



***RED LATINOAMERICANA Y DEL CARIBE PARA LA DEMOCRACIA -  
(REDLAD)***

***Participation of Civil Society in the Americas - PASCA II***

**NOTICE FOR SUB GRANT FUNDING OPPORTUNITY (NOFO)**

Funding Amount: \$975,605.00 U.S. Dollars  
Number of Awards: 1 award  
Issuance Date: July 8 2019  
Deadline for Receipt of Questions: July 31 2019  
Closing Date for Applications: Aug 08 2019 11:59 PM Eastern Time

Eligibility Category: Public International Organizations, International Non-Governmental Organizations, United States Non-Governmental Organizations with 501c3 status, and Universities.

Eligible Countries: All countries in Latin American and the Caribbean are eligible for project activities.

Electronic Requirement: E-mailed or faxed packages will not be considered. Please see full #12 Submission Requirements for more details.

Number of Applications: One (1) per applicant organization.  
**NOTE:** Organizations may form consortia and submit a combined proposal. However, one organization must be designated as the lead applicant. The lead applicant must meet the eligibility criteria listed above.

Anticipated Award Date: Within eight to ten weeks of the closing of this announcement. The successful sub-grant applicant will receive notification. The prime grantee of the U.S. Department of State, REDLAD is under no obligation to fund any of the proposals submitted under this funding opportunity.

Avg. Project Duration: Approximately 20- 21 months

Est. Project Start Date: Nov 01 2019

Est. Project End Date: Aug 30 2021

Submission of Applications: Application packages ***must*** be complete or will be disqualified. The packages must include up to a 10 page proposal narrative, detailed line item budget, budget narrative, logical framework, timeline monitoring evaluation plan, contingency and sustainability plans.



## 1.) SUMMARY

The Summits of the Americas are “institutionalized gatherings of the heads of state and government of the Western Hemisphere where leaders discuss common policy issues, affirm shared values and commit to concerted actions at the national and regional level to address continuing and new challenges faced in the Americas” (OAS). These meetings are held every three years, and although there is dialogue among governmental actors, representatives of the private sector, youth, there is also a need for civil society and other social actors to have dialogue space in the Summits.

The Summit of the Americas is a process that goes beyond the dialogue. Since its creation in 1994<sup>1</sup>, the components of agenda setting, dialogue, commitments adoption and follow up have been part of the Summit Process. The OAS Summit Secretariat and governments of the Americas have, especially incoming and outgoing hosts of each Summit and the Summit implementation review group. Also, other actors support the process, such as the Joint Summit Working Group.

In the Summit process, civil society participation is articulated in all the steps described, thru its participation in the dialogue and pre and post Summit advocacy actions. The more recent process of independent Civil Society follows up is PASCA, Participation of Civil Society in the Summit of the Americas, a process lead by the Latin American and Caribbean Network for Democracy, (REDLAD), with the financial support of the US Department of State. PASCA is the contractual support base for the present NOFO.

2018 Summit of the Americas was held in Lima, Peru. As a result of dialogue during the Summit, the leaders of the Americas issued a joint declaration: the Lima Commitment "Democratic Governance against Corruption", which focuses strengthening the democratic institutions of the region; autonomy and independence of judicial systems, adoption of high-level codes of conduct for public officials, the use of new technologies that increase transparency, the adoption of measures to prevent corrupt officials from holding public office, and the increase of resources for anti- corruption mechanisms.

Three main aspects of the theme were addressed during the Summit, that were then condensed in the Lima Commitments, agreed by all the governments present in the Summit:

- I. Democratic governance and corruption.
- II. Corruption and sustainable development.
- III. Cooperation, international institutions and public-private partnerships.

The objective of the present call is to hire the creation of a body called the Citizen Anti-corruption Observatory (or another name chosen in the participatory process). This body will mainly serve two purposes:

- a. Monitor and present reports on countries’ implementation of the [Lima Commitment](#): (Summit of the Americas 2018), prioritized for that purpose.
- b. Investigate, document, and analyze evidence of the effectiveness of anti-corruption efforts.

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<sup>1</sup> More information can be found in: [http://www.summit-americas.org/summit\\_process.html](http://www.summit-americas.org/summit_process.html)



## 2.) BACKGROUND

The Latin American and Caribbean Network for Democracy (REDLAD) is a non-profit platform, with approximately 100 members and more than 300 allies, including civil society organizations, networks, activists and other social actors in the region. All members and allies work towards the strengthening of the democratic institutions, the defense of human rights and the social cohesion of Latin American citizens. REDLAD has been actively participating in the Summit of the Americas processes since 2006 and has articulated its efforts and resources to establish alliances with Civil Society Organizations (CSO), the Organization of American States (OAS), and the governments of the region.

Through funding from the U.S. Department of State, since mid-2015, with the support of an initial consortium made up of organizations with a subregional presence in Latin America (Center for Studies and Promotion of Development - DESCO - Peru, Center for Training and Promotion of Democracy - CECADE - El Salvador, Espoir Foundation - Dominican Republic and Seeds for Democracy - Uruguay), REDLAD developed a project for the design and implementation of effective and sustainable mechanisms to strengthen the participation of civil society in the Summit of the Americas process, called PASCA.

PASCA set out to facilitate the coordination and commitment of civil society organizations, social actors, hemispheric networks, nongovernmental organizations, specialists and governments in coordination with the Organization of American States (OAS) and the Bureau of Western Hemispheric Affairs (WHA) of the U.S., Department of State, regarding processes of institutionalization of a meaningful role of civil society in the Summit of the Americas 2018.

PASCA, whose first phase was implemented from September 2015 to October 2018, is driven under the following principles:

- Defense and Promotion of Democracy
- Defense and Promotion of Sustainable Development
- Defense of Freedom of Assembly, Association and Expression
- Social inclusion, Respect and Defense of Diversity
- Solidarity
- Defense and Promotion of Human Rights and Nature
- Stewardship
- Organizational and Administrative Transparency
- Networking, Coordination and Articulation
- Dialogue and Collective Initiative

As a result of the first version of PASCA (2015-2018), a political scenario for dialogue and collective actions among different actors of civil society in Latin American and Caribbean countries were established, called Citizen Forum of the Americas (CFA), which has managed to position itself as a cornerstone for civil society engagement at the OAS. The CFA is composed of 89 organizations from 19 countries, which for two years advanced national processes of citizen dialogue, creation of advocacy agendas and follow-up of commitments that governments have assumed as part of their participation in 2015 Summit of the Americas. In addition, actions of a sub-regional and hemispheric nature were carried out, with the purpose of maximizing the participation of civil society and strengthening work with vulnerable populations.

The implementation of PASCA resulted in:

- The creation of a network in 19 countries.



- Creation of collective agendas and scenarios of participation for civil society organizations to influence the OAS in the annual General Assemblies (2016, 2017 and 2018) and the Summit of the Americas (2018).
- Preparation of a methodology and instruments designed to follow-up on compliance with the mandates of the Panama Summit (2015), and the preparation of 15 reports on their implementation.
- Execution of 293 activities in 27 countries, with 2292 attendees (955 individuals belonging to 591 civil society organizations).

For the second phase of the Project (PASCA II, October 2018 to September 2021), it is expected to improve the capacity of the Citizen Forum of the Americas to coordinate the participation of civil society in the Summit of the Americas 2021 process (to be held in the USA).

**The capacities of the project strengthened to include:**

- i) raising awareness, training and advancing citizen monitoring processes to fight against corruption,
- ii) monitoring the implementation of the Summit of the Americas 2018 (Lima Commitment)
- iii) monitoring other governmental efforts to fight against corruption

This last two objectives want to emphasize the focus on the effects of corruption on democratic institutions, governance and sustainable development.

Taking this into account it is essential to have a methodological proposal for awareness, training and follow-up, which is described in the PASCA I (2015-2018) process, as well as provide technical support for the development of the second phase of PASCA (2018-2021) for the Citizen Forum of the Americas and for REDLAD as its technical secretariat.

**3.) PURPOSE OF THE SUB AWARD**

The general purpose of the Sub Award is to strengthen CFA, its Civil Society Organizations, and other organizations and social actors, for a better participation capacity and a stronger role in the Summit of the Americas process through collaborative networks with other relevant actors (NGOs, governments, OAS and WHA, among others), as well as facilitate a process to strengthen democratic governance and to fight corruption in Latin American and Caribbean Countries.

The scope of the sub award is to provide technical support to REDLAD for the development of the second phase of PASCA project. Strengthen, through capacity building, training and follow up, the capacity of civil society organizations CFA members to monitor the agreements of the Lima Summit and corruption in Latin America and Caribbean countries.

**3.1 Project Objectives and Activities**

General Objective	General Activities
Create a Citizen Anti-Corruption Observatory or other body defined in a participatory process, which will act as technical support for REDLAD, in the implementation of the PASCA project,	a. Elaborate a detailed work plan, in articulation with the PASCA process and the CFA that accounts for the technical assistance that will be provided by the observatory to the CFA action, according to the purpose and objectives established.
	b. Coordinate the effective implementation of the Monitoring,



<p>and in direct coordination with the CFA, to monitor and present reports on the implementation by countries of the Lima Commitment "Democratic governance against Corruption", and investigate, systematically document, and analyze evidence about the effectiveness of anticorruption efforts.</p>	<p>Evaluation, Learning, and Communications processes with REDLAD, in accordance with the procedures previously determined for that purpose.</p>
	<p>c. Coordinate the effective implementation of the Financial, Administrative and Operational processes with REDLAD, in accordance with the procedures determined previously for that purpose.</p>
<p><b>Specific Objectives</b></p>	<p><b>Activities per Objective</b></p>
<p>1. Provide technical assistance and strengthen the processes developed with CSOs using the PASCA project framework in coordination with the CFA, in order to monitor and present reports on the implementation by the countries of the prioritized Lima Commitments (Summit of the Americas 2018).</p>	<p>1.1 Develop and implement methodologies and tools to strengthen the capacity of CSOs in to monitoring the countries of the region with respect to the prioritized Lima Commitment Agreements (Summit of the Americas 2018).</p> <p>1.2 Provide the technical assistance required for development of the relationship strategy and advocacy work led by members of the CFA in articulation with REDLAD.</p> <p>1.3 Mapping of citizen observatories focused in the fight against corruption in Latin America, according to inputs and indications provided by the REDLAD team and the CFA.</p>
<p>2. Provide technical assistance and strengthen the processes developed with CSOs in the framework of PASCA, in coordination with the CFA, to investigate, systematically document, and analyze evidence of corruption with selected approaches for that purpose.</p>	<p>2.1 Develop and implement methodologies and tools to strengthen the capacity of CSOs to investigate, systematically document, and analyze the effectiveness of anticorruption efforts.</p> <p>2.2 Generate joint strategies between different actions and processes to fight corruption, led by the organizations linked to the CFA, and by other actors in the region (governments, organizations, journalists, etc.).</p> <p>2.3 Generate joint actions with the Follow-up Mechanism of the Inter-American Commission against Corruption - MESICIC in the OAS, including the organization and development of the meetings and events required for that purpose.</p> <p>2.4 Generate synergies with the process advanced by the Inter-American Commission on Human Rights - IACHR, with an emphasis on the relationship between corruption and the violation of human rights.</p>
<p>3. Implement training processes and educational workshops, according to concepts, mechanisms and tools related to the object and scope of the sub-award, and to the knowledge needs identified in the implementation framework of PASCA by REDLAD and the Citizen Forum of the Americas.</p>	<p>3.1 Design, create and implement a process of sensitization and strengthening of skills of Latin American and Caribbean Civil Society Organizations; using the framework provided by the Citizen Forum of the Americas and the purposes established in the general objective and the specific objectives of these NOFO</p> <p>3.2 Produce reports and other knowledge management documents related to the sensitization process and strengthening of skills of Latin American and Caribbean Civil Society Organizations.</p> <p>3.3 Establish a process to identify training needs associated with the sub award in coordination with the CFA and REDLAD.</p> <p>3.4 Design and propose a curriculum and its corresponding implementation methodology to the CFA and REDLAD, based on the training needs identified.</p> <p>3.5 Develop the curriculum and methodology approved by the CFA</p>



	and REDLAD.
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### 3.2 Desired Results and Illustrative Indicators

By the end of the project, PASCA is expected to have a Citizen Anti - Corruption Observatory in operation, and trained and strengthen Civil Society Organizations and actors of other social actors and population groups in corruption monitoring processes. CSOs have the methodology, instruments and protocols necessary for monitoring the Lima Summit commitments and corruption in Latin America and the Caribbean, CSOs participate in the preparation of independent reports and evaluations.

The sub award recipient will develop a Project Monitoring Plan (PMP) with end-of-project targets and results anticipated for key performance indicators. The following tables show required indicators that must be measured, as well as illustrative targets that the recipient will be responsible for monitoring and reporting during and after the project. The recipient should propose additional outputs, indicators, and/or targets as necessary. REDLAD will regularly monitor the sub awardee’s performance to assess whether sub-grant activities are on track to achieve desired targets.

Required outcome indicators and illustrative targets for the project are provided below. The recipient should review these and either confirm the illustrative targets or propose alternative targets, as appropriate. The recipient is expected to identify targets for these indicators based on what it can reasonably achieve within the performance period of the project and on the expected overall project results described above.

<i>Outcome Indicators</i>	<i>Illustrative targets:</i>
	<i>Total</i>
1.5.3 Number of CSO's staff or project beneficiaries will be trained through thematic workshops and related activities.	150 persons trained
Up to 600 CSOs participate at regional, sub-regional and national, meetings, thematic workshops, on-line discussions, trainings and engagement activities.	600 CSO
At least 150 CSO participate at the process of the monitoring and reporting mechanisms.	150 CSO
One citizen observatory on corruption created.	1 Observatory

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

<i>Output Indicators</i>	<i>Illustrative targets:</i>
	<i>Total</i>
1.3.1 Number of training curriculums developed for thematic workshops and meetings.	1 training curriculum
1.4.1 Number of stakeholder mapping and engagement strategies updated to assure extensive CSO participation.	1 stakeholders mapping including a relationship strategy



3.1.1 Number of proposals of monitoring plan and evaluation indicators about the 2018 Summit Commitments.	1 proposal of M&E plan and evaluation indicators about Summit commitments
3.2.1 Number of monitoring and evaluation indicators for the implementation of the 2018 Summit recommendations, approved by REDLAD and the WHA.	1 approved set of M&E indicators about 2018 Summit
3.3.1 Number of sets of methodology, instruments and protocols to monitoring and evaluate governments' implementation of their 2018 Summit commitments, using the approved indicators.	1 set of methodology, instruments and protocols to use approved indicators.
3.4.1 Number of protocols and agreements between REDLAD, representatives of the Citizen Forum, subgrantees and sub awardee, to articulate the action in its administrative, political and technical level.	1 protocol / agreement of articulation
3.5.1 Number of active CSO coordinators (Pasca Focal Points) from local organizations in each individual LAC country lead the adoption of the monitoring and reporting mechanism.	20 active CSO coordinators (Pasca Focal Points)
3.5.2 Number of CSO participating at the process of the monitoring and reporting mechanism.	150 CSO participating at monitoring and reporting mechanism
3.5.3 Number of CSOs with the capability to conduct in-depth analysis of government and private sector anticorruption and transparency commitments.	40 CSO able to conduct in-depth analysis of anticorruption and transparency commitments
5.4.1 Percentage of CFA active members that join capacity-building activities on specific themes, regional or populational approaches, operated by the sub awardee.	70% of CFA active members join capacity-building activities
5.4.2 Number of person-hours of USG-supported training completed in public participation and civil society engagement.	TBD (according to the curriculum)
5.4.3 Number of people affiliated with non-governmental organizations receiving USG-supported anti-corruption training	100 people affiliated with NGOs receiving anti-corruption training
5.4.4 Number of human rights organizations trained and supported	85 human rights organizations trained and supported
5.4.5 Number of groups working on LGBTI issues trained and supported	30 groups working on LGBTI issues trained and supported
5.4.6 Number of indigenous people's groups trained and supported	20 indigenous people's groups trained and supported
5.4.7 Number of afro-descendants' groups trained and supported	35 afro-descendants groups trained and supported
5.4.8 Number of groups working on religious freedom issues trained and supported	20 groups working on religious freedom trained and supported
5.5.1 Number of CSO-led independent anti-corruption	20 CSO-led independent



evaluations.	anti-corruption evaluations
5.5.2 Number of governments that support greater stakeholder and CSO engagement in anticorruption and transparency efforts, as result of CSO-led independent evaluations.	5 governments support CSO engagement in anti-corruption and transparency efforts
5.6.1 Number of independent evaluations of governments' implementation of 2018 Summit commitments prioritized, with a thematic perspective.	5 independent evaluations of 2018 Summit commitments with a thematic perspective
5.7.1 Number of independent evaluations of regional governments' implementation of their anti-corruption commitments, including under the Inter-American Convention Against Corruption.	20 independent evaluations of regional governments' implementation of their anti-corruption commitments
5.8.1 Percentage of countries where independent reports are mentioned on national and regional mass media.	70% of countries which independent reports are mentioned on national and regional mass media

The recipient will be required to collect baseline data for all the PMP indicators during the project in direct and close coordination with REDLAD and CFA. In addition, applicants should define certain terms included in the outcomes and indicators at the very beginning of the project, so that it is possible to measure the change during and at the end of the project. Such baseline information will be critical for both monitoring and evaluation of project progress and results.

### Desired Results and Expected Products

5.1 A detailed joint work plan with PASCA process and the CFA, which accounts for the technical assistance provided by the observatory for the work done by the CFA according to the purposes established in the general objective and the specific objectives of this NOFO.

5.2 Creation of a monitoring and evaluation plan for the prioritized indicators of the Lima Commitment.

5.3 A package of methodologies and tools to strengthen the capacity of PASCA actors and other CSOs to monitor the compliance of countries in the region in prioritizing Lima Commitment Agreements (Summit of the Americas 2018).

5.4 A package of methodologies and tools to strengthen the capacity of PASCA actors and other CSOs to monitor corruption in the region.

5.5 A map of CSO activities related with the oversight of corruption, and other similar programs and projects in the region and a relationship strategy.

5.6 Periodic reports and publications (at least every three months) of the process of sensitization and strengthening skills developed by CSOs.



5.7 Five independent evaluations of implementation by regional governments of their anti-corruption commitments, including the Inter-American Convention against Corruption.

5.8 At least 20 independent national evaluations of the implementation by the governments of the commitments of the VIII Summit prioritized by the CSO. These evaluations should maintain a thematic and population perspective. The process of gathering and analyzing information should be coordinated with stakeholders of the Citizen Forum and involve at least 150 organizations in various activities.

5.9 A curriculum and methodological design corresponding to the training needs of the members of the Citizen Forum of the Americas and REDLAD.

5.10 At least 20 sensitizations, training and strengthening skills sessions that develop the curriculum and methodological design approved by the members of the Citizen Forum of the Americas and REDLAD, involving at least 200 people, including around 100 representatives of organizations of Human Rights, LGBTIQ +, indigenous peoples, Afro-descendant groups and progressive religious groups.

## 6.) BUDGET GUIDANCE

The maximum amount to be allocated for this budget is US \$ 975,605.00 and the submitted budget must follow the U.S. Office of Management and Budget’s template cost categories to include personnel, fringe benefits, travel, contractual, other direct costs and indirect costs if applicable. Construction, alcohol and entertainment costs are unallowable under the OMB 2 CFR 200.

	Proposal Request	Cost Share	Total
<b>A. PERSONNEL</b>			
<b>B. FRINGE BENEFITS</b>			
<b>C. TRAVEL</b>			
<b>D. EQUIPMENT (single items \$5,000 and above)</b>			
<b>E. SUPPLIES (single items below \$5,000)</b>			
<b>F. CONTRACTUAL (sub-grants or consultant fees)</b>			
<b>H. OTHER DIRECT COSTS</b>			
<b>I. TOTAL DIRECT CHARGES (Sum of A-H Subtotals)</b>			
<b>K. TOTAL COSTS (Sum I-J)</b>			



## **7.) MINIMUM REQUIREMENTS OF THE ORGANIZATION TO BE HIRED**

### **7.1 General Experience**

Organization or consortium of organizations with proven experience of more than five years in the design, implementation, evaluation, study, research or consulting processes of programs and/or projects related to the fight against corruption and strengthening of Civil Society Organizations (CSOs) in Latin America and Caribbean.

The nomination of consortium of organizations will be positively valued. At least one of the organizations of the consortium must have the general experience related with the purpose and scope of the Award and should guarantee related complements with the experience of no more than four organizations.

The consortium or organization that applies must have five consecutive years' experience in the implementation of programs and projects with regional impact in Latin America and the Caribbean. At least one of the organizations must take leadership, voice the process and will be the one who will send the base information of the application to participate in the process.

The organization or leader of the Consortium must be legally registered in one country of Latin America (USA and Canada excluded). In relation with the consortiums that wish to apply, at least 50% of the organizations that are part of the consortium applicants must have an updated registration in one country of Latin America.

### **7.2 Proven Related Experience**

- More than five years in citizen education and training processes related to notions, mechanisms and tools of Anti-Corruption Fight.
- More than five years in the production of technical documents related to the fight against corruption in the public and private sectors.
- More than three years in processes of articulation and coordination of civil society organizations and/or in the development of programs and projects related to governance, strengthening of democratic institutions and social organizations.
- More than three years in processes related with public policies associated to the Anti-Corruption Fight.
- Execution of programs, projects, studies, consultancies or training processes with a budget allocation of USD \$500,000 or more or its equivalent in national currencies, during a two-year period or less.
- Supporting documentation with proof of experience must be attached to the application.

### **7.3 Desirable extras**

- Knowledge and experience in the implementation of programs and projects with a differential and human rights approach. Working experience with diverse populations (women, indigenous people, Afro-descendants, LGBTI, religious groups, among others).
- Experience in implementing projects with resources from USAID and/or the State Department.
- Knowledge of the Organization of American States and experience in advocacy actions in the OAS.



- Own a virtual training platform that can accredit at least 200 hours of training, preferably on issues of anti-corruption, ethics, probity and citizen participation.
- Working knowledge of Portuguese and French.

#### **7.4 Project team**

The applicants must have a general coordinator whose experience meets the following requirements:

- Academic profile: Undergraduate Degree in human and social sciences, law and political sciences, economic, administrative or related sciences. Graduate degree at Master's level with emphasis on one of the following basic knowledge: i) Public Administration; ii) Public policy; iii) Political Science, International Relations; iv) Regional planning; v) Development and others related to the objective of this consultancy.
- Professional experience of at least 12 years, specific experience of more than 5 years in the direction or coordination of programs, projects, studies or training processes related to the fight against corruption.

In addition, the profiles of the following professionals:

- Five experts or professionals in human and social sciences, law and political science, economic, administrative or related sciences, with proven professional experience of more than three years in programs, projects, studies or training processes related to the fight against corruption.
- A specialized administrative and financial professional.
  - Academic training: business administration, accounting, economics or related.
  - Certified professional experience of five years or more in:
    - i) Administrative and financial coordination
    - ii) Budget management;
    - iii) Preparation of financial reports for international cooperation donors, including USAID and/or the State Department.

❖ Diverse and inclusive conformation of the work team in charge of the creation and start-up of the Citizen Anti-corruption Observatory will be positively valued.

### **8.) GENERAL ASPECTS**

- The winning organization or consortium must develop the processes required for its technical assistance work, as well as for the fulfillment of the objectives and activities stipulated here.
- The whole contractual process should be articulated with the participation, strengthening and political advocacy processes of the Citizen Forum of the Americas and the PASCA project, as well as with the recommendations given by REDLAD as Technical Secretariat of the CFA.
- The Citizen Forum of the Americas in coordination with REDLAD will define the follow up mechanism on the work carried out by the organization or Consortium according to the work plan presented and approved.
- In order to comply with the objectives and capacities included in this call, this sub-award must take the knowledge, needs, interests and capacities of the CFA member organizations into account.
- The winning organization or consortium will maintain a differential approach in the design and implementation of the activities corresponding to the development of the sub-award, as well as in the



reports and documents resulting from them, promoting respect and special participation of historically excluded groups (women, indigenous people, Afro-descendants, LGBTI, religious groups, among others).

- The winning organization or consortium will follow a human rights approach in the planning and development of contractual activities and will track the effect that corruption has on the guarantee of fundamental rights.
- The languages of the sub-award are Spanish and English.
- The organization or leader of the Consortium must be legally registered in a Latin American country (USA and Canada are excluded). In relation to the consortiums that wish to apply, at least 50% of the organizations that are part of the consortium applicants must have an updated record in a country in Latin America (USA and Canada are excluded).
- In the subaward agreement terms and conditions the following language must be included in any work with the Organization of American States (OAS). *“The Recipient agrees that none of the funds provided by this award shall be used to issue grant funds to lobby for or against abortion. The recipient agrees that none of the funds provided by this award shall be used to pay for the performance of abortion as a method of family planning or to motivate or coerce any person to practice abortions.”*

## **9.) INTELLECTUAL PROPERTY AND INFORMATIONAL MANAGEMENT**

The products generated by the organization or consortium that leads the design, creation and implementation of a process of awareness and capacity building of Latin American and Caribbean civil society organizations will be under the intellectual property of REDLAD, the Citizen Forum of the Americas and the U.S. Department of State

**CONFIDENTIALITY:** The organization or consortium, excluding prior written consent of REDLAD, may not reveal to any person or entity confidential information acquired in the development of the sub-award at any time, may not publish the findings and recommendations generated from compliance with it.

It is considered as reserved information everything that has to do with the financial situation of the Citizen Forum of the Americas and REDLAD, its security, processes, commercial, fiscal, banking, administrative, technical and data bases of all kinds, and those other matters that are classified as such.

## **10.) PERIOD OF PERFORMANCE**

The final date of the sub-award will be August 30<sup>th</sup>, 2021. The sub-award would be associated with the implementation of an international cooperation agreement, on which its resources depend. Therefore, if at any time before the expiration of the term of the sub-award, the agreement that originates ends or is altered (SLMAQM15GR1267 US State Department- REDLAD), the sub-award may be terminated or altered depending on the situation.

## **11.) SUPERVISION**

The PASCA project official will lead the supervision of the sub-award as part of the actions of the Latin



American and Caribbean Network for Democracy (REDLAD) as the technical secretary of the Citizen Forum for the Americas.

## 12.) APPLICATION PROCESS

The organization or group of organizations that wishes to be part of the selection process must send an email to [diana.silva@redlad.org](mailto:diana.silva@redlad.org) with a link of Google Drive or Dropbox with the following documents:

- A. A cover letter and commitment in English and Spanish that includes
  - (i) Contact information (name, email, telephone numbers, address)
  - (ii) Description of the provider and the capacity of the organization;
  - (iii) Synthesis of the organization's recent experience.

In the case of a consortium of organizations, applicants must send the aforementioned information for each of the organizations part of the consortium, starting with the lead organization, in a single document.

- B. Technical proposal: must not exceed 10 pages (not counting annexes) and must explain
  - (i) The understanding of the scope and objectives of the process,
  - (ii) The technical and conceptual approach with which the sub-award would be developed, and
  - (iii) The proposed methodology to carry out the activities.
- C. Certifications that prove the general and specific experience of the organization or consortium. These documents must contain the following minimum information: (name of the organization or contracting entity, name of the contractor, object and / or description of the contract/sub-award, functions or activities performed, date of beginning of the contract, date of termination of the sub-award, value of the sub-award).
- D. Provide the following documents to the general coordinator:
  - (i) Resume;
  - (ii) Copy of the professional and postgraduate degrees and/or certificates of degree;
  - (iii) Copy of certificates or minutes of liquidation that assures the experience.
- E. In the case of the Applicant Consortium, a letter of intent and knowledge of the application must be signed by leadership from Management, Presidency or the Board of Directors of each of the member organizations.

## 13.) TIMELINE (Tentative)

Opening of the public call	July 8 2019
Review of proposals by the committee and identification of short list	Aug 30 – Sep 15 2019
Request for clarification and/or call for interviews	Sep 16 – Sep 30 2019
Second review by the committee	Approximately Sep 30 – Oct 15



	2019
Announcement of the results	Approximately Oct 16 2019
Recruitment process, administrative agreements	Approximately Oct 16 - 31 2019

## 14.) EVALUATION CRITERIA

CRITERIA	MAXIMUM SCORE
<p><b>Quality of Program Idea</b></p> <ul style="list-style-type: none"> <li>• Responsive to the solicitation (5 points)</li> <li>• Appropriate in the country/regional context (5)</li> <li>• Exhibits originality, substance, and precision (5)</li> <li>• Prioritizes innovation but is feasible (5)</li> <li>• In countries where similar activities are already taking place, provides an explanation as to how new activities will not duplicate or merely add to existing activities (5)</li> </ul>	<b>25</b>
<p><b>Program Planning/Ability to Achieve Objectives</b></p> <ol style="list-style-type: none"> <li>1. Includes a clear articulation of the proposed program activities' expected contributions to the overall program objectives (3)</li> <li>2. Each activity is clearly developed and detailed (3)</li> <li>3. Provides a comprehensive quarterly work plan for project activities that demonstrates substantive undertakings within the logistical capacity of the organization (3)</li> <li>4. Objectives are clear, specific, attainable, measurable, results-focused, and placed in a reasonable time frame (3)</li> <li>5. Addresses how the program will engage or obtain support from relevant stakeholders and identifies local partners where appropriate (3)</li> <li>6. Describes the division of labor among the direct applicant, any partners and any potential sub-grantees (2)</li> <li>7. Proposal clearly articulates understanding of the security situation/operating environment and plans for ensuring safety of participants (2)</li> <li>8. Includes contingency plans for potential difficulties in executing the original work plan (6)</li> </ol>	<b>25</b>
<p><b>Cost Effectiveness</b></p> <ol style="list-style-type: none"> <li>1. The overhead and administration of the proposal, including salaries and honoraria, are explained and justified for the work involved (5)</li> <li>2. All budget items are necessary, appropriate and linked to program objectives (5)</li> <li>3. Personnel costs are reasonable for the work involved (5)</li> </ol> <p><u>NOTE:</u> Cost share is not required. Applicants may offer cost share, however cost share will not be considered or factored in when proposals are reviewed</p>	<b>15</b>
<p><b>Program Monitoring and Evaluation</b></p> <p>The Monitoring and Evaluation (M&amp;E) Plan includes:</p> <ol style="list-style-type: none"> <li>1. Narrative explaining how monitoring and evaluation will be carried out and who will be responsible for monitoring and evaluation activities (5)</li> <li>2. Table listing by program objectives the output- and outcome-based performance indicators</li> </ol>	<b>15</b>



with baselines and (yearly and cumulative) targets; data collection tools; data sources; types of data disaggregation, if applicable; and frequency of monitoring and evaluation (7) 3. Logic model that includes outcomes, outputs, and activities that specify measurable numerical targets (3)	
<b>Multiplier Effect/Sustainability of Impact</b> 1. Clearly delineates how elements of the program will have a multiplier effect (5) 2. Clearly delineates how impact will be sustainable beyond the life of the grant (5)	<b>10</b>
<b>Institution’s Record and Capacity</b> 1. The proposal demonstrates an institutional record of successful programs in the proposed country, the content area (e.g., media, access to justice), or other (describe) (4) 2. Personnel and institutional resources are adequate and appropriate to achieve the project's objectives (2) 3. Roles, responsibilities, and brief bios/resumes are included for key staff, and demonstrate relevant professional experience (2) 4. Applicant is a current/past REDLAD grantee where performance: (2) o Was/is on target o Showed/shows responsible fiscal management OR • The proposal is from a NEW APPLICANT and proposal: (2) o Demonstrates capacity for responsible fiscal management o Illustrates success in similar sized projects	<b>10</b>
<b>TOTAL</b>	<b>100</b>

## 15.) IMPORTANT INFORMATION

### Allowability of Costs

Recipients should request funds based on immediate cash needs and disburse funds as soon as possible to minimize the Federal cash on hand in accordance with the policies established by the Office of Management and Budget under 2 CFR 200 Cost Principles.

The allowability of costs incurred by the Recipients, any sub-recipients, and any cost type contractors will be determined in accordance with the Federal cost principles applicable to REDLAD as the prime grantee.

The allowability of costs should be compared against the authorized sub-award budget. Any costs or expenses submitted for reimbursement must comply with those requirements. Any unallowable costs will not be reimbursed. All travel costs must be pre-approved or they will not be reimbursed.

“**Unallowable Costs**” means any expenses that are not allowable costs to be charged to this award. Costs incurred outside the approved grant budget shall be considered unallowable unless Recipient receives written prior approval from REDLAD through the grants officer representative (GOR) and grants officer (GO) at U.S. Department of State. The following are some common costs that are not allowable under applicable Federal cost principles, but this does not constitute an exhaustive list:

- Alcoholic beverages and entertainment costs.
- Bad Debt. Bad debts, including losses (whether actual or estimated) arising from uncollectible accounts and other claims, related collection costs, and related legal costs.
- Construction.



- Contingencies. Contributions to a contingency reserve or any similar provision made for events the occurrence of which cannot be foretold with certainty as to time, intensity, or with an assurance of their happening, are unallowable. The term “contingency reserve” excludes self-insurance reserves; pension funds; and reserves for normal severance pay.

## **APPLICATION AND SUBMISSION INFORMATION**

Please refer to attached Annex 1. Proposal Instructions for more information on how to apply for a sub-grant. Please ensure your proposal submission is in full compliance with the requirements. Proposal submissions that do not meet all the requirements outlined in the Standard Application will NOT be considered.

### **Federal Award Administration Information**

Pursuant to 2 CFR 200.400 (g), it is U.S. Department of State policy not to award profit under assistance instruments. PLEASE NOTE: US and Overseas-based nonprofit organizations are legally required to comply with the 2 CFR 200.

Any final award of any resultant sub-grant agreement cannot be made until funds have been fully appropriated, allocated, and committed through internal US Department of State, WHA procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant’s expense.

It is the responsibility of the recipient of this NOFO to ensure that it has been recorded as received by the website in its entirety. REDLAD and its partners bear no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions.

### **Reporting Requirements**

Recipients will, be required to submit monthly unofficial Reports and Quaterly official Progress Reports and Quarterly Financial Reports. Progress Reports will compare actual to planned performance and indicate the progress made in accomplishing each award task/goal noted in the sub-grant agreement and will contain analysis and summary of findings, both quantitative and qualitative, for key indicators. Financial Reports provide a means of monitoring expenditures and comparing costs incurred with progress.

NOTE: It is the U.S. Department of State’s policy that English is the official language of all documents the terms of this sub-grant proposals. Reports must be provided in English.

### **Mandatory disclosures (2 CFR 200.113)**

The non-federal entity or applicant for a federal award must disclose, in a timely manner, in writing to the federal awarding agency or pass-through entity all violations of federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the federal award. Non-federal entities that have received a Federal award including the term and condition outlined in Appendix XII of the 2 CFR 200—Award Term and Condition for Recipient Integrity and Performance Matters are required to report certain civil, criminal, or administrative proceedings to SAM. Failure to make required disclosures can result in any of the remedies described in §200.338 Remedies for noncompliance, including suspension or debarment.



## **Other Information**

Applicant organizations must demonstrate commitment to non-discrimination with respect to beneficiaries and adherence to equal opportunity employment practices. Non-discrimination includes equal treatment without regard to race, religion, ethnicity, gender, and political affiliation. Applicants are reminded that U.S. Executive Orders and U.S. law prohibits transactions with or support to individuals or organizations associated with terrorism.

Proposals that reflect any type of support for elected members of government or for any member, affiliate, or representative of a designated to terrorist organization or narcotics trafficker will NOT be considered.

## **III. ELIGIBILITY INFORMATION**

(1) Eligible Entities: Applicants that are eligible to apply are U.S. based non-profit/non-governmental organizations (NGOs) having a 501(c) (3) status with the IRS, overseas non-governmental organizations (NGOs), U.S.-based institutions of higher education, accredited foreign institutions of higher education, and public international organizations (PIOs) that are able to respond to the NOFO and able to mobilize in a short period of time.

To be eligible for a sub-grant award, in addition to other conditions of this NOFO, organizations must have a commitment to non-discrimination with respect to beneficiaries and adherence to equal opportunity employment practices. Non-discrimination includes equal treatment without regard to race, religion, ethnicity, gender, gender identity and sexual orientation, and political affiliation.

Applicants are reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the Recipient to ensure compliance with these Executive Orders and laws. This provision must be included in any sub-awards issued under this grant award.

(2) WHA encourages applications from potential new partners.

## **IV. Awarding Authority Contacts**

Any prospective applicant desiring an explanation or interpretation of this NOFO must request it in writing by the deadline for questions specified in the cover letter to allow a reply to reach all prospective applicants before the submission of their applications. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as a Questions and Answers amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

Please be sure to check with [diana.silva@redlad.org](mailto:diana.silva@redlad.org) any updates or amendments or any Questions and Answers regarding the NOFO.

## **V. APPLICATION REQUIREMENTS**

**Each application must contain the following items:**



- Summary of proposal
- Recitation of Eligibility
- Statement of Work/Proposal Narrative
- Detailed Line Item Budget
- Budget Narrative
- Roles and Responsibilities
- Timeline of project activities
- Project Monitoring and Evaluation Plan
- Logical Framework of Outcome/Output Indicators
- Contingency and Sustainability Plans

## **ANNEX 1 PROPOSAL SUBMISSION INSTRUCTIONS**

### **TECHNICAL FORMAT REQUIREMENTS**

#### **For all application documents, please ensure:**

- A) All pages are numbered, including budgets and attachments,
- B) All documents are formatted to 8 ½ x 11 paper, and
- C) All Microsoft Word documents are single-spaced, 12 point Times New Roman font, with a minimum of 1-inch margins.

#### **Complete applications must include the following for proposal submissions:**

1. Completed Cover Sheet that includes a project title, name of the solicitation organization
2. Table of Contents (not to exceed one [1] page) that includes a page-numbered contents page, including any attachments.
3. Executive Summary (not to exceed one page that includes:
  - a) The target country(ies),
  - b) Name and contact information for the project's main point of contact,
  - c) A statement of work or synopsis of the project, including a concise breakdown of the project's objectives, activities, and expected results,
  - d) The total amount of funding requested (\$975,605) and project length, and
  - e) A brief statement on how the project is innovative, sustainable, and will have a demonstrated impact.
4. Proposal Narrative (not to exceed ten [10] pages in). Please note the ten-page limit does not include the Table of Contents, Executive Summary, Attachments, Detailed Budget, Budget Narrative. Applicants are encouraged to submit multiple documents in a single Microsoft Word, (i.e., Table of Contents, Executive Summary, Proposal Narrative, and Budget Narrative in one file).
5. Budget Narrative (required in Microsoft Word) that includes an explanation and justification for each line item in the detailed budget spreadsheet, as well as the source and a description of cost



share offered. For ease of review, REDLAD requires applicants order the budget narrative as presented in the detailed budget. Personnel costs should include a clarification of the roles and responsibilities of key staff and percentage of time devoted to the project. The budget narrative should communicate to REDLAD any information that might not be readily apparent in the budget, not simply repeat with words what is stated numerically in the budget.

6. Detailed Line-Item Budget (required in Microsoft Excel) that includes three [3] columns including the request to REDLAD, any cost-sharing contribution, and total budget (see below for more information on budget format). A summary budget should also be included using the OMB-approved budget categories. Costs must be in U.S. dollars.

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

- a) Page 1-2: Monitoring and Evaluation Plan (see below for more information on this section).
- b) Page 3: Roles and responsibilities of key project personnel with short bios that highlight relevant professional experience. This relates to the organization's capacity. Given the limited space, CVs are not recommended for submission.
- c) Page 4: Timeline of the overall proposal. Components should include activities, and project closeout.
- d) Page 5-7: Additional optional attachments. Attachments may include further timeline information, letters of support, memoranda of understanding (MOU)/agreement, etc. For applicants with a large number of letters/MOUs, it may be useful to provide a list of the organizations or government agencies that support the project rather than the actual documentation.

9. If your organization has a negotiated indirect cost rate agreement (NICRA) and will include NICRA charges in the budget, your latest NICRA must be included as a .pdf file. This document will not be reviewed by the panelists, but rather used by project and grant staff if the submission is recommended for funding and therefore does not count against the submission page limitations, as described above. If your proposal involves sub-grants to organizations charging indirect costs, please submit the applicable NICRA also as a .pdf file (see below for more information on indirect cost rates). Specify if your organization elects to charge the *de minimis* rate of 10% of the modified total direct costs.

**NOTE:** REDLAD retains the right to request additional documentation for those items not included on this form.

#### **OFFICE OF MANAGEMENT AND BUDGET (OMB) CIRCULARS**

Organizations should be familiar with 2 CFR 200 on cost accounting principles. For a copy of the OMB circular cited, please contact Government Publications or download from [http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200\\_main\\_02.tpl](http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl).

Non U.S.-based nonprofit organizations are legally required to comply with 2 CFR 200. Public international organizations retain their privileges and immunities as such, but are recommended to address this OMB Circular.



## AUDITS

### **The recipient's proposal should include the cost of an audit that:**

1. Complies with the requirements of 2 CFR 200 Subpart F "Audit Requirements;"
2. Complies with the requirements of American Institute of Certified Public Accountants (AICPA) Statement of Position (SOP) No. 92-9, "Audits of Not-for-Profit Organizations Receiving Federal Awards;"
3. Complies with AICPA Codification of Statements on Auditing Standards AU Section 551, "Reporting on Information Accompanying the Basic Financial Statements in Auditor-Submitted Documents," where applicable. When the U.S. Department of State is the largest direct source of Federal financial assistance (i.e., the cognizant Federal Agency) and indirect costs are charged to Federal grants, a supplemental schedule of indirect cost computation is required;
4. A non-Federal entity that expends \$750,000 or more during the non-Federal entity's fiscal year in Federal awards must have a single or program-specific audit conducted for that year in accordance with the provisions of 2 CFR 200 subpart F.

*The audit costs shall be identified by 2 CFR 200.425.*

## **INDIRECT COST-RATE**

An organization with a negotiated indirect cost rate agreement (NICRA) negotiated with a cognizant Federal government agency other than the U.S. Department of State must include a copy of the cost-rate agreement. Applicants should indicate in the proposal budget how the rate is applied and if any of the rate will be cost-shared. Per 2 CFR 200.414, any non-Federal entity that has never received a negotiated indirect cost rate, except for those non-Federal entities described in Appendix VII to Part 200—States and Local Government and Indian Tribe Indirect Cost Proposals, paragraph D.1.b, may elect to charge a de minimis rate of 10% of modified total direct costs (MTDC), which may be used indefinitely. As described in 2 CFR 200.403, factors affecting allowability of costs, costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate for a rate, which the non-Federal entity may apply to do at any time.

## **TAB A: PROPOSAL GUIDELINES**

### **Proposals should include the following components:**

- Introduction and Problem Statement
- Planned Activities
- Indicators

**Problem Statement and Rationale:** Describe the problem and how the project will achieve or contribute to achieving a sustainable solution and a measurable outcome. The applicant should explain the extent of existing assistance within the particular geographic area, and how the proposed intervention may complement (or differ from) other similar interventions. The applicant should also explain, as necessary, the particular experience and qualifications it brings to the



project. The rationale should also reflect an understanding of the priorities and policies of REDLAD or project with which this proposal is associated.

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

Sample Planned Activity	Contingency
Government services workshops in collaboration with the central Government of Brazil, focused on improving knowledge of protocols for delivery of a government service. (Example: the equitable provision of public services.)	If the appropriate agency of the Government of Brazil does not engage at the expected level, project team will look to municipal or local governments to assist in convening key stakeholders.

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

Problem Statement <input type="checkbox"/> Planned Activities/Inputs <input type="checkbox"/> Process Indicators <input type="checkbox"/> Output Indicators <input type="checkbox"/> Outcome Indicators <input type="checkbox"/> Impact
---

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

<b>Process Indicator</b>	50 government workers trained in protocols or standards for providing a particular government service
--------------------------	---

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

<b>Output Indicator</b>	80 percent of participants demonstrate at least 75 percent cognizance of standards to effectively provide government services.
-------------------------	--

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



<b>Outcome Indicator</b>	30 percent of government services offered by the targeted agency(ies) begin to implement new protocols as a result of participants' participation.
--------------------------	--

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

### **TAB B: PROJECT MONITORING PLAN**

REDLAD will work with recipient organization(s) to implement the appropriate monitoring plan that meets both the needs of REDLAD and the implementing partner. Incorporating a well-designed monitoring component into a project is one of the most efficient methods of documenting the progress and potential success of a project. Successful monitoring depends on the following:

- Setting objectives that are specific, measurable, attainable, results-focused, and placed in a reasonable time frame (SMART);
- Linking project activities to stated objectives;
- Developing key performance indicators that measure realistic progress towards the objectives.

REDLAD expects implementing organizations will track participants or partners as appropriate and be able to respond to key evaluation questions, including satisfaction with the project/training, information learned as a result of the project/training, changes in attitude and behavior as a result of the project, and effects of the project on institutions with which participants work or partner. Applicants should include the monitoring and evaluation process in their timeline.

Recipients will be required to provide reports with an analysis and summary of their findings, both quantitative and qualitative, in regular progress reports to REDLAD.

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

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





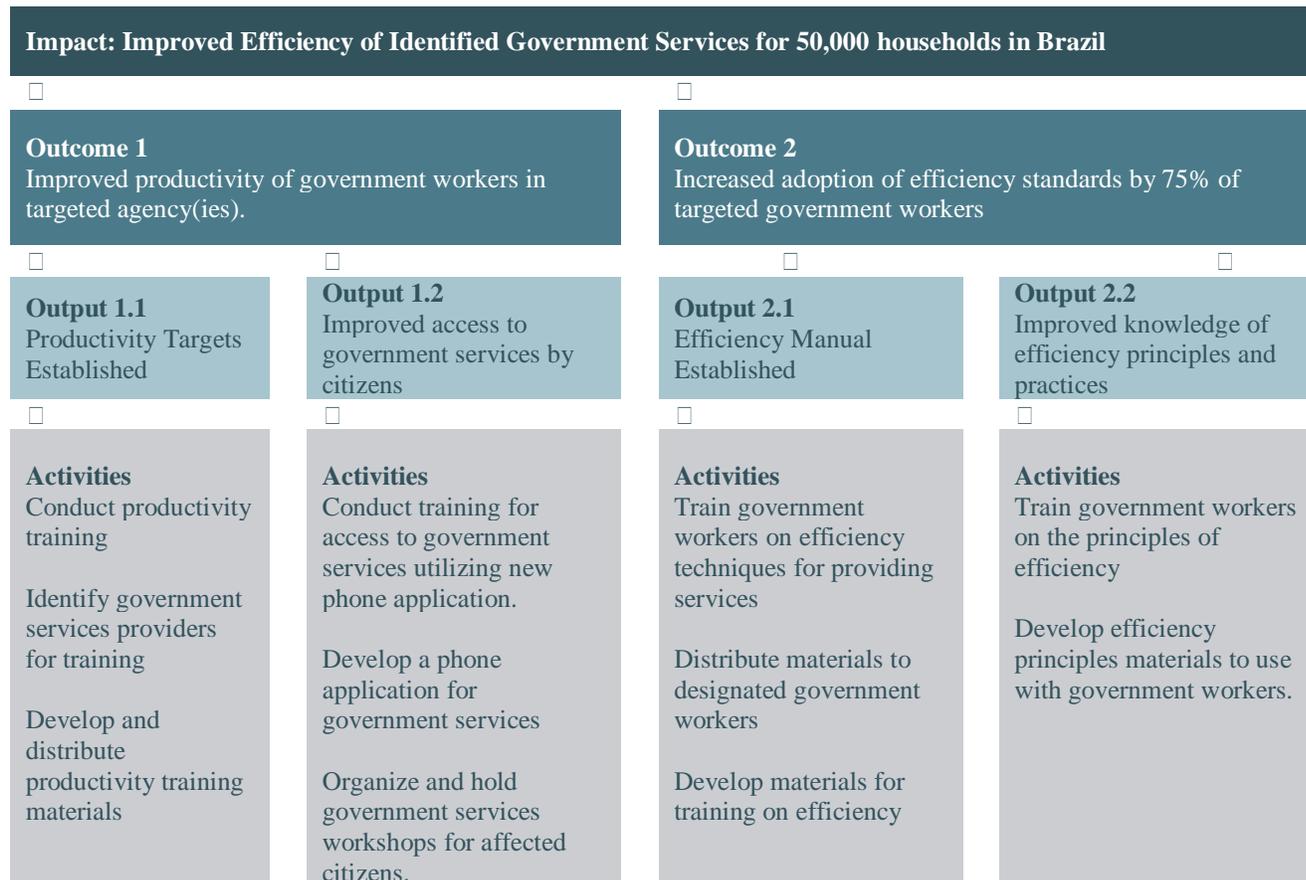
## Sample Evaluation Plan

<b>Activity: Training Course</b>						
<b>Indicator Type</b>	<b>Indicator Name</b>	<b>Source</b>	<b>Target FY18 Q1</b>	<b>Results FY18 Q1</b>	<b>Target FY18 Q2</b>	<b>Results FY18 Q2</b>
Output	# of government workers trained	Training records	10	20		
Outcome	Improved level of support provided as a result of participants' direct or indirect participation in training	Project reporting				--0
<b>Activity: Government Roundtable</b>						
<b>Indicator Type</b>	<b>Indicator Name</b>	<b>Source</b>	<b>Target FY18 Q1</b>	<b>Results FY18 Q1</b>	<b>Target FY18 Q2</b>	<b>Results FY18 Q2</b>
Output	Xxx					
Outcome	Yyy					



## Sample “Logic Model” Planning Tool

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





**TAB C: BUDGET GUIDELINES**

Complete budgets will provide a detailed line-item budget outlining specific cost requirements for proposed activities. A minimum of three columns should be used to delineate REDLAD’s funding request, cost share by applicant, and total project funding. Complete applications will include a budget narrative to clarify and justify individual line items (i.e. calculations of how the costs were derived per month or year, their necessity, and overall contribution to the project’s cost-effectiveness).

The three-column proposal line-item budget should include the following components, in the suggested format below:

	Proposal Request	Cost Share	Total
<b>A. PERSONNEL</b>			
<b>B. FRINGE BENEFITS</b>			
<b>C. TRAVEL</b>			
<b>D. EQUIPMENT (single items \$5,000 and above)</b>			
<b>E. SUPPLIES (single items below \$5,000)</b>			
<b>F. CONTRACTUAL (sub-grants or consultant fees)</b>			
<b>H. OTHER DIRECT COSTS</b>			
<b>I. TOTAL DIRECT CHARGES (Sum of A-H Subtotals)</b>			
<b>J. INDIRECT CHARGES (NICRA or 10% de minimis)</b>			
<b>K. TOTAL COSTS (Sum I-J)</b>			

**Note: This budget is designed to serve as an example of the format for complete budget submissions and is NOT exhaustive. Please utilize the attached template or download from Grants.gov.** Individual line items included in each applicant’s budget should reflect specific project activities. (pax = participants)

**LINE-ITEM BUDGET – (applicants are instructed to utilize the attached Excel budget template, which includes an instruction sheet ):**

Budget Template  
with instruction sheet

**Before grants are awarded, REDLAD reserves the right to reduce, revise, or increase proposal budgets in accordance with the needs of REDLAD’s project and availability of funds.**



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

**A. Personnel:** Identify staffing requirements by each position title and brief description of duties. For clarity, please list the annual salary of each position, percentage of time and number of months devoted to the project. (e.g., Administrative Director: \$30,000/year x 25% x 8.5 months; calculation:  $\$30,000/12 = \$2,500 \times 25\% \times 8.5 \text{ months} = \$5,312.$ ).

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

**C. Travel:** Staff and any participant travel:

- International airfare
- In-country travel
- Domestic travel in Country X., if any
- Per diem/maintenance: includes lodging, meals and incidentals for both participant and staff travel. Rates of maximum allowances for U.S. and foreign travel are available from the following website: <http://www.policyworks.gov/>. Per diem rates may not exceed the published U.S. government allowance rates; however, institutions may use per diem rates lower than official government rates.
- Staff refers to grantee staff only, and not sub-grantee staff or contractors.

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

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

**F. Contractual:**

**a) Sub-grants.** For each sub-grant/contract, please provide a detailed line-item budget breakdown explaining specific services. Please provide a sub-grant budget using the approved OMB budget format. (See Tab C: Budget Guidelines, above.)

**b) Consultant Fees.** For example, lecture fees, honoraria, travel, and per diem for outside speakers or independent evaluators: list number of people and rates per day (e.g.,  $2 \times \$150/\text{day} \times 2 \text{ days}$ ).

**G. Other:** These will vary depending on the nature of the project. The inclusion of each should be justified in the budget narrative. All costs must be allowable, allocable, and reasonable, and consistent with OMB guidelines. Line items such as “Miscellaneous,” “Contingency Fund,” and “Reserve Fund” are permissible but must comply with the cost principles and include justification.

**H. Indirect Charges:** See 2 CFR 200.414, "Indirect Costs"



- 1) If your organization has an indirect cost-rate agreement with the U.S. government, please include a copy of this agreement. Please specify if your organization elects to charge the de minimis rate of 10% of the modified total direct costs. This does not count against submission page limitations.
- 2) If your organization is charging an indirect rate, please indicate how the rate is applied—to direct administrative expenses, to all direct costs, to wages and salaries only, etc.
- 3) Do not include indirect costs against participant expenses in the proposal budget, as REDLAD generally will not pay for these costs.

**Cost Share/Cost Effectiveness:** Cost sharing is not required. Explanation of contributions should be included, whether cash or in-kind. Assign a monetary value in U.S. dollars to each in-kind contribution. If the proposed project is a component of a larger program, identify other funding sources for the proposal and indicate the specific funding amount to be provided by those sources. In addition, it is recommended that budget narratives address the overall cost-effectiveness of the proposal, including leveraging of institutional or other resources. Cost sharing or matching refers to a portion of project or program cost that is not borne by the Federal government. Subgrantees must follow the cost sharing or matching policy as stipulated in 2 CFR 200.306. Cost sharing amounts proposed will be incorporated as part of the allowable budget items. If selected for an award, the organization will have to provide the minimum amount of cost sharing as stipulated in the budget approved by REDLAD. If the organization does not meet its cost-share amount stipulated in the approved budget by the end of the period of performance, REDLAD will have the option to (1) reduce its contribution in proportion to the organization's contribution in the event that it does not provide the minimum amount of cost sharing stipulated in the budget or (2) hold the organization accountable for the amount specified in the approved budget.

## **BUDGET CONDITIONS AND RESTRICTIONS**

REDLAD will not provide funding for the following:

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



REDLAD may make conditions and recommendations on proposals to enhance proposed projects. Conditions and recommendations are to be addressed by the applicant before approval of the award. To ensure effective use of REDLAD funds, conditions or recommendations may include requests to increase, decrease, clarify, and/or justify costs.

**[END OF SECTION IV]**



## SECTION V – APPLICATION REVIEW INFORMATION

The technical applications will be evaluated in accordance with the Technical Review Criteria set forth below. Applicants shall organize the narrative sections of their technical applications in the same order as the selection criteria. Technical evaluation of applications will be based on the extent and appropriateness of proposed approaches and feasibility of achieving the strategic objectives, in accordance with the following criteria.

If award is not made on the initial applications, REDLAD may request clarification and supplemental materials from applicants whose applications have a reasonable chance of being selected for award. Entering into discussion is part of the technical review process and shall not be deemed by REDLAD or the applicants as indicative of a decision or commitment upon the part of REDLAD to make an award to the applicants with whom discussions are being held.

### I. TECHNICAL REVIEW CRITERIA

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

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

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

#### **Quality of Program Idea Rating (Total Possible 25) – Rating:**

- Responsive to the solicitation (5 points)
- Appropriate in the country/regional context (5)
- Exhibits originality, substance, and precision (5)
- Prioritizes innovation but is feasible (5)
- In countries where similar activities are already taking place, provides an explanation as to how new activities will not duplicate or merely add to existing activities (5)

#### **Program Planning/Ability to Achieve Objectives Rating (Total Possible 25) – Rating:**

- Includes a clear articulation of the proposed program activities' expected contributions to the overall program objectives (3)
- Each activity is clearly developed and detailed (3)
- Provides a comprehensive quarterly work plan for project activities that demonstrates substantive undertakings within the logistical capacity of the organization (3)
- Objectives are clear, specific, attainable, measurable, results-focused, and placed in a reasonable time frame (3)



- Addresses how the program will engage or obtain support from relevant stakeholders and identifies local partners where appropriate (3)
- Describes the division of labor among the direct applicant, any partners and any potential sub-grantees (2)
- Proposal clearly articulates understanding of the security situation/operating environment and plans for ensuring safety of participants (2)
- Includes contingency plans for potential difficulties in executing the original work plan (6)

**Cost Effectiveness (Total Possible 15) - Rating:**

- The overhead and administration of the proposal, including salaries and honoraria, are explained and justified for the work involved (5)
- All budget items are necessary, appropriate and linked to program objectives (5)
- Personnel costs are reasonable for the work involved (5)
- NOTE: Cost share is not required. Applicants may offer cost share, however cost share will not be considered or factored in when proposals are reviewed.

**Program Monitoring and Evaluation (Total Possible 15) - Rating:**

- The Monitoring and Evaluation (M&E) Plan includes:
  - Narrative explaining how monitoring and evaluation will be carried out and who will be responsible for monitoring and evaluation activities (5)
  - Table listing by program objectives the output- and outcome-based performance indicators with baselines and (yearly and cumulative) targets; data collection tools; data sources; types of data disaggregation, if applicable; and frequency of monitoring and evaluation (7)
  - Logic model that includes outcomes, outputs, and activities that specify measurable numerical targets (3)

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

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

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

- The proposal demonstrates an institutional record of successful programs in the proposed country, the content area (e.g., media, access to justice), or other (describe) (4)
- Personnel and institutional resources are adequate and appropriate to achieve the project's objectives (2)
- Roles, responsibilities, and brief bios/resumes are included for key staff, and demonstrate relevant professional experience (2)
- Applicant is a current/past REDLAD grantee where performance: (2)
  - Was/is on target
  - Showed/shows responsible fiscal management

OR

- The proposal is from a NEW APPLICANT and proposal: (2)
  - Demonstrates capacity for responsible fiscal management
  - Illustrates success in similar sized projects



## **COST REVIEW**

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

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

**[END OF SECTION V]**



## **SECTION VI – AGENCY CONTACTS**

Any prospective applicant desiring an explanation or interpretation of this NOFO must request it in writing by the deadline for questions specified in the cover letter to allow a reply to reach all prospective applicants before the submission of their applications. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment of this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

Any questions or comments concerning this NOFO must be submitted in writing by email to [diana.silva@redlad.org](mailto:diana.silva@redlad.org) by the deadline for questions indicated at the top of this NOFO's cover letter.

**[END OF SECTION VI]**