**U.S. Embassy Baghdad**
**Public Affairs Office**

# Notice of Funding Opportunity (NOFO): English Access Microscholarship Program for Sulaymaniyah

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| Announcement Type: | Grant |
| Funding Opportunity: | DOS-Baghdad-PD-2019-014 |
| CFDA: | 19.021 |
| Total Amount Available: | $150,000.00 |
| Deadline for Applications: | Iraq Time, 07/31/2019 (11:59 P.M.) |

## CONTACT INFORMATION

For information and questions about this announcement, please send all email inquiries to the U.S. Embassy Baghdad at **baghdadpdgrants@state.gov**. All correspondence to **baghdadpdgrants@state.gov** regarding this NOFO should reference the title and Funding Opportunity Number located at the top of this announcement when making your request. Once the NOFO closing date has passed, **baghdadpdgrants@state.gov** may not discuss this competition with applicants until the proposal review process has been completed.

## NOTIFICATION

Applicants can expect to be notified of the status of their application within thirty (30) days of the submission deadline. Issuance of this NOFO does not constitute an award commitment on the part of the United States Government. It does not commit the USG to pay for costs incurred in the preparation and submission of proposals. The USG reserves the right to reject any or all proposals received.

If a proposal is selected for funding, the U.S. Embassy in Baghdad has no obligation to provide any additional future funding in connection with the award. Renewal of an award to increase funding or extend the period of performance is at the discretion of the Embassy.

## SUMMARY

The U.S. Mission in Iraq announces an open competition for eligible organizations to submit proposals to develop and implement the English Access Microscholarship Program for Sulaymaniyah. Public Affairs Office (PA) seeks to provide Iraqi youth with educational opportunities through English-language instruction in accordance with Mission Iraq goals. The English Access Microscholarship Program for Sulaymaniyah will provide a foundation of English language skills to economically disadvantaged, internally displaced people (IDPs),

demographically diverse, 13 to 16 year-old students through after-school or weekend classes and intensive summer activities over a two-year period. Access Program students also gain an appreciation for American culture and democratic values, increase their ability to participate successfully in the socio-economic development of their countries, and gain the ability to compete for and participate in future U.S. Government-sponsored educational programs. Subject to the availability of funds, the Embassy expects to award a grant up to $150,000 to carry out the English Access Microscholarship Program for Sulaymaniyah over a twenty-four month time frame.

Authority: Overall grant-making authority for this program is contained in the Mutual Educational and Cultural Exchange Act of 1961, Public Law 87-256, as amended, also known as the Fulbright-Hays Act. The purpose of the Act is "to enable the Government of the United States to increase mutual understanding between the people of the United States and the people of other countries...; to strengthen the ties which unite us with other nations by demonstrating the educational and cultural interests, developments, and achievements of the people of the United States and other nations...and thus to assist in the development of friendly, sympathetic, and peaceful relations between the United States and other countries of the world.

## A. PROGRAM DESCRIPTION

The English Access Microscholarship Program for Sulaymaniyah teaches English to economically disadvantaged, internally displaced people (IDPs), demographically diverse, 13 to 16 year-old students through after-school or weekend classes and intensive summer learning activities over a twenty-four month timeframe. During that period, the students will receive a minimum of 360 hours of instruction. Access Program students also gain an appreciation for American culture and democratic values, increase their ability to participate successfully in the socio-economic development of their countries, and gain the ability to compete for and participate in future U.S. Government-sponsored educational programs.

Primary goals of the program include:
- English language acquisition
- Learning about U.S. Culture and Values
- Personal Development
- Community Service

Secondary goals of the program include:
- Providing participants with English skills that may lead to better jobs and educational prospects
- Enhancing participants' abilities to compete for and participate in future exchanges and study in the United States

Overview of Recipient's Role:

During the Access Program cycle, the implementer will be responsible for a variety of activities beginning with advertising and recruitment for the program, student selection, hiring qualified instructors, providing instruction in the classroom and at other venues if desired, planning enhancement activities, monitoring student performance and progress,

periodic submission of narrative and financial reports, and collaboration with the U.S. Embassy during some phases of the program.

The provider will assess the level of need in the communities being targeted and ensure that the Access Program benefits bright and economically and/or socially disadvantaged students from the widest possible demographic distribution. Advertising and recruitment should be conducted in order to reach the target audience and can involve such parties as local government officials, school administrators, civic and religious organizations, and U.S. Embassy staff. The provider's staff, in collaboration with the Public Affairs Section of the U.S. Embassy, may assist with nomination of candidates. Final selection of the nominations should be made in consultation with the Public Affairs Section of the U.S. Embassy.

Student Selection:

The Access Program is designed for economically and/or socially disadvantaged students between 13 and 16 years of age. Applicants will need to complete an application form with information related to the requirements listed below. All information on this application must be verified, including the student's economic status. Examples of ways in which economic status can be verified include: reviewing parent/guardian's social-care card (if applicable), requesting pay stubs or a verification letter from the employer, interviews with school or community officials that have access to such information, and referencing other documents. The provider will make every effort to ensure that there is gender balance when selecting students. The provider will also make an effort to ensure that there is balance when considering ethnic background.

Hiring Qualified Personnel:

The provider is responsible for hiring the most qualified personnel (i.e. Coordinators; Teachers; Teaching Assistants) available, and regularly evaluating and monitoring the program and its staff to ensure that the Access Program is implemented in accordance with relevant official documents, as well as best practices in instruction and program management.

Implementing the Program Curriculum:

The Access Program is a two-year program that provides at least 360 hours of English language instruction, reasonably distributed over the two-year period, and includes an introduction to U.S. culture and values. These hours of instruction will be provided during After School/Weekend classes and Intensive Sessions.
The general goal of the Access Program in terms of language competence is to help students develop fluency and communication strategies in English through meaningful interaction, cooperative learning strategies, and age and interest-appropriate activities. The Access Program seeks to expose students to the target language in real contexts to prepare students for effective communication with native and non-native speakers of English. English language objectives will vary across Access programs, depending largely on the

instruction materials selected and the academic environment. However, all Access programs should be designed with clearly stated goals for students' English language acquisition. Instruction normally takes place after school or on weekends, with classes lasting between one to three hours per day. It is the responsibility of the provider to consider the schedules of the students to ensure that Access classes do not interfere with students' regular school schedules, exams, or school events.

Providers are encouraged to include Intensive Sessions in addition to the mandatory After-School or Weekend Instruction. These sessions are often one to four-week long summer programs but may also occur over consecutive weekends or between semesters. They should include more instruction hours per week than the After-School/Weekend Instruction the students receive throughout the program. Intensive Sessions can supplement, initiate, or conclude a student's English language programming.

The provider is required to provide the Embassy with details regarding the textbook(s) to be used for the Access Program (e.g. Edition, content regarding U.S. culture, etc). If applicable, the implementer should also provide a list of examples of supplemental resources and materials that will be used such as film titles, book titles, and magazine or newspaper titles. Access Programs, whenever possible, should include computer instruction to complement English language instruction and enhancement activities.

Various elements of the Access Program seek to foster students' personal development. The students work toward a balanced intellectual and emotional development so they will be better prepared for future academic and professional endeavors. Students are introduced to topics including career development, opportunities to pursue higher education in Iraq or abroad, and additional U.S. Government-sponsored exchange programs.

Other key elements of the Access Program include familiarizing students with important features of U.S. culture and values, encouraging personal development, and fostering a culture of community service. Students are encouraged to develop respect for and interest in other cultures, customs, and beliefs. Access Program enhancement activities should be designed to provide hands-on and interactive opportunities for students to engage in discussions, games, site visits, and other activities relating to U.S. culture and values, personal development and community service.

Access students will be encouraged to assume active roles in their communities. Throughout the Access Program, students will participate in community service activities, thereby increasing their awareness of the issues facing their respective communities while also gaining an understanding of ways they can positively contribute to civil society. They will be encouraged to develop tolerance towards people of different cultures or religions, and set a positive example for youth in their communities by modeling a commitment to service, tolerance, and civic participation.

Opening and Closing Ceremonies:

As soon as possible after the beginning of the Access Program, the students, their teacher(s), and parents must be invited to a welcome ceremony. An Embassy or Consulate Officer should be invited to present each scholarship recipient with a certificate of award, signed by the Ambassador, that confirms his or her status as a recipient of a two-year scholarship as part of the English Access Microscholarship Program. At the culmination of the Access Program, participants and their parents must be invited to attend a graduation

ceremony. The U.S. Ambassador or other senior U.S. Embassy/Consulate Officer should be invited to award certificates of completion, signed by the Ambassador, to the students.
Overview of Public Affairs Office (PA) Baghdad's Role:

The Public Affairs Office (PA) Baghdad, including the English Language Office, will be involved in the implementation of the program. As requested, they will advise the provider on: advertising and recruitment of candidates; selection of students; hiring of personnel; the program curriculum; program reporting; ceremonies, and other program details.

**ANTICIPATED TIMELINE**

September 2019: Grant is awarded.

October-November 2019: Announcing the program and recruiting students.

December 2019: Opining ceremony and starting the classes.

January - June 2020: Regular classes.

July 2020: Intensive classes.

September 2020- June 2021: Regular classes.

July 2021: Intensive classes.

August – September 2021: Regular classes.

September 2021: Project completion; closing ceremony and final report.

**Budget Guidance:**

The grantee should provide a budget for a program that will enroll at least 100 students. They will receive a minimum of 360 hours of instruction over 2 years. A typical class contains between 15 and 18 students, and After-School/Weekend classes are typically held two to three times per week for 2 to 3 hours per session. Intensive Sessions typically occur in the summer months; classes are held for not more than 8 hours per day and 40 hours per week. It is anticipated that class locations will be in Sulaymaniyah.

Teachers are typically paid on an hourly basis. The budget for the program includes line items for: Instruction, Books/Materials, Transportation, Enhancement Activities, and Administration. Food and Accommodations may be budgeted for Intensive Sessions if activities require meals and lodging. In rare circumstances, with the prior approval of the Embassy, food may be budgeted for After-School/Weekend classes, when a legitimate justification is provided.

The U.S. Embassy Baghdad Public Affairs Office reserves the right to award less or more

than the funds described under circumstances deemed to be in the best interest of the U.S. Government.

## B. FEDERAL AWARD INFORMATION

- Type of Award: Grant
- Approximate Total Funding: $150,000.00, pending availability of funds
- Approximate Number of Awards: One
- Anticipated Award Date: September 01, 2019
- Anticipated Project Completion Date: September 30, 2021
- Additional Information: Applicants' budget submissions should be realistic and reflect anticipated actual costs required to implement the program(s) and the varying costs specific to programming needs.

The U.S. Embassy Baghdad Public Affairs Office reserves the right to award less or more than the funds described under circumstances deemed to be in the best interest of the U.S. government.

Applications must be prepared and submitted using the Public Diplomacy Grants Program Application form, available on www.grants.gov or by request from baghdadpdgrants@state.gov. Please submit questions and completed applications to baghdadpdgrants@state.gov .

The recipient of funding under this announcement will be required to submit quarterly technical and financial reports during the term of the project, as well as a final assessment at the end of the project.

## C. ELIGIBILITY INFORMATION

**C.1 Eligible applicants:** Applications must be submitted by U.S. public and private non-profit organizations meeting the provisions described in Internal Revenue Code section 26 USC 501(c)(3).

Eligibility: Applicants must:

- Be a non-profit organization.
- Have demonstrated experience developing and administering similar programs;
- Have the capacity to operate in Iraq and have active partnerships with organization(s) operating in Iraq needed to support the program.

All Federal assistance recipients must have a Dun & Bradstreet Number (DUNS) and a CCR (CAGE) number prior to funds disbursement. A DUNS number may be acquired at no cost by calling the dedicated toll-free DUNS number request line at 1-866-705-5711 or requesting on-line at www.dnb.com.

**C.2 Cost Sharing** or Matching Funds: There is no minimum or maximum percentage required for this competition. However, PA BAGHDAD encourages applicants to provide maximum levels of cost sharing and funding in support of its programs.

When cost sharing is offered, it is understood and agreed that the applicant must provide the amount of cost sharing as stipulated in its proposal and later included in an approved agreement. Cost sharing may be in the form of allowable direct or indirect costs. For accountability, you must maintain written records to support all costs which are claimed as your contribution, 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 the Office of Management and Budget's Circular 2 CFR Parts 200 and 600, entitled the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. In the event you do not provide the minimum amount of cost sharing as stipulated in the approved budget, PA Baghdad's contribution will be reduced in like proportion.

**C.3 Other Eligibility Requirements:**
Technical Eligibility: All proposals must comply with the requirements stated in the Proposal Submission Instructions; non-compliance will result in your proposal being declared technically ineligible and given no further consideration in the review process.
Eligible applicants may not submit more than one proposal in this competition.
If more than one proposal is received from the same applicant, all submissions will be declared technically ineligible and will receive no further consideration in the review process.

Please note: Applicant organizations are defined by their legal name and EIN number as stated on their completed SF-424 and additional supporting documentation outlined in the Proposal Submission Instructions document.

**Application and Submission Information:**

Note: Please read the complete announcement before sending inquiries or submitting proposals. Once the NOFO closing date has passed, PA BAGHDAD staff may not discuss this competition with applicants until the proposal review process has been completed.

To meet the announcement closing date, submissions must be received by on or before **Wednesday July 31, 2019.**

The applicant is requested to submit a completed proposal package that includes a project narrative and all mandatory appendices, per the solicitation instructions below. Note: The applicant must provide a statement of explanation for any mandatory appendices that are not submitted with their application. Unsolicited appendices will not be read and should not be submitted for this award.

**Key Registrations:**

All federal award recipients must maintain current registrations in the SAM database. Recipients must maintain accurate and up-to-date information in www.SAM.gov until all program and financial activity and reporting have been completed. Recipients must review and update the information at least annually after the initial registration and more frequently if required information changes or another award is granted. Failure to register in SAM will render applicants ineligible to receive funding.

**All applicants must complete the following registrations:**

- **Register for a Data Universal Numbering System (DUNS) number at http://fedgov.dnb.com/webform.**
- **Obtain necessary codes: for non-U.S. organizations, an NCAGE code at https://eportal.nspa.nato.int/AC135Public/scage/CageList.aspx.**

## D. INSTRUCTIONS FOR PROPOSAL PREPARATION:

Applications must be prepared and submitted using the Public Diplomacy Grants Program Application form, available on www.grants.gov or by request from baghdadpdgrants@state.gov. Please submit questions and completed applications to baghdadpdgrants@state.gov .

A complete proposal package will contain (I) a proposal narrative that does not exceed ten (10) pages and (II) all mandatory appendices as listed below. The proposal must be submitted in English, formatted to 8 ½ x 11 paper in Microsoft Word document, written in size 12 font, single spaced, and have page numbers. Proposals should utilize the Proposal Template to address the issues listed below:

1. Begin with a one-page executive summary (which does not count against your page number limit) outlining the problem that describes what this project seeks to address, as well as your organization's expertise, capacity, and experience in implementing the proposed program.

2. Give a clear description of assumptions, short-term and long-term project goal(s), objective(s), activities, outputs and intended results linked to your project; provide matching indicators and a plan to demonstrate a baseline at project inception that measures the current status of conditions that the project seeks to affect.

3. Please describe how your organization would incorporate the proposed program into its already existing programming, and opportunities you see for growth and expansion of the program. Describe where the initiative will be physically housed, and if in multiple locations, describe how communication will be maintained among project personnel.

4. Full description of the program

5. Organizational expertise, competency, and past performance.

6. Please describe your organization's mission and the type of programs it has.

7. Where is the organization based and does it have operations in any other countries/regions? Please describe.

8. How many communities does your organization's work currently reach? What kind of partnerships has your organization developed?

9. Describe areas of key competency, past domestic/international experience, if any, and structure of the organization. How many people have you previously reached with prior projects? What changes have resulted from it? Please include statistics (if appropriate) and specific examples as evidence of your previous impact.

10. Work Plan and Timeline

11. Submit a detailed implementation plan and a monitoring and evaluation plan that follows the project timeline.

12. Also include a description of how the project will be sustained at the conclusion of award funds.

## E. DETAILED INSTRUCTIONS FOR REQUIRED APPENDICES:

As an appendix and in addition to the proposal, applicants must submit a budget broken down by program year(s) with an accompanying detailed budget narrative (in Word 2000 or Word 2003 text accessible) which provides in detail the total costs for implementation of the program as further detailed below. Both of these components must specify the total amount of funding requested in U.S. dollars.

### Line-Item Budget

The line-item budget can be submitted in MS Excel format and should show the organization's technical and labor cost categories as it relates to the proposed project. The line-item budget must be submitted in US dollars (USD) and include three [3] columns outlining the request to PA BAGHDAD staff, any cost sharing contribution, and total budget. It should include detailed information on personnel and consultants with proposed salary and salary history. In the case of sub-grantee partner organizations, a detailed line-item budget for each sub-grantee should also be included. Costs should be identified in each of the budget categories listed below, and should detail estimation methods, quantities, unit costs, and other similar points.

1. **Personnel** – In general, employees receiving benefits from the applicant organization are considered staff. Consultants hired to assist with the program who do not receive benefits should be included under Contractual. Identify staffing requirements by each position title and brief description of duties. Include dates the staff will be hired. Each staff member's salary calculation should include the annual/base salary of each position, percentage of time and number of months devoted to the project. (e.g., Administrative

Director: $30,000/year x 25% x 8.5 months; calculation: $30,000/12 = $2,500 x 25% x 8.5 months = $5,312.). This can be in the budget narrative if the organization prefers.

2. **Fringe Benefits** – State benefit costs separately from salary costs and explain how benefits are computed for each category of employee (specify type and rate).

3. **Travel** – Staff and any participant travel:
   a) International airfare
   b) In-country travel overseas
   c) Domestic travel in the United States, if any
   d) 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.gsa.gov/portal/category/21287 and http://aoprals.state.gov/content.asp?content_id=184&menu_id=78.
   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. Please explain differences in fares among travelers on the same routes (e.g., project staff member traveling for three weeks whose fare is higher than that of staff member traveling for four months).

   Please note that all travel, where applicable, must be in compliance with the Fly America Act. For more information see http://www.gsa.gov/portal/content/103191.
   PAS Baghdad shall approve all proposed travel under this budget.

4. **Equipment** – Equipment is defined as having a per-unit cost of $5,000 and a service life of more than one year. If the item meets these criteria than all federal procurement policies and procedures must be followed. If an item does not meet these criteria it is considered a supply. Please provide justification for any equipment purchase/rental.

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

6. **Contractual –**

   a) Sub grants – For each sub grant/contract please provide a detailed line item breakdown explaining specific services. In the sub grant budgets, provide the same level of detail for personnel, travel, supplies, equipment, direct costs, and fringe benefits required of the direct applicant. If indirect is charged on a sub grant please include a NICRA.

   Please note that a sub grantee who receives equal to or more than $25,000 is required to have a DUNS number. Please visit www.fsrs.gov for more information.
   Please Note: it is the applicant's responsibility to ensure that proposed sub-awardees are eligible for U.S. government funding.

b) Consultant Fees – For example lecture fees, honoraria, travel, and per diem for outside speakers or external evaluators: list number of people and rates per day (for example, 2 x $150/day x 2 days).

7. **Construction –** Due to the nature of PA BAGHDAD programs, construction costs are generally not allowable or applicable.

8. **Other Direct Costs** – these will vary depending on the nature of the project. The inclusion of each should be justified in the budget narrative. A-133 audit costs can be included if they are not part of the indirect pool and only the portion of the cost associated with this program.

9. **Indirect Charges** – An organization with a Negotiated Indirect Cost Rate Agreement (NICRA) from a cognizant federal government agency other than the U.S. Department of State should 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. PA BAGHDAD generally does not pay indirect costs against participant expenses, but each case may vary. Organizations claiming indirect costs should have an established NICRA. If sub grantees are claiming indirect costs, they should have an established NICRA that is also submitted with the proposal package.

   If your organization does not have a NICRA, the proposal budget should not have a line item for indirect cost charges. Rather, any costs that may be considered as indirect costs should be included in specific budget line items as direct costs.

10. **Cost Share or Matching Funds:** This project does not require cost sharing; however, applications that include additional in-kind and/or cash contributions from third party sources will reflect increased commitment to the overall project and demonstrates greater cost effectiveness. 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 the budget narrative address the overall cost-effectiveness of the proposal, including leveraging of institutional or other resources.

    When cost sharing is offered, it is understood and agreed that the applicant must provide the amount of cost sharing as stipulated in its proposal and later included in an approved agreement. Cost sharing may be in the form of allowable direct or indirect costs. For accountability, project implementers must maintain written records to support all costs which are claimed as your contribution, 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 the Office of Management and Budget's Circular 2 CFR Parts 200 and 600, entitled the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. In the event you do not provide the minimum amount of cost sharing as stipulated in the approved budget, PA BAGHDAD's contribution will be reduced in like proportion.

**11. Budget Narrative:** The budget narrative should provide additional information that might not be readily apparent in the detailed-line item budget, not simply repeat what is represented numerically in the budget, i.e. salaries are for salaries or travel is for travel. The budget narrative should briefly explain each line item to sufficiently justify each identified cost. It should include a justification for how the cost in each category is derived.

- **Personnel** - Identify staffing requirements by each position title with a brief description of duties, including work locations, and other justifications for these costs as they relate to the project. Include resumes for any key personnel who are listed by name in the proposal.
- **Fringe Benefits** - Provide an explanation of fringe costs and how they are calculated.
- **Travel** - Provide a description of travel costs, including the purpose of the travel and how the travel relates to the project.
- **Equipment** - Provide justification for any equipment purchase/rental, including computers and related hardware, and their planned use for the project.
- **Supplies** - Specifically describe general categories of supplies and their direct use for the project.
- **Contractual** - Describe each contractual or consultant cost, and outline the necessity of each for the project.
- **Other Direct Costs** - Provide a narrative description and a justification for each cost under this category and describe how the costs specifically relate to this project.
- **Indirect Costs** - Provide approved NICRA for any indirect costs requested for the project.

The US Embassy Public Affairs Office must determine that the costs paid for this award are reasonable, allowable, and allocable to the proposed project activities. This will consist of a review of the line-item and narrative budgets to determine if the overall costs are realistic for the work to be performed. Costs shall be evaluated for realism, control practices, and efficiency. Emphasis will be placed on the cost-effectiveness of the proposal. The overhead and administrative components of the proposal, including salaries and fringe benefits, should be kept as low as possible. All other items should be necessary and appropriate. Cost-sharing is strongly encouraged, but not required.

Please see Section F for information on funding restrictions. Applicants must also disclose any funding they are receiving or planning to receive from other entities [or] [including] other agencies of the U.S government or other Department of State offices.

Applicants may be subject to a pre-award financial and capacity survey by the Department of State.

Before a cooperative agreement is awarded, PA BAGHDAD reserves the right to reduce, revise, or increase proposal budgets in accordance with the needs of the initiative and the availability of funds.

**Detailed Instructions on M&E Plan Submission**

Applications must contain a monitoring and evaluation (M&E) plan that provides sufficient detail as to how project objectives will be achieved and how the project will further the Visiting American Professionals Program goals. This document should clearly identify the project goal(s), objective(s), and activities, as well as the output and outcome indicators by year that will be used to measure progress towards planned results. Baselines and targets for indicators should also be specified, along with a plan to complete a baseline assessment at project inception that measures the current status of conditions that the project seeks to affect as well as prior to completion of the project to assess impact of the project since inception. Output indicators should measure the products and services delivered directly by the program activities described. Outcome or result indicators should measure transformation and higher-level results of each activity. A recommended PA BAGHDAD monitoring and evaluation plan template is included.

The M&E Plan shall include the following:
(i) The results to be achieved by the program;
(ii) Qualitative and quantitative indicators to be used to measure achievement of the results;
(iii) The method of data collection to be used to obtain the indicator data; and
(iv) Targets for each indicator by year.

The Recipient shall consult with the PA BAGHDAD staff in the development of the M&E Plan.

**Risk Analysis**

Applications must contain a 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. PA BAGHDAD 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.” A recommended PAS BAGHDAD format for a risk analysis is included.

The budget narrative should detail what cost sharing, if any, will be contributed to the program. Applicants with a Negotiated Indirect Cost Rate Agreement (NICRA) with the USG should submit a copy of the NICRA to substantiate proposed indirect cost charges. Applicants who do not currently have a Negotiated Indirect Cost Rate Agreement (NICRA) from their cognizant agency must also submit the following information:

- Copies of the Applicant's financial reports for the previous 3-year period, which have been audited by a certified public accountant or other auditor satisfactory to PA BAGHDAD staff.
- Projected budget, cash flow and organizational charts; and a copy of the organization's accounting manual.
- Applicants who intend to utilize sub-awardees should indicate the extent intended and a complete cost breakdown. Extensive agreement financial plans should follow the same cost format as submitted by the primary Applicant. A breakdown of all costs according to each partner organization or sub-awardee involved in the program should be provided. NOTE: If sub-awards are anticipated and not explained in the original application, the Grant Officer and PA BAGHDAD staff approval (after award) will be required before the sub-agreement may be executed.
- Required assurances, certifications and representations.
- Information that confirms and ensures that proposed cost sharing will materialize.
- Applicants should submit additional evidence they deem necessary for the Grant Officer and PA BAGHDAD staff to make a risk assessment. The information submitted should substantiate that the Applicant:
- Has adequate financial resources or the ability to obtain such resources as required during the performance of the award;
- Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the applicant, non-governmental and governmental;
- Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance;
- Has a satisfactory record of integrity and business ethics; and
- Is otherwise qualified and eligible to receive a cooperative agreement under applicable laws and regulations (e.g., EEO).

Certain documents are required to be submitted by an Applicant in order for the Grant Officer and PA BAGHDAD staff to make a risk determination. However, it is US Embassy Baghdad policy not to burden Applicants with undue reporting requirements if that information is readily available through other sources. If the Applicant has established a consortium among its partners, the agreement should include a full discussion of the relationship between the Applicant and Sub-Applicant(s) including identification of the Applicant with whom PAS BAGHDAD staff will work with for purposes of Agreement administration, identity of the Applicant which will have accounting responsibility, how Agreement effort will be allocated and the express agreement of the principals thereto to be held jointly and severely liable for the acts or omissions of the other.

**POTENTIAL REQUEST FOR ADDITIONAL DOCUMENTATION**

Upon consideration of award or during the negotiations leading to an award, Applicants may be required to submit additional documentation prior to issuance of an award. Applicants should not submit the information below with their applications. The information in this section is provided

so that Applicants may become familiar with additional documentation that may be requested by The Grant Officer and PA BAGHDAD staff.

- Reviewed Financial Statements Report or an Audited Financial Statements Report: Applicants who do not have a NICRA and cannot or choose not to use the 10% de Minimis rate pursuant to 2 CFR 200.414(f) may be required to submit one of these reports during negotiations.
- Bylaws, constitution, and articles of incorporation, if applicable.
- Any other information deemed necessary by the Grant Officer and PA BAGHDAD staff to make an affirmative determination of responsibility (positive risk assessment determination).

## F. FUNDING RESTRICTIONS

The US Embassy Baghdad policy is not to award profit under assistance instruments. Pre-Award Costs – No costs chargeable to any award resulting from this NOFO may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Grant Officer.

## G. AUDITS

The recipient is required to maintain books, records, documents, and other evidence, in accordance with the recipient's usual accounting procedures to sufficiently substantiate charges to the award. The recipient confirms that its program will be subject to an independent audit in accordance with the recipient's usual auditing procedures, and agrees to furnish copies of these audit reports to US Embassy Baghdad along with other related information, as may be reasonably requested by US Embassy Baghdad with respect to questions or findings arising from the audit report.

**a.** The recipient agrees to furnish the US Embassy Baghdad with a final report on activities carried out under the award, including accounting for award funds in sufficient detail to enable US Embassy Baghdad to liquidate the award. The report must be submitted to the address specified in the award.

**b.** It is understood that financial records, including documentation to support entries on accounting records and to substantiate charges against the award, will be maintained in accordance with the recipient's usual accounting procedures, which must follow generally accepted accounting practices. The recipient must maintain such financial records for at least three years after the recipient's final disbursement of funds under the award. The recipient agrees to make available to the US Embassy Baghdad all records and documents that support expenditures made under its program.

## H. AWARD SELECTION CRITERIA

Evaluation Criteria: Applicants should note that the following criteria:

(1) Serve as a standard against which all proposals will be evaluated, and
(2) Serve to identify the significant matters that should be addressed in all proposals. The USG will award grants to the applicant whose offers represent the best value to the USG on the basis of technical merit, past performance, and cost.

Each application will be evaluated by a peer review committee of US Embassy PA and other experts, as deemed appropriate. The evaluation criteria have been tailored to the requirements of this NOFO.

- **Project Goals/Implementation Plan (60 points):** Applicants should describe what they propose to do and how they will do it. The proposed activities must directly relate to meeting the goals and objectives, and applicants should include information on how they will measure activities' effectiveness and provide milestones to indicate progress toward NOFO-stipulated goals. The review panel will be viewing the implementation plan in terms of how well it addresses the goals and objectives, feasibility of the proposed activities and their timeline for completion, and the extent to which the impact of the project will continue beyond the conclusion of the funding period.

- **Organizational Capability (15 points):** Proposals should demonstrate the ability to develop and implement programs in the areas covered by the NOFO. Applicants must demonstrate how their resources, capabilities, and experience will enable them to achieve the stated goals and objectives.

- **Appendices (25 points):**
  - **Budget:** Costs shall be evaluated for realism, control practices, and efficiency. The NEA/PPD and ECA must determine that the costs paid for this award are reasonable, allowable, and allocable to the proposed project activities. This will consist of a review of the Budget to determine if the overall costs are realistic for the work to be performed, if the costs reflect the applicant's understanding of the allowable cost principles established by OMB Circular A-122, and if the costs are consistent with the program narrative. Applicants must submit SF 424A – "Budget Information – Non-Construction Program" along with a comprehensive budget for the entire program. There must be a summary budget as well as breakdowns reflecting both administrative and program budgets. Applicants may provide separate sub-budgets for each program phase, location or activity to provide clarification.
  - **Resume:** The review panel will consider the appropriateness of the selected project key personnel; in view of the roles and responsibilities those individuals will play in guiding the project through implementation to completion. While it is preferable to name project personnel and provide their resumes, position descriptions submitted in lieu of the resumes will be reviewed for the appropriateness of the qualifications and skills identified.

**DISCLAIMER**

Explanatory information provided by the PAS BAGHDAD that contradicts published language is not binding. Issuance of this NOFO does not constitute an award commitment on the part of the U.S. Government. The NEA reserves the right to waive program formalities and to reduce, revise, or increase proposal budgets in accordance with the needs of the program and the availability of funds. Awards made will be subject to periodic reporting and evaluation requirements as specified above and in the Notice of Award.