Notice of Funding Opportunity
New Models for Managing Brazilian Civil Society Organizations

Announcement Type:	New Announcement
Public Opportunity Title:	New Models for Managing Brazilian Civil Society Organizations
Catalog of Federal Domestic Assistance (CFDA) Number:	19.040 (Public Diplomacy Programs)
Funding Amount:	One award of up to US$60,000
Issuance Date:	September 30, 2017
Deadline for Receipt of Questions:	August 18 2017 – All questions will be posted at the Frequently Asked Questions (FAQ) grants page at the Embassy's website on August 21 2017 (Please make sure to submit your questions NLT 5:00 PM Eastern Standard Time on August 18 so that the Grants Committee can publish answers by August 21)
Closing Date and Time for Submission of Applications:	August 31, 2017 (5:00 PM Eastern Standard Time)
Funding Activity Category:	Civil Society and Democracy
Program Type:	U.S. Embassy Brasília, Brazil
Grant Program:	Institutional Linkages
Assistance Type:	Cooperative Agreement
Eligibility Category:	U.S. Non-profit/non-governmental organizations (NGOs) having a 501© (3) status with the IRS, Educational Non-Profit Institutions, and other qualified Non-Profit organizations
Est. Project Start Date:	December 5, 2017
Est. Project End Date:	July 31, 2019
Fiscal Year:	FY2017
Award Ceiling:	US$60,000
Award Floor:	US$40,000
Cost Sharing Requirement:	Not required

EXECUTIVE SUMMARY

The United States Embassy in Brasília, Brazil, announces a notification of funding opportunity (NOFO) to support the development and implementation of a series of activities focused on non-profit management in Sao Paulo with up to US$60,000 in FY2017 for a project period not to exceed two years. The preliminary start date for this activity is December 5, 2017, and one award is anticipated as a result of this NOFO. However, should both parties consider the results of this exchange to be positive – and also subject to availability of funds – we may agree to renew this NOFO for up to two additional years.

We are seeking proposals for the development and implementation of a series of activities, such as workshops, seminars and exchanges, focused on non-profit management, including strategic planning, use of technology, fundraising and financial sustainability, board development, advocacy, and the effective use of volunteers. The program will also examine ways that non-governmental organizations promote an educated and engaged civic society, a cornerstone of democracy.

U.S. Embassy Brasília-Brazil reserves the right to fund any or none of the applications submitted and will determine the resulting level of funding for the award. The authority for this NOFO is found in the Fulbright Hays Act of 1961.

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.

For further information, please contact:

- Brazil Grants Committee
- U.S. Embassy Brasília, Brazil
- E-mail: brazilgrants@state.gov
- Telephone: 55-61-3312-7377

NOTICE OF FUNDING OPPORTUNITY

The United States Department of State's Embassy in Brasília, Brazil, is seeking applications from qualified U.S. Non-Governmental Organizations (NGOs), Public International Organizations (PIOs), Educational Institutions, and other qualified organizations for a Grant to implement the program entitled *'New Models for Managing Brazilian Civil Society Organizations'*. The authority for this Request for Application (NOFO) is found in the Fulbright Hays Act of 1961.

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; the Federal Acquisition Regulation (FAR) Part 31 48 CFR 31.2 for-profit organizations; and the Mandatory Standard Provision "Allowable Costs (APR 2011)" for public international organizations), 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, the U.S. Embassy in Brasília, Brazil, intends to issue an award in an amount not to exceed US$60,000 in total funding. The U.S. Dollar amount will be funded from the U.S. Embassy Brasília's allocated funds for a project period not to exceed two years. The anticipated start date for this activity is December 5, 2017. One award is anticipated as a result of this NOFO. The Embassy reserves the right to fund any or none of the applications submitted and will determine the resulting level of funding for the award. Also, should both parties consider the results of this exchange to be positive – and also subject to availability of funds – we may agree to renew this NOFO for up to two additional years.

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 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 this cover letter plus the following Sections:

1. Section I – Funding Opportunity Description
2. Section II – Award Information
3. Section III – Eligibility Information
4. Section IV – Application and Submission Instructions
5. Section V – Application and Review Information
6. Section VI – Agency Contacts

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 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. The U.S. Embassy in Brasília, Brazil, 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 the Brazil Grants Committee via email at brazilgrants@state.gov. The deadline for submission of questions for this NOFO is August 18, 2017, 5:00 PM Eastern Standard Time. All questions will be posted at the Frequently Asked Questions (FAQ) grants page at the Embassy's website on August 21 2017 – exact link to be confirmed on a later date.

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 procedures from the U.S. Embassy Brasília, Brazil. 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.

Sincerely,

Erik Holm-Olsen
Country Public Affairs Officer

SECTION I – FUNDING OPPORTUNITY DESCRIPTION

BACKGROUND

Most Brazilian civil society organizations depend on government resources to conduct their projects. This often leads to a lack of sustainability for their operations, especially during periods of budget cuts and government transitions. Furthermore, Brazil is going through a gradual transition from public to private management of institutions committed to the public good.

Accordingly, leaders of the Brazilian non-profit sector recognize the need to rethink their current operating models, to diversify sources of funding, and to professionalize their structures. This presents a unique opportunity to impact Brazilian civil society organizations, structures, and practices as they modernize.

PROJECT PURPOSE

Through this program, we expect to expose Brazilian non-profit and civil society organizations to management practices adopted by American institutions, including strategic planning, use of technology, fundraising and financial sustainability, board development, advocacy, and the effective use of volunteers. The program will also examine ways that non-governmental organizations promote an educated and engaged civil society, a cornerstone of democracy.

PROJECT GOALS

By supporting capacity building among Brazilian civil society organizations and exposing them to management practices adopted by American institutions, this initiative will provide a basis for a wide range of opportunities for institutional linkages and engagement in different areas, including but not limited to education, arts and culture, human rights, and social inclusion.

PROJECT OBJECTIVES

Through a series of activities, such as workshops, seminars and exchanges, the program aims to:

- Foster strategic partnerships between Brazilian and American organizations focused on the development of civil society leaders;
- Promote the exchange of expertise and know-how on non-profit management practices between Brazilian and American organizations and networks;
- Engage civil society leaders in the development of a medium- and long-term plan of action to advance civil society organizations, develop public-private partnerships, and influence public policies;
- Promote mutual understanding between the people of the United States and Brazil and foster sustainable institutional linkages.

IMPLEMENTATION MECHANISM

U.S. Embassy Brasília-Brazil intends to implement the project through a cooperative agreement. In a cooperative agreement, the Public Affairs Section is substantially involved in program activities above and beyond routine monitoring. These activities and the roles and responsibilities are listed below:

- Collaborating with the award recipient on the outreach and selection of program participants and program partners;
- Approval of participating organizations;
- Review and approval of all program publicity and other materials;
- Issuing DS-2019 forms to participants, if applicable;
- Working with the award recipient to publicize the program through various media outlets;
- Assisting in the development and arrangements for the capacity building activities;
- Monitoring and evaluating the program, as necessary, through site visits or debriefing sessions.

PROJECT DESCRIPTION

The project is comprised of the following activities:

Activity 1: Design, plan, and implement, in consultation with the Public Affairs Section, a comprehensive program including capacity building activities focused on non-profit management, providing timely reporting of progress to the Public Affairs Section, and complying with financial and program reporting requirements. The program may include virtual and in-person workshops, discussion and/or round-table sessions on critical non-profit management themes, including strategic planning, use of technology, fundraising and financial sustainability, board development, advocacy, and the effective use of volunteers.

Activity 3: Recruit, in coordination with the Public Affairs Section, participants and host organizations with the potential to replicate program content, thus creating a multiplier effect.

Activity 4: Develop and maintain a program website or virtual platform, contributing to traditional and social media coverage, highlighting mentees, mentors, and program success stories.

Activity 6: Coordinate logistical and administrative arrangements for capacity building activities in consultation with the Public Affairs Section. This includes, but is not limited to the selection of activity locations, translation services, program partners, and necessary travel arrangements;

Activity 7: Manage all financial aspects of the program, including potential stipend disbursements to the participants and management of sub-grant relationships with partner organizations;

Activity 8: Monitoring and evaluation plan. Recipient should conduct surveys for all participants and also submit a plan to monitor virtual and in-person activities.

CROSS-CUTTING AND ADDITIONAL ACTIVITIES

1. Involvement of the local non-profit community

2. Utilize Local Resources and Expertise

3. Program Expansion

In the event of a successful project – and also subject to availability of funds – U.S. Embassy Brasília-Brazil will consider the option of renewing this NOFO for up to two additional years. Applicants may include in their proposal a brief section outlining how additional funds could potentially be used to expand work into further activities in future years. Applicants are strongly encouraged to demonstrate how their project might leverage funding through other organizations.

DESIRED RESULTS AND ILLUSTRATIVE INDICATORS

By the end of the program, participants are expected to have a better understanding of U.S. non-profit management good practices and an expanded support network engaged in the development of a medium- and long-term plan of action to advance civil society organizations.

- The first step to achieve this result will be the implementation of the action plans developed during program sessions.
- The second step will be for participants to structure workshops and activities for other civil society organizations, triggering a multiplier effect.
- Other potential steps include the establishment of networks and involvement in local and American associations.

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

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

***Example* Outcome Indicators**	***Illustrative targets:***
Number of organizations which implement program concepts.	TBD
Percent of organizations that report improved operational results and efficiency within their respective area.	TBD
Percent of organizations and stakeholders reporting increased knowledge of and familiarity with non-profit management practices and increased ability to influence public policies.	TBD

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

***Example* Output Indicators**	***Illustrative targets:***
Number of participants impacted by the program.	TBD
Number of capacity building activities.	TBD

Media coverage and broader awareness generation	TBD

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

[END OF SECTION I]

SECTION II – AWARD INFORMATION

Embassy Brasília, Brazil, expects to award one cooperative agreement based on this NOFO. The anticipated total federal funding amount should not exceed US$60,000. The period of performance is two years with an anticipated start date of December 5, 2017.

The U.S. government may issue one or more 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, and (e) waive informalities and minor irregularities in applications received.

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

[END OF SECTION II]

SECTION III – ELIGIBLITY INFORMATION

(1) Eligible Entities: Applicants who are eligible to apply are U.S.based Non-Governmental Organizations (NGOs), Public International Organizations (PIOs), Educational Institutions and other qualified organizations who are able to respond to the NOFO and be able to mobilize in a short period of time.

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) U.S. Embassy Brasília-Brazil encourages applications from potential new partners.

[END OF SECTION III]

SECTION IV – APPLICATION AND SUBMISSION INSTRUCTIONS

U.S. Embassy Brasília-Brazil urges prospective applicants to immediately confirm their organization has a current Dun and Bradstreet (DUNS) number as well as a current Central Contractor Registration (www.sam.gov).

Applicant organizations that do not have a DUNS number may obtain one at no cost by calling the toll-free DUNS request line at 1-866-705-5711 or visiting the D&B website at: https://iupdate.dnb.com/iUpdate/viewiUpdateHome.htm

NOTE: Organizations must obtain a DUNS number prior to completing the SAM.gov registry process.

Applicant organizations can obtain assistance for SAM.gov registration by using the following link: https://www.fsd.gov or calling 1-866-606-8220 (U.S. calls)/or 1-324-206-7828 (international calls).

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.

Complete applications must include the following for proposal submissions:
1. Completed and signed SF-424, SF-424a [and SF424b,] submitted to grants.gov, as well as, if applicable, your organization's most recent audit.
2. Table of Contents (not to exceed one [1] page in Microsoft Word) that includes a page-numbered contents page, including any attachments.
3. 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.
4. Proposal Narrative (not to exceed ten [10] 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 document (i.e., Table of Contents, Executive Summary, Proposal Narrative, and Budget Narrative in one file).
5. 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, U.S. Embassy Brasília-Brazil 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 the Embassy any information that might not be readily apparent in the budget, not simply repeat with words what is stated numerically in the budget.

6. Detailed Line-Item Budget (preferably in Microsoft Excel) that includes three [3] columns including the request to the U.S. Embassy Brasília-Brazil, 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.

7. Attachments (not to exceed nine [9] pages total, preferably in Microsoft Word) that include the following in order:

a) Page 1-2: Monitoring and Evaluation Plan (see below for more information on this section).

b) Page 3: Roles and responsibilities of key program personnel with short bios that highlight relevant professional experience. This relates to the organization's capacity. Given the limited space, CVs are not recommended for submission.

c) Page 4: Timeline of the overall proposal. Components should include activities, evaluation efforts, and program closeout.

d) Page 5-7: 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.

8. 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 below for more information on indirect cost rates). Specify if your organization elects to charge the de minimis rate of 10% of the modified total direct costs.

Note: U.S. Embassy Brasília- Brazil retains the right to request additional documentation for those items not included on this form.

INFORMATION ON STANDARD FORMS

Please see Tab D for instructions for completion of Standard Forms 424, 424A, and 424B.

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. Public international organizations retain their privileges and immunities as such, but are encouraged to address this OMB Circular.

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 200.425.

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.

TAB A: PROPOSAL GUIDELINES

Proposals should include the following components:

- Introduction and Problem Statement
- Planned Activities
- Indicators

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

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

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

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

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

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

Process Indicator	*50 women trained in energy efficiency standards*

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

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

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

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

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

TAB B: PROGRAM MONITORING AND EVALUATION PLAN

U.S. Embassy Brasília-Brazil will work with recipient organizations to implement the appropriate monitoring and evaluation plan that meets both the needs of the Embassy 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.

U.S. Embassy Brasília-Brazil 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 progress reports to the Embassy.

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

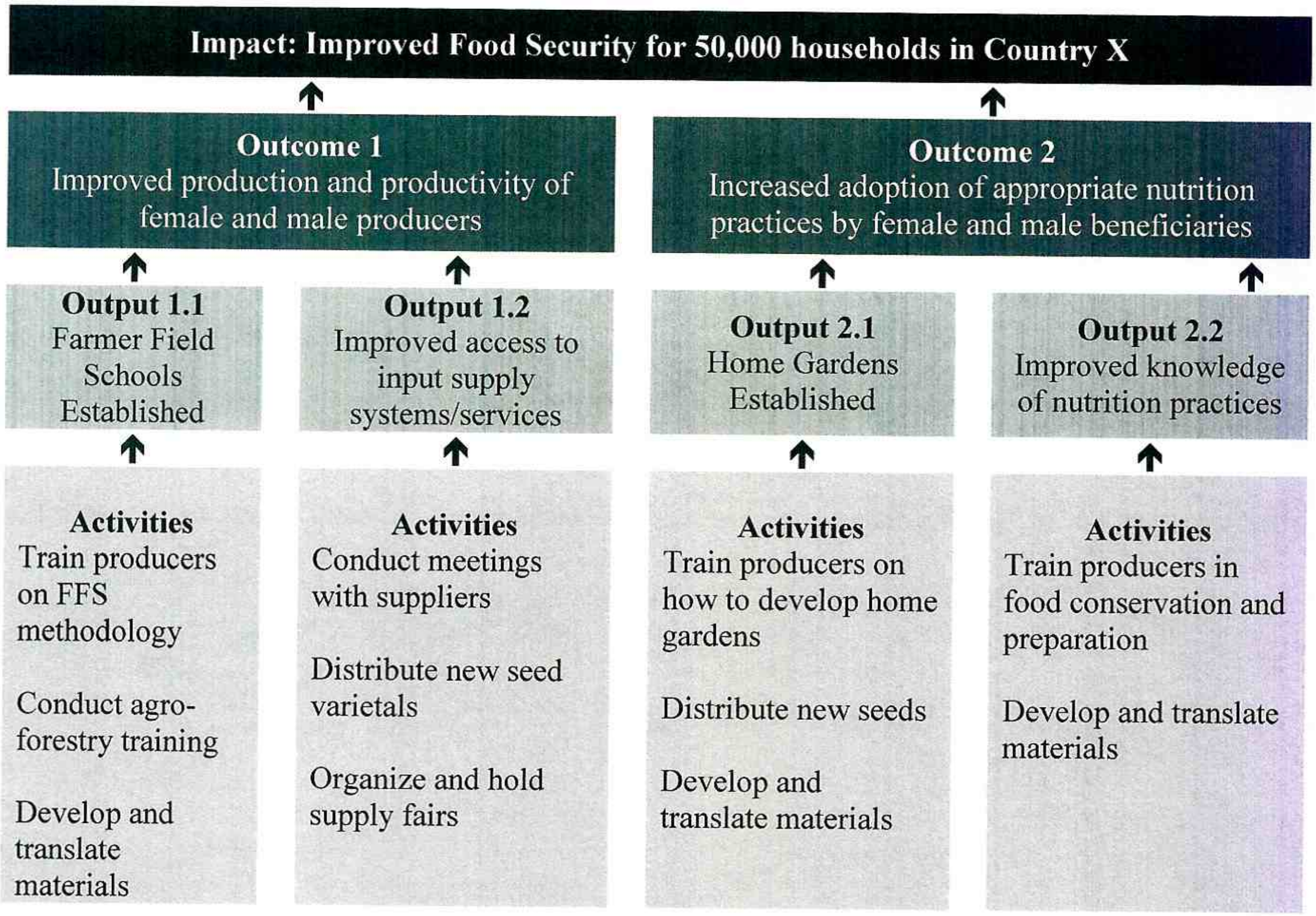
- A results "Logic Model" planning document (see sample)
- Indicators, as described in Tab A, as well as details on how each indicator will be measured, frequency of the measurements, units of measure, etc. Provide indicators at the output and outcome levels. Monitoring and evaluation plans should include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

Sample Evaluation Plan

Activity: Training Course						
Indicator Type	**Indicator Name**	**Source**	**Target FY16Q1**	**Results FY16Q1**	**Target FY16Q2**	**Results FY16Q2**
Output	# of women trained in energy efficiency standards	training records	10	20		
Outcome	% of standards implemented in participant's host country as a result of participant's direct or indirect participation	embassy reporting				-+ 0
Activity: Government Roundtable						
Indicator Type	**Indicator Name**	**Source**	**Target FY16Q1**	**Results FY16Q1**	**Target FY16Q2**	**Results FY16Q2**
Output	xxx					
Outcome	yyy					

Sample "Logic Model" Planning Tool

Note: Outcomes, outputs, and activities should include numerical, measurable targets. A Logic Model is a useful tool for planning and utilized when designing monitoring and evaluation methodology and frameworks.



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 embassy 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:

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

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

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

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

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

LINE-ITEM BUDGET –

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

calculation: $30,000/12 = $2,500 x 25% x 8.5 months = $5,312.).

B. Fringe Benefits - State benefit costs separately from salary costs and explain how benefits are computed for each category of employee - specify type and rate.

C. Travel - Staff and any participant travel:
1) international airfare
2) in-country travel
3) domestic travel in Country X., if any
4) 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.
5) staff refers to grantee staff only and not sub-grantee staff or contractors

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

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

F. Contractual –
a) Subgrants. For each subgrant/contract please provide a detailed line-item budget breakdown explaining specific services. Please provide a subgrant budget using the approved OMB budget format. (See Tab C: Budget Guidelines, above.)
b) Consultant Fees. For example lecture fees, honoraria, travel, and per diem for outside speakers or independent evaluators: list number of people and rates per day (e.g., 2 x $150/day x 2 days).

G. Other - 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," "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 – Cost sharing is not required. Explanation of contributions should be included, 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 the Embassy 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 Embassy does not pay for the following:

- Publication of materials for distribution within the U.S.;
- Administration of a project that will make a profit;
- Expenses incurred before or after the specified dates of award period of performance (unless prior written approval received);
- Projects designed to advocate policy views or positions of foreign governments or views of a particular political faction;
- Alcoholic beverages;
- Costs of entertainment, including amusement, diversion, and social activities and any associated costs are unallowable, except where specific costs that might otherwise be considered entertainment have a programmatic purpose and are authorized either in the approved budget for the Federal award or with prior written approval of the Federal awarding agency;
- Land;
- Construction.

The Embassy 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 U.S. Embassy Brasília-Brazil funds, conditions or recommendations may include requests to increase, decrease, clarify and/or justify 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. Enter Employer/Taxpayer ID Number.
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: U.S. Embassy Brasília-Brazil
11. Enter: 19.040
12. Enter the Funding Opportunity Number and title. This number will already be entered on electronic applications.
13. Enter the Competition Identification Number and title. This number will already be entered on electronic applications.
14. Areas Affected by Project: List the country or countries where project activities will take place in alphabetical order.
15. Enter the title of the proposed project (if necessary, delete pre-printed wording)
16a. Enter congressional district of Applicant.
16b. Enter: 00
Program: Leave blank
17. Enter a start date of September 30, 2017 and a projected end date September 30, 2019
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.

SF-424A – Please review the detailed instructions below BEFORE completing this form online

Section A - Budget Summary - Complete Row 1

1a. Enter: New Models for Managing Brazilian Civil Society Organizations (This is the only grant program that needs to be entered)

1b. Enter: 19.040
1c-d. Leave these fields blank
1e. Enter the amount of federal funds you are requesting for this project
1f. Enter the amount of any other funds you will receive towards this project
1g. Enter the total cost of this project
Rows 2, 3, and 4 should be left blank.

Section B - Budget Categories – Enter total project costs in each category in Column 1 as described below. In Column 5, the form should automatically show the sum. Columns 2, 3, and 4 should be left blank.
6a-h. Enter the amount for each object class category (Include cost share).
6i. Enter the sum of 6a-6h
6j. Enter any indirect charges
6k. Enter the sum of 6i and 6j
7. Enter any program income that will be earned as a result of the project. If there is none leave this section blank.

Section C - Non-Federal Resources *(Only complete this section if your project includes an applicant cost share or funds from other sources-cost share is not required)*
8a. Under Grant Program enter: U.S. Embassy XX
8b. Enter your cost share amount
8c. Enter the amount of any other funding sources for this project
8d. Leave blank
8e. Enter the total amount for all non-federal resources (the form should automatically show this sum)
Rows 9, 10, and 11 should be left blank.

Section D - Forecasted Cash Needs
13. In the first column enter the amount of federal funds you expect to expend in the project's first year. Forecasted cash needs by quarter are not required.
14. In the first column enter the amount of non-federal funds you expect to expend in the project's first year. Forecasted cash needs by quarter are not required.
15. In the first column enter the sum of 13 and 14 (the form should automatically show this sum). Forecasted cash needs by quarter are not required.

Section E - Budget Estimates of Federal Funds Needed for Balance of the Project
16a. Under Grant Program enter: New Models for Managing Brazilian Civil Society Organizations
16b. Enter the amount of federal funds you expect to expend in year two of the project.
16c. Enter the amount of federal funds you expect to expend in year three of the project.
16d. and 16e. Leave blank
Rows 17, 18, 19 should be left blank.
20. Enter the total amount for each year (The form should automatically show this sum.)

Section F - Other Budget Information
21. Enter: Direct Charges – **Leave Blank**
22. Enter: Indirect Charges – If Indirect Charges are shown in Section B 6, enter the type of Indirect Rate used (Provisional, Predetermined, Final, or Fixed)
23. Enter any comments

[END OF SECTION IV]

SECTION V – APPLICATION REVIEW INFORMATION

The technical applications will be evaluated in accordance with the Technical Evaluation Criteria set forth below. Applicants shall organize the narrative sections of their technical applications in the same order as the selection criteria. 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, U.S. Embassy Brasília-Brazil 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 the U.S. Embassy Brasília-Brazil or the applicants as indicative of a decision or commitment upon the part of the U.S. Embassy Brasília-Brazil to make an award to the applicants with whom discussions are being held.

I. TECHNICAL EVALUATION CRITERIA

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

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

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

Quality of Project Idea Rating (Total Possible 25) – Rating:
- Responsive to the solicitation and appropriate in the country context (10 points)
- Direct connection established between proposed activities and the advancement of civil society organizations management practices and institutional linkages (8)
- Exhibits originality, prioritizes innovation, but is feasible (7)

Project Planning/Ability to Achieve Objectives Rating (Total Possible 25) – Rating:
- Includes a clear articulation of how the proposed project activities contribute to the overall project objectives (8)
- Each activity is clearly developed and detailed. Objectives are clear, specific, attainable, measurable results-focused and placed in a reasonable time frame (8)
- Provides a comprehensive quarterly work plan for project activities (3)
- Describes the division of labor among the direct applicant, any partners and any potential sub-grantees, and addresses how the project will engage or obtain support from relevant stakeholders and identifies local partners where appropriate (3)
- Includes contingency plans for potential difficulties in executing the original work plan (3)

Cost Effectiveness (Total Possible 15) - Rating:

- 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 project objectives (5)
- Personnel costs are reasonable for the work involved (5)
- NOTE: Cost share is not required. Applicants may offer cost share; however, cost share will not be considered or factored in when proposals are reviewed

Project Monitoring and Evaluation (Total Possible 15) - Rating:

- 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 (8)
- Table listing by project 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)

Multiplier Effect/Sustainability of Impact Rating (Total Possible 10) - Rating:

- Clearly delineates how elements of the project will have a multiplier effect (5)
- Clearly delineates how impact will be sustainable beyond the life of the grant (5)

Institution's Record and Capacity Rating (Total Possible 10) - Rating:

- Personnel and institutional resources are adequate and appropriate to achieve the project's objectives (5)
- Applicant is a current/past Department of State grantee with a strong track record (5)

OR

- The proposal is from a NEW APPLICANT and institution:
  - demonstrates capacity for responsible fiscal management
  - illustrates success in similar sized projects

COST EVALUATION

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

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

[END OF SECTION V]

SECTION VI – 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 brazilgrants@state.gov by the deadline for questions indicated at the top of this NOFO's cover letter.

[END OF SECTION VI]