

**Department of State – Embassy of the United States, Islamabad, Pakistan  
Notice of Funding Opportunity (NOFO)**

**Program Office:** Public Affairs Section, U.S. Embassy, Islamabad  
**Funding Opportunity Title:** Community Engagement Office – Catalysts for Peace  
**Announcement Type:** Grant or Cooperative Agreement  
**Funding Opportunity Number:** SCAISB-19-AW-014-04052019  
**Deadline for Applications:** June 4, 2019 (11:59 p.m. U.S. Eastern time)  
**CFDA Number:** 19.501 - Public Diplomacy Programs for Afghanistan and Pakistan

**CONTACT INFORMATION**

- A) For questions relating to Grants.gov, please call the Grants.gov Contact Center at 1-800-518-4726.
- B) For assistance with the requirements of this solicitation, Pakistan Grants Team at email: [PakistanGrants@state.gov](mailto:PakistanGrants@state.gov).

**IMPORTANT NOTE**

**All application materials must be submitted electronically through Grants.gov.** Applications materials submitted via other means such as email will **not** be accepted.

**Authorization to submit proposals through [www.Grants.gov](http://www.Grants.gov) is a multi-step process that requires prior successful registration with four separate sites including DUNS, NCAGE, SAM, and [www.Grants.gov](http://www.Grants.gov). Please begin the registration process with each one immediately to ensure that the process is completed well in advance of the deadline for applications.** The entire registration process can require **up to six weeks** for the registration to be validated and confirmed. See *Section D: Submission Requirements* for further details.

**Due to the volume of applicants and inquiries, Public Affairs Section (PAS) does not accept letters of intent, concept papers, or requests for meetings or phone calls prior to application.**

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## A. PROGRAM DESCRIPTION

### **Executive Summary**

The Community Engagement Office (CEO), of the Public Affairs Section (PAS) of the U.S. Embassy in Islamabad of the U.S. Department of State (hereinafter known as “CEO”) is pleased to announce an open competition for assistance awards, contingent on funding availability, through the Public Diplomacy Grants Program.

Under this Notice of Funding Opportunity (NOFO) CEO is seeking proposals for innovative ways to mitigate extremist narratives in Pakistan by engaging communities, promoting conflict resolution and peace-building methodologies. These projects should develop and strengthen partnerships, dispel violent extremist and radical ideologies through education, critical thinking, and structured dialogue to build resilient and empowered communities.

The funds awarded through this NOFO should strengthen local institutions, organizations, and communities to build self-sustaining capacity to implement long-term interventions to reduce violent extremism and ultimately contribute to a peaceful, stable and prosperous Pakistan.

Organizations may submit multiple proposals under this NOFO, but only one proposal per each of the three (3) project areas outlined below. Applicants MUST submit a separate Application Summary Coversheet for each application that clearly outlines under which project area the application is submitted. Applicants who submit one proposal covering more than one (1) project area in that proposal will not be considered for funding. Please note that applicants who do not label their proposal and which project they are applying for may not be considered for funding.

The CEO invites proposals that address one or more of the following three (3) projects with objectives outlined below under each topic sub-section:

**Project 1: Women Building Peace:** Mobilization and expanded engagement of influential women from multiple sectors to promote social cohesion and build resilience against extremist ideologies and behaviors.

**Project 2: Youth as Peace Keepers:** Innovative engagement of youth to develop skills in conflict resolution, peace-building, critical thinking and leadership, through social entrepreneurship and/or use of technology and media.

**Project 3: Building Community on University Campuses:** Assist institutions of higher education to develop and implement policies and programs to reduce radicalization and hate speech on campus, promote peaceful coexistence, and support faculty and students to make campuses more receptive to diversity and inclusion.

### **Public Diplomacy Goals**

CEO’s programs are a key component of U.S. Government Public Diplomacy efforts in Pakistan, creating valuable opportunities for the Mission to engage key audiences, as well as lasting professional, educational, and personal opportunities for Pakistani program

participants. Proposals funded under this NOFO will further the following U.S. Mission to Pakistan's Public Diplomacy goals:

1. Strengthen people-to-people ties between the United States and Pakistan through shared information, experiences, exchanges, and/or expertise.
2. Strengthen civil society and local organizations to build long-term, self-sustaining relationships and institutional linkages between U.S. and Pakistani organizations, including capacity building support for Pakistani organizations.
3. Promote community cohesion through positive messages and inclusive perspectives that increase social tolerance and counter extremist narratives.

More information about the Public Affairs Section (PAS) can be found at:  
<https://pk.usembassy.gov/education-culture/>

### **Project 1: Women Building Peace**

**Background:** Women comprise 52% of Pakistan's population and the role women play in shaping the fabric of society speaks directly to the potential they hold in influencing mindsets and behaviors. However, in the area of preventing violent extremism, historically women have been marginalized or completely excluded despite the unique and powerful role they could play. Women are influential in both formal and informal settings. Their efforts can create positive change in preventing and countering the spread and persuasiveness of extremist ideologies. CEO is looking for innovative proposals to implement an evidence-based project that focuses on mobilizing women as educators and leaders to engage those in their sphere of influence across economic, societal and cultural lines to prevent violent extremism and build peace at the family, community, regional or national level.

**Project Goal:** Engage influential women from multiple sectors to promote social cohesion and contribute actively to reduce extremist elements within communities; while increasing acceptance of women in this role.

**Objective 1:** Increased women's' participation in formal and informal processes of peacebuilding and conflict resolution.

**Objective 2:** Increased coordination and collaboration among men and women in a variety of contexts in responding to violent extremism and conflict.

Project proposals may include the following (and/or propose other) strategies to realize their project objectives:

- Acknowledging and promoting women's right to participate in the advancement of peace and conflict prevention/resolution initiatives.
- Recognizing women as influential decision makers at home and at work, who can take the lead to promote peace and tolerance in their communities.
- Harnessing the media's power to challenge gender stereotypes while generating support for women as peace catalysts using positive role models.
- Engaging adult women from all economic, political and social sectors to address core causes of conflict and intolerance within communities and identify key roles women can and do play in the peace process.

- Recognizing the role men can play in creating opportunities for women and promoting the acceptance of women in roles that further peace narratives.

**Target Audience:** Adult women with circles of influence including but not limited to professionals, mothers, daughters, activists, teachers, religious elders (aalim), politicians as well as men from within the same circles of influence.

**Geographic Scope:** Nationwide. Applicants may apply with proposals covering one or more provinces or regions. Applicants are encouraged to include participants from rural, semi-rural and remote areas as appropriate.

**Award Amount and Duration:** Proposals may be submitted for a project duration of up to two (2) years with an award floor of \$250,000 and ceiling of \$500,000.

### **Monitoring and Evaluation**

Applicants should include a Monitoring and Evaluation (M&E) workbook in their proposal, which addresses the following:

1. Follow the instructions outlined in NOFO Part D, section 2. Completing the suggested, auto-populated workbook in Attachment 3 for “Women Building Peace”. Completing this workbook will constitute a complete M&E submission for the purposes of the NOFO.
2. The Data Collection Methods listed below:
  - a. Demographics: The selected grantee plans to collect demographic information on all participants to include: gender, age range, home district, level of formal education, profession, etc.
  - b. The grantee will include plans to conduct interviews and/or surveys with a representative sample of participants. The selected grantee will work with PAS’s M&E team to determine data collection methods based on their project needs.

### **Project 2. Youth as Peace Keepers**

**Background:** Pakistan has one of the largest youth populations in the world and many of the challenging economic and social conditions that can leave young people alienated from society and vulnerable to extremist recruitment. CEO is looking for applicants to present innovative and effective proposals to implement a project that helps youth become positively involved in their communities. Proposals should focus on helping youth develop critical thinking and leadership abilities to successfully negotiate conflict and foster environments that reject hate speech, violence and extremist attitudes. By 2030, youth will encompass more than 50% of the country’s population. If youth can be mobilized for positive action to build social cohesion, accept religious, cultural and ethnic diversity, and advocate for peace they will become a tremendous influence on the future stability and prosperity of Pakistan.

**Project Goal:** Youth are actively involved in resolving conflict, building social cohesion and fostering peace so that communities are more resilient against extremist ideologies.

**Objective 1:** Enable youth to develop and implement innovative strategies and tools that contribute to more just and peaceful communities.

**Objective 2:** Involve youth in social cohesion and peacebuilding activities and/or campaigns that help their communities be more resilient to extremist ideologies.

Project proposals may include the following (and/or propose other) strategies to realize their project objectives:

- Utilizing new ideas, opportunities and technologies to help solve long-standing problems related to social cohesion, religious and cultural intolerance.
- Using systematic, sustainable entrepreneurial models to create social change.
- Combining traditional strategies to facilitate social change with the use of modern media platforms, art and technology.
- Social entrepreneurship programs that train participants to identify and address problems in their communities.
- Utilize technology and media to engage youth in peace-building activities and initiatives.

**Target Audience:** Youth aged 16-30. Female participation is highly encouraged.

**Geographic Scope:** Nationwide. Applicants may apply with proposals covering one or more provinces or regions. Applicants encouraged to include participants from rural, semi-rural and remote areas as appropriate.

**Award amount and Duration:** Proposals may be submitted for a project duration from a minimum of one (1) year, not to exceed two (2) years with an award floor of \$250,000 and ceiling of \$500,000.

### **Monitoring and Evaluation**

Applicants should include a Monitoring and Evaluation (M&E) workbook in their proposal, which addresses the following:

1. Follow the instructions outlined in NOFO Part D, section 2. Completing the suggested, auto-populated workbook in Attachment 3 for “**Youth as Peace Keepers**”. Completing this workbook will constitute a complete M&E submission for the purposes of the NOFO.
2. The Data Collection Methods listed below:
  - a. Demographics: The selected grantee plans to collect demographic information on all participants to include: gender, age range, home district, level of formal education, profession, etc.
  - b. The grantee will include plans to conduct interviews and/or surveys with a representative sample of participants. The selected grantee will work with PAS’s M&E team to determine data collection methods based on their project needs.

### **Project 3: Building Community on University Campuses**

Recent incidents indicate that violent and or extremist elements exist on both private and public Pakistani university campuses. Relevant authorities have identified the need for a national strategy in promoting peace and security on campuses and for the universities to help their faculty and students address issues that lead to conflict and violence. Students are not a static population on university campuses, so efforts directed only to them may not have a lasting

impact. CEO is looking for applicants to present innovative and effective proposals to implement a project that will engage universities at the institutional level to assist their administration/management to collaborate with faculty and students to develop enduring strategies that prevent and reduce risk of violent extremism on campuses, and foster inclusive, diverse, academic environments that reject hate and violence. Strong proposals will research and adapt evidence-based practices that build resilience against extremist ideology on university campuses in the Pakistan context.

**Project Goal:** University administrations implement evidence-based practices and policies that build harmony and support diversity on their campuses, minimizing the social and cultural divisions that can allow extremist ideology to take hold.

**Objective 1:** University administrations guide and support faculty and students in identifying and addressing conflict on campus through policies and procedures

**Objective 2:** University administrators, faculty and students collaborate on policies and strategies to prevent and resolve conflict on campus and address factors that allow extremist ideology and violence to take place.

Project proposals may include the following (and/or propose other) strategies to realize their project objectives:

- Developing and/or implementing a clear and supportive policy framework for faculty and students to understand how to identify and safely address hate speech, sectarian or other conflicts, and violence when they occur on campus.
- Developing skills of administrators, faculty and students for conflict resolution and mediation and establishing systems that will continue beyond the current cohort of students.
- Facilitating safe expression of ideas by students while exploring and challenging false narratives and malicious incitements to violence.
- Creating opportunities for dialogue and critical thinking; using media, art or sport to reduce tensions between groups on campus.
- Addressing cognitive and behavioral reasons for extremism on campus.

**Target Audience:** Administrators, faculty and students from universities with more than 2,000 registered students.

**Geographic Scope:** Nationwide. Applicants may apply with proposals covering one or more provinces or regions.

**Award amount and Duration:** Proposals may be submitted for a project duration from a minimum of one (1) year, not to exceed two (2) years with an award floor of \$200,000 and ceiling of \$250,000.

### **Monitoring and Evaluation**

Applicants should include a Monitoring and Evaluation (M&E) workbook in their proposal, which addresses the following:

1. Follow the instructions outlined in NOFO Part D, section 2. Completing the suggested, auto-populated workbook in Attachment 3 for “**Building Community on University Campuses**”. Completing this workbook will constitute a complete M&E submission for the purposes of the NOFO.
2. The Data Collection Methods listed below:
  - a. Demographics: The selected grantee plans to collect demographic information on all participants to include: gender, age range, home district, level of formal education, profession, etc.
  - b. The grantee will include plans to conduct interviews and/or surveys with a representative sample of participants. The selected grantee will work with PAS’s M&E team to determine data collection methods based on their project needs.

**All proposals should:**

- clearly identify which one of the project topics listed above will be addressed through proposed activities and how it will address CEO goals;
- clearly specify the audiences to be reached and the geographic locations of program activities with an estimate of the number of people reached;
- demonstrate organizational capacity for implementation of the proposed activities on ground including accessing grassroots communities, seeking approvals from concerned authorities, and development of networks;
- have a system in place for capturing information and securing participant/beneficiary details for post program continued engagement (the proposals must also lay out how the organization intends to engage project beneficiaries in future);
- describe how elements of the project will have a multiplier effect or be sustainable beyond the life of the grant;
- include a traditional and/or social media plan for promotion of activities and outcomes targeting larger communities;
- demonstrate competency to manage all financial and oversight aspects of the project, including participant costs and transparent arrangements of sub-grant relationships with partner organizations, if applicable;
- include a detailed M&E plan enumerating specific outputs and outcomes to be achieved during and/or by the end of the grant period including:
  1. Baseline for measuring project impact
  2. Mid-term and End line review
  3. Project evaluation and impact report (*may include Third Party Evaluation*)
- clearly identify implementation methodology that may include one or more of the following (organizations may suggest alternative implementation methodology):
  1. **Counter Narrative:** Dispel the narratives of extremist groups that incite violence and provide alternative narratives.
  2. **Capacity Building:** Increase capacity within communities to prevent and reduce violent extremism with an emphasis on vulnerable population groups.
  3. **Preventative Outreach:** Provide positive alternatives to ordinary citizens – especially younger Pakistanis – susceptible to recruitment into violent extremism.
  4. **Relationship and Trust Building:** Engage communities across dividing lines to strengthen ties and dissipate misconceptions within population sub-groups.

The Public Affairs Section will not support the following activities or expenses under this funding opportunity:

- The purchase of space or buildings in support of program activities;
- Development projects;
- Construction projects;
- Individual travel to conferences;
- Scholarships to support educational opportunities or study for individuals\*;
- Completion of activities begun with other funds;
- Fundraising or fund development projects;
- Projects that are inherently political in nature or that contain the appearance of partisanship/support to an individual or single party in electoral campaigns;
- Political party or lobbying activities in support of political parties;
- Projects that support specific religious activities;
- Cash prizes for competitions.

\*Individuals interested in educational exchange or study opportunities in the United States should visit the United States Educational Foundation in Pakistan website at: <http://www.usefpakistan.org/> for more information on available programs.

### **Proposal Applications**

Organizations may submit multiple proposals, but only one proposal under each project outlined below will be accepted. Applicants **MUST** submit a separate Application Summary Coversheet for each application that clearly outlines for which topic the application is submitted. Applicants who submit one proposal covering more than one project will not be considered for funding. Please note that applicants who do not label their proposal clearly may not be considered for funding.

### **B. FEDERAL AWARD INFORMATION**

#### **Anticipated Award Amounts:**

Project 1: The award floor is \$250,000; the award ceiling is \$500,000

Project 2: The award floor is \$250,000; the award ceiling is \$500,000

Project 3: The award floor is \$200,000; the award ceiling is \$250,000

The Public Affairs Section of the U.S. Embassy in Islamabad reserves the right to award less or more than the amount of funds described in the absence of worthy applications or under such other circumstances as they may deem to be in the best interest of the U.S. government.

**Project and Budget Periods:** Grant projects generally must be completed within the specified duration. The Public Affairs Section will consider applications for continuation grants funded under these awards on a noncompetitive basis, subject to availability of funds, satisfactory progress of the program, and a determination that continued funding would be in the best interest of the U.S. Department of State.

## C. ELIGIBILITY INFORMATION

### **Eligible Applicants**

Submissions are encouraged from **U.S. and Pakistani** registered not-for-profit, civil society/non-governmental organizations, for-profit organizations, and educational institutions with relevant programming experience. Any relevant experience should be documented in the organization's proposal. Organizations must provide proof of registration and non-profit status with their proposal application. **U.S.-based organizations should submit a copy of their IRS determination letter. Pakistan-based organizations should submit a copy of their certificate of registration from the appropriate government organization.**

**Cost Sharing:** Cost sharing or matching is not required for this funding opportunity.

### **Other Eligibility Requirements**

Three different projects are described in this NOFO. Organizations may submit a proposal for each project, but no more than one proposal per project. Any organization that submits more than one proposal per project will be considered ineligible for funding.

In order to be eligible to receive an award, all organizations must have a Data Universal Numbering System (DUNS) number from Dun & Bradstreet. Applicants must also have a valid registration on [www.SAM.gov](http://www.SAM.gov). Please see Section D for information on how to obtain these registrations.

Previous federal award recipients who are not/were not in compliance with the terms of their financial and program reporting requirements are ineligible to apply. It is the applicant's responsibility to ensure they are in compliance with all applicable terms, conditions, and Office of Management and Budget guidance and requirements. Those organizations found to be in non-compliance may be found ineligible for funding or designated high risk if selected for funding.

## D. APPLICATION AND SUBMISSION INFORMATION

### **Technical Requirements**

*Please follow all instructions below carefully. Proposals that do not meet the requirements of this announcement or fail to comply with the stated requirements will be ineligible.*

#### Content and Form of Application Submission

Please ensure:

1. The proposal clearly addresses the goals and objectives of this funding opportunity.
2. All documents are in English
3. All budgets are in U.S. dollars
4. All pages are numbered
5. All documents are formatted to 8 ½ x 11 paper; and
6. All Microsoft Word documents are single-spaced, 12 point Times New Roman font, with a minimum of 1-inch margins
7. All applicant authorized signatures are provided where indicated on the various, required forms

When submitting a proposal, applicants are required to include the following documents and information, as applicable:

### **Section 1– Organization Information**

**A. Application Summary Coversheet:** Applicants must complete and submit the form provided (Attachment 1).

**B. Applicant Organizational Information Sheet:** Applicants must complete and submit the form provided (Attachment 2). An authorized signature by the applicant must be provided on this form.

**C. A copy of the organization’s registration** should be provided with the proposal application. U.S.-based organizations should submit a copy of their IRS determination letter. Pakistan-based organizations should submit a copy of their certificate of registration from the appropriate government organization.

**Section 2 – Technical Proposal:** Applicants must submit a complete narrative proposal in a format of your choice. The proposal shall not exceed twelve (12) pages. Refer to the evaluation criteria in Section E below for further detail about what makes a strong proposal. All proposals must address the following areas:

- Organizational Description and Capacity
- Project Justification, Sustainability, and Impact
- Project Goals, Objectives and Activities
- Implementation Timeline
- Security (see note below)
- Monitoring and Evaluation

### **Security**

The safety and security of all participants and activities under this project are the sole responsibility of the award recipient. Due to the security climate in Pakistan, we require all proposals to include a security package to accompany appropriate programmatic elements within their proposal. The security package must include, but is not limited to, secure transportation, lodging, and emergency accountability and evacuation for any non-Pakistani personnel living or working in Pakistan, as well as a copy of your organization’s security operational procedures for high-risk environments. Reasonable costs for necessary security are allowable expenses and should be included in the proposed budget. If a security company is engaged and funded under the award, it must be registered by the Government of Pakistan to operate in Pakistan. We also require award recipients to notify the Public Affairs Section in advance when U.S. citizens are traveling to Pakistan.

U.S. citizens who travel to Pakistan are encouraged to enroll in the Department of State's Smart Traveler Enrollment Program (STEP) available at: <https://step.state.gov/step/>. Enrollment enables citizens to receive security-related messages from the Embassy and makes it easier for us to locate you in an emergency. The Embassy also recommends that all travelers review the State Department's travel website at [travel.state.gov](http://travel.state.gov) for the Worldwide Caution, Travel Warnings, Travel Alerts, and Pakistan Country Specific Information.

### **Monitoring & Evaluation Workbook:**

Proposals must include a Monitoring and Evaluation (M&E) workbook. Attachment 3 of this funding opportunity contains a preferred template that may be used to fulfill this requirement. The M&E workbook describes how applicants intend to measure and demonstrate progress towards the project's objectives and goals.

An M&E workbook should include the following components:

**1. Monitoring and Evaluation Narrative:** Applicants should describe how they intend to monitor and evaluate the activities of their award and collect data that tracks award performance. For more information, please see the example in Attachment 3.1.

**2. Monitoring and Evaluation Outline** At minimum, the applicant must include their proposed activities and their expected outputs and outcomes as well as the goals and objectives as written in the NOFO (please see Attachment 3). The outline's purpose is to explicitly illustrate how a project's activities lead to tangible results (such as increased beneficiary skills, knowledge, or attitudes) that ultimately address a PAS objective. For more information, please see the example in Attachment 3.1 and a list of definitions in Attachment 3.2.

The selected applicant(s) will be required to submit a Monitoring and Evaluation (M&E) plan before an award is signed. An M&E plan will require qualitative and/or quantitative indicators that measure the outputs, outcomes, and objectives the applicant expects to achieve. The proposed M&E plan is subject to PAS review and approval prior to finalizing the award. The selected applicant will be required to work with PAS Monitoring and Evaluation Specialists to ensure the M&E plan meets PAS objectives.

### **Section 3 – Budget**

**A. Budget and Budget Detail:** Applicants must submit a detailed budget and budget narrative justification utilizing the template provided with the funding opportunity (Attachment 4). Line item expenditures should be listed in the greatest possible detail. Personnel salaries should include the level of effort and the rate of pay, which should cover the percentage of time each staff member will dedicate to grant-based activities. Budgets that are not in the provided format will not be considered. **Budgets shall be submitted in U.S. dollars** and final grant agreements will be conducted in U.S. dollars.

**B. Audit Requirements:** Please note the audit requirements for Department of State awards in the Standard Terms and Conditions <https://www.state.gov/m/a/ope/index.htm> and 2CFR200, Subpart F – Audit Requirements. The cost of the required audits may be charged either as an allowable direct cost to the award OR included in the organization's established indirect costs in the award's detailed budget.

**C. Visa Fees:** Include all visa application and related fees in your budget as applicable. Please note DS-2019s for post-funded programs must be submitted directly by the award recipient. If you anticipate your program will include the DS-2019 visa processing, your organization must be a registered Designated Sponsoring Organization. For more information go to: <https://j1visa.state.gov/sponsors/become-a-sponsor/>

## **Section 4 – Key Personnel and Project Partners**

**A. Key Personnel** – A résumé, not to exceed 1 page in length, must be included for the proposed key staff persons, such as the Project Director and Finance Officer, as well as any speakers or trainers (if applicable). If an individual for this type of position has not been identified, the applicant may submit a 1-page position description, identifying the qualifications and skills required for that position, in lieu of a résumé.

**B. Project Partners** – letters of support should be included for sub-recipients or other partners. The letters must identify the type of relationship to be entered into (formal or informal), the roles and responsibilities of each partner in relation to the proposed project activities, and the expected result of the partnership. The individual letters cannot exceed 1 page in length.

**Section 5 – Standard Forms 424 – (SF-424 Family) Application for Federal Assistance, 424A Budget Information – Non-Construction, and SF424B Assurances – Non-Construction** (all are located in Attachment 5), which are available, along with guidance for completing these forms, at: <http://www.grants.gov/web/grants/forms.html> under the heading, “SF-424 Family”. The SF424B is required only for those applicants who have not registered in SAM.gov or recertified their registration in SAM.gov since February 2, 2019 and completed the online representations and certifications. An authorized signature by the applicant must be provided on this form.

### **Please note:**

1. Other items NOT required/requested for submission, but which *may* be requested if your application is approved for funding include:
  - a. Copies of an organization or program audit within the last two (2) years
  - b. Copies of relevant human resources, financial, or procurement policies
  - c. Copies of other relevant organizational policies or documentation that would help the Department determine your organization’s capacity to manage a federal grant award overseas.
2. The Embassy reserves the right to request any additional programmatic and/or financial information regarding the proposal.

Applications are accepted in English only, and final grant agreements will be concluded in English.

### **Application Deadline**

Applications may be submitted for consideration at any time before the closing date of this opportunity, however, all submission must be received by **June 4, 2019 at 11:59 p.m.** U.S. Eastern Daylight Time. For the purposes of determining if an award is submitted on time, officials will utilize the time-stamp provided by Grants.gov.

This deadline is firm. If organizations fail to meet the deadline noted above, their application will not be considered for funding and will be considered ineligible.

### **Submission Requirements**

**Applicants must submit all application materials electronically through Grants.gov.**

Authorization to submit proposals through [www.Grants.gov](http://www.Grants.gov) is a multi-step process that requires prior successful registration with DUNS, NCAGE, SAM, and [www.Grants.gov](http://www.Grants.gov). Please begin the registration process immediately to ensure that the process is completed well in advance of the deadline for applications. The entire registration process can require **up to six weeks** for the registration to be validated and confirmed.

- Thorough instructions on the application process are available at <https://eportal.nspa.nato.int/AC135Public/Docs/US%20Instructions%20for%20NSPA%20NCAGE.pdf> for the DUNS number application, NCAGE number application, and registration with SAM and at
- <http://www.grants.gov/web/grants/applicants/organization-registration.html> for registration with [www.grants.gov](http://www.grants.gov) as an Authorized Organization Representative (AOR). For questions relating to Grants.gov, please call the Grants.gov Contact Center at 1-800-518-4726.

Please note: Only [www.grants.gov](http://www.grants.gov), DUNS, NCAGE, and SAM can assist with technical questions or problems applicants may experience during the registration process. Please refer to the contact information for these organizations listed in Section G of this NOFO and on the organization registration page of [www.grants.gov](http://www.grants.gov).

Organizations must obtain the following:

- UEI (DUNS)
- NCAGE code
- SAM registration, and
- AOR (Authorized Organization Representative) registration on [www.Grants.gov](http://www.Grants.gov)

### **Step 1:**

Apply for an UEI (DUNS) and an NCAGE number (these can be completed simultaneously)

Step 1a:

UEI (DUNS) application: Organizations must have a Data Universal Numbering System (DUNS) number from Dun & Bradstreet, if your organization does not have one already, you may obtain one by calling 1-866-705-5711 or visiting

<http://fedgov.dnb.com/webform/displayHomePage.do;jsessionid=81407B1F03F2BDB123DD47D19158B75F>.

<http://fedgov.dnb.com/webform>

Step 1b:

NCAGE application: Application page here (but need to click magnifying glass and then scroll down to click new registration)

<https://eportal.nspa.nato.int/AC135Public/scage/CageList.aspx>

Instructions for the NCAGE application process:

<https://eportal.nspa.nato.int/AC135Public/Docs/US%20Instructions%20for%20NSPA%20NCAGE.pdf>

For help from within the U.S., call 1-888-227-2423

For help from outside the U.S., call 1-269-961-7766

Email [NCAGE@dlis.dla.mil](mailto:NCAGE@dlis.dla.mil) for any problems in getting an NCAGE code. After receiving the NCAGE Code, proceed to register in SAM by logging onto: <https://www.sam.gov/>

**Step 2:**

Once DUNS and NCAGE are obtained, continue to SAM registration. [www.SAM.gov](http://www.SAM.gov)

**Step 3:**

Once SAM registration is confirmed, continue to Grants.gov organization registration <http://www.grants.gov/web/grants/applicants/organization-registration.html> organizations must maintain an active SAM registration ([www.SAM.gov](http://www.SAM.gov)) with current information at all times during which they have an active Federal award or an application under consideration by a Federal awarding agency. SAM registration must be renewed annually.

**How to Submit an Application via Grants.gov**

Grants.gov applicants can apply online using Workspace. Workspace is a shared, online environment where members of a grant team may simultaneously access and edit different webforms within an application. For each funding opportunity announcement (FOA), you can create individual instances of a workspace.

For access to complete instructions on how to apply for opportunities, refer to <https://www.grants.gov/web/grants/applicants/apply-for-grants.html>

NOTE: Visit the Adobe Software Compatibility page on Grants.gov to download the appropriate version of the software at: <https://www.grants.gov/web/grants/applicants/adobe-software-compatibility.html>

**Special Characters in Submissions**

Grants.gov does not accept all UTF-8 special characters in file attachment names. Applicants are able to enter all special characters from the UTF-8 character set when submitting applications and information to Grants.gov. However, if the grantor's system is not yet compatible with these special characters, the grantor system may produce garbled or missing text in the application. As a result, the application may be rejected.

Review the application instructions provided by the award-making agency for their attachment restrictions. You should also review the instructions on the form you are completing. If there are no special restrictions for file names identified by the agency or in the form, then the file name restrictions are as follows:

- Please limit file names to 50 or fewer characters
- Do not attach any documents with the same name. All attachments should have a unique name.
- Please use only the following UTF-8 characters when naming your attachments: A-Z, a-z, 0-9, underscore, hyphen, space, period, parenthesis, curly braces, square brackets, ampersand, tilde, exclamation point, comma, semi colon, apostrophe, at sign, number sign, dollar sign, percent sign, plus sign, and equal sign. Attachments that do not follow this rule may cause the entire application to be rejected or cause issues during processing.

## **Risk Analysis Management**

To qualify for final consideration, certain applicants must undertake the Risk Analysis Management (RAM) vetting process by providing Risk Analysis Information (RAI) about their “key individuals” (i.e., individuals with the ability to control applicant organizations’ funds), including “key individuals” from selected sub-recipients. **Please note: these individuals could be different from the key personnel listed in the section 4 of required documents.** The purpose of vetting potential contractors and grantees is to reduce the risk that foreign assistance funding is provided to terrorists or their supporters. **Potential grantees will be notified separately if RAI is required.** Applicants submit key individuals’ RAI by completing the Risk Analysis Information Form, DS-4184, through the secure web portal at <https://ramportal.state.gov>. The DS-4184 requests the following RAI for each key individual: Full Name; Aliases; Gender; Birth Place; Birthdate; Home/Work Addresses; Phone Numbers; Employer; Professional Title; Email Addresses; Skype ID (if included, email address is also required); Numbers from All Official IDs (e.g., passports, ID cards, etc.); Nationalities; and Social Security Number (if U.S. person). Questions about the DS-4184 form may be emailed to [RAM@state.gov](mailto:RAM@state.gov). Failure to submit information when requested, or failure to pass vetting, may be grounds for rejecting your proposal.

Given the volume of applications, review may take up to 90 days, and we are unable to individually confirm receipt of proposals.

## **Address to Request Application Package**

This funding opportunity and any amendments can be found at [www.Grants.gov](http://www.Grants.gov) (search by Opportunity Number). If you require special accommodation to access any information contained in this announcement, please contact Pakistan Grants Team at [PakistanGrants@state.gov](mailto:PakistanGrants@state.gov).

## **E. REVIEW AND SELECTION PROCESS**

Each technically eligible application submitted under this announcement will be evaluated and rated on the basis of the criteria detailed below. The criteria are designed to assess the quality of the proposed project, and to determine the likelihood of its success. The criteria are closely related and are considered as a whole in judging the overall quality of an application.

Applications will be reviewed on the basis of their fullness, coherence, clarity, and attention to detail.

Past performance on grants awarded by the U.S. Department of State, other United States government, or international donor agencies may also be considered. The proposal submitted by your organization should comply with the requirements of 2 CFR 200 relevant to your organization and the activities of your proposal.

PAS reviews all proposals for eligibility. Eligible proposals will be subject to compliance of Federal and Public Diplomacy regulations and guidelines and may also be reviewed by the Office of the Legal Adviser or by other Department elements. Final technical authority for assistance awards resides with the Department’s Grants Division A/OPE.

All submissions are screened for technical eligibility. If a submission is missing any required forms/documents listed in section D, it will be considered ineligible and will not be reviewed by the grants review committee.

Proposals will be approved based on an evaluation of how the proposal meets the solicitation review criteria, U.S. foreign policy objectives, the priority needs of the Public Affairs Section, and availability of funding. A Grants Review Committee will evaluate all technically eligible proposals. Review criteria will include:

**1. Project Justification, Sustainability, and Impact on U.S. Public Diplomacy Goals** (30 points) – The project is likely to provide maximum impact in furthering the broader U.S. Public Diplomacy policy goals. The proposal contains a compelling justification that demonstrates an in-depth understanding of the environment in Pakistan and cites specific factors creating/influencing the need for the proposed project. The proposal has a sound theory of change to address the stated need. Elements of the project will have a multiplier effect and be sustainable beyond the life of the grant. A good multiplier effect may include but is not limited to, plans to build lasting networks for direct and indirect beneficiaries, follow-on training and mentoring, and continued use of project deliverables. Sustainability may include demonstrating capacity-building results, a plan to generate revenue, or interest and support from the private sector.

**2. Planning and Feasibility** (20 points) – The project plan is well developed, with sufficient detail about how activities will be carried out. The proposal specifies target audiences, participant recruitment, and geographic areas of implementation. The proposal outlines clear, achievable objectives. The proposal includes a reasonable implementation timeline. The project scope is appropriate and clearly defined.

**3. Organization's Record and Capacity** (15 points) – The organization has expertise in the subject area and demonstrates the ability to perform the proposed activities. The organization demonstrates capacity for successful planning and responsible fiscal management. Applicants who have received grant funds previously have been compliant with applicable rules and regulations. Where partners are described, the applicant details each partner's respective role and provides curriculum vitae (CVs) for persons responsible for the project and financial administration. Proposed personnel, institutional resources, and partners are adequate and appropriate.

**4. Cost-Effectiveness** (20 points) – The budget and narrative justification are sufficiently detailed. Costs are reasonable in relation to the proposed activities and anticipated results. The budget is realistic, accounting for all necessary expenses to achieve proposed activities. The results and proposed outcomes justify the total cost of the project. Budget items are reasonable, allowable, and allocable.

**5. Monitoring and Evaluation** (15 points) – The use of an Grantee M&E workbook (such as Attachment 3) is required to receive points in this category. Projects should demonstrate the capacity for engaging in performance management. Expenses directly associated with monitoring and evaluation are considered allowable.

## F. FEDERAL AWARD ADMINISTRATION INFORMATION

### **Federal Award Notices**

The successful applicant 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 notice of Federal award signed by the grants officer (or equivalent) is the authorizing document. It shall be written, signed, awarded, and administered by the Grants Officer. 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 Grants Officer. Organizations whose applications will not be funded will also be notified via email.

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 proposals. Further, the U.S. government reserves the right to reject any or all proposals received. The U.S. government also reserves the right to make an award in excess of the award ceiling.

### **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.

**Evaluation:** In line with the Department of State's Evaluation Policy, the U.S. Embassy Islamabad Public Affairs Section may include this award in its program evaluation efforts. When applicable and feasible, the Recipient shall cooperate with the Grants Officer (GO), Grants Officer

Representative (GOR), and Monitoring, Evaluation, and Learning Specialists (MEL) requests to contribute data on specific performance measures and indicators; consider GO and GOR input on design and methodology of Recipient-led evaluation efforts; provide any evaluation reports produced under the award to the GO and GOR for review; incorporate the project into any third-party evaluations that PAS may initiate.

**Reporting Requirements:** Recipients are required to submit quarterly (calendar year) program progress and financial reports throughout the project period. Progress and financial reports 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 (January 1 – March 31): Report due by April 30

Second Quarter (April 1 – June 30): Report due by July 30

Third Quarter (July 1 – September 30): Report due by October 30

Fourth Quarter (October 1 – December 31): Report due by January 30

All reports are to be submitted electronically.

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.

The Awardee must also provide the Embassy on an annual basis an inventory of all the U.S. government provided equipment using the SF428 form.

## G. FEDERAL AWARDING AGENCY CONTACTS

Questions regarding the administrative and programmatic aspects of this funding opportunity may be directed to [Pakistan Grants Team at PakistanGrants@state.gov](mailto:PakistanGrants@state.gov). For questions relating to Grants.gov, please call the Grants.gov Contact Center at 1-800-518-4726. To inquire about the process for obtaining a Negotiated Indirect Cost Rate Agreement (NICRA) contact Donald Hunter at [HunterDS@state.gov](mailto:HunterDS@state.gov).

## H. OTHER INFORMATION

### **Disclaimers**

The Federal government is not obligated to make any Federal award as a result of the announcement. 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 proposals. Further, the U.S. government reserves the right to reject any or all proposals received. The U.S. government also reserves the right to make an award in excess of the award ceiling.

If a proposal is funded, the Department of State has no obligation to provide any additional future funding in connection with the award. Renewal of an award to increase funding or extend the period of performance is at the total discretion of the Department of State.

This NOFO is subject to funds availability. Awards may be granted only if appropriated funds are allocated to the United States Embassy in Islamabad by Department of State central budget authorities.

**Copyrights and Proprietary Information**

If any of the information contained in your application is proprietary, please note in the footer of the appropriate pages that the information is Confidential – Proprietary. Applicants should also note what parts of the application, program, concept, etc. are covered by copyright(s), trademark(s), or any other intellectual property rights and provide copies of the relevant documentation to support these copyrights