**Project Proposal Template for NOFO Applicants**

**I. Instructions for Applicants**

The U.S. Department of State, Bureau of Cyberspace and Digital Policy (CDP) provides this proposal package template and instructions to guide applicants through many of the key content elements needed to submit a proposal in response to a Notice of Funding Opportunity (NOFO). CDP highly encourages use of this template. **Please refer to the NOFO for the complete list of the application content and documentation required for submission.** Please maintain the “Application Submission Format” details outlined in the NOFO.

**Project proposals should not exceed** **27 pages,** excluding the cover page and table of contents. This instruction page should be deleted prior to submission. Please be sure to use page numbers in the final submission.

**II. Template Contents**

In addition to a cover page, this template includes the sections below with approximate page limit guidelines. **Green text** throughout the template provides directions for preparing required content. Please **delete/update all green instructional text** before submitting the final application.

Cover Page and Table of Contents (2 pages or less)

1. Project Overview *(8 pages or less)*

* A1. Introduction to the Organization
* A2. Summary of the Project Approach and Timeline

1. Project Design and Logic Model *(8 pages or less)*
   * B1. Problem Statement
   * B2. Project Goal
   * B3. Project Objectives, Activities, and Expected Outcomes
   * B4. Logic Model and Theory of Change
2. Project Performance Management *(4 pages or less)*

* C1. Indicators
* C2. Performance Management Approach

1. Sustainability Plan *(1 page or less)*
2. Risk Analysis and Mitigation Strategies *(1 page or less)*
3. Contingency Plan *(1 page or less)*
4. Summary of Key Personnel and Subject Matter Experts *(2 pages or less)*

**Technology Gateway (TECHGATE) Program**



**Applicant Insert Logo**

|  |  |
| --- | --- |
| **Applicant Name** | Name of Organization |
| **Project Title** | Technology Gateway (TECHGATE) Program |
| **Funding Opportunity Number** | SFOP0000XXXX |
| **Period of Performance** | 36 Months |
| **Project Target Country or Countries** | Global |
| **Total Estimated Funds for Project Completion** | $ XXX,XXX.00 |
| **Applicant’s Point of Contact Information** | Name  Email  Phone |

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# **A. Project Overview**

## A1. Introduction to the Organization

*Describe in approximately 2 pages or less the applicant’s past and/or present work that demonstrates its organizational capacity, subject matter expertise, technical skill, relevant field experience, or any other qualifications it possesses to successfully manage and execute this project. Consider:*

* ***Experience:*** *What projects of a similar/relevant subject matter, scope, scale, stakeholders, regional or country footprint, or other elements has the applicant successfully executed for the Department of State, other U.S. Government agencies, or non-government organizations?*
* ***Management:*** *What organizational management and project management practices or systems does the applicant have in place to ensure quality control, timely delivery, good communication, and ability to handle sensitive information?*
* ***Staff:*** *What relevant experience and expertise would the applicant’s staff bring to the project?*

## A2. Summary of the Project Approach & Timeline

*Describe in approximately 6 pages or less the applicant’s overall proposed approach to achieving the objectives and activities described in Section B, below. Consider the project management approach, relevant stakeholders to be engaged, fieldwork, any applicable travel or on-site visits, any necessary sequencing of activities, and other major elements of the proposed approach to execute the project on time and deliver high-quality work that advances the objectives.*

*This section should include a high-level timeline depicting the sequencing and timeframes for implementing the major project phases necessary to achieve the objectives and activities described below in the template. Upon final award, a more detailed project management plan will be developed detailing timeframes for all steps and deliverables for the project.*

# **B. Project Design and Logic Model**

## B1. Problem Statement

*Applicants should populate this section with the problem statement specified in the NOFO; however, if the applicant would like to refine or edit the problem statement based on their understanding of the issues and project scope described in the NOFO and/or their field experience and subject matter expertise, then a revised problem statement should be provided here. This may be further refined in collaboration with CDP/SPC after final award.*

*Problem statements should be no more than 1 page and provide a well-supported, succinct explanation of the problem to be addressed and why the proposed project is needed. Consider the following factors in defining the problem:*

* *“Who” - The potential project participants, beneficiaries, or other stakeholders who may affect or be affected by the project, and how.*
* *“What”- The scope and subject of the issue, it’s extent or scale, its severity or gravity, and the urgency.*
* *“Where” - Geographic or specific locations where the issue occurs.*
* *“When” - Timing of when the issue or problem started and/or recurs*
* *“Why” - The underlying root cause(s) of the issue or problem, or perpetuating factors that give rise to it (politics, beliefs, customs, norms, power structures, etc.)*

## B2. Project Goal

*Applicants should populate this section with the project goal specified in the NOFO; however, if the applicant would like to refine or edit the goal statement based on their understanding of the issues and project scope described in the NOFO and/or their field experience and subject matter expertise, then a revised goal statement should be provided here. It may be further refined in partnership with CDP after final award.*

*The project goal statement should align with the problem statement and program description and purpose. A project goal represents the highest-level outcome to be achieved through the project. It specifies the overarching change the project aims to bring about or significantly contribute to. The goal statement should 1-2 sentences and clearly identify the targeted change sought within the target area and relevant stakeholders.*

## B3. Project Objectives, Activities, and Expected Outcomes

*Applicants should populate this section with the project objectives, activities, and expected outcomes specified in the NOFO. If the applicant would like to refine or edit the objectives based on their understanding of the issues and project scope described in the NOFO and/or their field experience and subject matter expertise, then revised objectives should be provided. Applicants are expected to consider the activities and outcomes listed in the NOFO but may refine them and/or expand upon them as necessary to fit their proposed approach to the project and/or to reflect their knowledge, experience, or best practices. Objectives, activities, and expected outcomes may be further refined after final award.*

***Objectives*** *should delineate the distinct lines of effort and/or results envisioned for the project to achieve or significantly advance toward the project goal.* ***Activities*** *under each objective should delineate the major interventions the applicant will undertake to achieve the objective.* ***Expected outcomes*** *provide more detail about the anticipated changes in knowledge, skills, behaviors, norms, policies, or other aspects that will result from executing the activities. Applicants should add more objectives, activity, and outcome bullets below, as needed.*

OBJECTIVE 1: ***Insert objective statement.***

* + **Activity 1.1 -** *insert major high-level activities (e.g., trainings, exercises, engagements with stakeholders, stocktaking, analyses, etc.)*
  + **Activity 1.2 -**
* ***Expected Outcomes***
  + **Outcome -** *bullet expected outcome(s)*
  + **Outcome -**

OBJECTIVE 2:

* + **Activity 2.1 -**
  + **Activity 2.2 -**
* ***Expected Outcomes***
  + **Outcome -**
  + **Outcome -**

OBJECTIVE 3:

* + **Activity 3.1 -**
  + **Activity 3.2 -**
* ***Expected Outcomes***
  + **Outcome -**
  + **Outcome -**

## B4. Logic Model and Theory of Change

*Theory of Change*

*The theory of change should articulate why, based on available evidence or past experience, the anticipated changes articulated in the logic model below are expected to occur. Applicants are encouraged to include any available quantitative data or qualitative evidence based on their experience and subject matter expertise to support the theory of change.*

*Logic Model*

*Applicants should carefully review the instructions for each element of the logic model. Show a clear and logical progression of how the project activities will lead to specific outputs and how those outputs are expected to result in related outcomes.* ***Short-term outcomes*** *should generally reflect measurable aspects of what success looks like at the project objective level, and* ***long-term outcomes*** *should generally reflect what success looks like at the project goal level. If the goal and objectives were achieved, what changes would occur? Do not include metrics/indicators in the logic model; just include positive statements about what will be done and achieved as part of the project. Each activity listed should have a logical linkage to one or more outcome, and all outcomes should be logically supported by activities in the preceding columns. Applicants may modify the format of the logic model, but it must include, at a minimum, a logical progression of activities, outputs, and outcomes and it must cover the full scope / all objectives of the project.*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Project Logic Model** | | | |  |  |  |
| **Inputs: *What We Invest*** *(e.g., resources, staff, expertise, equipment, developing resources, in-kind contributions, etc.)* | | | |  |  |  |
|  | **Outputs**  *What we get* | **Short-term Outcomes**  *What we achieve* | **Long-term Outcomes**  *Our impact* |
| **Objective 1 -** | | | |
| *Itemize specific interventions and tasks necessary to achieve the outcomes/objective. For example: trainings, exercises, conducting assessments, hosting events, stocktaking, analyses, etc.* | *Itemize the tangible, measurable results stemming directly from the activities, such as increased knowledge or skill from training, identification of needs or gaps, vendor option identification, more buy-in to best practices, improved collaboration among stakeholders, etc.* | *List what will happen, or change, based on the activities and outputs, such as improved legislation, new plans or strategies, increased use of trusted vendors, adoption of international norms or practices, improved detection or prevention of cyber attacks, etc.* | *Societal/country/international level changes such as effects on economic growth, innovation-driven efficiencies, international coalitions built around U.S. policy positions, etc.* |
| **Objective 2 -** | | | |  |  |
| *Itemize specific interventions and tasks necessary to achieve the outcomes/objective. For example: trainings, exercises, conducting assessments, hosting events, stocktaking, analyses, etc.* | *Itemize the tangible, measurable results stemming directly from the activities, such as increased knowledge or skill from training, identification of needs or gaps, vendor option identification, more buy-in to best practices, improved collaboration among stakeholders, etc.* | *List what will happen, or change, based on the activities and outputs, such as improved legislation, new plans or strategies, increased use of trusted vendors, adoption of international norms or practices, improved detection or prevention of cyber attacks, etc.* | *Societal/country/international level changes such as effects on economic growth, innovation-driven efficiencies, international coalitions built around U.S. policy positions, etc.* |  |  |
| **Objective 3 -** | | | |  |  |
| *Itemize specific interventions and tasks necessary to achieve the outcomes/objective. For example: trainings, exercises, conducting assessments, hosting events, stocktaking, analyses, etc.* | *Itemize the tangible, measurable results stemming directly from the activities, such as increased knowledge or skill from training, identification of needs or gaps, vendor option identification, more buy-in to best practices, improved collaboration among stakeholders, etc.* | *List what will happen, or change, based on the activities and outputs, such as improved legislation, new plans or strategies, increased use of trusted vendors, adoption of international norms or practices, improved detection or prevention of cyber attacks, etc.* | *Societal/country/international level changes such as effects on economic growth, innovation-driven efficiencies, international coalitions built around U.S. policy positions, etc.* |  |  |

# **C. Project Performance Management**

## C1. Project Indicators

*CDP has strong performance monitoring and reporting expectations for awardees. In this section, applicants must list all of the CDP indicators specified in the NOFO and they may also list any additional, project-specific indicators they think are relevant. Upon final award, definition sheets for each CDP indicator will be provided for review, any questions will be addressed, and a final set of project indicators will be determined in collaboration between the awardee and CDP. Applicants should, however, expect that all CDP indicators specified in the NOFO will be a required part of their performance monitoring and reporting. This may include some outcome indicators which may not achieve results, but will nonetheless be monitored for by the project team in case they occur (e.g., interventions to build the capacity of lawmakers may not always result in an improved law, but we nonetheless monitor for such an occurrence so it can be reported if achieved). Applicants must be sure that they can have in place at project outset the appropriate internal management protocols to ensure consistent, accurate, and ongoing collection of indicator data across all project staff (e.g., internal tracker spreadsheets, staff trained on the indicators and collection methods, event sign-in sheets developed to collect necessary participant data, etc.).*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Indicator Number and Title | Aligned to Which Objective(s)? | Aligned to which Activity, Output or Outcome(s)? | Data Source and  Collection Method | Target  (if applies) |
| *List all CDP indicators from the NOFO, including their indicator numbers. Applicants may also add project-specific indicators, calling them “Project-1, Project-2," etc.* | *List the number of the Objective(s) it aligns to* | *List relevant elements directly from the Logic Model* | *From whom, what, or where will the data for this indicator come? Will project staff actively gather certain elements, periodically inquire with participants to monitor for certain indicators, sign up sheets, etc.?* | *Specify, if known.* |
|  |  |  |  |  |
|  |  |  |  |  |
| *Add more rows as needed* |  |  |  |  |

## C2. Performance Management Approach

*Applicants should describe in 1-2 pages their approach to ensuring high quality performance monitoring and reporting. Consider the following elements in this section:*

* *Staff roles and responsibilities for collecting data, managing data, and preparing performance reports: Who will have data collect responsibilities? Who/how will the applicant ensure central management and storage of all the data coming in from across project staff? Who will prepare requisite performance reports to submit to CDP?*
* *Internal management protocols and/or systems: What processes or systems are used by the applicant to ensure all data are consistently collected and can be accessed when needed to put into performance reports for CDP?*
* *Provide any additional details about any of the data collection methods described in the indicator table, if necessary (e.g., use of specific tools or surveys to be employed).*
* *Procedures for ensuring data quality and security, including the use of software or other methods.*
* *If applicable, a description of any planned or proposed evaluations that would be conducted by an independent third-party at the mid-point or end of a project.*

# **D.** **Sustainability Plan**

*Describe how the project is anticipated to be sustained by the relevant countries and/or stakeholders after the period of performance. Consider:*

* *Implementation of project activities and/or project deliverables that consider sustainability, such as train-the-trainer models, leave-behind reference materials and resources such as session recordings/tools/guidebooks, community engagement to build buy-in, etc.*
* *Other potential funding sources or expertise needed to sustain the results for the long-term, such as the necessity of investment by the host country government or the private sector, planned outreach to secure other donors, engagement of academia, development of public-private partnerships, etc.*
* *What, if any, strategies are built into the design of this project to facilitate sustainability? For example, engaging with government leaders or the private sector to build their buy-in or commitment.*

# **E. Risk Analysis and Mitigation Strategies**

*Outline any risk factors within or outside of the applicant’s control that may influence the progress and overall success of the project.*

|  |  |  |
| --- | --- | --- |
| **Description of potential risk and its impact** | **Mitigation Strategy** | **Likelihood** |
| *Describe any internal (e.g., organizational, management, systems) or external (e.g., geopolitical, environmental, economic, etc.) risks that might affect the project, and how.* | *Is there anything that can be done to monitor the situation or mitigate it if it occurs?* | *high/med/low* |
|  |  |  |
|  |  |  |

# **F. Contingency Plan**

*Describe any contingency plans for proposed project activities, should the originally planned activities not be able to be implemented as envisioned. Consider the risks identified in the Risk Analysis above and include any specific alternative activities or locations as part of the contingency plan. Any proposed contingency plan must comply with 2CFR200.433 – Contingency provisions. The plan must not include un-allocable or unallowable expenses, nor exceed the competition ceiling for the Total Award Value. Prior approval from the Grants Officer is required for the contingency plan before any activities can commence or costs can be incurred, if it becomes necessary.*

# **G. Summary of Key Personnel and Subject Matter Experts**

*This can represent staff within your organization or outside of your organization (subgrantee, consultants, contractors), who are integral to the success of the project. Provides names, titles, roles, and bios that highlight relevant experience/qualifications of key personnel involved in the project.*