

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

Announcement Type:	Request for Federal Assistance Awards Applications
Public Opportunity Title:	Liberia Law Enforcement Strategic Communications Project
NOFO Opportunity Number:	INL17CA0002-INLAMELiberia-10042016
Catalog of Federal Domestic Assistance (CFDA) Number:	19.703 – Criminal Justice Systems
Funding Amount:	\$500,000 U.S. Dollars
NOFO Issuance Date:	October 4, 2016
Deadline for Receipt of Questions:	October 31, 2016 5:00 PM Eastern Standard Time
Closing Date and Time for Submission of Applications:	November 30, 2016 11:59 PM Eastern Standard Time
Program Type:	INL/AME
Grant Program:	Liberia Law Enforcement Strategic Communications Initiative
Assistance Type:	Cooperative Agreement
Eligibility Category:	U.S. not-for-profit/non-governmental organizations (NGOs) or U.S. based educational institutions subject to section 501(c)(3) of the U.S. tax code; foreign not-for-profits/non-governmental organizations (NGOs) or foreign based educational institutions; (See full eligibility criteria below in Section III)
Applicant Type:	Organizations
Award Ceiling:	\$500,000
Award Floor:	\$100,000
Cost Sharing Requirement:	Not required but recommended

EXECUTIVE SUMMARY

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

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

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

NOTICE OF FUNDING OPPORTUNITY

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

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

be paid under the cooperative agreement. NOTE: overseas-based nonprofit organizations are legally required to comply with the 2 CFR 200.

Subject to the availability of funds, INL intends to issue an award in an amount not to exceed \$500,000 in total funding. The U.S. Dollar amount will be funded from INL allocated funds; the initial estimated project period is two years; however, INL may consider award projects of different lengths under this NOFO. INL may also award up to two additional years contingent on INL priorities, good performance of the recipient, and funding availability. INL reserves the right to fund any or none of the applications submitted and will determine the resulting level of funding for the award.

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

It is the responsibility of the recipient of this NOFO document to ensure that it has been received from 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 Amy Schmisser via email at SchmisserAL@state.gov and Cheryl Price at PriceCH@state.gov. The deadline for submission of questions for this NOFO is October 31, 2016, 5:00 PM Eastern Standard Time. Responses to

questions will be made available to all potential applicants through an amendment to this NOFO and posted on [grants.gov](https://www.grants.gov).

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

SECTION I – PROGRAM DESCRIPTION

BACKGROUND

The INL office at the U.S. Embassy in Liberia is partnering with the Liberia National Police (LNP) to build national police communications capacity. Effective policing requires that the police serve and protect the community, collaborating directly with residents to improve safety and security. In serving the public, police must be as transparent as possible in all their dealings. Transparency requires responsive, effective, and timely communications with both internal and external audiences. Communication with the public must be an open, two-way channel where the police share information with the community and the community has enough confidence in the police to share information with them.

As a service arm of government, police have the opportunity to communicate informally and directly with residents. The police also communicate through the news media. Effective police communication with the public, particularly today, involves traditional media and emerging communications technologies, such as mass SMS and social media. Additionally, the police must understand how the public obtains information so that it uses the media most likely to reach the targeted audience. In Liberia, high-tech options are not always available. Half the population is rural, and gets its news from local radio. Electricity is scarce outside of Monrovia, and expensive within the capital. In the cities, news comes from a combination of radio, newspapers, religious leaders and community gossip. Since half the population is illiterate, non-written information sources play an important role in informing the public. Additionally, Liberians do not generally use formal English, and rely on dialect and tribal languages for daily communication.

Research shows that having substantive and specific communications strategies in place enables police organizations to engage citizens in preventing crime, educate people about public safety issues, counter violent extremism, and dispel misperceptions about police work and professionalism. The challenge is developing a communications team that takes a strategic approach to the job, and takes full advantage of the range of communication tools, including traditional and social media, and ensures consistency of purpose and message, identifying and tailoring information to specific audiences.

INL has a long-standing, multi-faceted, and successful partnership with the LNP, which has focused primarily on organizational reform and capacity building. In response to the LNP's interest in increasing public trust, enhancing its relationship with the news media, and improving communications with the public, INL seeks to collaborate and assist the LNP in expanding its strategic communications capacity. Working with the media and direct communication with the public are sensitive and vital functions of any police department.

This project would thus involve providing assistance to the LNP, including to the Press and Public Affairs Department, in updating communication methods, assessing how Liberians receive news and information and the associated levels of trust, and upgrading the public communications strategy so that the LNP can improve direct communication with the public and through the news media.

PROJECT PURPOSE/DESCRIPTION

The Strategic Communications Project is designed to: increase the level of direct and effective messaging of the LNP by determining challenges to the public trust and open communication in the LNP, and assisting the LNP in using this knowledge to maximize their ability to engage the public in dialogue and education about security issues and concerns. This should be built upon previous research which determined the primary means by which the public receives information and existing communications policy documents created by LNP and the UN Mission in Liberia (please email Amy Schmisser at SchmisserAL@state.gov to request).

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

PROJECT GOALS

Increase nationwide public understanding of and confidence in the LNP through:

- 1) Development and implementation of more effective communication with the public and the news media both as a separate audience and also as a means of reaching the public, including responses to public inquiries;
- 2) Education of the public on law enforcement policies and procedures (e.g., police protocol when undertaking specific tasks); and
- 3) Creation of a public interface mechanism by which the public can share information with police (i.e., provide tips, report non-emergency issues, etc.) and police can respond on actions taken.

This project should not be limited in scope to Monrovia.

PROJECT OBJECTIVES

Objective 1: The implementer will produce a detailed assessment that will inform project activities. This assessment may include an examination of the LNP's current communications methods with the public and the media; how the public is obtaining news about the police; and the types of media coverage being generated about the police and security issues.

According to existing police communication policy, the LNP Press and Public Affairs Department and its staff, the Public Information Officers (PIO), are charged with "promoting the good image of the LNP, informing the public about crime related issues, educating the public on police roles, and facilitating the cooperation and collaboration expected from the public in the fight against crime and maintenance and preservation of law and order." During the first phase of the project, the implementer will conduct a comprehensive assessment that may include an examination of current LNP capacity and practices for communicating with the public and the news media, public perception of police and how people obtain news about the police, and media coverage of the police. (You may email Amy Schmisser at SchmisserAL@state.gov to receive background research on the media landscape in Liberia and existing police public communication policy documents.) The analysis may also include an examination of model police communication programs (including public outreach, public information campaigns, and media relations). The analysis may:

- Identify the existing capacity and practice of the Press and Public Affairs Department and other staff with communications responsibilities (e.g., PIOs in non-headquarters locations), including but not limited to:

- Personnel, training, policies, procedures, and equipment
 - Current means of communication with the public, including public safety or road safety campaigns, outreach events, etc.
 - Current means of communication with the media
 - Effectiveness of current Press and Public Affairs Department and PIO efforts
- Identify how people get their information about the police and public safety issues. This may include a baseline perception survey that assesses:
 - Attitudes towards the police, including perceptions of competence, helpfulness, and trust.
 - Understanding of key police activities (e.g., criminal investigation, maintaining the peace, carrying out court orders, etc.)
 - How people get their news about and from the police, and
 - The means of communication that most influence the public's opinion about the police (e.g., faith leaders, radio personalities, personal experiences, etc.).
 - Examine the nature of media coverage on the LNP, including but not limited to:
 - Examining the previous 3-4 months of media coverage of the police and ongoing criminal investigations. This should include print media and online media. For radio, it is not possible to get recordings of past coverage. But radio personalities generally maintain a strong presence on Facebook and pay for promoted posts. There are often videos of them while on the air, so social media should be examined for recent coverage themes and issues. This is especially important for rural radio which is the main news media source for rural Liberians.
 - Determining what news media organizations need and expect from the LNP in terms of communication, including responses to media inquiries and proactive LNP outreach to media contacts. This should include engagement on both positive stories (e.g., arrest of armed robber) and negative stories (e.g., excessive use of force).

Objective 2: Informed by the assessment, the implementer will provide a detailed work plan for INL approval on how it will assist the LNP in developing a strategic communications plan.

During the second phase of the program, the implementer will develop a detailed work plan to outline who it will assist in strengthening LNP strategic communication capabilities. Potential criteria for improving strategic communication may include: the number and quality of policies and procedures governing/standardizing LNP strategic communications; the number of people reached through public outreach campaigns; and the number of attempts and the quality of LNP outreach to the media to communicate public safety information related to an actual or anticipated major security incident; number of attempts and quality of LNP proactive outreach on non-emergency initiatives such as information campaigns, and in response to media inquiries.

The work plan should be designed on the basis of the assessment, and should clearly state the theory of change behind the intervention, including articulating assumptions and feasibility. The implementer shall outline feasible and change-based goals, objectives and corresponding activities based on the finalized assessment. Goals and Objectives should be SMART – (Specific, Measurable, Achievable, Realistic, Timely), and shall include appropriate metrics to monitor and

evaluate performance. The work plan will update the indicators approved at the time of award, to ensure they are targeted to the specific activities included in the work plan.

INL wishes to give the implementer the flexibility to propose and defend objectives and activities based off its expertise. However, the implementer's proposed work plan must include targeted assistance to aid the LNP in creating and implementing an achievable, strategic communications plan. During the development of the strategic communications plan, the implementer may provide the types of support listed below to the extent the assessment reveals it to be useful:

1. Collaborate with the LNP Press and Public Affairs Department to conceptualize how their communications team should be structured within its budget constraints, and identify training and equipment needs. Even though the Press and Public Affairs Department, among other offices of the LNP, is currently underfunded, developing a realistic budget and justifications for funding is key part of its development.
2. Assist the LNP in intentionally linking their communications strategy to broader LNP goals and objectives.
3. As needed, assist the LNP to develop and/or amend standard operating procedures (SOPs) on (i) how the LNP interacts with the media and public and (ii) how the LNP communications team supports the communications needs of departments within the LNP.
4. Work collaboratively with LNP to understand the role of the media and how to work with the media effectively in the Liberian context.
5. As relevant to Liberia, assist the LNP in developing an effective social media platform and incorporating social media into their communications strategy, especially as social media usage grows.
6. Assist the LNP in establishing a means or combination of means whereby the public can better provide information to, or make inquiries of the police. This may include developing a method by which information and inquiries are prioritized and assigned for response within a standard, predictable response time.
7. Provide training for LNP personnel on effectively communicating with the media and other entities. This could include training on how to:
 - a. Use SOPs to effectively respond to media requests and critical incidents;
 - b. Professionalize interaction with the news media utilizing high ethical standards;
 - c. Develop and maintain professional working relationships with the media, civil society, other government entities, and other key interlocutors.
 - d. Develop messaging to shape the image (branding) of the LNP, as well as how to tailor messaging for key audiences.
8. Other topics, as needed.

Objective 3: Informed by the assessment, the implementer will provide a detailed work plan for INL approval on how it will provide targeted assistance focusing on improving LNP communication with the public and the media.

The implementer's work plan (as discussed under Objective 2) must also include support to the LNP to improve its engagement with the public and the media:

- **Public:** Support the LNP in developing one or more public outreach initiatives. Illustrative examples may include a messaging campaign to inform the public on the nuances of law

enforcement policies and procedures (e.g., why the police must act in specific ways when undertaking specific tasks); a public safety campaign related to an issue of public concern (e.g., road safety); the development of a non-emergency hotline or other effective mechanism whereby the public can provide information to, or make inquiries of the police. For any of these initiatives, the implementer should support the LNP in developing appropriate messaging for the public; this includes LNP providing appropriate and timely responses to public inquiries.

- **Media:** Support the LNP in improving its engagement with the media. Illustrative examples of activities may include: developing standards for responding to media inquiries; identifying a standard timeline for responding to media coverage and scheduling regular proactive media outreach; and cultivating influencers (e.g., community leaders) who can engage with the media on issues of public safety.

1. Program Expansion

INL will consider similar strategic communication projects that work with other law enforcement and criminal justice governmental entities, subject to availability of funding. INL is particularly interested in potential projects working with the Liberia Drug Enforcement Agency, to increase public understanding of its work. Applicants are strongly encouraged to demonstrate how their project might leverage funding through other organizations.

2. Other Considerations

TARGET POPULATION

Applicants should identify target audiences, specific demographics, and the regions in which the project will be implemented. It is particularly important to specify the approximate number of beneficiaries that project activities will directly and indirectly impact.

DESIRED RESULTS AND ILLUSTRATIVE INDICATORS

By the end of the two years of this project, the LNP, through its Press and Public Affairs Department, will be more effective in engaging the media and the public. As a result, public perception of the police is expected to improve due to increased public understanding of police responsibilities and actions. The project is expected to establish regular, predictable public communications channels that improve communication with the news media. Surveys before, during, and at the end of the project's lifetime, will indicate the degree to which the public feels it has understanding of police actions and whether that has resulted in greater satisfaction with police service.

In its proposal, the recipient will develop a project-level monitoring and evaluation (M&E) plan with annual and end-of- project targets and results anticipated for key performance indicators. Among other things, the M&E plan will include indicators, unit of measurement, data disaggregation, data source, data collection methods, baselines, targets, and frequency of monitoring and evaluation. The following table shows example indicators that may be proposed by the applicant in its M&E plan. The recipient will be responsible for monitoring and reporting on these – as well as other indicators, as mutually determined by INL and the recipient – during and after the project.

After the assessment phase, the implementer will create a work plan – which requires INL approval – that will include program activities as well as updates to the M&E plan. The work plan should detail program implementation for the period of performance and provide broad plans and targets for the potential remaining years. The implementer will be responsible for submitting regular M&E reports, as specified in the work plan.

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

Example Output Indicators	Illustrative targets:
Number of SOP manuals on interaction with the media and public developed (disaggregated by drafted, approved, implemented)	1 or more
Number of LNP officers trained on new communications strategy and SOPs	The staff of the Press and Public Affairs Department and at least one officer per county
Percentage increase in number of monthly LNP responses to media and public inquiries	25 percent
Percentage change in number of positive (unpaid) news media coverage of police	50 percent
Number of public outreach initiatives undertaken or strengthened	1 or more
Number of people reached through direct public outreach initiatives	At least 50 people a month, at least 20 outside Montserrado
Timing of LNP dissemination of information to media and/or public after a major security incident (in hours) [This indicator is required and should be reported on quarterly.]	Less than 2 hours
Percentage of major security incidents after which the LNP communicates appropriate information to the media and/or public within target timeframe (Note: implementer will need to propose definitions of “appropriate information” and “target timeframe” to be approved by INL) [This indicator is required and should be reported on quarterly.]	80 percent
Number of mechanisms by which the public can share information with police (e.g., provide tips, report non-emergency issues, etc.) established or strengthened	1 or more
Example Outcome Indicators	Illustrative targets:
Percentage of public reporting a positive perception of the police at project end, as compared to baseline public perception	At least 15 percent increase in positive perception
Number of professional working relationships with key media actors and other influencers actively cultivated by LNP	TBD

Output indicators and illustrative targets for the project are provided above. The recipient should review these and either confirm the illustrative targets or propose alternative targets, as appropriate. In its proposal, the implementer should propose targets (e.g., not leave targets as “TBD”). However, the selected applicant will have the opportunity to propose revised targets for all indicators in the work plan it develops after its assessment. INL will have the opportunity to approve revised targets when it approves the work plan.

The recipient may propose additional outputs, indicators, and/or targets as appropriate. The recipient will be required to collect baseline data for all the indicators during the first six months 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 “appropriate information,” “target timeframe,” “capacity,” etc. Baseline information will be critical for both monitoring and evaluation of project progress and results.

[END OF SECTION I]

SECTION II – FEDERAL AWARD INFORMATION

INL expects to award one (1) cooperative agreement based on this NOFO. The anticipated total federal funding amount is not to exceed \$500,000. The period of performance is expected to be two years with an anticipated start date of December 2016/January 2017; however, offers may present longer or shorter periods of performance. INL may extend the award up to two additional years contingent on INL priorities, good performance of the recipient, and funding availability.

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

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

[END OF SECTION II]

SECTION III – ELIGIBILITY INFORMATION

(1) Eligibility for this NOFO is limited to:

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

AND

- Applicants must have demonstrated experience implementing similar strategic communications programs, preferably in Liberia or West Africa. INL reserves the right to request additional background information on organizations that do not have previous experience administering similar programs and/or federal grant awards.
- Applicants must have the ability to produce course materials, deliver training, and conduct evaluations in 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. Additionally, please ensure that registration in the following systems is in a current/active status prior to your organization's application submission.

Unique Entity Identifier (DUNS Number)

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

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

CAGE/NCAGE Registration

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

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

SAM.gov Registration

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

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

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

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

Grants.gov Registration

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

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

TECHNICAL FORMAT REQUIREMENTS

For all application documents, please ensure:

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

Complete applications must include the following for proposal submissions:

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

- c) a statement of work or synopsis of the program, including a concise breakdown of the project's objectives, activities, and expected results,
 - d) the total amount of funding requested and program length, and
 - e) a brief statement on how the project is innovative, sustainable, and will have a demonstrated impact.
6. **Proposal Narrative** (not to exceed fifteen [15] pages in Microsoft Word). Please note the ten 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). CVs are not included in this page limit.
 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. **Monitoring and Evaluation Plan;** (see **TAB B** below for more information on this section).
 11. **Roles and responsibilities of key program personnel with short bios** that highlight relevant professional experience. This relates to the organization's capacity.
 12. **Timeline of the overall proposal** - Components should include activities, evaluation efforts, and program closeout
 13. **A list of previous and/or current federal assistance awards received;** please include the awarding agency, point of contact, name of the project, start and end dates, and amount of the award.
 14. **Risk Analysis:** Please provide the required risk analysis information as noted in **TAB B** of this NOFO. (a template is provided)
 15. **INL Risk Assessment Form** – template provided by INL that reviews the organization's financial capacity and infrastructure.
 16. **Attachments** (not to exceed **three (3)** pages total, preferably in Microsoft Word) that include the following in order:

a) **Additional optional attachments.** Attachments may include further timeline information, letters of support, memoranda of understanding (MOU)/agreement, etc. For applicants with a large number of letters/MOUs, it may be useful to provide a list of the organizations or government agencies that support the program rather than the actual documentation.

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

ADDITIONAL INFORMATION

OFFICE OF MANAGEMENT AND BUDGET (OMB) CIRCULARS

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

AUDITS

The recipient's proposal should include the cost of an audit that:

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

INDIRECT COST-RATE

An organization with a negotiated indirect cost rate agreement (NICRA) negotiated with a cognizant federal government agency other than the U.S. Department of State must include a copy of the cost-rate agreement. Applicants should indicate in the proposal budget how the rate is applied and if any of the rate will be cost-shared. Per 2 CFR 200.414, any non-Federal entity that has never received a negotiated indirect cost rate, except for those non-Federal entities described in Appendix VII to Part 200—States and Local Government and Indian Tribe Indirect Cost Proposals, paragraph D.1.b, may elect to charge a de minimis rate of 10% of modified total direct costs (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:

Process Indicator	<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:

Output Indicator	<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:

Outcome Indicator	<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 monthly progress reports to INL.

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

- A results “Logic Model” planning document (see sample Logic Model template attached as a sample document)
- Indicators, as described in Tab A, as well as details on how each indicator will be measured, frequency of the measurements, units of measure, etc. Provide indicators at the output and outcome levels. Monitoring and evaluation plans should include a chart component that clearly delineates indicators and targets. 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
A. PERSONNEL				
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			
Subtotal Personnel				
B. FRINGE BENEFITS				
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			
Subtotal Fringe Benefits				
C. TRAVEL				
a) Monitoring Travel				
-Monitoring Trip: H.Q. to field (X)	\$X/RT flight			
-Per diem (X days)	\$X/day			
b) Field Travel				
<u>Activity 1: Workshop</u>				
-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			
<u>Activity 2: Town Hall Meeting</u>				
-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			
Subtotal Travel				
D. EQUIPMENT				
a) Primarily H.Q.-Based Equipment (if applicable)				
-H.Q.-equipment (if applicable)	\$X/unit			
d) Primarily Field-Based Equipment				
-Field-equipment	\$X/unit			
Subtotal Equipment				
E. SUPPLIES				
a) Primarily H.Q.-Based Supplies (if applicable)				
-Printing and Photocopying (X months)	X% of \$X/yr			
b) Primarily Field-Based Supplies				
-Markers and dry erase board	\$X/set			
-Telephone (X months)	X% of \$X/yr			
-Office Supplies (X months)	X% of \$X/yr			
Subtotal Supplies				
F. CONTRACTUAL				
a) Subgrants				
-Local Subgrantees (X subgrants)	\$X/unit			
b) Consultant Fees				
-Media Specialist/Honoraria (X days/hours)	\$X/consult			
-Independent M & E specialist	\$X/unit			
-Translation Fees (X pages)	\$X/page			
Subtotal Contractual				
G. CONSTRUCTION	N/A			
H. OTHER				
a) Other Direct Costs				
-Field Office Rent (X months)	X% of \$X/mo			
Subtotal Other				
I. TOTAL DIRECT CHARGES (Sum of A-H Subtotals)				
J. INDIRECT CHARGES				
a) Indirect Costs/NICRA (X% of costs)				
Subtotal Indirect Charges				
K. TOTAL COSTS (Sum I-J)				

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

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

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

LINE-ITEM BUDGET NARRATIVE –

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

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., $2 \times \$150/\text{day} \times 2 \text{ days}$). 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;
- Entertainment and/or Alcoholic beverages;
- Costs of entertainment, including amusement, diversion, and social activities and any associated costs are unallowable, except where specific costs that might otherwise be considered entertainment have a programmatic purpose and are authorized either in the approved budget for the Federal award or with prior written approval of the Federal awarding agency;
- Land;
- Construction;
- Direct support or the appearance of direct support for individual or single party electoral campaigns;
- Duplication of services immediately available through municipal, provincial, or national government;
- Expenses listed as “miscellaneous”, “other”, or “contingencies”;
- Expenses made prior to the approval of a proposal or unreasonable expenditures will not be reimbursed.

INL may make conditions and recommendations on proposals to enhance proposed programs. Conditions and recommendations are to be addressed by the applicant before approval of the

award. To ensure effective use of INL funds, conditions or recommendations may include requests to increase, decrease, clarify and/or justify budget costs.

TAB D: GUIDELINES FOR STANDARD FORMS

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

1. Type of Submission: *Application*
2. Type of Application: *New*
3. Date Received: *Leave blank. This will automatically be assigned*
4. Applicant Identifier: *Leave blank*
- 5a. Federal Entity Identifier: *Leave blank*
- 5b. Federal Award Identifier: *Leave blank*
6. Date Received by State: *Leave blank. This will automatically be assigned*
7. State Application Identified: *Leave blank. This will automatically be assigned*
- 8a. Enter the legal name of the applicant organization.
- 8b. Employer/Taxpayer ID Number: *(Non U.S. organizations leave blank)*
- 8c. Organizational DUNS: Organizations can request a DUNS number at <http://fedgov.dnb.com/webform>
- 8d. Enter the full address of the applicant
- 8e. Enter the name of the primary organizational unit (and department or division, if applicable) that will undertake the assistance activity, if applicable
- 8f. Enter the name, title, organization, and contact information of person to be contacted on matters involving this application
9. Select an applicant type (type of organization)
10. Enter: *Department of State*
11. Enter: the CFDA number is **(19.703)**
12. Enter the Funding Opportunity Number and title. (see page 1 of the NOFO for this info)
13. Enter the Competition Identification Number and title.
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.

1) Analytic Framework for Assessment (Total Possible Points - 20):

- Identify key questions that must be answered in order to design a work plan aimed at improving strategic communication by the LNP (10)
- Identifies key questions that must be answered relating to communication and outreach to the media and the public (5)
- Details how information would be collected and analyzed (3)
- Describes who will conduct analysis (2)

2) Quality of Program Idea (Total Possible Points - 20):

- Responsive to the solicitation (5)
- Appropriate in the country/regional context, including for the ongoing budget constraints faced by the LNP (5)
- Exhibits originality, substance, and precision (5)
- Prioritizes feasibility and rapid implementation (5)

3) Program Planning (Total Possible Points – 20):

- Provides an initial monthly work plan for project activities that demonstrates substantive undertakings within the logistical capacity of the organization (4)

- Objectives are clear, specific, attainable, measurable, results-focused, and placed in a reasonable time frame (3)
- Demonstrates how the program will 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 and protection of participants (2)
- Includes contingency plans for potential difficulties in executing the original work plan (6)

4) 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)

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)

6) Applicant Capacity / Past Performance (Total Possible Points - 10):

- The proposal demonstrates an institutional record of successful programs in the proposed country and/or the content area (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 (2)
 - Applicant is a current/past Department of State grantee where performance (2)
 - was/is on target and
 - showed/shows responsible fiscal management
- OR**
- The proposal is from a NEW APPLICANT and proposal: (2)
 - demonstrates capacity for responsible fiscal management and
 - 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. 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 <https://www.statebuy.state.gov/fa/Pages/TermsandConditions.aspx>.

It is the Recipient's responsibility to ensure they are in compliance with all applicable terms, conditions, and OMB guidance and requirements. Those organizations found to be in non-compliance may be found ineligible for funding or designated high risk.

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

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

Reporting Requirements:

1. Recipients are required to submit quarterly program progress and financial reports throughout the project period. Progress (SF-PPR and narrative) and financial reports (SF 424 and a detailed financial expenditure report) are due 30 days after the reporting period. Final certified programmatic and financial reports are due 90 days after the close of the project period.
 - First Quarter (October 1 – December 31): Report due by January 30
 - Second Quarter (January 1 – March 31): Report due by April 30
 - Third Quarter (April 1 – June 30): Report due by July 30
 - Fourth Quarter (July 1 – September 30): Report due by October 30

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

2. Awardees that are deemed to be high risk may be required to submit more extensive and frequent reports until their high risk designation has been removed by the Grants Officer.
3. The Awardee must provide to INL an inventory of all the U.S. government provided equipment purchased with grant funds using the SF428 form on an annual basis.

Leahy Vetting:

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

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

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

Information required for “security forces” personnel: The above information is needed for each

member of a foreign police or military unit (security forces, broadly defined) who will participate in any activity under this award. This includes both civilian and military employees of security forces participating in any activities funded under this award, including training, workshops or meetings, conferences, or other activities.

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

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

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

[END OF SECTION 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 Amy Schmisser at SchmisserAL@state.gov or Cheryl Price at PriceCH@state.gov by the deadline for questions indicated at the top of this NOFO's cover letter.

[END OF SECTION VII]