

U.S. Department of State

Proposal Submission Instructions (PSI) for Department of State Applicants

Nancy Pelosi Fellowship Program

Technically eligible submissions are those that are:

1. Received electronically via Grants.gov (www.grants.gov) by the designated due date and time,
2. Contain all complete application documents outlined in the Notice of Funding Opportunity (NOFO),
3. Heed all instructions outlined in the Notice of Funding Opportunity (NOFO) and these Proposal Submission Instruction (PSI).

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Section A: Application Registration Portals

MyGrants interfaces with www.sam.gov therefore it is required that applicants obtain a UEI and complete the registration process in sam.gov before proceeding with the application process.

Applicants are encouraged to **submit applications during normal business hours** (Monday – Friday, 9:00AM-5:00PM Eastern Standard Time (EST)). If an applicant experiences technical difficulties and has contacted the appropriate helpdesk but is not receiving timely assistance (e.g. if you have not received a response within 48 hours of contacting the helpdesk), you may contact the bureau point of contact listed in the NOFO in Section G. The point of contact may assist in contacting the appropriate helpdesk.

It is the responsibility of the applicant to ensure that it has an active registration in grants.gov. The bureau bears no responsibility for disqualification that result from applicants not being registered before the due date, for system errors in either Grants.gov, or other errors in the application process.

A.1. MyGrants Applications: N/A. This funding opportunity requires application submission solely through www.grants.gov.

A.2. Grants.gov Applications:

The individual registered in sam.gov as the EBiz POC must be the individual to create the grants.gov account with same email address as used in www.sam.gov and add a profile with grants.gov using the UEI. The EBiz POC can then delegate administrative roles to other users. Read the Help article, [Manage Roles for Applicant](#) for instructions.

More information can be found at [Applicant Registration](#), which includes workspace overview, how to apply for grants, track my application, and applicant training.

Note: Grants.gov recommends using Adobe Acrobat Reader for Windows or MAC OS. Adobe Reader version 9.x is no longer compatible for use with grants.gov workspace PDF forms.

Applicants will receive a validation e-mail from grants.gov upon the successful submission of an application. Validation of an electronic submission via Grants.gov can take up to two business days. It is strongly encouraged applicants take a screenshot of the checklist showing all documents submitted in case any document fails to upload successfully and for proof for the helpdesk.

Grants.gov Helpdesk:

For assistance with Grants.gov, please call the Contact Center at +1 (800) 518-4726 or email support@grants.gov. The Contact Center is available 24 hours a day, seven days a week, except federal holidays.

See <https://www.opm.gov/policy-data-oversight/pay-leave/federal-holidays/> for a list of federal holidays.

Section B: Required Forms SF-424 series (D.2 of NOFO)

NOTE: The SF-424 series forms are optional but strongly encouraged for Foreign Public Entities (FPEs) and Public International Organizations (PIOs). All other entities or organizations not recognized as FPEs or PIOs are required to complete the SF424 series forms.

Consistent with 2 CFR 200.1 Department of State federal assistance policy defines Foreign Public Entity as:

- A foreign government or foreign governmental entity.
- A public international organization (PIO), which is an organization entitled to enjoy privileges, exemptions, and immunities as an international organization under the International Organizations Immunities Act (22 USC

§ 288 et. seq. (2017)) or is otherwise determined to be a PIO based in consultation with the Office of the Legal Adviser.

- An entity owned (in whole or in part) or controlled by a foreign government; or
- Any other entity consisting wholly or partially of one or more foreign governments or foreign governmental entities.

If the applicant is unsure if it qualifies as a FPE or PIO or if it is and is legally prohibited from completing any of the SF-424 forms the contact the POC in Section G.1 of the NOFO at one-to-two weeks prior to the submission deadline.

B.1. SF-424 Application for Federal Assistance

Organizations must compete, sign, and submit as directed on grants.gov. Please note that all communication regarding the application will be directed to the POC listed on the SF-424

1. Type of Submission: Application
2. Type of Application: New
3. Date Received: Leave blank. This will be assigned automatically
4. Applicant Identifier: Leave blank
- 5a. Federal Entity Identifier: Leave blank
- 5b. Federal Award Identifier: Leave blank.
6. Date Received by State: Leave blank. This will be assigned automatically
7. State Application Identified: Leave blank. This will be assigned automatically.
- 8a. Enter the legal name of the applicant organization. Do not list abbreviations or acronyms unless they are part of the organization's legal name.
- 8b. Employer/Taxpayer ID Number: Non-U.S. organizations that do not have an IRS EIN enter 44-4444444.

- 8c. Enter organizational Unique Entity Identifier number (UEI)
- 8e. Enter the headquarters address of the applicant.
- 8f. Enter the name of the primary organizational unit (and department or division) that will undertake the assistance activity as applicable.
- 8g. Enter the name, title, and all contact information of the person to be contacted on matters involving this application. Please note this is the only person to receive updates on the submitted application.
9. Select an applicant type: Select the type of organization applying.
10. Name of Federal Agency: Department of State
11. Mirror the Assistance Listing Number on the NOFO,19.020
12. Enter the Funding Opportunity Number and title. This title and number will already be entered on electronic applications.
13. Enter the Competition Identification Number and title. This number will already be entered on electronic applications.
14. Areas Affected by Project: Enter country or region intended for project. Multiple countries may be entered for regional programs, if applicable.
15. Enter the descriptive title of applicant's project. Note, there is a 30-character limit including spaces. However, short concise titles are encouraged.
16. (16a) Congressional districts of Applicant: Applicants based in the U.S. should enter congressional district. Foreign applicants should enter "90."
(16b) All applicants should enter "70."
17. Enter projected start date and projected end date. Refer to the funding opportunity for guidance on projected start dates.

18. (18a) Enter the amount requested for the project described in the full proposal under “Federal”; (18b) enter any cost-share under “Applicant.” If not proposing cost-share, enter zeros. For (18c-f) please enter zeros. For (18g) the total should automatically populate.
19. Select “c. Program is not covered by E.O 12372.”
20. Select the appropriate box. If the answer is “yes” to this question, provide an explanation.
21. Enter the name, title, and all contact information of the individual authorized to sign for the application on behalf of the applicant organization.

B.2. SF-424A Budget Information – Non-Construction Programs

Please note: The person who signs the SF-424A must have legal authority to do so on behalf of the organization.

Budget Summary

- A. Grant Program Function or Activity: If not pre-populated, enter Bureau function. For example, for the Bureau of Global Talent Management, enter “Global Talent Management.” Click Save. Then click on the hyperlink under either “Grant Program Function or Activity” or the blue (i).
- B. Assistance Listings Number: If not pre-populated, enter the Catalog of Federal Domestic Assistance number in the NOFO, 19.020
- C. Federal (Unobligated): Leave these fields blank.
- D. Non-Federal (Unobligated): Leave these fields blank.
- E. Federal (New/Revised): Enter the amount of federal funds requested for this program.
- F. Non-Federal (New/Revised): If cost-share is applicable (whether required by the NOFO or provided voluntarily), enter the amount of any other funds the applicant will use towards this program.

G. Total: If not pre-populated, enter the total cost of this program (Federal + Non-Federal.)

Budget Categories

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

Object Class Categories Program Income: Enter 0.

Non-Federal Funds (**Only** complete this section if the proposal includes required cost-share or if providing voluntary cost-share.)

Click the title under the Grant Program.

- Program: If not pre-populated, enter Bureau function.
- Applicant Column: If applicable, enter cost-share amount provided by the applicant.
- State Column: Leave blank.
- Other Sources Column: If applicable, enter the cost-share amount provided by other donors.
- Total Column: In the total column, to the far right, the form should automatically show the sum for total amount for all non-federal resources.

Forecasted Cash Needs

Forecasted Cash needs are the funds award recipients will withdraw from the Payment Management System (PMS) or through a SF270 payment request form (as applicable) on an as needed basis. Applicants may list their forecasted cash needs by year or leave it blank. Forecasted cash needs by quarter are not required, only the total sum is necessary.

- Federal Row: Click on “Federal.” Enter the total amount of federal funds requested for the program in the total column.

- Non-Federal Row: Click on “Non-Federal.” Enter the total amount of non-federal funds, also known as cost-share, you expect to expend during the program in the total column.

Budget Estimates of Federal Funds Needed for Balance of the Program and/or Projects

- Grant Program: Click the title entered. If not pre-populated, enter Bureau of Global Talent Management .
- First Year-Fourth Year Columns: Complete the estimated amounts for each year (if required by the awarding bureau).

Click Save.

Other Budget Information

- Direct Charges: Leave blank.
- Indirect Charges: Leave blank.
- Remarks: Leave blank.

Click Save & Return.

B.3. SF-424B Assurances – Non-Construction Programs

This form must be signed online in Grants.gov. All sections of this form must be filled out and **signed**. Please note, FPEs or cs that have opted to complete all required forms may submit an additional letter declaring the following:

“Our organization is a Foreign Public Entity/Public International Organization and therefore is not subject to any of the assurances and certifications referring to US law.” Ensure the document is signed by an Authorized Official. The Authorized Official is generally the grant signatory at the organization or business.

B.4. SF-LLL Disclosure of Lobbying Activities (only if applicable)

The filing of an SF-LLL form is required pursuant to 31 U.S.C. 1352 for each payment or agreement to make payment to any lobbying entity for influencing or attempting to influence an officer or employee of any Federal agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with a covered Federal action, such as the awarding of any Federal contract, the making of any Federal grant, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, or cooperative agreement. This does not apply to payments of reasonable compensation to the extent that the payment is for agency and legislative liaison activities not directly related to a covered Federal action or for professional or technical services rendered directly in the preparation, submission, or negotiation of any bid, proposal, or application for a Federal contract, grant, or cooperative agreement or for meeting requirements imposed by or pursuant to US law as a condition for receiving a Federal contract, grant, or cooperative agreement. Any person who fails to file the required disclosure may be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Section C: Proposal Documents

For all proposal documents, please ensure:

- All documents are in English and all costs are in U.S. Dollars. If an original document within the application is in another language, an English translation must be provided (please note the Department of State, as indicated in 2 CFR 200.111, requires that English is the official language of all award documents). If any document is provided in both English and a foreign language, the English language version is the controlling version;
- All pages are numbered, including budgets and attachments;
- All documents are formatted to 8 ½ x 11 paper; and,
- All documents are single-spaced, 14-point Calibri font, with 1-inch margins. Captions and footnotes may be 10-point Calibri font. Font sizes in charts and tables, including the budget, can be reformatted to fit within 1 page width.

C.1. Cover Page and Executive Summary

Applicants must submit a cover page with an executive summary (not to exceed one (1) page, preferably as a Word document and in table form):

Organization Name	
Federal Assistance Listing Number	19.020 (<i>refer to NOFO</i>)
Program Title	<i>Nancy Pelosi Internship Program</i>
Target Country/Countries/Region	<i>United States</i>
Period of Performance	<i>15 months</i>
Total Federal Share	<i>1,642,510</i>
Point of Contact	(name, title, email, phone number, address optional)
Executive Summary	Briefly and clearly outline the (1) the problem statement addressed by the project (2) research-based evidence justifying the applicant's approach, and (3) quantifiable project outcomes and impacts.

C.2. Proposal Narrative

Not to exceed twenty (20) pages, preferably as a Word Document). Please note the twenty -page limit **does not include** the Cover Page/Executive Summary, Detailed Budget, Budget Narrative, Logic Model, Key Personnel, Timeline or Attachments. The narrative must include and be organized as follows:

- Introduction to the Organization: A description of past and present operations, showing ability to carry out the project, including information on relevant similar type projects from previous USG/or DOS federal grants **or** from other donors. This section should not be used to list every award

received. Rather identify a few of the most recent, relevant projects Identify by title, agency or organization, brief description of the applicant was planning to do and the impact achieved in meeting the project's goal.

- Program Goal: The goal describes the broader, long-range outcome or concept intended. Goals do not include timelines or methods for achievement. Rather, goals are general statements of a desired result.
- Program Methods and Design - A description of how the program is expected to work to solve the stated problem and achieve the goal. If applicable, identify complementarity efforts or lessons learned from past project that will be used to achieve goals and objectives.
- Program Objective(s): Objectives unlike goals, are brief, clear statements that describe what will be done within a specific timeframe to help achieve or advance a goal. Objectives are applicant focused, and should be SMART:
 - Specific: Detailed and specifies what will be achieved
 - Measurable: have associated metrics or measurements of success
 - Attainable: appropriately challenging, objectives can be reasonably attained given the available resources
 - Relevant: align with the policy/program goal and appropriate within the country or beneficiary audience
 - Time-Bound: achievable within the timeframe of the program
- Program Activities: Describe how the activity will be carried out. Activities should be clearly developed and sufficient explanation of the resources and time requirements identified (such as inputs). Where appropriate, identify target areas, or where actions are happening, participant groups or selection criteria for participants; how relevant stakeholders will be engaged; actions taken by consultants, sub-recipients or vendors as appropriate/relevant. Demonstrate how the activity will support and advance equity and engage underserved communities in program administration, design, and implementation.

- Outcomes: The results or effect of the objective(s). What are the detailed, measurable statements that outline the end results? What will the benefitting individuals, countries, or audiences have learned, accomplished or able to do after the project has been completed? Collectively, these advance or further the program goal.
- Risk Analysis – Risks are unavoidable – all projects inherently contain both internal and external risks. However, with proper identification and management, risks can be prepared for, minimized, or mitigated. Identify assumptions followed by internal and external risks associated. Rate the likelihood of each as risk as “high,” “medium,” or “low,” explain the potential impact of the risks on the project and identify actions that could help mitigate the risks. This can be provided in narrative or chart format.
- Program Monitoring and Evaluation Plan - A description of how the activities will be monitored to ensure they are happening in a timely manner and how the program be evaluated to make sure it is meeting the goals.

C.3 Budget Documents

C.3.1 Detailed Line-Item Budget

Entities and organizations **not recognized as FPEs or PIOs** are required to submit detailed budget information according to the OMB cost categories (see SF-424A as a sample). Budget expenses should be submitted preferably as one Excel workbook and include three (3) columns describing the request to GTM/TAC, any required or voluntary cost sharing, and the total U.S. federal share and cost-share columns (if applicable) budget. Costs must be in U.S. Dollars. The attached “Budget Guidelines ” is the required format for budget narrative submission. Detailed line-item budgets for sub-recipients should be included as additional tabs within the Excel workbook (if available at the time of submission).

Summary Budget

The summary budget should be included as the first tab of the budget workbook.

A synopsis of the detailed line-item budget,

Please include in the summary budget header the applicant organization's name, program title, and duration of the program.

For a template summary budget please see the "Budget Template," attachment to the NOFO.

Detailed Line-Item Budget

The detailed line-item budget should outline specific cost requirements for proposed activities and must be organized according to the OMB cost categories.

The detailed line-item budget should be included as a tab along with the summary budget. Detailed line-item budgets for sub-recipients or implementing partners (if applicable) should be included as additional tabs within the Excel workbook (if available at the time of submission).

For a detailed-line item budget please follow the attached mandatory budget template attachment to the NOFO.

Applicants should demonstrate cost-effectiveness of USG funds by presenting reasonable budgets based on real estimates. Budgets that either significantly over-estimate or under-estimate line-item amounts will not be viewed as cost-effective.

To protect personal identifiable information, applicants are discouraged from identify employees by names on the detailed line-item budget. The approved and legally- binding detailed line-item budget will be incorporated into the Award Agreement.

Cost Categories

- Personnel - Staffing of employees should be appropriate to the successful implementation of the proposal and cost should conform to the

requirements identified in [2 CFR 200.430](#). In general, direct employees of the non-federal entity whether receiving benefits or not are considered personnel. Consultants or contractors hired through a contractual agreement to assist with the project should be included under F. Contractual. Identify employees by each position title and brief description of duties.

- Fringe Benefits - Fringe benefits include, but are not limited to, the costs of leave (vacation, family-related, sick, or military), employee insurance, pensions, and unemployment benefit plans.
- Travel – This cost category is for Recipient organization’s staff only. Assign travel of personnel to approved activities or monitoring outlined in the proposal work plan. Travel costs must be consistent with [2 CFR 200.475 Travel Costs](#). Travel modes may include airfare, train, bus, public or private car. Lodging and Per diem rates must be consistent with organizational policy rates. In the absence of policy rates, per diem rates may not exceed the published U.S. government allowance rates. Do **not** include travel for participants or consultants under this section.
- Equipment – defined as tangible personal property having a useful life of more than one year and an acquisition cost of \$5,000 or more. Purchase must comply with [2 CFR 200.313](#).
- Supplies – means all tangible personal property below \$5,000 and needed specifically for the implementation of **project activities**, whether allocated on full or partial basis.
- Contractual - Inclusive of sub-recipients, consultants, (third-party evaluation contracts, and other out-sourced subject matter experts. If charged as a direct cost, renting or leasing agreements for office space/real property or equipment specifically for this program.
 - Sub-recipients: Typically, other non-government organizations who work with the prime applicant to carry out a portion of the award’s

objectives and performs specific activities identified in the proposal. Sub-recipients/implementing partners provide technical expertise that provides strategic or programmatic value. Sub-recipients often assist the prime with programmatic direction. See [2 CFR 200.1 Subaward](#). Subrecipients agreements are subject to [2 CFR 200.332 Requirements for pass-through entities](#).

- Contractor (if applicable) : Typically for-profit businesses that provide the applicant a service or goods for their own use and create a procurement relationship. See [2 CFR 200.1 Contract](#). Contractors do not assist the prime with programmatic direction or provide programmatic or technical value. Their actions operate in a competitive environment and the applicant is making a determination of selection based on price and value.
- Other Direct Costs - These will vary depending on the nature of the project but are typically costs associated with activities or costs that cannot be placed in other categories. Typical costs may include venue/rental costs; food/beverages, monthly subscriptions costs (software, research platforms, etc.); inoculation costs, gas for vehicles, etc. This section would include costs associated with participants support, e.g., tuition, participant/beneficiary travel, etc.
 - Participant support costs: means direct costs for items such as stipends or subsistence allowances, travel allowances, and registration fees paid to or on behalf of participants or trainees (but not employees) in connection with conferences, or training projects.
- Indirect Charges - Charges for overhead, facilities, or G&A may be recouped in different ways depending on applicability. See [2 CFR 200, "Cost Principles"](#) for non-profit organizations; Federal Acquisition Regulation (FAR) [48 CFR part 31](#) for commercial firms.
 - If your organization has an indirect cost-rate agreement (NICRA) with the U.S. Government, will be requested prior to award issuance.

- If your organization does not have a NICRA, you may claim up to 10% de minimis of Modified Total Direct Costs, as described in [2 CFR 200.1 Modified Total Direct Costs \(MTDC\)](#) and [2 CFR 200.414 Indirect \(F&A\) costs](#).
- If your organization is relatively small and can easily identify shared costs among projects including rent; depreciation, facilities costs; etc. these may be directly allocated and charged as direct costs under Line H.

Cost-Share

Cost sharing is the portion of program cost not borne by DOS. Refer to the NOFO to determine whether cost sharing is required or encouraged.

Assign a US dollar monetary value to each in-kind and/or cash contribution. If the proposed project is a component of a larger program or initiative such as a public-private partnership, DO NOT include this as cost share.

Should applicants choose to offer voluntary cost-share, all types of cost-share may be considered. Examples include the use of office space owned by other entities; donated or borrowed supplies and equipment; (non-federal) sponsored travel costs; waived indirect costs; and program activities, translations, or consultations or cost-sharing staff's salaries **Other USG funding or foreign government funding may NOT be used as cost share**

The recipient of an assistance award must maintain written records to support all allowable costs which are claimed as its contribution to cost-share, as well as costs to be paid by the Federal government. Such records are subject to audit. The basis for determining the value of cash and in-kind contributions must be in accordance with [2 CFR 200.306 Cost sharing or matching](#). In the event the recipient does not meet the amount of cost-sharing stipulated in their application, DOS's contribution may be reduced in proportion to the recipient's stated contribution.

C.3.2 Budget Narrative

Entities and organizations **not recognized as FPEs or PIOs** are required to submit narrative information, preferably as a Word document, that explain the methodology considerations for each specific lines identified in the excel document.

For additional guidance, please follow the attached Budget Guidelines document.

The budget narrative should support the activities described in the proposal and provide additional information that might not be readily apparent in the detailed line-item budget. Do not simply repeat what is presented numerically in the budget, i.e. salaries are for salaries or travel is for travel. If the detailed budget includes sub-awards, please include a separate budget narrative for each sub-award budget.

Provide details on the purpose of costs, reasonability of costs, cost and price analysis, allocation methodology, explain any yearly variances in unit prices, and tie expenses to program activities and/or objectives where appropriate. Provide information on considerations, such as translations, multi-media approaches as also described in the proposal narrative, procurement by local vendors or need to import due to unavailability, specific needs of different audiences, costs related to country limitations, etc.

- For ease of review, applicants should order the budget narrative as presented in the detailed budget: Personnel, Fringe, Supplies, Travel, Equipment, Contractual, Other Direct Costs, Total Direct Costs, Indirect Costs, Total Program Costs.
- Indirect Costs - If your organization has an indirect cost-rate agreement (NICRA) with the U.S. Government, it will be requested prior to award issuance. NICRA agreement must be active at the time of award issuance. If expired, provide a status update. Organizations which are relatively small and can easily identify shared costs among projects must make the request to directly allocate shared costs in the narrative and provide methodology for allocation.

With proper explanation, the bureau WILL CONSIDER budgeted line items for:

- Independent 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 applicant (costs must be built into the overall original budget proposal and must be reasonable).

C.3.3. Budget Guidance for Foreign Public Entities/Public International Organizations

Preferably as an Excel workbook, activity based detailed budget information should identify lines associated with labor (inclusive of contractual or consultancy staff), participant support costs, travel, and other activity related expenses as appropriate for each activity identified. While [2 CFR 200, Subpart E—Costs Principles](#) does not apply to FPEs and PIOS, it should be used as a guide to assist in determining reasonableness.

Budget narrative information, as a **Word** document, should explain the methodology considerations for each activity and other cost considerations or special circumstances that are helpful in determining reasonableness.

C.4. Program Monitoring and Evaluation Narrative and Tracker

This is two (2) component submission requirement.

1. Monitoring and Evaluation Narrative:

Preferably a one-page word Document, the narrative outlines how a project’s M&E system will be carried out and by whom. It details how you will track your project’s performance toward its objectives, over time. Provide a clear description of the approach and data collection strategies and tools to be employed (e.g., pre- and post-test surveys, interviews, focus groups). The description should include how the applicant will track and document whether activities occurred (outputs) and the results or changes caused by these activities (outcomes). If the project

includes work with local partners or sub-partners, explain how M&E efforts will be coordinated amongst these organizations. Explain if an external evaluation will be included. Evaluations, internal or external, should be systematic studies that use research methods to address specific questions about project performance. They should provide a valuable supplement to ongoing monitoring activities. Evaluation activities generally include baseline assessments, mid-term and final evaluations.

2. Monitoring and Evaluation Tracker

The M&E plan should draw on the objectives, activities and expected changes from the logic model, and link those areas to indicators with output- and outcome-based indicators. It explains how data will be collected (data collection methods) to show that certain changes occurred. It outlines baselines (where your project is starting) and quarterly targets (what you would like to achieve) for each indicator. Please see “Sample Monitoring Indicator Tracker” included as an attachment to the NOFO.

Note: If recommended for funding, the panel and/or bureau may negotiate the inclusion of additional Department of State Foreign Assistance indicators. These indicators assist the bureau in tying projects to larger bureau program objectives for Department’s Managing for Results Framework. More information on this policy framework and the foreign assistance master indicator list can be found on the [Foreign Assistance Resource Library](#). After award issuance, the M&E plan will accompany performance reports to document progress on indicators.

C.5. Key Personnel

Not to exceed two (2) pages and preferably as a Word document, this represents staff within your organization and under this program, carrying out key responsibilities toward the goals and objectives of the program. Provide names,

titles, roles and experience/qualifications of key personnel involved in the program. Given the limited space, inserting CVs is not recommended.

C.6. Timeline

Not to exceed two (2) pages, preferably as a Word Document or Excel Sheet, the timeline of the overall proposal should include activities, evaluation efforts, and program closeout. Sufficient time should be included to conduct and finalize internal/external evaluations and allow any sub-recipients time for final reporting, as applicable.