

**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:	Cultural Affairs – Pakistani Partnerships
Announcement Type:	Grant or Cooperative Agreement
Funding Opportunity Number:	SCAISB-18-AW-006-02012018
Deadline for Applications:	April 4, 2018 (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, contact **Ellen Delage**, Program Specialist, Bureau of South and Central Asian Affairs, Office of Press and Public Diplomacy at email: DelageEM@state.gov.

IMPORTANT NOTE

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

Authorization to submit proposals through www.grants.gov is a multi-step process that requires prior successful registration with DUNS, NCAGE, SAM, and 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. See *Section D: Submission Requirements* for further details.

Due to the volume of applicants and inquiries, Public Affairs Section (PAS) Islamabad 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 Cultural Affairs Office in the Public Affairs Section of the U.S. Embassy Islamabad of the U.S. Department of State (hereafter referred to as “CAO Islamabad”) is pleased to announce a call for proposals through the Public Diplomacy Grants program.

CAO Islamabad’s purpose in funding projects under this opportunity is to further contributions to economic growth and development of human and government capacity in Pakistan, while developing people-to-people ties and increasing understanding of and support for U.S.-Pakistan relations and American values and policy among the Pakistani public. To this end, CAO Islamabad invites proposals that address the objectives listed below.

Based on funding availability, awards will vary between \$50,000 and \$150,000, with project duration of a minimum of three months up to twelve months.

Background

This funding opportunity is part of Mission Pakistan’s support for public diplomacy programming in Pakistan. Proposals should demonstrate an understanding of the purpose of public diplomacy, and address CAO Islamabad’s stated goals, objectives, target audiences, and geographic locations. CAO Islamabad focuses on education, professional and academic exchanges, cultural connections through people-to-people ties, and leveraging alumni of U.S. government programs to achieve long-term objectives in Pakistan.

CAO Islamabad’s programming in Pakistan:

- Strengthens local institutions to build long-term, self-sustaining relationships and institutional linkages between U.S. and Pakistani organizations, including capacity building support for Pakistani organizations as needed.
- Contributes to economic growth; supports incubation and education centers that inspire entrepreneurship and innovation; improves human capacity by creating a better educated and more skillful workforce; and contributes to the development of government capacity in Pakistan, in particular in areas outside of urban centers and other remote and/or disconnected areas while contributing to local and regional stability.
- Empowers civil societies to strengthen diversity, the rule of law, transparency, and minority rights.
- Strengthens people-to-people ties between the United States and Pakistan through shared information, experiences, exchanges, and/or expertise.
- Enhances community engagement through positive messages and tolerant perspectives that enhance and amplify community-based efforts in a wide range of areas.
- Expands media outreach by amplifying U.S. diplomacy activities and programs on social and traditional media platforms.
- Demonstrates shared values, which builds respect and trust and increases effective communication.

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

Project Objectives

Programming funded under this NOFO will help to strengthen ties between the United States and Pakistan through programming that highlights shared values and promotes bilateral cooperation. To that end, all programs must include American content and/or connection with American expert/s, organization/s, or institution/s in a specific field that will promote increased understanding of U.S. policy and perspectives. Proposals must contain a clear plan to measure and evaluate the impact of the program. Preference will be given to proposals that target audiences outside the urban centers of Islamabad, Karachi, Lahore, and Peshawar and socio-economically disadvantaged and/or vulnerable populations. While proposals that include exchanges outside of Pakistan are welcome, proposals with the majority of activities conducted in Pakistan will be given preference. We encourage recipient organizations to include links to American businesses to promote the growth of U.S.-Pakistan economic ties when possible. We welcome proposals from qualified organizations that have not received CAO funding in the past as well as existing and/or previous PAS grantees, including PAS and U.S. Department of State University Partnership participants, and from members of the Pakistan-U.S. Alumni Network (PUAN). Note: While proposals may address multiple project objectives; they should focus activities primarily in **one** of the following four (4) project areas, and indicate which one.

- 1. Education – Science, Technology, Engineering, and Math (STEM):** Proposals will be accepted that encourage study and careers in STEM-related fields, including in STEM policy and research, through establishing enduring and self-sustaining connections between U.S. and Pakistani educational institutions, expanding the knowledge and capacity of Pakistani institutions, and exposing women, girls, and other vulnerable and under-served populations to STEM-related fields. Proposals should build STEM educational and professional capacity in Pakistan aimed at spurring economic growth and contributing to regional stability. Programs may include virtual exchanges between U.S. and Pakistani institutions for teachers and students that include elements and/or specific activities such as the following: development and implementation of STEM-related courses for use in local educational institutions; exposure and/or instruction to STEM-related fields, development and implementation of competitions focused on STEM-related fields, including but not limited to robotics, aerospace, coding, alternative energy sources (solar, wind, bio-digesters), water and natural resource management, use of recycled or repurposed products in waste management; and, hands-on projects in which students collect observations to be used in experiments and local research projects. It is desirable to include government schools or schools with limited access to such programs.
- 2. Education – General:** Proposals should seek to have broad institutional impact and go beyond increasing capacity for one class or one school. Good examples of institution and capacity-building themes include the following: development and implementation of courses on subjects such as critical thinking, analytical writing, media literacy, public speaking, civic education, and entrepreneurship; development and implementation of educational and career counseling courses and/or programs; and projects that aim to bridge the gap between local

educational opportunities and the local labor market (e.g. internship and apprenticeship programs).

- 3. Promoting Competitive Economic Systems:** Proposals will be accepted that promote sustainable enterprises, small business, and innovation in Pakistan through connections with U.S. partners, especially successful U.S. entrepreneurs. Such programs should focus on bringing Americans to Pakistan to share experiences, best practices, teach skills, and make connections that will benefit the entrepreneurship ecosystem in Pakistan while developing linkages aimed at promoting trade between U.S. and Pakistani businesses. Proposals also should address how American partners will contribute to Pakistan's economic growth and development, leading to long term stability. Proposals must discuss in detail:
- What methods, curriculum/materials and subject matter(s) the applicant plans to use to build organizational and entrepreneurial capacity.
 - How proposed ventures will contribute to job creation, economic growth in Pakistan, and regional stability and the process of creating linkages with American businesses.
 - Recruitment and selection of American participants and Pakistani entrepreneurs or aspiring entrepreneurs for the proposed program.
 - How the activities will include and/or reach target audiences (e.g., women, youth, minorities, rural communities, and other socio-economically disadvantaged people).

Note: Proposals could promote economic systems through activities such as the following: training to overcome barriers to entry into local, regional, and international markets for Pakistani entrepreneurs and their products; development of public-private partnerships that include local higher education institutions, industry, business development associations, and government, to increase the linkages between a community's educational capacity and output and the major industries/employers to maximize a locality's competitive advantages and encourage economic growth; training for administrators of higher-education business incubators; development of public-private partnerships aimed at encouraging business sector reforms, including policy reforms to stimulate creation of small and medium-sized businesses; training and activities aimed at enhancing respect for and protection of intellectual property rights; and equipping recent graduates with applicable professional skills for successful entry into the labor market.

- 4. Human Rights:** Proposals will be accepted for activities that increase knowledge and awareness of human rights with a focus on U.S. and Pakistani cooperation. The Embassy seeks partners who engage with local communities, increase human rights awareness, promote social opportunities, and encourage public visibility of human rights and social inclusion issues with programs that address short-term awareness and advocacy, with an aim to change public perceptions and attitudes, policies, and practices over the long-term. Proposals may include activities such as the following: public awareness campaigns, focus groups, radio programs, performing or visual arts such as plays and comedy, musical performance, creative writing, cultural sites, sports, folk games, culinary arts, and other forms of artistic expression; a competition amongst visual artists to address a particular social issue with follow-on discussions with community leaders and activists on the issue; in-school or after-school programs to increase awareness and understanding of the importance of social inclusion, including women in sports; and other activities aimed at reaching large communities with political, religious, academic, and business elements. Special

consideration will be given to proposals that focus on one or more of the following and that target audiences outside the urban centers of Islamabad, Karachi, Lahore, and Peshawar:

- Girls' and women's rights and empowerment and the prevention of gender-based violence.
- Issues of access to public services, education, employment, and civil society participation, including in elections.
- Freedom of expression and creation of public spaces.
- Issues affecting sexual and gender minority communities.
- Interfaith harmony.

Participants and Audiences:

Education (STEM and General) – the target audience will include college preparatory institutions, colleges, technical/vocational institutions and universities, students, teachers, trainers, and the range of practitioners from such institutions and/or working or studying in such fields and administrators at such institutions and education policy makers.

Promoting Competitive Economic Systems – the target audience should be specifically identified, whether women, youth defined by a certain age range, other under-served populations, or entrepreneurs in areas with limited business resources and opportunities, or public and private institutions that can play a role in building and sustaining the entrepreneurship ecosystem in a specific locality.

Human Rights - the target audience may be broad but must be specified in the proposal along with the reason for targeting those audiences with the intended program. Possible audiences could include: lawyers and judges, local NGOS, local and regional government officials, community leaders and activists, religious leaders, the business community, and other stakeholders and students and educators;

All proposals should:

- Address how the project will contribute to one or more of the objectives listed above;
- Describe involvement of American participants, expert/s, organization/s, or institution/s;
- Clearly specify the audiences to be reached and the geographic locations of program activities. Programs proposed in multiple locations should explain how that will be accomplished;
- Describe the impact and sustainability of the program;
- Include a traditional and/or social media plan for marketing or advertising program activities and outcomes;
- Enumerate specific outputs and outcomes to be achieved by the end of the grant period, preferably using the Grantee M&E Tool (Attachment 3) found in the Related Documents tab on www.grants.gov;
- Explain how programs and activities will be monitored and evaluated, including developing performance indicators using a Grantee M&E Tool (Attachment 3). Indicators should

include baselines, targets, and descriptions of data collection instruments, such as surveys of participants.

- Demonstrate organizational competency to manage financial and programmatic administration of the project.

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 and lobbying activities;
- 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.

B. FEDERAL AWARD INFORMATION

Public Diplomacy Grants

Funding Instrument Type: Cooperative Agreement or Grant

Individual Award Amounts: The award floor is set at \$50,000; the award ceiling is set at \$150,000.

Duration of Award: Minimum of three months up to twelve months.

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 in one year or less. 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

All **U.S. and Pakistani** registered non-profit, non-governmental organizations, U.S. and Pakistani universities, and U.S. state and local governments with relevant programming experience are encouraged to apply. Any relevant experience must 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.**

Other Eligibility Requirements

Applicants are allowed to submit only one proposal per organization. If more than one proposal is submitted from an organization, all proposals from that institution will be considered ineligible for funding.

In order to be eligible to receive an award, all organizations must have a Unique Entity Identifier (DUNS) number. Organizations requesting \$25,000 or more must also have a valid registration on 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.

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). Executive summary text should not exceed the remaining space available on the single first page of the document.

B. Applicant Organization Survey: Applicants must complete and submit the survey (Attachment 2).

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 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
- Security (see note below)
- Implementation Timeline
- Monitoring and Evaluation Plan (see note below)

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 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 for the Worldwide Caution, Travel Warnings, Travel Alerts, and Pakistan Country Specific Information.

Monitoring & Evaluation Plan:

Applicants must submit a Monitoring and Evaluation (M&E) Plan (the preferred template is the Grantee M&E Tool provided with this funding opportunity on www.grants.gov). Applicants should complete the Grantee M&E Tool according to the specifications of their proposal, following its instructions and examples, and developing their own results framework and indicators. In addition, applicants should prepare a narrative M&E Plan to accompany the Grantee M&E Tool. The M&E Plan should describe how applicants intend to systematically plan, collect, analyze, and use performance monitoring data and evaluation to track progress, improve their results, and report achievements and challenges to the Public Affairs Section. Expenses directly associated with M&E are considered allowable.

The applicant's M&E Plan and Grantee M&E Tool should address the following components of program design and performance management:

- **Results framework:** Applicants should develop a logic model that connects beneficiaries' needs with the program's desired outcomes and the Public Affairs Section's objectives. A results framework is a logic model that visually diagrams the causal relationship between a program's outputs, outcomes, and goal. For more information, please see Worksheets 1 and 2 from the Grantee M&E Tool (Attachment 3). Applicants should demonstrate in the M&E Plan how their project goals and outcomes link to the objectives of the program described in this NOFO.
- **Outcomes and outputs:** Applicants should include long-term outcomes, short-term outcomes, and outputs in their program's results framework. The M&E Plan and Grantee M&E Tool should clearly distinguish between outcomes and outputs:
 - Outcomes represent specific changes in events, occurrences, or conditions, such as attitudes, behaviors, knowledge, skills, or status. Outcomes are caused by a project (i.e. attributable to outputs or program activities), and are often expressed at an individual level among program participants. It is easier to conduct M&E if outcomes follow the SMART criteria and are Specific, Measurable, Attainable, Results-oriented, and Timely.
 - Outputs are a tangible, immediate, and intended product or result of an activity that is within an organization's control. Program deliverables are generally considered outputs. Examples include: number of journalist trained, number of media articles written, number of manuals distributed
- **Indicators:** Applicants should develop performance indicators to measure intended changes in the M&E Plan and Grantee M&E Tool. Indicators are used to observe progress and measure actual results compared to expected results (targets). They answer "how" or "whether" a project is progressing toward associated objectives and should be objective and measurable (e.g. numeric value, percentages, indices). As described in Worksheets 3 and 4 from the Grantee M&E Tool (Attachment 3), each indicator should:
 - Relate to a program's objective, goals, outcomes, or outputs. The indicator should describe whether and how a program is achieving the given outcome or output.

- Explain how the applicant will calculate the indicator and when data will be collected and reported to the Public Affairs Section. Consideration should be given to the appropriate timing of data collection. This may also include describing data collection tools, such as surveys, attendance sheets, questionnaires, etc.
- Have a baseline. A baseline is the value of an indicator before a program begins.
- Have targets. Targets indicate how well you expect the indicator to perform during the program. They should be reasonably achievable yet ambitious enough to meet the program’s objectives.
- Have disaggregation. Disaggregation breaks down data by subgroups (e.g. gender, geographic location, education level).
- **Evaluation plan.** Applicants should develop a concise evaluation plan within the M&E Plan. The evaluation plan should demonstrate the applicant’s willingness and ability to coordinate with an external evaluation of the program, if the Public Affairs Section commissions one. This section of the M&E Plan should also describe any plans by the applicant to conduct an internal evaluation of the project.

Applicants are encouraged to design M&E Plans and Grantee M&E Tools to assess their progress toward the program objectives set out in the NOFO, including using the following illustrative indicators:

Illustrative Indicators According to Project Areas and Outcomes				
	Participant satisfaction with the program and experience.	Participant learning: increased knowledge, aptitude, skills, and attitude, including substantive learning and mutual understanding.	Participant behavior: actions to apply knowledge, participation in civic organizations, and ongoing contacts with community members.	Institutional changes: increased collaboration and partnerships, policy reforms, and organizational improvements.
Education – Science, Technology, Engineering, and Math (STEM)	<i>Indicator: percentage of participants who express a high level of satisfaction with the program</i> (Disaggregate by gender, age range, and province)	<i>Indicator: percentage of participants who express a high degree of confidence in their ability to pursue a career in STEM</i> (Disaggregate by gender, age range, and province)	<i>Indicator: number of students participating in STEM-related course or research</i> (Disaggregate by gender, age range, and province)	<i>Indicator: number of STEM programs or courses offered by Pakistan educational institutions</i> (Disaggregate by the type of program and university)
Education – General	<i>Indicator: percentage of participants who express a high level of satisfaction with the program</i> (Disaggregate by gender, age range, and province)	<i>Indicator: percentage of participants who express a high degree of confidence in their soft skills</i> (Disaggregate by gender, age range, and province)	<i>Indicator: number of students participating in courses designed to strengthen critical thinking</i> (Disaggregate by gender, age range, and province)	<i>Indicator: number of programs or courses offered by Pakistan institutions designed to strengthen soft skills</i> (Disaggregate by the type of program and university)
Promoting Competitive Economic Systems	<i>Indicator: percentage of participants who express a high level of satisfaction with the program</i> (Disaggregate by gender, age range, and province)	<i>Indicator: percentage of participants who express a high degree of confidence in their ability to meet the demands of the labor market</i> (Disaggregate by gender, age range, and province)	<i>Indicator: number of participants who have communicated professionally with contacts outside Pakistan as a result of the program</i> (Disaggregate by gender, age range, and province)	<i>Indicator: number of Pakistani entrepreneurs who receive mentoring from American businesspeople</i>

				(Disaggregate by gender, age range, and province)
Human Rights	<i>Indicator: percentage of participants who express a high level of satisfaction with the program</i> (Disaggregate by gender, age range, and province)	<i>Indicator: percentage of participants who express a high degree of confidence in their ability to promote human rights</i> (Disaggregate by gender, age range, and province)	<i>Indicator: number of people exposed to positive messages from public awareness raising campaigns</i> (Disaggregate by gender, age range, and province)	<i>Indicator: number of awareness raising programs and events conducted to promote social inclusion</i> (Disaggregate by type of program and province)

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.

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-awardees 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 - Application for Federal Assistance and 424B - Assurances for Non-construction Programs (2 separate forms), 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.”

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 **April 4, 2018 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 is a multi-step process that requires prior successful registration with DUNS, NCAGE, SAM, and 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 four 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 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, 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 this NOFO and on the organization registration page of www.grants.gov.

Organizations must obtain the following:

- DUNS number
- NCAGE code
- SAM registration, and
- AOR (Authorized Organization Representative) registration on www.grants.gov

Step 1:

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

Step 1a:

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 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

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) 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.

Given the volume of applications, we are unable to individually confirm receipt of proposals.

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).

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. Failure to submit information when requested, or failure to pass vetting, may be grounds for rejecting your proposal.

Address to Request Application Package

This funding opportunity and any amendments can be found at www.grants.gov (search by Opportunity Number). If you require special accommodation to access any information contained in this announcement, please contact Ellen Delage at DelageEM@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 the OMB Circulars 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.

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 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 a Grantee M&E tool and development of a M&E Plan are required to receive points in this category (the preferred template can be found on www.grants.gov in “Related Documents” and should be uploaded as Attachment 3). Projects should demonstrate the capacity for engaging in performance management and identify outputs and outcomes to measure how project activities will achieve the program's objectives. The Grantee M&E Tool should include output- and outcome-based indicators, a baseline and targets for each indicator, disaggregation for gender if applicable, data collection tools, data source, and frequency of data collection and reporting. Expenses directly associated with monitoring and evaluation are considered allowable.

F. FEDERAL AWARD ADMINISTRATION INFORMATION

Federal Award Notices

As described in Section E above, 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. Please refer to the anticipated time to award information in Section E.

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) and Grants Officer Representative (GOR) 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 Ellen Delage at DelageEM@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.

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.

