study abroad with students at their home-based university.

Eligible applicants must demonstrate:

- Experience implementing national and/or international legal professional development programs, with a capacity to review and screen proposals
- Experience working with the GOM on justice sector issues
- Access to justice sector agencies in the United States and other Latin American countries with accusatorial justice systems for purposes of assisting fellows in obtaining sponsorship and access to justice system professionals in those countries
- Administrative and logistical capabilities to assist fellows in arranging reasonable travel accommodations to their destination project sites
- Experience assisting funding recipients in finalizing and submitting reports, educational curricula, training and technical assistance, and policy and procedural implementation to INL and the targeted agencies/universities in Mexico; and
- Key personnel allocated to the cooperative agreement that are bilingual (English and Spanish), and have a comprehensive understanding of the justice reforms under implementation in Mexico as well as the accusatory justice systems in the United States and other Latin American countries.

## **FELLOWSHIPS PROGRAM OBJECTIVES**

### **Objective 1: Administrative and Organizational Set-up and Operations**

Activity 1: The recipient shall develop administrative and logistical policies and procedures for implementing the Professional Development Fellowship Program. This includes application requirements, internal review and selection requirements, funding support, travel and lodging support, administrative and programmatic reporting infrastructure, as well as other activities related to the implementation and coordination of the program.

Activity 2: The recipient shall identify, develop, and coordinate outreach to justice sector institutions in the United States and other Latin American countries with accusatorial justice systems for the purpose of assisting fellows obtain sponsorship and access to justice sector professionals in those countries.

Activity 3: The recipient shall hire and supervise staff that has a comprehensive understanding of the justice sector reforms under implementation in Mexico as well as the accusatory justice systems in other countries as well as project design strategies.

### **Objective 2: Assist Fellowship Applicants with identifying opportunities in the U.S. and other Latin American countries.**

Activity 1: The recipient shall respond to inquiries from prospective fellows regarding fellowship opportunities and provide contacts in the United States and other Latin American countries with accusatorial justice systems.



Activity 2: The recipient shall assist prospective fellows in developing their fellowship proposals and provide guidance regarding acceptable deliverables/outcomes from fellowship participation.

Activity 3: The recipient shall review and provide technical support to fellows in finalizing their fellowship reports and deliverables for submission to INL.

### **Objective 3: Coordination and Collaboration**

Activity 1: The recipient shall develop a coordination and implementation strategy for review and approval by INL Mexico. The strategy shall include application review and approval processes, review and approval of Fellowship deliverables, and review and approval of Fellowship applicant cost proposals.

Activity 2: The recipient shall develop a coordination plan with GOM institutions and academic institutions from which applications are received from prospective fellows for the purposes of reviewing and obtaining approval of Fellow project designs and post-fellowship implementation plans.

## **C. JUSTICE SECTOR ADVISORY NETWORK**

INL Mexico also seeks proposals from U.S. and Mexico-based organizations to establish a Justice Sector Advisory Network of SMEs. INL Mexico will award a single cooperative agreement to an organization with demonstrated competency in developing databases of SMEs who would be able to assist with needs assessments, case management, judicial process flows, standard operating procedures, and participation in conferences, seminars, workshops, awareness meetings and presentations directed to different, mostly GOM justice sector audiences. The organization must be able to coordinate their efforts with relevant USG programs to avoid duplication of effort; identify and recruit SMEs to assist the GOM in the abovementioned criminal justice areas.

### **JUSTICE SECTOR ADVISORY NETWORK PROJECT GOALS**

The Justice Sector Advisory Network proposals will provide SMEs to assist with needs assessments, gap analysis, and other objectives as stated above; respond to requests to assist with building public sector/justice sector actors' awareness of best practices; identify and provide information resources to address programming gaps in executing the transition to the new criminal justice system (NCJS); and work in conjunction with and support of USG-funded projects to ensure a coordinated effort in support of the transition to the NCJS.

Eligible applicants must demonstrate:

- Experience establishing internal program operating procedures;
- Experience identifying, assessing, and recruiting bilingual (English/Spanish) criminal justice SMEs;

- Experience coordinating the delivery of assistance with needs assessments, case management, judicial process flows, standard operating procedures (SOPs), and participation in conferences, seminars, workshops, awareness-raising meetings and presentations;
- Understanding of criminal justice reforms in Mexico;
- Capacity and flexibility to coordinate responses to a wide range of requests for support in a timely and sensitive manner;
- Ability to identify unmet needs not supported by USG efforts; and
- Key personnel allocated to the cooperative agreement are bilingual (English and Spanish), and have a comprehensive understanding of the justice reforms under implementation in Mexico as well as the accusatory justice systems elsewhere.

## **JUSTICE SECTOR ADVISORY NETWORK PROJECT OBJECTIVES**

### **Objective 1: Administrative and Organizational Set-up and Operations**

Activity 1: The recipient shall develop administrative and logistical policies and procedures for implementing the Justice Sector Advisory Network. This includes the receipt and review of requests for support, internal review requirements, determination of funding requirements, consultant selection procedures, travel and lodging support, administrative and programmatic reporting infrastructure, as well as other activities related to the implementation and coordination of the program.

Activity 2: Hire key personnel that have a comprehensive understanding of the justice reforms under implementation in Mexico as well as the accusatory justice system in the United States and other Latin American countries.

Activity 3: Set-up and populate a topical and regional SMEs consultant database that is accessible by INL Mexico. SMEs shall have capability in the following areas:

Criminal Justice Program Development  
 Program Implementation and Evaluation Protocol  
 Protocol Design and Delivery  
 Criminal Justice System Training and Delivery  
 Criminal Justice Expertise, Especially in Latin America  
 Needs Assessment and Gap Analysis

Activity 4: Conduct SME/Consultant Orientation and Oversight.

### **Objective 2: Review and Coordination of Incoming Requests for Assistance**

Activity 1: Receive and review incoming requests from the GOM (Federal and State) to determine if the request is consistent with the goals and objectives of the Justice Sector Advisory Network. Obtain INL ROL Program Coordinator concurrence on recommended request. Identify a SME to deploy. Request and review SME implementation plan. Peer review SME final deliverables report and any developed products.

Activity 2: Based on incoming request, identify and report to INL on unmet needs of Mexican federal and state Institutions.

Activity 3: Develop needs assessment instrument to guide SME review of request and development of professional development work plans.

### **Objective 3: Outreach**

Activity 1: Prepare an outreach plan to make GOM officials (Federal and State) aware of JSAN capabilities and resources.

Activity 2: Develop and disseminate (hardcopy and electronic) JSAN menu of activities including subject matter expertise.

## **DESIRED RESULTS AND ILLUSTRATIVE INDICATORS**

By the end of the third year of the project, the selected applicant is expected to:

### **Rule of Law Program Initiative**

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

The recipient will develop a project-level Performance Monitoring Plan (PMP) with annual and end-of- project targets and anticipated results for key performance indicators. The following indicators will be used to measure performance, upon which the recipient will be responsible for monitoring and reporting during and after the project:

- 1) Increase in the competency and capacity of justice system actors to implement justice system reforms due to training and professional exchanges that incorporate curricula, content and standards previously developed by USG supported programs (training should respond to needs not met by other USG assistance); and
- 2) Percentage increase in public support of the new criminal justice system at the federal level due to the replication of model programs, and policies and procedures.

Data for these and other measures may be found through the INEGI-produced ENVIPE, World Justice Project, CIDAC, and *Mexico Evalua*.

In addition, INL Mexico will regularly monitor the project's performance to assess whether project activities are on track and targets are being achieved.

Output indicators and illustrative targets for the project are provided below. The recipient should review these and either confirm the illustrative targets or propose alternative targets, as appropriate.

| <b><i>Role of Law Program Initiative Output Indicators</i></b>                                                                                                    | <b><i>Illustrative targets:</i></b> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Number of law students, professors, and legal sector practitioners using previously developed USG-supported curriculum and/or adaptation                          | TBD                                 |
| Number of law students, professors, and legal sector practitioners demonstrating competency and capacity to perform in the new accusatory criminal justice system | TBD                                 |

### **Legal Professional Development Fellowships**

The recipient 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 indicator will be used to measure performance, as well as illustrative targets, upon which the recipient will be responsible for monitoring and reporting during and after the project:

- 1) Percentage increase in the number of professional development opportunities in accusatory justice system provided to public sector legal practitioners, law school professors, and students.

Output indicators and illustrative targets for the project are provided below. The recipient should review these and either confirm the illustrative targets or propose alternative targets, as appropriate.

| <b><i>Professional Legal Development Fellowship Output Indicators</i></b>                                                                                                       | <b><i>Illustrative targets:</i></b> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Number of law students, professors, and legal practitioners receiving fellowships to further legal education                                                                    | TBD                                 |
| Percent of law students, professors, and legal practitioners that report increased confidence in their leadership role in the implementation of the new justice system reforms. | TBD                                 |
| Percent of students, professors, and legal sector actors reporting commitment and professional dedication to the justice sector reforms                                         | TBD                                 |

### **Justice Sector Advisory Network**

The recipient 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 indicators will be used to measure performance, as well as illustrative targets, upon which the recipient will be responsible for monitoring and reporting during and after the project:

- 1) The percentage increase in the number of requests fulfilled for speakers and experts to participate in conferences, seminars, awareness meetings and presentations directed to different audiences;

- 2) The percentage increase in the number of products developed for further dissemination based on fulfilled requests; and
- 3) Number of unmet needs/gaps identified based on requests.

Output indicators and illustrative targets for the project are provided below. The recipient should review these and either confirm the illustrative targets or propose alternative targets, as appropriate.

| <b><i>Justice Sector Advisory Network Output Indicators</i></b>                                                                                                   | <b><i>Illustrative targets:</i></b> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Number of law students, professors, and legal sector practitioners using previously developed USG-supported curriculum and/or adaptation                          | TBD                                 |
| Number of law students, professors, and legal sector practitioners demonstrating competency and capacity to perform in the new accusatory criminal justice system | TBD                                 |

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 grants and/or cooperative agreements based on this NOFO, the recommendation of the panel review committee, and final approval of the INL Grants Officer. The anticipated total federal funding amount is \$40,000,000.00. The period of performance is three (3) years with an anticipated start date to be determined by INL. INL may extend the program up to one (1) additional year, contingent on INL priorities, good performance of the implementer, and pending funding availability.

The U.S. government will issue awards resulting from this NOFO to the responsible applicant(s) whose application(s), conforming to this NOFO, is/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 awards 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.

**[END OF SECTION II]**

### **SECTION III – ELIGIBILITY INFORMATION**

(1) Eligible Entities: Applicants who are eligible to apply include:

- U.S. non-profit organization or a U.S. private/state educational institution meeting the provisions described in Internal Revenue Code section 26 USC 501(c) (3) and can demonstrate current country registration in Mexico. Applicants in the process of registration must submit proof that they are seeking non-profit status from the Internal Revenue Service at the time of proposal submission. Should the applicant be selected for an award, funding will be contingent upon 501(c)(3) status; **OR**
- Local, in-country, non-profit organization, educational institution, or private institutions that can demonstrate current country registration in Mexico, competent programmatic ability, and ability to meet INL reporting requirements;

**AND**

- Must have demonstrated experience implementing similar education or capacity building programs, preferably in Mexico. INL reserves the right to request additional background information on organizations that do not have previous experience administering similar programs and/or federal grant awards.
- Applicants must have the ability to produce course materials, deliver training, and conduct evaluations in Spanish and English. The applicant's staff should be proficient in English in order to fulfill reporting requirements.
- Applicants must have existing, or the capacity to develop, active partnerships with stakeholders in order to successfully carry out the proposed program.
- Organizations may form a consortium and submit a combined proposal. However, one organization should be designated as the lead applicant.
- Applicants must be able to respond to the NOFO and be able to mobilize in a short period of time.

***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](http://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. **PLEASE NOTE: Registration in these systems can take up to 30 days or more for overseas applicants and INL recommends that the registration process takes place immediately upon the receipt of this NOFO in order to meet the required deadlines as noted throughout this notice.**

### **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.*

### **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](mailto: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 grants.gov (OR grantsolutions.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.
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 fifteen [15] pages in Microsoft Word). Please note the fifteen page limit does not include the Table of Contents, Executive Summary, Attachments, Detailed Budget, Budget Narrative or NICRA. Applicants are encouraged to submit multiple documents in a single Microsoft Word, (i.e., Table of Contents, Executive Summary, Proposal Narrative, and Budget Narrative in one file).
7. **Summary and Detailed Line-Item Budget** (preferably in Microsoft Excel) 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. **Attachments** (not to exceed twelve [12] pages total, preferably in Microsoft Word) that include the following in order:
- a) Pages 1-2: ***Monitoring and Evaluation Plan*** (see below for more information on this section).
  - b) Pages 3-4: ***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.
  - c) Pages 5-6: ***Timeline of the overall proposal***. Components should include activities, evaluation efforts, and program closeout.
  - d) Page 7: ***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.
  - e) Pages 9-10: ***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.
  - f) Pages 11-12: ***Risk Analysis***: Please provide the required risk analysis information as noted on pages 19 – 20 of this NOFO. Additionally, please complete the INL Risk Assessment Form that’s included as an attachment in Grants.gov.

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](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 (MTDC) which may be used indefinitely. As described in 2 CFR 200.403, factors affecting allowability of costs, costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate for a rate, which the non-Federal entity may apply to do at any time.

**[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                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>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.</i> | <i>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.</i> |

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:

|                          |                                                        |
|--------------------------|--------------------------------------------------------|
| <b>Process Indicator</b> | <i>50 women trained in energy efficiency standards</i> |
|--------------------------|--------------------------------------------------------|

**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:

|                         |                                                                                                      |
|-------------------------|------------------------------------------------------------------------------------------------------|
| <b>Output Indicator</b> | <i>80 percent of participants demonstrate at least 75 percent cognizance of efficiency standards</i> |
|-------------------------|------------------------------------------------------------------------------------------------------|

**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:

|                          |                                                                                                                                    |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| <b>Outcome Indicator</b> | <i>30 percent of efficiency standards being implemented in a participant's country as a result of participant's participation.</i> |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------|

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 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)
- 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. All indicators must include measurable, numerical targets.
- Establish, where possible, performance baseline data and expected performance targets for each indicator/outcome. In some cases, the baseline may be zero.
- Describe monitoring 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 |
|----------------------------------------------------------|-----------------------|------------------|------------|-------|
| <b>A. PERSONNEL</b>                                      |                       |                  |            |       |
| a) Primarily Headquarters-Based Personnel                |                       |                  |            |       |
| -H.Q.-based project -dedicated staff salary (X months)   | X% of \$X/yr          |                  |            |       |
| -H.Q.-based administrative staff salary (X months)       | X% of \$X/yr          |                  |            |       |
| b) Primarily Field-Based Personnel                       |                       |                  |            |       |
| -Field-based Country Director salary (x months or year)  | X% of \$X/yr          |                  |            |       |
| -Field-based Program Assistant salary (x months or year) | X% of \$X/yr          |                  |            |       |
| <b>Subtotal Personnel</b>                                |                       |                  |            |       |
| <b>B. FRINGE BENEFITS</b>                                |                       |                  |            |       |
| a) Primarily H.Q.-Based Fringe Benefits                  |                       | fringe=X% salary |            |       |
| -H.Q.-based project -dedicated staff fringe (X months)   | X% fringe             |                  |            |       |
| -H.Q.-based administrative staff fringe(X months)        | X% fringe             |                  |            |       |
| b) Primarily Field-Based Fringe Benefits                 |                       | fringe=X% salary |            |       |
| -Field-based Country Director fringe (x months or year)  | X% fringe             |                  |            |       |
| -Field-based Program Assistant fringe (x months or year) | X% fringe             |                  |            |       |
| <b>Subtotal Fringe Benefits</b>                          |                       |                  |            |       |
| <b>C. TRAVEL</b>                                         |                       |                  |            |       |
| a) Monitoring Travel                                     |                       |                  |            |       |
| -Monitoring Trip: H.Q. to field (X)                      | \$X/RT flight         |                  |            |       |
| -Per diem (X days)                                       | \$X/day               |                  |            |       |
| b) Field Travel                                          |                       |                  |            |       |
| Activity 1: Workshop                                     |                       |                  |            |       |
| -Staff Travel (# staff)                                  | \$X/RT flight/# staff |                  |            |       |
| -Staff Per Diem (X days)                                 | \$X/day/# day/# staff |                  |            |       |
| -Participant Travel (# participants)                     | \$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)                                 | \$X/day/# day/# staff |                  |            |       |
| -Participant Travel (# participants)                     | \$X/trip/# pax        |                  |            |       |
| -Participant Per Diem (X days)                           | \$X/day/# day/# pax   |                  |            |       |
| <b>Subtotal Travel</b>                                   |                       |                  |            |       |
| <b>D. EQUIPMENT</b>                                      |                       |                  |            |       |



|                                                           |              |  |  |  |
|-----------------------------------------------------------|--------------|--|--|--|
| a) Primarily H.Q.-Based Equipment (if applicable)         |              |  |  |  |
| -H.Q.-equipment (if applicable)                           | \$X/unit     |  |  |  |
| d) Primarily Field-Based Equipment                        |              |  |  |  |
| -Field-equipment                                          | \$X/unit     |  |  |  |
| <b>Subtotal Equipment</b>                                 |              |  |  |  |
| <b>E. SUPPLIES</b>                                        |              |  |  |  |
| 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                              | \$X/set      |  |  |  |
| -Telephone (X months)                                     | X% of \$X/yr |  |  |  |
| -Office Supplies (X months)                               | X% of \$X/yr |  |  |  |
| <b>Subtotal Supplies</b>                                  |              |  |  |  |
| <b>F. CONTRACTUAL</b>                                     |              |  |  |  |
| a) Subgrants                                              |              |  |  |  |
| -Local Subgrantees (X subgrants)                          | \$X/unit     |  |  |  |
| b) Consultant Fees                                        |              |  |  |  |
| -Media Specialist/Honoraria (X days/hours)                | \$X/consult  |  |  |  |
| -Independent M & E specialist                             | \$X/unit     |  |  |  |
| -Translation Fees (X pages)                               | \$X/page     |  |  |  |
| <b>Subtotal Contractual</b>                               |              |  |  |  |
| <b>G. CONSTRUCTION</b>                                    | <b>N/A</b>   |  |  |  |
| <b>H. OTHER</b>                                           |              |  |  |  |
| a) Other Direct Costs                                     |              |  |  |  |
| -Field Office Rent (X months)                             | X% of \$X/mo |  |  |  |
| <b>Subtotal Other</b>                                     |              |  |  |  |
| <b>I. TOTAL DIRECT CHARGES<br/>(Sum of A-H Subtotals)</b> |              |  |  |  |
| <b>J. INDIRECT CHARGES</b>                                |              |  |  |  |
| a) Indirect Costs/NICRA (X% of costs)                     |              |  |  |  |
| <b>Subtotal Indirect Charges</b>                          |              |  |  |  |
| <b>K. TOTAL COSTS (Sum I-J)</b>                           |              |  |  |  |

**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:  $\$30,000/12 = \$2,500 \times 25\% \times 8.5 \text{ months} = \$5,312.$ )

**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:  $\$50/\text{month} \times 50\% = \$25/\text{month} \times 12 \text{ months}$ ).

**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 \$610/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;
- 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. **INL-15-GR-0041-WHPMexico-ROLAPS-07312015 and Mexican Rule of Law Program**
13. Enter the Competition Identification Number and title. *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 – 25):**

- Responsive to the solicitation (5 points)
- Appropriate in the country/regional context (5)
- Exhibits originality, substance, and precision (5)
- Prioritizes innovation but is still feasible (5)
- 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 (5)

#### **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 and addresses an unmet need not supported by USG efforts (3)
- Each activity is clearly developed and detailed (3)
- Provides a comprehensive quarterly work plan for project activities that demonstrates substantive undertakings within the logistical capacity of the organization (3)
- Objectives are clear, specific, attainable, measurable results-focused and placed in a reasonable time frame (3)
- Addresses how the program will engage or obtain support from relevant stakeholders and

- identifies local partners where appropriate (3)
- Describes the division of labor among the direct applicant, any partners and any potential sub-grantees (2)
- Proposal clearly articulates understanding of the security situation/operating environment and plans for ensuring safety of participants (2)
- Includes contingency plans for potential difficulties in executing the original work plan (6)

**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 - 10):**

- The proposal demonstrates an institutional record of successful programs in the proposed country, the content area (e.g., media, access to justice), or other (describe) (4)
- Personnel and institutional resources are adequate and appropriate to achieve the project's objectives (2)
- Roles, responsibilities, and brief bios/resumes are included for primary staff, and demonstrate relevant professional experience working on justice sector and/or rule of law initiatives in Latin America (2)
- Applicant is a current/past Department of State grantee where performance (2)
  - was/is on target
  - showed/shows responsible fiscal management
 OR
- The proposal is from a NEW APPLICANT and proposal: (2)
  - demonstrates capacity for responsible fiscal management
  - illustrates success in similar sized projects



## **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 or via [grantsolutions.gov](http://grantsolutions.gov). 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

**Terms and Conditions:** Recipients will be held to the applicable terms and conditions found at <http://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 Cheryl Price via email at [PriceCH@state.gov](mailto:PriceCH@state.gov) by the deadline for questions indicated at the top of this NOFO's cover letter.

**[END OF SECTION VII]**