

**U.S. Department of State
Bureau of Near Eastern Affairs
Office of Assistance Coordination**

Catalog of Federal Domestic Assistance (CFDA) Number: 19.601

**Improving Community Security and Access to Justice in Syria
Opportunity Number: SFOP0006282**

Key Information:

Announcement Type:	New
Date Opened:	11/19/2019
Deadline for Questions:	12/6/2019
Application Deadline:	1/24/2020
Expected Date of Notification:	3/24/2020
Federal Agency Contact:	NEA-Grants@state.gov

Funding Opportunity Synopsis

The purpose of this notice of funding opportunity (NOFO) is to advance the following U.S. government policy objectives in Syria:

- Ensure the enduring defeat of ISIS and empower local communities to resist the encroachment of Iranian proxies by enabling the provision of community security in areas liberated from ISIS; and,
- Achieve a political solution to the Syrian conflict under the auspices of United Nations Security Council Resolution (UNSCR) 2254.

The Bureau of Near Eastern Affairs, Office of Assistance Coordination (NEA/AC), will support the following assistance objectives to advance these policy objectives:

- Support the enduring defeat of ISIS by enabling the provision of community security in liberated areas; and
- Advance a political solution to the Syrian conflict under the auspices of UNSCR 2254 by addressing security and justice issues that are among major drivers of the conflict.

NEA/AC seeks proposals to carry out targeted assistance projects to empower civilian security providers in northeast Syria to deliver security services to their communities, in partnership with local stakeholders, civil society organizations (CSOs), and local governance entities. This will improve security in local communities, including for religious and ethnic minorities, help local Syrians effectively manage areas under their control, and expand space for political, social, and economic activity.

NEA/AC also seeks proposals to assess the legal and judicial structure of Syria, to lay the foundation for future assistance to reform of the Syrian justice system. Although NEA/AC assesses that opportunities to support Syrian's access to justice are limited at this time, it requests that proposals provide options to deliver such programming, if the opportunity arises.

Applicants may elect to submit proposals to address one or more of the assistance objectives above.

Eligible Countries and Territories:

In this announcement, NEA/AC seeks to support projects in Syria. Please note: Applications that focus on activities in countries and territories other than those listed will NOT be considered.

All applications must be submitted in English. Applicants may submit only one application per organization. Complete information on how applicants can submit proposals for this opportunity can be found in Section VI below.

Background Information about NEA/AC: NEA/AC offers assistance to groups and individuals working in Middle East and North Africa (MENA). NEA/AC works in 20 countries and territories, partnering with governments, CSOs, community leaders, youth and women activists, and the private sector to advance their efforts. NEA/AC funds competitively-selected

projects to foster participatory governance, economic reform, and educational advancement in response to local interest and needs.

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I. FUNDING OPPORTUNITY DESCRIPTION

NEA/AC seeks proposals for targeted assistance projects to empower civilian security providers to deliver security services to their communities, in partnership with local stakeholders, CSOs, and local governance institutions. This will improve security, help local Syrians hold and consolidate areas under their control, and expand space for political, social, and economic activity. NEA/AC also seeks proposals to assess the legal and judicial structure of Syria. This would lay the foundation for future assistance to reform the Syrian justice system, once irreversible and substantive progress toward a political transition that represents the will of the Syrian people, in line with UNSCR 2254. Although NEA/AC assesses that opportunities to support Syrians access to justice are limited at this time, it requests that proposals provide options to deliver such programming if the opportunity arises.

All award activities will be coordinated through USG assistance platforms, particularly the Syria Transition Assistance Response Team (START) in Turkey. Applicants must describe how their proposal does not conflict with ongoing civilian assistance efforts implemented by other United States Government (USG) entities and international donors. Each applicant must present a plan describing how activities will be flexible and responsive to evolving requirements. Applicants should consider the context of Syria's dynamic and challenging operating environment in their proposals, especially in terms of program implementation and monitoring. Applicants must demonstrate the ability to conduct baseline and needs assessments of potential Syrian beneficiaries. The award mechanism will be a cooperative agreement, with substantial involvement from NEA/AC in the grantee's implementation of this program. As such, NEA/AC Washington, DC and field-based staff will work closely with the grantee and provide direction regarding selection of beneficiary organizations and scope of programming, as well as on reporting and reporting requirements.

Applicants must have experience implementing programs in conflict environments. Experience working in Syria is strongly preferred. Applicants should demonstrate they can secure all necessary legal paperwork and German government permissions to manage activities out of Berlin, Germany where other USG Syria stabilization implementing partners are based. Likewise, applicants should demonstrate an understanding of legal requirements and Turkish government permissions to manage activities out of Turkey, should the need to do so arise during the course of the award. Applicants must demonstrate their ability to deliver cash into Syria, provide technical assistance and training inside of Syria, manage stabilization programs in complex environments, produce analytical research on conflict dynamics, and manage monitoring and evaluation.

PROBLEM STATEMENT

During decades of authoritarian rule, both the Assad regime used state security services and the criminal justice system to oppress the Syrian people. Human rights abuses perpetrated by this system prompted the 2011 popular uprising against the regime. Eight years of brutal conflict have exacerbated this problem. In some areas outside the Assad regime's control, the criminal justice system has fractured; in others, it has been co-opted by extremist groups, who have become the primary provider of security and justice services. These issues continue to be a

driver of conflict, a source of instability, a factor in the growth of extremism, and an obstacle to a negotiated settlement of the conflict.

Currently the security and justice environment varies widely within Syria:

- 1) *Security in northeast Syria:* In areas of Hasakeh, Raqqa, and Deir ez-Zor governorates liberated from ISIS, the Syrian Democratic Forces (SDF) have established internal security forces that function as a hold force and provide the basic security required following the completion of major combat operations. ISIS sleeper cells, efforts by the Assad regime and its allies to destabilize the security situation, interference by regional powers, ethnic and tribal grievances, common and organized crime, and corruption all present significant impediments to stability. To consolidate military gains made by the campaign to defeat ISIS and stabilize liberated communities, arrangements for community security must serve, and be supported by, the population. Addressing this problem will require a community-driven approach to addressing security concerns, including the particular concerns of women, IDPs, youth, and religious and ethnic minorities.

NEA/AC launched a pilot community security program in Raqqa in October of 2018. It has three overlapping lines of effort: 1) security-focused community engagement; 2) building the capacity of civilian entities to exercise oversight of internal security forces; and, 3) assistance to develop the capacity of community security providers to deliver services in line with the principles of community policing. The program has funded activities to enhance community security, such as the rehabilitation of street lights, in which civil society organization, local governance entities, and internal security forces worked with the community to identify security concerns and design and implement responses to those concerns. The pilot also provided training and equipment to the Raqqa Internal Security Force (RISF) to develop the organization's capacity to deliver security services in line with the principles of community policing. The pilot is also exploring interventions in Deir ez-Zor governorate.

- 2) *Security in northwest Syria:* The security environment in areas of Idlib and Aleppo governorates outside of regime control varies widely. The al-Qaeda affiliated Hay'at Tahrir al-Sham (HTS) consolidated control over much of the security sector in late 2018. Turkey, and the armed Syrian groups it supports, exercise considerable influence in northern Aleppo. From 2013 to 2018, the U.S. State Department supported a multi-donor program to deliver security projects in opposition-controlled areas of northwest and southwest Syria. In the northwest, the program worked with the Free Syrian Police to deliver community-policing services and to enhance police responsiveness to civilian authorities. The Free Syrian Police announced their dissolution as an organization when HTS consolidated power in 2018.
- 3) *Justice in Areas Outside of Regime Control:* The criminal justice system is similarly fractured throughout Syria. In areas controlled by the SDF, a court system largely based on Syrian law (with significant modifications to procedure and substantive law) is administered by the Autonomous Administration. To date, policy considerations have

limited State Department interaction with this system to diplomatic engagements with judicial officials. In areas of Idlib controlled by HTS, the terrorist organization also controls the administration of justice. NEA has not funded programming in the justice sector to date due to policy concerns, including the risk of human rights abuses, and the risk of diversion to foreign terrorist organizations.

PROJECT DESIGN:

NEA/AC invites proposals for projects that would support community security and assess the Syrian judicial system. Applicants may submit proposals that address one or more of the topic areas described below.

Successful proposals should demonstrate experience managing programs in conflict environments relevant to the topic of the proposal. Proposals should also demonstrate that the project staff will have adequate subject matter expertise in the appropriate field. Further, proposals should demonstrate ability to recruit Syrian staff with relevant expertise. Experience implementing projects in Syria is preferred.

Proposals should describe a clear theory of change integrating all project objectives into a project that advances U.S. Syria assistance objectives and complements related programs. Applicants should also articulate approaches to identify appropriate partners and relevant activities to advance project objectives. Proposals should explain a logical approach to delivering organizational capacity-building support to community security providers, local governance bodies, and civil society entities based in Syria, consistent with U.S. assistance objectives. NEA/AC welcomes evidence-based approaches to achieving project objectives.

NEA/AC requires that all activities incorporate gender considerations, ensuring that both men and women benefit from support and that gender awareness is built into all project activities. This should be documented by a gender analysis that identifies relevant gender gaps and ways project activities will address those gaps. Proposals should also address the security needs of vulnerable populations such as youth, women, ethnic and religious minorities, and internally displaced populations. Specifically, applicants should address how the project design will analyze and address in a systematic fashion the specific security needs of women, youth and other marginalized populations through community engagement and community policing. Proposals should demonstrate how addressing the needs of these vulnerable groups will enhance the program's goals and objectives.

NEA/AC seeks applications which focus on one or more of the following areas:

I.) Community Security:

NEA/AC seeks applications for community security activities that support U.S. policy objectives. Proposals should demonstrate flexibility to respond to the fluid environment in Syria. Applicants should draw from best practices, and propose innovative approaches, to address community security needs, and engage and communicate with the community served.

Proposals should demonstrate applicant's experience designing and implementing community security programs in conflict environments. This should include, but is not limited to, experience managing programs that: 1) build the capacity of local civilian security forces to deliver services in line with the principles of community policing; 2) build the capacity of local governance institutions to fulfill their public safety and security-related responsibilities; and, 3) enable communities to address their public safety, law enforcement, and security needs.

- ***Northeast Syria:*** Successful proposals will build on and advance ongoing USG work with civilian security forces, local governance entities, and CSOs to improve security in areas liberated from ISIS. Proposals for NE Syria should address:
 - *Community Policing:* An explanation, inclusive of a comprehensive plan, of how the project would develop the capacity of internal security forces, and/or other community security providers, to deliver policing services to the whole population, inclusive of women, youth, religious and ethnic minorities, and IDPs, in line with the principles of community policing. This should include, but is not limited to:
 - Technical assistance, such as training on the principles and practices of community policing, coaching or mentoring leaders, and assistance with strategic planning;
 - Material support, such as the provision of equipment or financial assistance;
 - Assistance that improves organizational capacity, structure and effectiveness.
 - Mentoring activities that enhance officers' ability to apply the community policing skills gained in training.
 - *Civilian Governance & Internal Security:* Applicants should explain how the project will build the capacity of local governance bodies to fulfill their responsibilities regarding the provision of security to local communities. This should include, but is not limited to:
 - Developing the capacity of these entities to work with communities to identify local security issues and design and implement responses to them;
 - Assistance to develop the capacity of civilian entities to provide oversight to internal security forces;
 - Activities designed to increase the responsiveness and accountability of entities responsible for providing security to communities;
 - Activities designed to foster productive relationships between local governance entities, community security providers, and CSOs.
 - *Community Focused Security Activities:* The proposal should explain how the applicant will work with local communities to address security issues. This may include, but is not limited, to:
 - Community-focused security engagement projects that enable the population to work with authorities to identify community security priorities and design and implement responses to them;
 - Activities designed to strengthen the linkages between key stakeholders responsible for security and local communities;
 - Activities to address community grievances, mitigate local conflict, and

counter extremism.

- Activities to enhance security providers' ability to engage in community outreach on their role and the services they provide, inclusive of underserved populations. ***Areas Outside Northeast Syria Not Controlled by the Regime:*** At this time NEA assesses that there are no opportunities for assistance to support community security activities outside of northeast Syria. Given the fluid nature of the conflict, NEA requests proposals that demonstrate the flexibility to respond to future openings in the security environment outside northeast Syria in areas not controlled by the Assad regime. Proposals addressing areas outside the northeast should explain the scenario in which programming could be implemented, opportunities and risks associated with implementing community security programming in these areas, and an explanation of how the program would establish the capability to respond to them.

II.) Assessment of Syrian Judicial System:

NEA/AC seeks activities that would analyze the existing Syrian legal and judicial framework. This analysis should lay the foundation for future reform of the Syrian justice system pending demonstrated progress implementing UNSCR 2254.

Applicants should demonstrate that they have experience and relevant subject matter expertise to design and implement assessments of legal and judicial frameworks in conflict environments.

Applicants addressing this area may include, but are not limited to, the following activities:

- Assessing the existing Syrian legal code;
- Recommending specific reforms of that legal code;
- Assessing the legal structure governing the provision of security and recommending reforms;
- Analyzing judicial service delivery in areas controlled, and not controlled, by the Syrian regime; and
- Recommending programs that could increase Syrians access to justice.

While NEA/AC does not anticipate funding activities to support access to justice in the current environment, we retain the option to support such programming if the opportunity arises.

Applicants are therefore invited to include proposals for how they would work in the justice sector in their applications.

III.) Options for Supporting Access to Justice:

NEA/AC assesses that opportunities for programming to support access to justice in Syria are currently limited; however, NEA welcomes proposals that include options to deliver such assistance if the opportunity arises.

Proposals should demonstrate subject matter expertise and experience designing and implementing programs that support access to justice in conflict environments.

Proposals should be written to support U.S. policy objectives in Syria and enable a response to

future changes in the conflict. Applicants are encouraged to draw on best practices and suggest innovative solutions. Such proposals could include, but are not limited to:

- Activities that would deliver formal and informal justice services;
- Various forms of dispute resolution such as arbitration, remediation, and reconciliation;
- Activities that would mitigate legal risks associated with the conflict, such as the provision of civil documentation services or efforts that would protect the housing, land and property rights of Syrians; and
- Activities that would support the legal aspects of a political solution to the Syrian conflict under the auspices of UNSCR 2254.

Monitoring & Evaluation; Lessons Learned; Research

- Successful applicants should demonstrate flexible and effective methods for monitoring and evaluating ongoing and completed program activities to ensure program interventions achieve targeted outputs and evaluate outcomes. Applicants should address how programs will incorporate best practices and lessons learned to enhance overall effectiveness of program activities.
- Rapidly changing conditions in Syria present ongoing challenges to programs and partners and require vigilant observation and monitoring of local conditions, conflict dynamics, security, and access. Additionally, programs should demonstrate ability to identify local partners with the capacity to support program monitoring and research functions. Applicants should present scalable options for conducting research to enhance, complement, and monitor program activities.

II. MEASUREMENT OF RESULTS

Successful applicants will work with the NEA/AC program and monitoring and evaluation (M&E) teams to create a plan based on the proposed logic model/theory of change to measure qualitative and quantitative indicators as part of the award negotiations process. The successful applicants will be responsible for collecting data against these indicators, which will be monitored throughout the period of performance of the award to gauge necessary modifications to the project's design, and assess the results of the project's success in meeting expected outcomes.

III. AWARD INFORMATION

Funding Mechanism Type:	Cooperative Agreement
Estimated Number of Awards:	1-3
Estimated Total Program Funding:	\$40 million

Estimated Award Ceiling:	\$40 million
Estimated Award Floor:	\$5 million
Cost-Sharing or Matching:	Encouraged; NOT Required
Estimated Length of Project Period:	Up to 36 months

Contingent on the availability of funds, approximately \$40 million for approximately 1-3 awards will be awarded through this announcement. If selected to receive an award, an applicant will be awarded funds for up to three years, depending on the activities proposed. The estimated start date for this project is January 1, 2020. NEA/AC reserves the right to award more or less than the estimated program funding, and reserves the right to award funding under this announcement for a period of up to two years after the announcement's close date.

This request for full applications **does not** constitute an award or commitment on the part of the U.S. government to make any awards, **nor does it commit the U.S. government to pay for costs incurred in the preparation and submission of an application.**

Non-Competing Continuation

Continuation grants funded under these awards, beyond the initial budget period, will be contingent upon the availability of funds; grantee's progress in meeting grant requirements, including timely submission of required reports and compliance with all terms and conditions of the award; timely submission of a request for additional funding; and a determination that continued funding would be in the best interest of the Department of State.

Pending successful implementation of this project for the initial estimated length of time as indicated above, and pending the availability of funds in subsequent fiscal years, NEA/AC may extend this grant for additional time, not to exceed a three year total project period.

IV. SUBSTANTIAL INVOLVEMENT

NEA/AC shall be involved in the program and management performance of these cooperative agreements through consultation and technical collaboration on specified program activities.

NEA/AC Responsibilities

Examples of NEA/AC responsibilities for a cooperative agreement may include:

- a) Department of State's concurrence with the Recipient's Work Plan. This includes prior approval by the Grants Officer of all travel details (destination, number of participants, number of trips), to be submitted when not included in an approved Work Plan. The Recipient will consult with the Grants Officer to ensure that all proposed travel is documented accordingly and that sufficient funds exist in the budget for such activities.

- b) The Recipient will coordinate award activities closely with other DOS implementing partners, as directed by NEA. Specifically, under NEA's lead, the Recipient will coordinate civil society and governance activities with other NEA implementing partner(s) in order to promote complementarity between these efforts. The Recipient will be expected to meet frequently with other NEA implementing partners as well as NEA staff in order to: develop coordinated activity plans; share information and assessments of local dynamics and organizations; and, discuss lessons learned, needs and project proposals. NEA will lead coordination efforts, but the Recipient will be responsible for taking initiative and playing a constructive role.
- c) Department of State concurrence on the location of any activities to be held in a third country. This includes activities which are already included in an approved Work Plan. The Recipient must notify the Grants Officer at least 30 days prior to any activities.
- d) Collaboration with the Department of State in areas which the Department of State's technical knowledge would benefit the Recipient's successful accomplishment of stated program objectives.
- e) *Sub-awards*: DOS will assume the lead in identifying areas of opportunity and introducing potential programming partners to the recipient. This does not preclude the recipient itself from identifying concepts and groups for support; however, DOS will have final approval of all sub-recipients.
Each sub-award package must include a proposal narrative, budget and budget justification, monitoring and evaluation plan, risk assessment, risk mitigation plan, vetting requirements, and branding requirements, and sub-award agreement template for the proposed project. The Recipient is responsible for submitting each sub-award package to the Grants Officer for approval. Sub-award activities may not occur until the Grants Officer has approved the package in writing and vetting has been completed for all identified personnel in accordance with Section 15(b) below. The Recipient and its sub-grantees must comply with all relevant laws and regulations regarding United States Government (USG) vetting requirements including, but not limited to, the sanctions set forth in the Syria Accountability and Lebanese Sovereignty Restoration Act and Executive Orders 13315, 13224, 13382, and 13338.
- f) *Activity Sheets*: The Recipient will provide Activity Sheets for each specialized activity taking place under this award. Each individual Activity Sheet package must include: needs assessment, activity background, justification/ explanation of activities based on program objectives, sole source justification (if applicable), description/ demographics of activity beneficiaries, budget, monitoring and evaluation plan, risk assessment and mitigation measures, vetting requirements, branding requirements and an activity timeline. The Recipient is responsible for submitting each Activity Sheet package to the Grants Officer for approval.

Activities may not occur until the Grants Officer has approved the package in writing and vetting has been completed for all activity beneficiaries.

V. ELIGIBILITY INFORMATION

All applicants will be screened by NEA/AC to determine whether they meet all of the program eligibility requirements detailed below.

NOTE: Applications that do not demonstrate that they meet all of the eligibility requirements will not advance past the Technical Eligibility Review stage and may be deemed ineligible for funding under this announcement. Nothing can be added to an application once the competition deadline has passed.

ELIGIBLE APPLICANTS

Eligible applicants include:

- U.S. or foreign
 - o non-profit organizations;
 - o For-profit organizations;
 - o Private institutions of higher education;
 - o Public or state institutions of higher education;
 - o Public international organizations;

NEA/AC is committed to an anti-discrimination policy in all of its programs and activities. NEA/AC welcomes applications irrespective of an applicants' race, ethnicity, color, creed, national origin, gender, sexual orientation, or disability. We encourage applications from organizations working with underserved communities, including women, people with disabilities, and youth.

Prime Applicant

To be considered for funding under this opportunity, applicants shall:

- Have demonstrable previous experience working in Syria. This should be addressed within the project narrative section of the application.
- Meet ALL of the registration requirements listed below.
- Meet any requirements listed as MANDATORY in *Additional Eligibility Considerations*, below.

REGISTRATION REQUIREMENTS

To apply for NEA/AC (Federal) funding, organizations, whether based in or outside the U.S., must have a Unique Entity Identifier (UEI) number, currently referred to as a DUNS number, and an active account with the System for Award Management (SAM). This applies only to prime applicants. Applicants who do not meet all registration requirements are NOT eligible for funding under the opportunity.

UEI Number

The UEI number is a nine-digit number established and assigned by Dun and Bradstreet, Inc. (D&B) to uniquely identify business entities.

All applicants must have a UEI number. To obtain a UEI number, please follow the steps below:

Go to <http://fedgov.dnb.com/webform/pages/CCRSearch.jsp>.

Select the country or territory where your organization is physically located. Complete and submit the form. Organizations will need to provide basic information, including physical and mailing addresses, name and title of the chief executive, primary [Standard Industrial Code \(SIC\)](#), and annual revenue.

For technical difficulties in obtaining this number, please contact D&B at: govt@dnb.com.

System for Award Management (SAM)

SAM is a U.S. government wide registry of vendors doing business with the Federal government and requires annual renewal. The system centralizes information about grant applicants/recipients, and provides a central location for grant applicants/recipients to change organizational information.

Further, applicants must maintain an active account, with current information, while its application is under consideration for funding. To keep an active SAM.gov account, applicants must renew it at least once each year. **If an organizations account expires, the organization cannot submit a grant application until it is renewed.**

To create a new account, please follow the steps below:

Go to <http://www.sam.gov>.

Select *Create User Account*, and then select *Create an Account* on the left-hand side of the screen under *Individual Account Details*. Organizations must have a UEI number and a CAGE number (US Domestic Organizations) or a NCAGE number (Foreign Organizations), to create an account.

Complete and submit the online form. If the applying organization already has the necessary information on hand (see the [SAM User Guide](#)), the online form takes approximately one hour to complete, depending upon the size and complexity of the applying entity. Because of the different steps in the process, it might take anywhere from **three to fourteen business days** to complete the process of creating an account with the system.

For help with SAM.gov, please visit their support page at <https://www.fsd.gov> or contact them at: 001-334-206-7828.

ADDITIONAL ELIGIBILITY CONSIDERATIONS

Cost-Sharing or Matching

There is no minimum or maximum percentage required for this competition. However, NEA/AC encourages applicants to provide maximum levels of cost sharing and funding in support of its programs.

Cost-sharing is NOT an evaluation criteria of this NOFO.

VI. APPLICATION AND SUBMISSION INFORMATION

APPLICATION DOCUMENTS

All applications must include the application components detailed below. **All application documents must be submitted in English.** Applicants may submit only one application. Please refer to Section B below for additional submissions guidance and requirements.

NOTE: Applications that do not include all the required documentation described in Section 1 below will not advance past the Technical Eligibility Review state. Further, applications that exceed the allowable page limits will not be reviewed by the review panel. **Applicants may not add any materials to an application once it has been submitted and the competition deadline has passed.**

A.1. Required Documents

Federal Assistance Application Forms (SF-424, SF424a, and SF-424b):

Applicants must complete all three forms online to be considered for funding. **Guidance on how to complete the SF-424 and SF424a is provided in Appendix 3.** **NOTE: In addition to following all guidance outlines below regarding application materials, applicants are strongly encourage to review the [Application Evaluation Criteria section](#) of this NOFO closely as they prepare their proposal. The Evaluation Criteria section is the rubric by which each application will be scored.**

Project Narrative:

The Project Narrative describes the efforts the applicant will undertake to address the priorities and goals of this announcement. It may **be no longer than 15 pages**. More details on preparing the Project Narrative are provided in Appendix 3. **Applicants are strong encouraged to review Appendix 3 before preparing their Narrative.**

Budget & Budget Narrative Submission:

Applicants must provide the following three elements as part of their budget submission:

- Summary Budget
- Detailed Line Item Budget
- Budget Narrative

There is no page limit for this section of an application. A sample fillable template can be found in Appendix 1. This template includes three tabs: The first tab includes written guidance on preparing the **Budget Narrative**. Applicants are strongly encouraged to create their

Budget Narrative in Word and submit as either a Word Doc or PDF file. Please note that the Budget Narrative should include designations of who is considered Key Personnel for this project. The second tab has the template for the **Summary Budget**. This tab will auto-fill as you complete the Detailed Line Item Budget, which can be found on the third tab. The third tab is where you can fill in the template for the **Detailed Line Item Budget** as stated above.

NOTE: Applicants are strongly encouraged to use the same format as provided in the template, and to submit summary and detailed line item budgets in Excel form, and the Budget Narrative as either a PDF or Word file. If the applicant does not use the template, the applicant must ensure that their submission includes all elements outlined in the sample. The template, which includes more detailed instruction, can be found in Appendix 1. **Applicants are strongly encouraged to review Appendix 1 before preparing their Narrative.**

Logic Model:

Applicants shall provide a logic model or theory of change to demonstrate how the proposed project (including activities, the project design, and the surrounding context) will achieve the stated objectives. The logic model or theory of change statements can be generated using the template in **Appendix 2**. **NOTE: Applicants are strongly encouraged to use the same format as found in the sample.** If the applicant does not use the template, the applicant must ensure that their submission includes all elements outlined in the sample. This section **may be no longer than 3 pages.**

Project Timeline:

Applicants must provide an overall breakdown of the order and timeframe in which all project activities will take place. This item should provide a macro snapshot of what will take place from beginning to end of the project. Applicants must ensure that the timeline of activities/events corresponds with details provided in the Project Narrative and Logic Model. This section **may not exceed 2 pages.**

Security, Risk Mitigation, & Contingency Planning Summary:

This item should provide detail regarding the applicant's intended due diligence to assess and mitigate risks, and put in place adequate security measures to ensure the safety and well-being of project staff, participants, and partners, if applicable. This should include specific actions by the applicant to ensure risks are adequately and routinely assessed, and that security measures are commensurate with operational concerns specific to the locale. The applicant should also include a contingency plan that highlights potential challenges and limitations to project implementation in the operating environment and propose contingency plans should program activities be impacted. Please note that this section should not be limited to physical security and risk but should cover any applicable factors relevant to the given operating environment. This section **may not exceed 5 pages.**

Gender Analysis

NEA/AC requires that all activities fully address gender considerations, ensuring that both men and women benefit from support and that gender awareness is built in to all project activities. The gender analysis should identify relevant gender gaps and ways the proposed activities will address those gaps. Specifically, applicants should address how the project design will analyze

and address in a systematic fashion the specific security needs of women through community engagement and community policing. This section **may not exceed 2 pages**.

Job Descriptions / Biographical Info for Key Personnel Positions:

For each position designated as key personnel for this project, applicants must provide the following:

1. If the position is already filled: Provide brief biographical information summarizing the person's qualifications, as well as a brief description of the roles or responsibilities pertaining to this project.
- OR**
2. If the person to fill a key position has not yet been hired: Provide a brief summary of the job description, which should include a description of the roles and responsibilities pertaining to this project, as well as a description of qualifications of eligible candidates.

NOTE: If an applicant is proposing sub grant partner(s) as part of their project design, **Key Personnel/Positions of the sub grantee must also be included**. This section of the application **may not exceed 5 pages**.

Negotiated Indirect Cost Rate Agreement: Applicants proposing indirect costs in the Budget greater than the 10% de minimis must provide a copy of their Negotiated Indirect Cost Rate Agreement (NICRA). This item will not be counted toward any page limits.

A.2. Optional Documents

Applicants may submit additional documents for consideration with their application. These documents are not required and there is a 10 page limit for this section of the application. Below are examples of some additional documents an applicant may wish to submit.

1. **Letters of Agreement or Letters of Intent:** Applicants proposing partner organizations and/or government bodies should include Letters of Intent or Letters of Agreement from their proposed partners.
2. **Organizational Chart:** The organizational chart outlines the clear lines of responsibility and authority in the applicant organization to include budgeted level of effort listed by each person.
3. **Sustainability Plan:** The sustainability plan outlines how the proposed project will be sustained beyond the initial award period. More information on preparing the Sustainability Plan is provided in **Appendix 3**. Sustainability Plans may not exceed **2 pages**.

NOTE: Applicants must adhere to all maximum allowed page counts. Applications that exceed any of the allowable page limits will not advance past the Technical Eligibility Review stage.

APPLICATION FORMATTING REQUIREMENTS

The required font is 12-point, Times New Roman. All application documents must be single spaced, with all margins (left, right, top, and bottom) of at least one inch each. Also, applicants

should ensure all pages in the application package are numbered consecutively and meet the page limit requirements outlined in [Section A.1](#) and [A.2](#) above. **The Standard Forms 424 (SF-424, SF-424a, and SF-424b) are excluded from the page numbering.**

It is strongly recommended that applicants submit grant applications using Microsoft Office. If applicants do not have access to Microsoft Office products, Adobe PDF files may be submitted.

SUBMITTING AN APPLICATION

Applicants must submit their application electronically using [SAMS Domestic](#). The system requires that the applying organization have an account with the system, a UEI number, and SAM.gov account as detailed above. **It is the responsibility of the applicant to ensure they have an active account and will be able to submit its application.** NEA/AC is not in a position to grant exceptions to these requirements.

The application process is not complete until the applicant receives notification that its application has been validated and forwarded to the granting agency (NEA/AC). Please allow sufficient time for entering the application into these systems. It is the responsibility of the applicant to monitor its application to ensure that it is successfully received and validated.

SAMS Domestic

SAMS Domestic is a comprehensive grants management system that allows applicants to apply for, manage, and report on the use of U.S. government funds for multiple programs, accessed online at mygrants.service-now.com.

To create an account, go to <http://mygrants.service-now.com>, and click the “create an account” hyperlink, located above the user name prompt. Users will be directed to a page entitled “User Registration Request;” complete the online form and click the “Submit” button. Users will receive an activation email entitled “Verify Your Grants Account Registration;” click the activation link within the email to receive a username and password.

SAMS Domestic has Quick Tours available to educate users about the system. These documents can be found on the Support tab upon logging into the system.

SUBMISSION DATES AND TIMES

Applications must be time stamped before 17:00:00 eastern time (ET) on 1/24/2020 There will be no grace period, and any application not received by the application deadline will be deemed ineligible and will not advance to be reviewed. **Applicants are encouraged to submit an application far enough in advance of the deadline so it can alert NEA/AC (nea-grants@state.gov) of any technical difficulties and allow sufficient time to resolve difficulties before the deadline.** Although NEA/AC will work with applicants to resolve technical issues, it is not in a position to grant exceptions to the submission requirements outlined in this announcement.

VII. FUNDING LIMITATIONS, RESTRICTIONS, AND OTHER CONSIDERATIONS

1. Awards to Commercial Firms or For-Profit Organizations

The Department of State prohibits profit under its assistance awards to commercial organizations. No funds will be paid as profit to any recipient that is a commercial organization. Profit is defined as any amount in excess of allowable direct and indirect costs. The allowability of costs incurred by commercial organizations is determined in accordance with the provisions of the Federal Acquisition Regulation (FAR) at 48 CFR Part 31. Program income earned by the recipient may be:

- added to the total of the amount of this award, including the required cost sharing or matching, and use it to further eligible project objectives;
- used to meet the Recipient's cost sharing or matching requirement;
- OR deducted from the total project or program allowable cost in determining the net allowable costs on which the federal share of costs is based.

2. Audit Requirements

Domestic and foreign organizations that expend \$750,000 or more in a fiscal year in federal assistance must perform an independent, recipient-contracted Single Audit or Program Specific Audit. (*Program-specific Audit* means an audit of one Federal award program. *Single Audit* means an audit which includes both the entity's financial statements and the Federal Awards to be conducted in accordance with Generally Accepted Government Auditing Standards (GAGAS). The audits must be independently and professionally executed in accordance with GAGAS either prescribed by a government's Supreme Audit Institution with auditing standards approved by the Comptroller General of the United States, or the host country's laws or adopted by the host country's public accountants or associations of public accountants, together with generally accepted international auditing standards. However, foreign entity audits consistent with International Standards for Auditing or other auditing standards are acceptable with the Grants Officer's approval. More information can be found at <http://gao.gov/assets/590/587281.pdf>

For sub-non-Federal entities expending \$750,000 or more in Department of State award funding during their fiscal year, Department of State standard audit provisions require that Prime non-Federal entities certify that audits of sub-non-Federal entities are performed annually and according to the standards described above. The cost of audits required under this policy may be charged either as an allowable direct cost to the award, OR included in the organizations established indirect costs in the award's detailed budget.

3. Compliance with Applicable Federal Funding Regulations and DOS Terms and Conditions

Payment of funds awarded under this Notice of Funding Opportunity will not be disbursed until the DOS has been assured that the Recipient's financial management system will provide effective control over and accountability for all Federal funds in accordance with [2 CFR 200](#) and [2 CFR 600](#) as applicable. Awards issued under this NOFO are subject to the [Department of State Standard Terms and Conditions](#) and [2 CFR 200](#) and [2 CFR 600](#) as applicable.

VIII. APPLICATION REVIEW AND SELECTION PROCESS

Achievable Objectives (20 points)

Each of the project objectives listed above (in Section I) are clearly addressed.

- Impact and Effectiveness: The applicant describes the project's potential contribution to solving the problem addressed in the problem statement and achieving results.
- Timeframe: The applicant describes realistic results to be accomplished within the timeframe of the proposed award.
- Beneficiaries: The applicant clearly identifies the anticipated beneficiaries and explains how the project's objectives will positively affect them.
- Milestones: The applicant provides realistic milestones to indicate progress toward goals and objectives as described in the program announcement.
- M&E: The applicant explains how monitoring and evaluation activities will be carried out throughout the award's period of performance and who will be responsible for them.

Project Design (40 points)

The applicant clearly describes how each proposed project activity will address each of the objectives outlined in the requested priority area above (Section I).

- Responsiveness to NOFO: Explain how the proposed activities respond to the objectives listed in the NOFO.
- Community Policing Plan: Clear description of how the project will build the capacity of civilian security forces to provide policing services in line with the principles of community policing.
- Rationale: To justify how the proposed activities will achieve the above objectives in this context.
- Project Management: Clear description of how the project will be managed in terms of initiation, planning, implementation and closing.
- Timeliness: Demonstration of the applicant's ability to meet the project objectives in a timely manner with minimal delay or disruption in services.
- Partnerships and Buy-ins: The applicant addresses how the project will engage or obtain support from relevant stakeholders and identifies local partners.
- Feasibility: The applicant proposes activities that are feasible, and are also practical, and/or experiential in nature to encourage innovation.
- Beneficiaries Selection Criteria and Process: The applicant explains how participants will be selected (e.g., criteria for selection, selection process).
- Duplication: The applicant acknowledges if activities similar to those proposed are already taking place or have taken place previously, and provides an explanation as to how proposed new activities will not duplicate or merely add to existing/recent activities.
- Contingency Plan: The applicant articulates programming assumptions and potential challenges to project implementation and proposes contingency plans.
- Division of Labor: The application describes the division of labor among the applicant and any partners.

Organizational Capacity (20 points)

- The applicant demonstrates experience (e.g., has previously worked and/or has established contacts/partners) in Syria.
- The applicant demonstrates its ability to start project activities quickly after award, thereby minimizing gaps in service.
- The applicant demonstrates an institutional record of successful programs in the content area proposed.
- The applicant demonstrates capacity for responsible fiscal management of donor funding (e.g., successful management of a previous sub-award or grant).
- The applicant demonstrates the ability to meet monitoring and evaluation requirements.
- The applicant has adequate staffing and demonstrates the capacity to manage the proposed project.
- The applicant includes letters of intent/commitment/agreement from proposed partners.

Staff and Position Specifications (10 points)

- Pre-identified key staff members, including volunteers, demonstrate experience working in the country/territory/region proposed and with participants from that area (e.g., language skills, cultural understanding).
- A description of the roles of each person or position on the project, whether staff, partner, consultant, or volunteer demonstrates that the project will be adequately but efficiently staffed, avoiding redundancy or duplication of effort.
- A job description, including hiring criteria, is provided for each open key position.
- Pre-identified key staff members, including volunteers, demonstrate experience and knowledge in the proposed content area.

Budget & Budget Narrative (10 points)

- The costs proposed are reasonable in relation to the proposed activities and anticipated results, which are clearly explained in the budget narrative.
- The budget provides details of calculations, including estimation methods, quantities, unit costs, and other similar quantitative detail sufficient for the calculation to be duplicated.
- The preponderance of the budget is spent on supporting the project participants/activities in country.
- The budget includes costs dedicated to management, monitoring, and evaluation.
- Adequate travel costs are proposed.
- The budget demonstrates a reasonable cost per participant.
- The budget accounts for monitoring and evaluation costs.

REVIEW AND SELECTION PROCESS

NEA/AC is committed to ensuring a competitive and standardized process for awarding funding. Applications will be screened initially in a Technical Eligibility Review stage to determine whether applicants meet the eligibility requirements outlined in [Part V](#) and have submitted all required documents outlined in [Part VI](#). Applications that do not meet these requirements will not advance beyond the Technical Eligibility Review stage and will be deemed ineligible for funding under this NOFO.

NEA/AC reserves the right to have all applications deemed to be eligible undergo a Subject Matter Expert (SME) review prior to the Merit Review Panel. Applications that do not pass SME review will not proceed to the Merit Review Panel.

All applications that proceed to the Merit Review Panel will be evaluated by U.S. government and non-governmental subject matter and/or country-specific experts and will be rated on a 100-point scale. Point values for individual elements of the application are presented in [Part VIII](#). Panel Reviewers' ratings, and any resulting recommendations, are advisory.

Final award decisions will be influenced by whether the application meets NEA/AC's programmatic goals and objectives, how it supports the Department's overarching foreign policy priorities, and the geographic distribution of the top-ranking applications.

IX. ADMINISTRATION INFORMATION

AWARD NOTICES

Applicants who do not advance beyond the Technical Eligibility Review stage will be notified 30 business days after the closing of the announcement. The authorized representative and program point of contact listed on the SF-424 will receive the notification via email. If an applicant does not receive such a notification, their submission was put forward for review.

NEA/AC expects to notify applicants who proceeded past the Technical Eligibility Review stage about the status of their application by August 23, 2019 Final awards cannot be made until funds have been appropriated by Congress, allocated and committed through internal bureau procedures. Successful applicants will receive a Federal Assistance Award (FAA) from the bureau's Grants Office. The FAA and the original proposal with subsequent modifications (if applicable) shall be the only binding authorizing document between the recipient and the U.S. Government. The FAA will be signed by an authorized Grants Officer, and transmitted to the recipient's responsible officer identified in the application. NEA/AC reserves the right to award funding to applicants under this announcement for a period of up to two years after the announcement's close date.

REPORTING REQUIREMENTS

Reporting is critical to effective program management and oversight. Reports are required as a means of evaluating the recipient's progress and utilization of resources. They are divided between a performance progress report and a financial status report.

Recipients will, at a minimum, be required to submit Quarterly Performance Reports (QPR) and a Quarterly Financial Report (QFR). The QPRs will compare actual to planned performance and indicates the progress made in accomplishing each assistance award tasks/goals noted in the grant agreement and will contain analysis and summary of findings, both quantitative and qualitative, for key indicators. The QFRs provide a means of monitoring expenditures and comparing costs incurred with progress.

Additionally, Recipients will be required to submit weekly progress reports which cover the Recipient's progress in accomplishing the project objectives, challenges faced, and upcoming activities.

Recipients must report ***immediately*** when a program faces unplanned delays in implementation, fails to meet program targets or milestones, or costs increase. Any changes or revisions to the approved budget require prior approval from the NEA/AC Grants Officer.

Recipients are required to report program and beneficiary achievements on a quarterly basis (or provide written confirmation that there is no related news for the given quarter) beginning with second quarter's program report.

TRAVEL NOTIFICATIONS

Selected applicants will be required to provide prior notification of all international travel as a requirement of their agreement. This includes travel which is already included in the approved budget and Scope of Work. The purpose of this notification is to enable NEA/AC to inform the relevant U.S. Embassy or post of the recipient's intent to travel. The recipient must notify the Grants Officer at least three (3) business days prior to any travel. The Grants Officer reserves the right to advise against specific travel arrangements for security-related reasons.

APPLICANT VETTING AS A CONDITION OF AWARD

Applicants proposing activities in **Syria** are advised that successful passing of vetting to evaluate the risk that funds may benefit terrorists or their supporters is a condition of award. The Recipient and any sub-recipient will ensure that all activities covered under this agreement conform to Executive Order 13224, the Supplemental Appropriations of 2006, and other statutory and regulatory limitations on the provision of support or assistance to prohibited entities and individuals. In particular, the Recipient will take all necessary steps, including but not limited to the vetting of sub-recipient organizations and relevant entities and individuals, to ensure compliance with all statutes and regulations.

For the lifetime of this cooperative agreement, no funds from Foreign Terrorist Organizations (FTO) or other prohibited groups will be used to finance activities or organizations associated with this cooperative agreement, including but not limited to advertising, program performance/support, etc. To ensure that all individuals and entities associated with this program are eligible, the recipient must check the System for Award management (SAM) (www.SAM.gov).

The Recipient will submit the DS Form 4184 Risk Analysis Information to the Risk Analysis and Management (RAM) Office providing information on key individuals as defined by form DS-4184 and for each key staff member or program personnel in the Recipient's organization, all sub-awards identified by DOS as presenting a risk of terrorist financing as well as appropriate beneficiaries as described in the official vetting guidance provided as part of this award. All individuals meeting these specifications, whether previously vetted or not, must be submitted. When vetting information is requested by the Grants Officer RAM usually requests the vetting information, via emails to the Authorizing Official, information may be submitted on the secure web portal at <https://ramportal.state.gov>, via email to RAM@state.gov, or hardcopy to the Grants Officer. Questions regarding the form may be emailed to RAM@state.gov. Forms must be

submitted no later than five business days after RAM provides the Authorizing Official (identified by the Grants Officer) with a username and password for the secure portal.

Only individuals, sub-recipients and beneficiaries who have successfully passed vetting may receive assistance or participate in this award. Individuals refusing to provide vetting data – or who provide false data – will not be eligible to receive assistance. Individuals who do not successfully pass vetting will not be eligible to receive assistance. Vetting must be completed 10 business days prior to an activity and may not occur retroactively.

The government shall vet these personnel changes and reserves the right to terminate assistance awards for convenience based on vetting results. For activities lasting more than one year, in accordance with the vetting policy, the Recipient will resubmit the DS Form 4184.

BRANDING AND MARKING REQUIREMENTS FOR GRANTEES

Grantees awarded under this announcement will be required to make all materials produced under the award with the standard U.S. flag in a size and prominence equal to (or greater than) any other logo or identity. Materials are defined as but not limited to: training materials, materials for recipients, or materials to communicate or promote with foreign audiences a program, event, project, or some other activity under this award, including but not limited to invitations to events, press materials, event backdrops, podium signs, etc. In addition, sub-recipients or sub-awardees are subject to the marking requirements and the grantee shall include a provision in the sub-recipient or sub-awardee's agreement indicating that the standard, rectangular U.S. flag is a requirement. Exceptions to this requirement can be discussed with NEA/AC when negotiating an award.

UEI NUMBER REQUIREMENT FOR SUB AWARDEES

All sub-awardees are required to have a UEI number. For information on obtaining a UEI number, please see Part V, *UEI Number*. **Proposed sub-awardees are not required to have a UEI number prior to the submission of an application but must have one prior to a sub-award being issued.**

SUB AWARDEE REPORTING REQUIREMENT

Grantees awarded under this announcement will be required to report all sub-awardees receiving funds of \$25,000 or more to <http://www.fsrs.gov>. More information about this requirement can be found at this site.

X. AGENCY CONTACTS

For questions regarding this funding opportunity including: completing an application, financial and grants management issues, or technical matters, contact NEA-Grants@state.gov.

All questions must be submitted in writing to nea-grants@state.gov by 12/6/2019 at 17:00:00 eastern time (ET). NEA/AC will create a document of the submitted questions along with the answers and post it on [SAMS Domestic](#). Questions submitted after the deadline will not be addressed.

For questions regarding creating an account or using [SAMS Domestic](#) to submit an application, contact the ILMS Help Desk. The Help Desk is available 24 hours a day, 7 days a week, excluding Federal holidays. The ILMS Help Desk utilizes a user-facing ticketing interface that allows users to submit and monitor their SAMS Domestic tickets. The ILMS Self Service Portal can be accessed by going to <https://afsitsm.service-now.com/ilms/home>.

ILMS Help Desk

(888) 313-ILMS (4567)

[ILMS Self Service Portal](#)

XI. DISCLAIMER

The terms and conditions published in this NOFO are binding and may not be modified by any Bureau representative. Explanatory information provided by the bureau that contradicts public language will not be binding. Issuance of the NOFO does not constitute an award commitment on the part of the U.S. government. The Bureau reserves the right to reduce, revise, or increase proposal budgets in accordance with the needs of the program and the availability of funds. Awards made will be subject to periodic reporting and evaluation requirements listed in this NOFO.