Department of State
U.S. Embassy Kabul
Notice of Funding Opportunity

Funding Opportunity Title:	Management of the Lincoln Learning Centers in Afghanistan
Announcement Type:	Cooperative Agreement
Funding Opportunity Number:	SCAKAB-20-CA-001-SCA-02232020
Deadline for Applications:	May 11, 2020 (11:59 p.m., U.S. Eastern Time)
Award Ceiling:	$5,000,000
CFDA Number:	19.501- Public Diplomacy Programs for Afghanistan and Pakistan
Program Office:	Public Affairs Section, U.S. Embassy, Kabul, Afghanistan

NOTE: The only change to this document is the deadline for applications.

CONTACT INFORMATION

A) For questions relating to Grants.gov, please call the Grants.gov Contact Center at 1-800-518-4726 or international 1-606-545-5035.
B) For assistance with the requirements of this solicitation, contact KabulPASProposals@state.gov *(preferred method of communication).*

IMPORTANT SUBMISSION INFORMATION

We strongly urge you to sign-up for alerts regarding this funding opportunity. In order to receive these alerts, subscribe to receive email notifications by managing your subscriptions here: https://www.grants.gov/web/grants/manage-subscriptions.html, "Subscribe to Opportunities."

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

Registration at several different sites is required to be able to submit an application via www.grants.gov. The entire registration process can require **up to five weeks** for the registration to be validated and confirmed. **Please begin the registration process immediately to ensure that the process is completed well in advance of the application deadline**.

Thorough instructions on the application process are available at https://www.grants.gov/web/grants/applicants/apply-for-grants.html (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). For questions relating to Grants.gov, please contact the Grants.gov Contact Center at 1-800-518-4726 or international 1-606-545-5035. Please note, KabulPASProposals@state.gov is unable to assist with technical questions or problems applicants experience with Grants.gov, DUNS, NGAGE, or SAM. Please refer to the contact information for these organizations/processes provided in this Notice of Funding Opportunity (NOFO).

Contents

A. PROGRAM DESCRIPTION

The Public Affairs Section (PAS) of the U.S. Embassy in Kabul, Afghanistan is pleased to announce an open competition for eligible organizations to submit proposals for a cooperative agreement to manage the Lincoln Learning Center (LLC) program in Afghanistan. Please carefully follow all instructions below.

Executive Summary
The Lincoln Learning Centers are a nationwide network of 25 PAS-funded cultural centers. The LLCs conduct youth-oriented educational and cultural programming. The Recipient will oversee all administrative aspects of the LLC program, to include staffing, training, equipment maintenance, and faculty maintenance. The Recipient will also develop and implement LLC programming with significant PAS input and assistance. The government of Afghanistan will provide the facilities in which the LLCs operate.

PAS intends to issue an award for a period of 24 months (base period) with options for one additional 12-month period (option periods one).

Background
The LLCs are cultural centers based in schools, libraries, and other partner institutions throughout Afghanistan. The LLC's target audience is youth (age 15-30), particularly those with the potential to become local or national leaders. The LLCs also seek to empower traditionally underrepresented communities including women, racial and ethnic minorities, and people with disabilities. LLCs provide resources and development opportunities to their target audience, while also serving as gateways for their audience to learn about American society, culture, and values.

The LLCs are part of the American Spaces program, a global network of over 700 State Department-sponsored cultural centers. Though the LLCs have Afghanistan-specific goals (see "Goals" section below), they operate based on the global standard of the American Spaces program. These standards mandate that every LLC offer programming in six core areas

- Information about the United States
- English language learning
- EducationUSA advising
- Cultural programs
- Alumni of U.S. government- sponsored exchange programs
- Community engagement

The American Spaces standard also mandates that the LLCs maintain collections of books, magazines, on-and off-line databases, computer workstations, and an area for small programs. All materials at the LLCs, to include internet access, must be free and open to the public.

As EducationUSA advising centers, the LLCs have resources and advisors who actively promote U.S. higher education by offering comprehensive and up-to-date information about accredited educational institutions and educational opportunities in the United States. EducationUSA is a global network of more than 400 advising centers supported by the Bureau of Educational and

Cultural Affairs at the U.S. Department of State. For more information about EducationUSA please refer to www.educationusa.state.gov.

There are currently 25 LLCs located in 22 provinces around Afghanistan: Badakhshan, Badghis, Balkh, Bamian, Faryab, Ghazni, Helmand, Herat, Jowzjan, Kabul, Kandahar, Kapisa, Khost, Kunar, Kunduz, Laghman, Logar, Nangarhar, Paktia, Pakitka, Panjshir and Parwan. LLCs in Afghanistan vary in size, but have the following minimum characteristics:

- Secure location with public areas;
- Minimum size of approximately 150 square meters;
- Library containing 18 square meters of bookshelf space with a minimum of 800 books selected and provided by the U.S. Embassy;
- Program venue to accommodate 30 people;
- Open and accessible to women and girls;
- Furniture such as:
  - 30-50 chairs
  - 5-8 reading tables
  - 12-15 computer desks
  - 2 office desks
  - Carpeting
- Equipment, such as:
  - 1 color printer
  - 1 laser printer (black and white)
  - 1 copier
  - 1 scanner
  - 1 digital camera
  - 2-4 gas heaters
  - 1 air conditioner
  - 1 generator
  - 1 generator cage (2X1.5X 2 meters)
  - 1 voltage regulator
  - 12-15 computer workstations
  - 12-15 uninterruptible power supply (UPS) units
  - 1 laptop
  - 1 iPad
  - 1 server
  - 1 router
  - 1 projector and screen
  - 1 sound system (speaker and microphone for public programs)

The number of active LLCs may increase or decrease during the life of this grant, depending on PAS needs and interests. The Recipient must adjust to such increases and decreases as necessary.

Memoranda of Understanding (MOU) between PAS, the Afghan Ministry of Information and Culture, the Afghan Independent Directorate of local Governance, and the Afghan Ministry of Women's Affairs are in place and cover all LLCs in Afghanistan. The MOU outline each party's responsibilities under the partnership to include the host institution's contribution to the Lincoln

Learning Center. Per the MOU, the government of Afghanistan provides all LLC venues free of charge.

Goal

The LLC program's goal is to provide resources and programming that achieves the following (in priority order):

1) Develop Future Leaders: Empower talented Afghan youth to become leaders in their local community and nation.
2) Build Unity: Encourage national unity, both within the local community and Afghanistan as a whole.
3) Empower Women: Enable young women to develop their skills and advocate for their interests, while also promoting women's rights in the local community.
4) Build on the Enduring U.S – Afghan Relationship: Increase Afghans' understanding of the Unites States, U.S. policy in Afghanistan, and the U.S. as an important and positive partner for Afghanistan.
5) To address the lack of higher education opportunities and educational inequality in Afghanistan, the LLCs assist in the development of an educated cadre of Afghan men and women who can build a stronger, prosperous, and more stable country through educational advising services.
6) Encouraging Pursuit of Higher Education: Increase the number of Afghan students studying or pursuing higher education in the United States.

Objectives

The Recipient will provide general and administrative support to all LLCs located in Afghanistan including providing staff to operate the centers. LLC staff must develop and implement PAS-approved programs, provide free, public access to LLC computers, programs and materials, conduct outreach to the local community, and maintain a positive relationship with the local government and other stakeholders. In addition, the Recipient will be responsible for the maintenance of the physical LLC structures as well as any necessary replacement or repair of equipment. The Recipient may be required to work alongside the current LLC implementer for a period of up to two months to ensure a smooth transition.

The Recipient must, at a minimum, implement the following. Proposals should describe how the participant plans to carry out the requirements listed below.

1) Human Resources
    - Plan for and implement a transition from the current grantee to the Recipient, ensuring no interruptions in LLC operations or programming.
    - Employ two qualified, English-speaking staff members, selected in cooperation with PAS to oversee each LLC.
        - One staff member is the LLC Coordinator, who is responsible for overall management of the site and the programming held at the LLC. The second staff member is the Deputy Coordinator, who assists the Coordinator on a full-time basis.

- If the LLC Coordinator or Deputy is not female, additional female staff may be required to assist during female-only hours. Currently only one LLC has an extra female deputy coordinator, working 20 hours per week.
- Employ between at least 3 qualified, certified, EducationUSA advisors to be based at separate, high-traffic LLCs around Afghanistan identified in consultation with PAS. These advisors will be responsible for disseminating educational standards information, and scholarship information, and advising students to enable Afghan students to pursue tertiary education degrees in the United States. The final number of advisors required will be determined with the Recipient and PAS.

- Employ one full-time cleaner for each LLC.

- Employ one male guard/greeter (chowkidar), and, when appropriate, one female guard/greeter (chowkidar) for each LLC. One guard/greeter should be full-time. The second guard/greeter may be part-time or full-time, depending on the LLC's needs.

- Employ part-time English teachers for the English language teaching program (described below). Current teachers are hourly employees. The Recipient may continue to hire teachers as hourly employees or hire them as part-time salaried employees if it is more cost effective to do so.

- Employ such administrative staff as necessary to operate the LLC program, Administrative staff must be able to, at a minimum, perform the following:
  - Conduct monitoring and evaluation activities
  - Manage all human resources
  - Administer the English language program
  - Maintain sufficient information technology (IT) capability in order to manage the program reporting/communication system (described below), and to modify the communication system if necessary
  - Manage maintenance/upkeep of LLCs
  - Effectively manage LLC inventories, to include an electronic catalog of all LLC collections
  - Establish new LLCs and close existing LLCs as required by PAS
  - Manage all EducationUSA activities
  - Manage other programming and logistics as described in this NOFO

- For every employee the Recipient must formally develop, document, and sign terms of employment and disburse monthly salaries in a timely manner.

- Develop and implement an annual employee performance evaluation system for all staff. Though the Recipient is expected to consult with PAS for some portions of the evaluation, the Recipient is solely responsible for designing and implementing the annual review process. The performance evaluation should:

- Meet international business standards, including a meaningful written review of employee performance and areas for improvement.
  - Incorporate PAS input, to include PAS ratings of LLC programs, when evaluating all key personnel.
  - May tie compensation to performance, particularly for LLC coordinators and deputy coordinators.
  - Detail all salaries or other benefits
  - As described in Section E, paragraph 6, it is recommended that the review process and any associated compensation policies conform to standards set by the National Technical Assistance (NTA) scale. PAS will utilize the NTA as a barometer for cost reasonableness.

- Inform PAS of any HR issues, to include personnel conflicts or absences, which will impact LLC operations.

- Arrange temporary replacement staffing for any personnel absences exceeding one month.

- Develop and implement a staffing plan that describes the hiring process for all personnel. The plan must:
  - Include PAS in the interview process for all positions designated as key personnel.
  - PAS will have final approval on hiring decisions for designated key personnel.
  - Encourage female candidates to apply, particularly for female-only centers and centers with female-only hours.

2) Maintenance for LLCs and equipment
   - Provide general maintenance, upkeep, and electricity, internet, and heat utilities to the LLCs.
     - Most LLCs have a generator to provide backup electricity. The Recipient must monitor the condition of the generators and provide generator fuel. Several LLCs have been transitioning to solar power to lower costs, and the Recipient should outline a plan to support a full transition to solar power for the entire network.

   - Negotiate with outside vendors, establish and sign contracts and pay for needed services and repairs.

   - Establish a standard list of office supplies required by the LLC; purchase supplies as needed and distribute accordingly.

   - Monitor the condition of all computer equipment currently in the LLCs, including computers, monitors, laptops, e-books, UPS units and voltage stabilizers.

   - Develop a rotating replacement schedule, not to exceed replacing 1/3 of all computer equipment per year, with PAS-approved equipment. The replacement schedule must ensure that all LLCs continue to function at full capacity with working computer equipment. The Recipient must receive PAS approval prior to ordering replacement computer equipment.

- Ensure that all LLC computers have up-to-date antivirus software, adult-content filters, operating systems, and Microsoft Office Suites.

- Provide continuous internet connection of 4MS/Second or higher to all LLCs.

- Monitor the condition of all LLC equipment such as generators, projectors, printer/scanners, DVD layers, digital cameras, 42-inch flat screen televisions, fans, air conditioners and screens.
  - All existing LLCs already have all necessary equipment. For these LLCs the Recipient should only budget for replacing equipment as necessary.

- Develop a rotating replacement schedule, not to exceed replacing ½ of all equipment during the 3-year life of this grant. The replacement schedule must ensure that all LLCs continue to function at full capacity with working equipment. The Recipient must receive PAS approval prior to ordering replacement equipment.

- Ensure that equipment and materials provided to the LLCs are adequately inventoried. All resources provided by PAS or paid for via this agreement are to remain on the LLC premises and may not be relocated or dispersed in any way without prior written consent of PAS staff. The recipient is responsible for safeguarding all LLC materials, equipment and supplies.

- Coordinate with PAS for the shipment and receipt of materials and equipment to the LLCs.

3) LLC Programming
   - The Recipient must ensure that every LLC develops and implements and array of programming. As a part of their ongoing duties, LLC Coordinators must ensure that every LLC does the following:
     - Implement regularly-scheduled, recurring programs, to include volunteer-led English language classes, internet and computer skills classes, professional development workshops, and other programming as directed by PAS.
     - Develop programs independently, based on PAS and American Spaces programming goals.
     - Implement programming developed by PAS or other USG entities.
     - Conduct marketing and promotion campaigns to promote individual LLC programs.
     - Conduct outreach to the LLC target audience, to include civil society, and community leaders in order to build local support for the LLC.
     - Facilitate free access for LLC users to all LLC collections, to include loaning materials when appropriate.

- Assist LLC users in conducting research or accessing LLC collections in a manner similar to that of a reference desk in an American Public Library.
- Facilitate free computer and internet access for LLC visitors.
- Supervise public computer and internet access.
- Oversee all peace club (voluntary youth conflict resolution groups) and adjunct LLC activities.

- Ensure that each LLC conducts 8-12 programs per month, with the specific number decided in consultation with PAS. Programs may include, but are not limited to, cultural and educational programming, outreach to promote the LLC, and language/training classes. The Recipient must obtain PAS approval prior to implementing any program.

- Ensure that specified LLCs with an EducationUSA advisor are supporting the efforts of Afghan students who would like to pursue their tertiary education in the United States.

- Organize and implement regular nationwide community engagement programs (e.g. trash cleanup, tree planting) in which all LLCs participate. The Recipient will consult PAS to determine the program's nature and scope.

- In addition to volunteer-led English programs, the Recipient must organize and implement and English language teaching program using paid, professional teachers. The Recipient is responsible for all aspects of the English language program, including hiring and managing teachers and implementing the program. The program will include the following:
  - Pilot TOEFL classes
  - 3-5 classes in every LLC
  - Each class has between 12 and 25 students.
  - Each class meets for 5 academic hours per week.
  - Classes run year-round, with graduation/advancement at regularly scheduled intervals.
  - Classes divided by skill level.
  - Students are responsible for purchasing their own books, but pay no other fees.
  - Student selection process reflects the LLC program target audience and goals.
  - Classes use "Interchange" English language textbook series.
  - Student performance measurement to include, at a minimum, pre and post-program language fluency measurement of all students.
  - Regular teacher performance evaluation.
  - Teacher training opportunities based on the Recipient's evaluation of teacher performance.

- Maintain a collection of resources about the United States, such as books (at least 800 titles), U.S. government publications, periodicals, movies, posters, and other cultural materials.

- All LLCs currently have collections meeting minimum standards. The Recipient is responsible for maintaining the collections and updating them with PAS-provided materials. PAS will provide these materials; the Recipient should not budget for purchasing new collection materials. The Recipient is responsible for distributing new materials to all LLCs.

- The Recipient will provide an annual written report to PAS recommending additional resources, such as books, periodicals, movies, software and other media appropriate for addition to LLC collections. The report should be based on research by the Recipient, to include user and staff surveys. PAS will notify the Recipient of the report's due date.

- In cooperation with PAS create and produce LLC promotional materials to be provided to LLC staff with recommended distribution strategies. The Recipient must produce and deliver promotional materials two times per year.

- Select and deploy an electronic catalog of all LLC collections that meets the following standards:
  - Searchable by the public online
  - Tracks all loaned/check out materials, including borrower information
  - Works with Dari and Pashto text
  - Keeps a central inventory of program-wide holdings, in addition to an inventory of holdings at each LLC.

- Develop and implement and annual training plan for LLC coordinators and deputy coordinators. The plan's short-term goal is to educate LLC staff about how to run their centers. The plan's long-term goal is to enable the LLC staff to meet all LLC program goals without PAS assistance. The Recipient bears sole responsibility for developing and implementing the plan, but may consult with PAS while developing the plan and must clear the plan with PAS prior to implementation.

  - As part of the annual training plan, the Recipient must fund travel, per diem, and training or tuition costs for all LLC staff to attend an annual four-day conference in Kabul. The Recipient must consult with PAS on the focus and content, but is solely responsible for organizing and implementing the conference. For budgeting purposes the Recipient should plan for one, four-day conference per year, with the recipient paying for two days' conference venue rental and PAS providing a free venue for two days.

- The Recipient has primary responsibility for resolving any non-MOU-related issues with the host government. The Recipient may request PAS input as necessary.

4) EducationUSA Advising Services

All LLCs must

- Increase awareness of scholarship opportunities in the United States, including the Fulbright Program, by conducting outreach throughout Afghanistan.

- Increase the pool of candidates for all educational exchanges by raising awareness of programs and developing specific plans to target under-served populations, including women.
- Maintain comprehensive libraries with internet-accessible computers and updated test preparation, essay writing, and other educational advising reference materials for study in the United States.
    - The State Department will provide the awardee with a list of recommended materials at the time of award.
- Liaise with PAS educational exchange staff to hold training and advising sessions.
- Disseminate promotional materials on all U.S. exchange programs in English, Dari, and Pashto and maintaining awareness of scholarship programs supported by other countries or institutions.
- Support other U.S. Embassy offices and implementing partners in meeting the educational needs of their youth-focused or scholarship programs.

In addition to the items listed above, LLCs with an EducationUSA Advisor must

- Conduct group and individual advising at the centers and outreach sessions throughout Afghanistan.
- Maintain close contact with colleges and universities in the United States, directly or through EducationUSA, in order to receive updates on scholarships/financial aid for international students.
- Maintain contact with higher education institutions in Afghanistan to disseminate information on educational opportunities in the United States.
- Use their relationships with U.S. institutions of higher education to assist students in finding the best fit for their goals.
- Prepare clients for study in the United States by developing their skills in essay writing and interviewing.
- Cultivate relationships with potential employers and connecting them with students.
- Provide
    - Courses in career development, career exploration, and networking.
    - Computerized assessments.
    - Assistance in choosing an area of study, researching graduate programs, and deciding on a career path via an advisor or mentor.
    - Resources to include online recruiting and job postings, employer mentorship programs, mentor networks and electronic resources, and guides for job searches.
    - A regular schedule of events, to include job fairs, employer information sessions, and interview preparation sessions; resume, essay, and application writing workshops and counseling; workshops on interviewing and test-taking strategies; and assistance in focusing on an academic major and developing marketable skills.
    - Assistance in making career decisions, including information on internships and job- shadowing programs, informational interviews, and volunteer opportunities.

5) Reporting

- Ensure that LLC staff submit plans for upcoming LLC programs to PAS on a weekly basis, per a PAS-determined schedule. Plan submissions will contain such content as PAS determined necessary, such as an agenda, program description, venue layout, and other background information.

- Ensure that LLC staff submit post-program reports to PAS within 3-days of each program. Program reports will contain such content as PAS determines necessary, such as a brief report and photos of events.
  - PAS will provide a performance rating for each program report. The Recipient may use these ratings as one of its inputs when evaluating LLC coordinator and deputy coordinator performance.

- Utilize an online communication system between LLC staff, the Recipient's administrative staff and PAS to provide:
  - Total number of visits per month and per year, for each LLC and for the program as a whole, including total women and total men (archived by the Recipient and searchable by PAS)
  - Total number of unique visitors per month and per year, for each LLC and for the program as a whole, including total women and total men (archived by the Recipient and searchable by PAS)
  - Total number of program participants per month and per year, for each LLC and for the program as a whole, including total women and total men (archived by the Recipient and searchable by PAS
  - Program plans (submitted by LLC staff to PAS)
  - Post-Program plans (submitted by LLC staff to PAS)
  - Program ratings (submitted by PAS to LLC staff)
  - Site Visit Reports (archived by the Recipient, searchable by PAS)
  - Quarterly reports (archived by the Recipient, searchable by PAS)
  - Any necessary administrative updates
  - Inventory of all equipment and supplies, indexed by LLC (archived by the Recipient, searchable by PAS)
  - Monthly expenditure reports from every LLC (archived by the Recipient, searchable by PAS)
  - All administrative and performance data for the English language teaching program (archived by the Recipient, searchable by PAS)
  - Other necessary information determined by PAS or the Recipient
  - Any logos or branding used in the system interface should utilize PAS-approved LLC program logos
  - Note: The current LLC program used a database developed by the current grantee for this purpose. The Recipient may use the existing system or develop/procure their own.

- Conduct regular operational, administrative, and programmatic evaluations report results and make appropriate recommendations for improvement to PAS.

- For the LLCs hosting an EducationUSA advisor, the Recipient must send monthly reports detailing the number of students seeking information, the number of counseling appointments or programs conducted by the advisor, the numbers of students who have applied, and the number who have been accepted to U.S. institutions.

- Implement regular quality control monitoring and reporting of the LLCs, including assessment visits to evaluate staff performance, evaluate English language teaching program performance, evaluate the LLCs relationship with the local government and society, evaluate condition of LLC facilities, supplies, equipment, ensure all computers function and have all required software installed, and address any management, administrative, and maintenance concerns at each site. During in-person visits technology upgrades or security patches for the computers should be addressed.
    - See the "Monitoring and Evaluation" portion of this document for the minimum number of assessment visits required per year.

6) Security Package

   The safety and security of all participants and activities under this project are the sole responsibility of the award recipient. Due to the changing nature of security in Afghanistan, PAS requires all applicants to include in their proposal a security plan to accompany appropriate programmatic elements within their proposal. Security packages may include, but are not limited to, secure transportation, lodging, and emergency evacuation for personnel living or working in Afghanistan. Reasonable costs for necessary security are allowable expenses and may 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 Afghanistan to operate in Afghanistan. Additionally, applicants should submit their organizational policy for working within high-risk environments, which should include security operational procedures.

Proposal narratives should include a brief commitment to implement the program for the base period, plus one additional option period. The narrative should focus on details specific to the implementation of the base period program, with the understanding that the program design, duration, and number of beneficiaries would be similar when/if the subsequent option period is exercised. PAS will conduct a performance evaluation/review to determine if an option period will be exercised. Satisfactory performance and the availability of funds is a condition of continued administration of the program and execution of all option periods.

This project will be funded by Diplomatic and Consular Programs funds, authorized by the Smith-Mundt Act and is subject to the statutory limitations of such funding.

B. Federal Award Information

Number of Awards Anticipated: 1

Anticipated Award Amount:

Base Period: The floor for the base period is set at $4,400,000. The ceiling for the base period is set at $5,000,000.

Option Period One: The floor for option period one is set at $2,000,000. The ceiling for option period one is set at $2,500,000.

Funding Type: This project will be funded by Diplomatic and Consular Programs funds, authorized by the Smith-Mundt Act and is subject to the statutory limitations of such funding.

Anticipated Performance Period:

Base Period: 24 months

Option Period One: 12 months

Anticipated Program Start Date: September 2020

Potential for Option Years: Yes. PAS will entertain an application for continuation of the program beyond the initial base period on a non-competitive 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. PAS intends to award a cooperative agreement for a period of 24 months (base period) with options for one additional 12-month period (option period one). PAS will notify the recipient of its intention to exercise or not to exercise an option period approximately 90 days in advance of the expiration of the current award period after an internal evaluation of the recipient's performance.

Anticipated Funding Instrument Type: Cooperative Agreement

As a cooperative agreement, the U.S. government will have significant involvement in this effort. The U.S. government's responsibilities will include, but are not limited to:

- Establishing and modifying memoranda of understanding (MOUs) with appropriate Government of Afghanistan officials, as circumstances require, which delineate the responsibilities of host institutions, in consultation with the Recipient.

- Reviewing and rating programming presented at the LLCs to ensure programs support U.S. government objectives and are pertinent to Afghan audiences.

- PAS will provide occasional PAS-developed programs that the LLCs must implement. PAS will review, approve and rate all LLC-developed and implemented programs.

- Providing LLCs with an information resource collection including books, periodicals, DVDs, and CD-ROMs about the United States. PAS will consult with the Recipient when selecting and purchasing additional materials for the LLC collections. PAS will provide these materials; the Recipient should not budget for purchasing new collection materials.

- Providing appropriate public diplomacy materials to the LLCs for free distribution to patrons.

- Reviewing/approving key personnel.

- Providing ongoing communication and feedback to the Recipient regarding program operations and administration.

- Reviewing and approving any manuals, policies, procedures, program materials, or other materials developed by the Recipient for the LLCs prior to use or distribution.

- At its discretion, conduct oversight visits (including through third-party monitors) to the LLCs.

- At its discretion, provide trainings and consultations to LLC staff, in coordination with the Recipient, at locations in Afghanistan or abroad.

- If necessary, determining the provinces/cities in which new LLCs might be established, conducting site evaluations for new LLC locations when possible and making final determinations on the relocation/closing of existing LLCs.

This NOFO is soliciting applications for the specific project outlined in Section A. Applications for renewal or supplementation of existing projects will not be considered under this NOFO.

This notice is subject to availability of funding.

C. Eligibility Information

Eligible Applicants

Eligibility is open to non-profit organizations. Organizations may sub-award/contract with other entities, but only one **non-profit** entity may be the prime recipient of the award. **<u>For-profit entities are not eligible to be the prime recipient of an award under this NOFO</u>.** When sub-awarding/contracting with other entities, the responsibilities of each entity must be clearly defined in the proposal. Per Section D, **applicants must submit proof of their non-profit status with their proposal** (e.g., proof of 501(c)(3) status, Afghan NGO license, etc.). Applications that do not include proof of non-profit status will not be considered for an award. Individuals are not eligible for an award under this NOFO. Please refer to Section D for funding restrictions.

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

Other Eligibility Requirements

- Applicants must have a valid Data Universal Numbering System (DUNS) number from Dun & Bradstreet.

- Applicants must have a NATO CAGE/NCAGE.

- Applicants must have and maintain an active System for Award Management (SAM) registration with current information at all times during which they have an active federal award or an application under consideration by a federal awarding agency. Note that SAM registration must be renewed annually. The U.S. Department of State may not make an award to an applicant until the applicant has complied with all applicable DUNS and SAM requirements. The Department may determine that the applicant is not qualified to receive an award and use this determination as a basis for making an award to another applicant.

- Any applicant listed on the Excluded Parties List System (EPLS) in SAM is not eligible to apply for an assistance award in accordance with the Office of Management and Budget guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR, 1986 Comp., p. 189) and 12689 (3 CFR, 1989 Comp., p. 235), "Debarment and Suspension." Additionally, no entity listed on the EPLS can participate in any activities under an award. All applicants are strongly encouraged to review the EPLS in SAM to ensure that no ineligible entity is included.

- There is no limit on the number of applications an entity may submit for this NOFO.

- Previous federal award recipients that are not/were not in compliance with the terms of the award, including the financial and program reporting requirements, are not eligible for an award under this NOFO. It is the applicant's responsibility to ensure it is in compliance with all applicable terms, conditions, and Office of Management and Budget guidance and requirements.

- Applicants are advised that successful passing of vetting to evaluate the risk that funds may benefit terrorists or their supporters is a condition of award. Applicants may be asked to submit information required by DS Form 4184 *Risk Analysis Information* about their organization and its principal personnel. Vetting information is also required for all sub-award and contractor performance on assistance awards identified by the Department as presenting a risk of terrorist financing. If an application is selected to move forward in the review process and when vetting information is requested by the Grants Officer, information may be submitted on the secure web portal at https://ramportal.state.gov or via email to RAM@state.gov. Questions about the 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.

D. Application and Submission Information

Address to Request Application Package

This NOFO document and any amendments can be found at www.grants.gov and https://af.usembassy.gov/embassy/kabul/sections-offices/pdprp/. If you require special accommodation to access any information contained in this announcement, please contact KabulPASProposals@state.gov (preferred method of communication), +93 (0) 700 10 3706, or 1-301-490-1042 x3706.

Content and Form of Application Submission

Please follow all instructions below carefully. Applications that fail to furnish all information or comply with the stated requirements will not be considered for an award.
Applicants must set forth accurate and complete information as required by this NOFO. The penalty for making false statements in proposals to the U.S. government is prescribed in 18 U.S.C.1001.

Applicants must ensure:

- The proposal clearly addresses the goals and objectives of this funding opportunity.
- All documents are in English.
- All budgets are in U.S. dollars.
- All pages are numbered.
- All Microsoft Word documents are single-spaced, 12-point Times New Roman font, with a minimum of 1-inch margins.
- All materials are submitted in one of the following formats: .xls, .xlsx, .doc, .docx, .pdf, or .jpeg. Other file types will likely not be reviewed.
- File attachment names are in a format acceptable in Grants.gov. Grants.gov does not accept all UTF-8 special characters in file attachment names. Please note the file name restrictions at https://www.grants.gov/web/grants/applicants/submitting-utf-8-special-characters.html.

Any application that fails to include all the forms and information outlined below will not be considered for funding. Applicants are required to include the following documents and information:

1. Mandatory application forms

- **SF-424 Application for Federal Assistance – Organizations** available at https://www.grants.gov/web/grants/forms/sf-424-family.html#sortby=1
- **SF424A Budget Information for Non-Construction Programs** available at https://www.grants.gov/web/grants/forms/sf-424-family.html#sortby=1. See Annex 1, Guidelines for Budget Submissions, for further information.

2. Summary Page: Cover sheet stating the applicant's name and organization, proposal date, program title, program period proposed start and end date.

3. Proposal (35 pages maximum): The proposal should contain sufficient information, such that anyone not familiar with it would understand exactly what the applicant plans to do and how the applicant plans to do it. You may use your own proposal format, but it must include all the items below:

- **Proposal Summary:** Short narrative that outlines the proposed program, including program objectives and anticipated impact.
- **Introduction to the Organization Applying:** A description of past and present operations showing ability to carry out the program, including information on previous grants from the U.S. Embassy, U.S. government agencies, and other donors.
- **Problem Statement:** Clear, concise, and well-supported statement of the problem to be addressed and why the proposed program is needed.
- **Program Goals and Objectives:** The "goals" describe what the program is intended to achieve. The "objectives" refer to the intermediate accomplishments on the way to the goals. These should be achievable and measurable.
- **Program Activities:** Describe the program activities, how they will be implemented, and how they will help achieve the objectives.
- **Program Methods and Design:** A description of how the program is expected to work to solve the stated problem and achieve the goal.
- **Proposed Program Schedule and Timeline:** The proposed timeline for the program activities. Include the dates, times, and locations of planned activities and events.
- **Key Personnel:** At a minimum Director, Deputy Director, English Program Director, Human Resources Director, Financial Management Director, Monitoring and Evaluation Director, and the Information Technology Director positions will be designated key personnel for this project. Names, titles, roles, and experience/qualifications of key personnel involved in the program. Communicate what proportion of their time will be devoted to this program.
- **Program Partners:** List the names and type of involvement of key partner organizations and sub-awardees.
- **Future Funding or Sustainability:** Applicant's plan to ensure that the project benefits will continue to be realized on a long-term basis after the conclusion of the period of performance of the award.
- **Program Monitoring and Evaluation (M&E) Plan:** Each application must include a Monitoring and Evaluation (M&E) Plan. **Annex 2** of this funding opportunity contains a preferred template that may be used to fulfill this requirement. The applicant may also submit its own template/format, but it must include the same information as the preferred template. The M&E Plan should describe how the applicant intends to measure and demonstrate progress towards the project's objectives and goals. Any application that fails to include an M&E plan that meets all the criteria outlined in this NOFO will not be considered for funding.

  The selected applicant will be required to work with the PAS Monitoring and Evaluation Specialists to ensure the M&E Plan meets PAS objectives. This may require changes or additions to the proposed M&E Plan. The proposed M&E Plan is subject to PAS review and approval prior to finalizing the award.

A complete M&E Plan will include the following components:

a) **Monitoring and Evaluation Narrative:** The applicant must describe how it intends to monitor and evaluate award activities. For more information, please see the preferred template in **Annex 2** and examples in **Annexes 3.** An applicant may use the preferred template or submit its own template/format, but it must include the same information as the preferred template.

b) **Theory of Change**: The applicant must include in its proposal a theory of change model that shows how the project will achieve one or more PAS objectives. A Theory of Change diagram explicitly illustrates how a project's activities lead to tangible results (such as increased beneficiary skills, knowledge, or a change in attitude) that ultimately advance a PAS objective. For more information, please see the preferred template in **Annex 2** and examples in **Annexes 3.** An applicant may use the preferred template or submit its own template/format, but it must include the same information as the preferred template.

c) **Indicator Reference Sheet**: The applicant must include in the proposal project indicators and outputs that the successful applicant will be expected to track throughout the life of the project, and possibly beyond. The applicant must also include the indicators listed below, and is also strongly encouraged to include additional indicators it believes will help assess project progress. All indicators should tie back to the project's Theory of Change. A preferred template for the Indicator Sheet is listed in **Annex 2**; examples can be found in **Annex 3**. An applicant may use the preferred template or submit its own template/format, but it must include the same information as the preferred template.

At a minimum, applicants must propose a mechanism to track the following components, which demonstrate progress toward the program objectives set out in the NOFO:

- Number of programs held, reported in monthly totals for each LLC and the program as a whole.
- Number of outreach events carried out, reported in monthly totals for each LLC and the program as a whole.
- Type of programs held at each LLC, reported in monthly totals for each LLC and the program as a whole.
- Number of total male and female attendees at LLC programs, reported in monthly totals for each LLC and the program as a whole.
- English language fluency improvement for students in the English Language teaching program, based on pre and post-program fluency testing, for the program as a whole and broken down by LLC and teacher.
- Statistics showing average monthly program performance ratings for every LLC and for the program as a whole. -
- Standardized follow up surveying of program participants to assess retention of messaging/information presented.
- Summaries of findings of all assessment visits, to include all information requested in the "Reporting" portion of Section A of this NOFO.

- Per LLC summary of condition of all computers, including that they function, are password protected, have up-to-date anti-virus software, have software blocking adult websites, are connected to the internet, have the ability to print, and are available to the public.
- Per LLC summary of all printers and copiers, including that they are functional and available to the public.
- Per LLC number of students with a complete application to an institution of higher education in the United States.
- Per LLC number of students who go to study in an institution of higher education in the United States, including demographic details.
- Per EducationUSA location, number of students who come to the LLC specifically for EdUSA services (scholarship, education advising, U.S. college programs, prep-tests, etc.).
- Per EducationUSA location, number of students who obtain a scholarship to study in the United States.
- Per EducationUSA location, program report on the format of EdUSA service delivery (including number of people in advising session, demographic details, length of session, etc.)
- Per EducationUSA location, number of relationships established with US-based universities and community colleges.

A successful monitoring plan will at a minimum include the following assessment visit schedule:

- The Recipient must conduct a minimum of one in-person assessment visit per year to every LLC.
- The Recipient must conduct three virtual (on-line) assessment visits per year to every LLC.
- The Recipient must include a summary of all virtual and in-person assessment visits in their required quarterly reports.
- The Recipient should schedule their visits to ensure that every LLC receives a virtual or in-person visit every quarter.

Applicants are strongly encouraged to include additional indicators they determine will assess project impact.

4. Detailed Line-Item Budget: Applications will not be considered complete and eligible for consideration unless they include budgets that respond to the NOFO guidelines. Complete budgets must include detailed line items outlining specific cost requirements for proposed activities. Applicants must adhere to the regulations found in 2 CFR 200 Uniform Administrative Requirements, Costs Principles, and Audit Requirements for Federal Awards. The allowability of costs incurred by commercial organizations is determined in accordance with the provisions of the Federal Acquisition Regulation (FAR) at 48 CFR Part 30 and Part 31.

Applicants must include in their submission a detailed line-item budget for the base period and a budget category summary budget for each option period. Upon request, the recipient will be expected to present a detailed line-item budget for the option period(s).

Applications must include a detailed line-item budget (in Microsoft Excel or similar spreadsheet format) that delineates funds requested from the Embassy and cost-share (see below for more information on budget format). Costs must be in U.S. dollars. The budget must identify the total amount of funding requested, with a breakdown of amounts to be spent in the following budget categories: personnel; fringe benefits; travel; equipment; supplies; consultants/contracts; other direct costs; and indirect costs. See Annex 1 for a description of the types of costs that should be included in each category.

Additional Budget Considerations

- Applicants are advised that the Department of State will utilize Afghanistan's National Technical Assistance (NTA) scale to determine if salaries proposed in an applicant's budget are reasonable. Please refer to this website http://www.budgetmof.gov.af/index.php/en/nta/about-nta for information and guidance on the NTA.

- Please note the audit requirements for Department of State awards in the Standard Terms and Conditions https://www.state.gov/m/a/ope/index.htm and 2 CFR 200, Subpart F – Audit Requirements. The cost of the required audits may be charged either as an allowable direct cost to the award OR included in the organization's established indirect costs in the award's detailed budget.

- Organizations claiming indirect costs should have an established Negotiated Indirect Cost Rate Agreement (NICRA). A copy of the NICRA should be provided with the proposal package. If sub-grantees are claiming indirect costs, they should have an established NICRA, and it should also be submitted with the proposal package. Information on how to obtain a NICRA rate is listed in Section G. **If a non-profit organization does not have a NICRA and the proposal budget has a line item for indirect cost charges, those indirect charges may not exceed 10% of Modified Total Direct Costs.** The 10% maximum does not apply to for-profit entities. For-profit entities that do not have a NICRA but do have a formally established General and Administrative (G&A) rate may apply the G&A rate. For-profit entities that do not have a formally established G&A rate should allocate indirect costs to the appropriate direct cost category.

- Grant funds cannot be used for alcoholic beverages.

5. Budget Justification Narrative: The purpose of the budget justification narrative is to supplement the information provided in the budget spreadsheet by justifying how the budget cost elements are necessary to implement project objectives and accomplish the project goals. The budget justification narrative is a tool to help PAS staff fully understand the budgetary needs of the applicant and is an opportunity to provide descriptive information about the requested costs beyond the constraints of the budget template. Together, the detailed budget spreadsheet, the budget justification narrative, and the SF-424A should provide a complete financial and qualitative description that supports the proposed project plan and should be directly relatable to the specific project components described in the applicant's proposal.

6. **Required Attachments**:
   - 1-page CV or resume for each key personnel proposed for the program. For this program, Director, Deputy Director, English Program Director, Human Resources Director, Financial Management Director, Monitoring and Evaluation Director, and the Information Technology Director are considered key personnel. If an individual for these positions has not been identified, the applicant may submit a 1-page position description identifying the qualifications and skills required for the position in lieu of a resume.
   - Letters of intent from program partners (including sub-recipients and contractors) describing the roles and responsibilities of each partner.
   - If your organization has a NICRA and includes NICRA charges in the budget, your latest NICRA should be included.
   - Proof of Non-profit Status –Documentation to demonstrate the applicant's non-profit status (e.g., U.S.-based organizations should submit a copy of their 501(c)(3) Internal Revenue Service determination letter, and Afghan organizations should provide a copy of their NGO license).
   - Security plan
   - Organizational policy for working in high-risk environments

Please note:

- Other items NOT required for submission but which may be requested if your application is selected to move forward in the review process include:
  - Copies of an organization or program audit within the last two (2) years
  - Copies of relevant human resources, financial, or procurement policies
  - Copies of other relevant organizational policies or documentation that would help the Department determine an organization's capacity to manage a federal grant award overseas
  - Completion of a pre-award organizational information sheet to determine what financial controls and standard operating procedures an organization uses to procure goods and services, hire staff and track time and attendance, pay for grant-related travel, and identify other financial transactions that may be necessary to undertake the activities in your application
  - The U.S. 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. Budgets should be submitted in U.S. dollars, and final grant agreements will be conducted in U.S. dollars.

Submission Dates and Times

Application Deadline: All applications must be received by **May 11, 2020**, at 11:59 p.m. U.S. Eastern 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 and is not a rolling deadline. If organizations fail to meet the deadline noted above, their applications will be considered ineligible and will not be considered for funding.

Question Deadline: For questions on this solicitation, please contact KabulPASProposals@state.gov. Questions must be received on or before **March 16, 2020**, at 11:59 p.m., U.S. Eastern Time. Applicants should not expect an email response to questions, as questions received before the deadline will be answered in a question and answer document and posted at http://www.grants.gov and https://af.usembassy.gov/embassy/kabul/sections-offices/pdprp/.

Submission Process
This section provides the application submission and receipt instructions for program applications. Please read the following instructions carefully and completely.

Electronic delivery via www.grants.gov
PAS is participating in the Grants.gov initiative to provide the grant community a single site to find and apply for grant funding opportunities. **PAS requires applicants to submit their applications electronically through Grants.gov. Applications submitted via any other means such as email will not be accepted.**

To submit an application via Grants.gov, applicants must have

1. A valid 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. Instructions on obtaining a DUNS number can be found at https://www.grants.gov/web/grants/applicants/organization-registration/step-1-obtain-duns-number.html.
2. A NATO CAGE/NCAGE. If your organization does not have a CAGE/NCAGE, visit https://eportal.nspa.nato.int/AC135Public/scage/CageList.aspx to start the process. For more information on NATO CAGE/NCAGE, see https://eportal.nspa.nato.int/AC135Public/Docs/US%20Instructions%20for%20NSPA%20NCAGE.pdf.
    - For NCAGE help from within the United States, call 1-888-227-2423.
    - For NCAGE help from outside the United States, call 1-269-961-7766.
    - Email NCAGE@dlis.dla.mil for any problems with obtaining an NCAGE code.
3. 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. Applicants must be fully registered in SAM before submitting an application; applicants that do not have an active SAM registration will be deemed ineligible and will not be considered for an award. For information on how to register with SAM, see https://www.grants.gov/web/grants/applicants/organization-registration/step-2-register-with-sam.html and https://eportal.nspa.nato.int/AC135Public/scage/CageList.aspx#show-video-popup. Note that SAM registration must be renewed annually. The Department may determine that the applicant is not qualified to receive an award and use this determination as a basis for making an award to another applicant.

4. A Grants.gov account. Instructions on how to register for a Grants.gov account can be found here: https://www.grants.gov/web/grants/applicants/registration.html.

The registration process can take up to five weeks to complete. Therefore, registration should be done in sufficient time to ensure it does not affect your ability to meet required submission deadlines.
Grants.gov has a full set of instructions on how to apply for opportunities on its website at http://www.grants.gov/web/grants/applicants/apply-for-grants.html.

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.

Grants.gov does not accept all UTF-8 special characters in file attachment names. Please note the file name restrictions at https://www.grants.gov/web/grants/applicants/submitting-utf-8-special-characters.html.

Grants.gov recommends submitting your application package 24-48 hours prior to the submission deadline to provide you with time to correct any potential technical issues that disrupt the initial application submission.

Grants.gov provides customer support via the toll-free number 1-800-518-4726 and via email at support@grants.gov. For questions related to the specific grant opportunity, contact kabulpasproposals@state.gov. Please note, PAS cannot assist with questions on or technical issues with www.grants.gov. Applicants experiencing issues with Grants.gov should contact the Grants.gov Help Desk.

Timely receipt requirements and proof of timely submission
All applications must be received by the deadline communicated in this NOFO. Proof of timely submission is automatically recorded by Grants.gov. An electronic time stamp is generated within the system when the application is successfully received by Grants.gov. Applicants will receive an acknowledgement of receipt and a tracking number from Grants.gov with the successful transmission of their application. Applicants should print this receipt and save it as proof of timely submission.

When PAS successfully retrieves the application from Grants.gov and acknowledges the download of submissions, Grants.gov will provide an electronic acknowledgment of receipt to the email address of the Authorized Organization Representative. Proof of timely submission shall be the date and time that Grants.gov receives your application. Applications received by Grants.gov after the established due date for the program will be considered late and will not be considered for funding.

Applicants using dial-up connections should be aware that transmission should take some time before Grants.gov receives it. Grants.gov will provide either an error or a successfully received transmission message. The Grants.gov Contact Center reports that some applicants abort the transmission because they think that nothing is occurring during the transmission process. Please be patient and give the system time to process the application. Uploading and transmitting many files, particularly electronic forms with associated XML schemas, will take some time to be processed.

Intergovernmental Review
This funding opportunity is not subject to Executive Order 12372 "Intergovernmental Review of Federal Programs."

Funding Restrictions

- **Construction:** Any award made as a result of this NOFO will not allow for construction activities or costs.
- **Pre-award Costs:** Any costs incurred prior to the award start date in the Federal Notice of Award are incurred at the recipient's own risk. Approval of these costs requires authorization of the Grants Officer to be considered allowable, will only be considered on a case-by-case basis, and will only be authorized in extraordinary circumstances. Applicants should assume that any costs incurred before the start date on the Federal Notice of Award will not be authorized.

E. Application Review Information

Selection Criteria
Applications submitted under this opportunity that comply with all the stated requirements and contain all the required elements 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 plan/approach 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. Proposals will be selected for funding based on an evaluation of how the proposal meets the solicitation review criteria, U.S. foreign policy objectives, and the priority needs of PAS. Past performance on grants awarded by the U.S. Department of State, other U.S. government entities, or international donor agencies may also be considered.

PAS reviews all proposals for eligibility. Eligible proposals will be subject to compliance with federal 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.

Selection criteria for this NOFO will include:

1. **Quality and feasibility of the program idea (15 points):** The proposed project plan is well developed, with detail about how program activities will be carried out; responds to the design outlined in the solicitation; and demonstrates originality. It is clearly and accurately written, substantive, and sufficiently detailed. The program plan adheres to the program overview and guidelines described above.

2. **Ability to achieve program objectives (25 points):** Goals and objectives are clearly stated, and the program approach is likely to provide maximum impact in achieving the proposed results. Objectives are reasonable and feasible. The application clearly demonstrates how the institution will meet the program's objectives and plan. Proposed personnel, institutional resources, and partner organizations are adequate and appropriate to achieve the program goals.

3. **Institution's record and capacity (35 points):** The application demonstrates that the organization has expertise in fields relevant to the program such as program management, English teaching, and public outreach, has the internal controls in place to manage federal funds; has a solid and relevant institutional record, including successful programming; has responsible fiscal management involving complex budgets; and has the ability to comply with reporting requirements, especially for U.S. government grants. The application demonstrates experience in human resources and overseeing staffing. Past performance on grants awarded by the U.S. Department of State, other U.S. government entities, or international donor agencies may also be considered.

4. **Monitoring and Evaluation (10 points):** The applicant describes its plan for monitoring and reporting project outcomes. The applicant demonstrates it is able to measure program success against key indicators and provides milestones to indicate progress toward goals outlined in the proposal. The application includes output and outcome indicators and effectively describes how and when those will be measured.

5. **Cost-effectiveness (10 points):** The overhead and administrative components of the proposal, including salaries and supplies, are consistent with prevailing market rates in Afghanistan. All items are necessary, appropriate, and directly relatable to the project's goals and objectives. The budget justification narrative is detailed and clear. 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. Cost sharing is not required. The Department of State will utilize the NTA scale to determine if salaries proposed in an applicant's budget are reasonable. Please refer to this website http://www.budgetmof.gov.af/index.php/en/nta/about-nta for information and guidance on the NTA.

6. **Sustainability (5 points):** The application clearly communicates the applicant's strategy for ensuring that the project benefits will continue to be realized on a long-term basis after the conclusion of the period of performance of the award. The applicant presents a feasible approach to sustainability.

Review and Selection Process

It will take up to 90 days from the application deadline before an award or decline notice is sent from the Embassy to applicants. Due to the volume of proposals received, individual responses to requests for updates prior to the 90-day timeframe may not be returned until final review of proposals and issuance of an award is completed. PAS utilizes the following review and selection process:

After the NOFO closes, applications are reviewed for eligibility. Those applications found to be ineligible will be removed from the selection process. Applications found to be eligible will be forwarded to an Embassy review committee for consideration. An Embassy review committee will score eligible proposals based on the funding criteria provided in the NOFO. The top applicant(s) will go through additional vetting, risk assessments, and negotiations with a designated PAS representative. If and when the Grants Officer is satisfied, s/he will issue the award(s). Once a grant award(s) is made from this solicitation, those applicants whose proposals were not selected for funding will be notified via email. PAS will send such notifications to the email address listed in box 8f of the applicant's SF424. Applicants should expect to be notified if their proposal has been selected for award within 90 days of the submission deadline.

Federal Awardee Performance & Integrity Information System (FAPIIS)
For any federal award issued as a result of this NOFO, applicants are informed

- That the Department of State, prior to making a federal award with a total amount of federal share greater than the simplified acquisition threshold, is required to review and consider any information about the applicant that is in the designated integrity and performance system accessible through SAM (currently FAPIIS) (see 41 U.S.C. 2313)
- That an applicant, at its option, may review information in the designated integrity and performance system accessible through SAM and comment on any information about itself that a federal awarding agency previously entered and is currently in the designated integrity and performance system accessible through SAM
- That the federal awarding agency will consider any comments by the applicant, in addition to the other information in the designated integrity and performance system, in making a judgment about the applicant's integrity, business ethics, and record of performance under federal awards when completing the review of risk posed by applicants as described in §200.205 federal awarding agency review of risk posed by applicants

F. Federal Award Administration Information

Federal Award Notices: As described in Section E above, applicants selected to move forward in the review process will be notified via email to the address listed in Section 8f of the applicant's SF424; this email IS NOT an authorization to begin performance. 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 for review and signature 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. See Section D for more information on pre-award costs.

Terms and Conditions: Before submitting an application, applicants should review all the terms and conditions and required certifications that will apply to this award to ensure that they will be able to comply. These include:

- 2 CFR 200, 2 CFR 600, Certifications and Assurances, and the Department of State

Standard Terms and Conditions, all of which are available at:
https://www.state.gov/about-us-office-of-the-procurement-executive/

Monitoring and Evaluation: In line with the Department of State's Evaluation Policy, PAS may include this award in its program monitoring and evaluation efforts. When applicable and feasible, the recipient shall cooperate with 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 monitoring and evaluation efforts; provide any monitoring and evaluation reports produced under the award to the GO and GOR for review; and incorporate the project into any third-party monitoring evaluation efforts that PAS may initiate.

Reporting Requirements:

- Recipients are required to submit quarterly (calendar year) program progress and financial reports throughout the project period. Progress (narrative) and financial reports (SF-425) 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 will be held to special award conditions. Due to the challenging operating environment in Afghanistan, awards issued under this NOFO will be designated high risk. At a minimum, the recipient will be required to submit quarterly detailed financial reports in addition to the reports outlined in point 1 above. These reports must provide a line-item breakdown of costs incurred or paid (consistent with the recipient's accounting method) on the project, including cost share; should compare the amount incurred or paid (consistent with the recipient's accounting method) on each line-item and budget category to the amounts in the approved budget; and communicate the balance remaining in each line item and budget category. Recipients may also be required, upon request of the GO or GOR, to provide electronic copies of receipts or other supporting documentation (e.g., timesheets, travel documents) for costs incurred. The government may withhold 10% of the U.S. government total of the award until final reports have been reviewed and approved by the GO. The recipient may be required to pay all salaries supported by the grant via electronic funds transfer. Other special award conditions may also be included if deemed appropriate by the Grants Officer.

- The awardee must provide the Embassy on an annual basis an inventory of all the U.S. government-provided equipment using the SF-428 form.

- Applicants should be aware of the post-award reporting requirements reflected in 2 CFR 200 Appendix XII—Award Term and Condition for Recipient Integrity and Performance Matters.

- Awardees are required to comply with the following **Special Provision for Performance in a Designated Combat Area:**

  All recipient personnel deploying to areas of combat operations, as designated by the Secretary of Defense under federal assistance awards over $150,000 or performance over thirty (30) days must register in the Department of Defense-maintained Synchronized Pre-deployment and Operational Tracker (SPOT) system. Recipients of federal assistance awards shall register in SPOT before deployment, or if already in the designated operational area, register upon becoming an employee under the assistance award and maintain current data in SPOT. Information on how to register in SPOT is available from your Grants Officer or Grants Officer Representative.

  Recipients utilizing personnel who are not performing private security functions must account for personnel within the SPOT system anonymously through the use of the aggregate count functionality. This includes U.S. citizens, third-country nationals (TCNs), and locally hired Iraqi or Afghan personnel, except as noted in the following paragraph.

  Recipients utilizing personnel who are performing a private security function; are performing duties as a translator or interpreter; require access to U.S. facilities, services, or support; or desire consideration for refugee or special immigrant status under the Refugee Crisis in Iraq Act of 2007 (subtitle C of title XII of Public Law 110–181) must be entered into SPOT individually with all required personal information. If a locally hired Iraqi or Afghan national falls into one of these categories, the recipient must enter all of the required identification data into SPOT.

  When the recipient is ready to enter U.S. citizens, TCNs, and/or locally hired individuals using the "Aggregate Count" method, the recipient will notify the Grants Officer, who will contact the Department SPOT Program Manager (A/LM/AQM) to obtain the "Aggregate Count" template. The recipient will complete the "Aggregate Count" template and return it to the SPOT Program Manager, who will ensure that aggregate counts are loaded into SPOT. The recipient's SPOT Administrator is responsible for updating the aggregate locally hired national count on a quarterly basis by providing updated information via the "Aggregate Count" template to the GO/GOR for each award, who will forward to the Department SPOT Program Manager for SPOT entry.

  Recipient performance may require the use of armed private security personnel. To the extent that such private security contractors (PSCs) are required, recipients are required to ensure they adhere to Chief of Mission (COM) policies and procedures regarding the operation, oversight, and accountability of PSCs.

  In a designated area of combat operations, the term PSC includes any personnel providing protection of the personnel, facilities, or property of a recipient or sub-recipient at any level or performing any other activity for which personnel are required to carry weapons in the performance of their duties.

As specific COM policies and procedures may differ in scope and applicability, recipients of federal assistance awards are advised to review post policies and procedures carefully in this regard and direct any questions to the Embassy Regional Security Office (RSO) via the GOR. Any exclusion to these policies must be granted by the COM via the RSO. COM policies and procedures may be obtained from the RSO via the GOR. Recipients of federal assistance awards are also advised that these policies and procedures may be amended from time to time in response to changing circumstances.

Recipients of federal assistance awards are advised that adherence to these policies and procedures are considered to be a material requirement of their award.

Recipients of federal assistance awards are reminded that only the Grants Officer has the authority to modify the Notice of Award. Recipients shall proceed with any security guidance provided by the RSO but shall advise the Grants Officer and the GOR of the guidance received and any potential cost or schedule impact.

G. Federal Awarding Agency Contacts

- For questions on the requirements of this solicitation, contact the Grants Manager, Public Affairs Section, U.S. Embassy, Kabul, Afghanistan, at:
  Email: KabulPASProposals@state.gov *(preferred method of communication)*
  Phone: within Afghanistan: 0700103076; from the United States: 1-301-490-1042 x3076. Note: PAS cannot assist with technical issues with Grants.gov.

- To inquire about the process for obtaining a NICRA, contact AQM-NICRA@state.gov.

H. Other Information

Disclaimers

The federal government is not obligated to make any federal award as a result of this announcement. Issuance of this NOFO does not constitute an award commitment on the part of the U.S. government; neither 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 and the right to make an award below the floor outlined in this NOFO. PAS reserves the right to award funding to applicants under this announcement for a period of up to two years after the application deadline.

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, including exercising option periods, is at the total discretion of the Department of State.

The issuance of an award under this NOFO is subject to funds availability. Awards may be granted only if appropriated funds are allocated to the U.S. Embassy in Kabul by Department of State central budget authorities.

Applicants should be familiar with the U.S. Department of State's guidance on travel to Afghanistan, available at http://travel.state.gov.

ANNEX 1. BUDGET CATEGORY DESCRIPTIONS

The following provides a description of the types of costs to be included in each budget category.

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 x 25% x 8.5 months = $5,312).

   Applicants are advised that the Department of State will utilize the National Technical Assistance (NTA) scale to determine if salaries proposed in an applicant's budget are reasonable. Please refer to this website http://www.budgetmof.gov.af/index.php/en/nta/about-nta for information and guidance on the NTA.

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 – list the route, number of trips, and cost per ticket.
   - In-country Travel – list the route and indicate the means of transportation, number of trips, and cost per trip.
   - Travel in the United States, if any – list the route and indicate the means of transportation, number of trips, and cost per trip.
   - Per diem: 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://aoprals.state.gov/web920/per_diem.asp. 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.

   Please note that all travel, where applicable, must be in compliance with the Fly America Act.

d. **Equipment** – Please include equipment required, defined as tangible personal property having a useful life of more than one year and an acquisition cost of $5,000 or more per unit.

e. **Supplies** – The specifications and cost of each type of supply proposed (e.g., desktop computer with pre-installed software) must be included in this section. List items separately using unit costs (and the percentage of each unit cost being charged to the award) for office supplies (e.g., office paper and ink: $50/month x 50% = $25/month x 12 months).

f. **Contractual** –

- **Sub-awards and contracts** – For each sub-grant/contract, please provide a detailed line-item breakdown for specific services. In the sub-grant/contract budgets, provide the same level of detail for personnel, travel, supplies, equipment, direct costs, fringe benefits, and indirect costs as required of the direct applicant.
- **Consultant Fees** – For example, lecture fees and honoraria for outside speakers or independent evaluators: list number of people and rates per day (e.g., 2 x $150/day x 2 days).

g. **Construction** – For this solicitation, construction costs are not applicable.

h. **Other Direct Costs** – Other costs directly associated with the program that do not fit in the other categories. For instance, shipping costs for materials and equipment or applicable taxes. All "Other" or "Miscellaneous" expenses must be itemized and explained. These will vary depending on the nature of the project, and the inclusion of each should be justified in the budget justification narrative. Examples may include photocopying, postage, telephone/fax, or printing (e.g., Telephone: $50/month x 50% = $25/month x 12 months).

i. **Indirect Costs** – These are costs that cannot be linked directly to the program activities, such as overhead costs needed to help keep the organization operating. Organizations claiming indirect costs should have an established Negotiated Indirect Cost Rate Agreement (NICRA). A copy of the NICRA should be provided with the proposal package. If sub-grantees are claiming indirect costs, they should have an established NICRA, and it should also be submitted with the proposal package. Information on how to obtain a NICRA rate is listed in Section G. **If a non-profit organization does not have a NICRA, and the proposal budget has a line item for indirect cost charges, those indirect charges may not exceed 10% of Modified Total Direct Costs.** The 10% maximum does not apply to for-profit entities. For-profit entities that do not have a NICRA but do have a formally established General and Administrative (G&A) rate may apply the G&A rate. For-profit entities that do not have a formally established G&A rate should allocate indirect costs into the appropriate direct cost category.

Annex 2. Monitoring and Evaluation Documentation – Preferred template

To be considered for an award, applicants must provide the information outlined in Annex 2 in their proposals. Providing the information outlined on these four pages will constitute a complete M&E Plan. Applicants may use this preferred template or submit their own template/format, but it must include the same information as this preferred template.

a. M&E Narrative (no more than 500 words)

Describe how the applicant plans to monitor and evaluate for measuring impact (results) of the proposed project. Results from monitoring and evaluation efforts should demonstrate to the Public Affairs Section that the applicant can use information (data) to show that its project is meeting program objectives and goals.

Your M&E plan should answer the following questions:

- *What information do you need to collect to know if your award is on track?*
- *How will you collect the information (surveys, focus groups, social media metrics, etc.)?*
- *When will you tell the Public Affairs Section about the information (in every quarterly report, in the next quarterly report, in the final report, etc.)?*
- *This may be easier to fill out after completing the Theory of Change and Indicator Reference Sheet.*

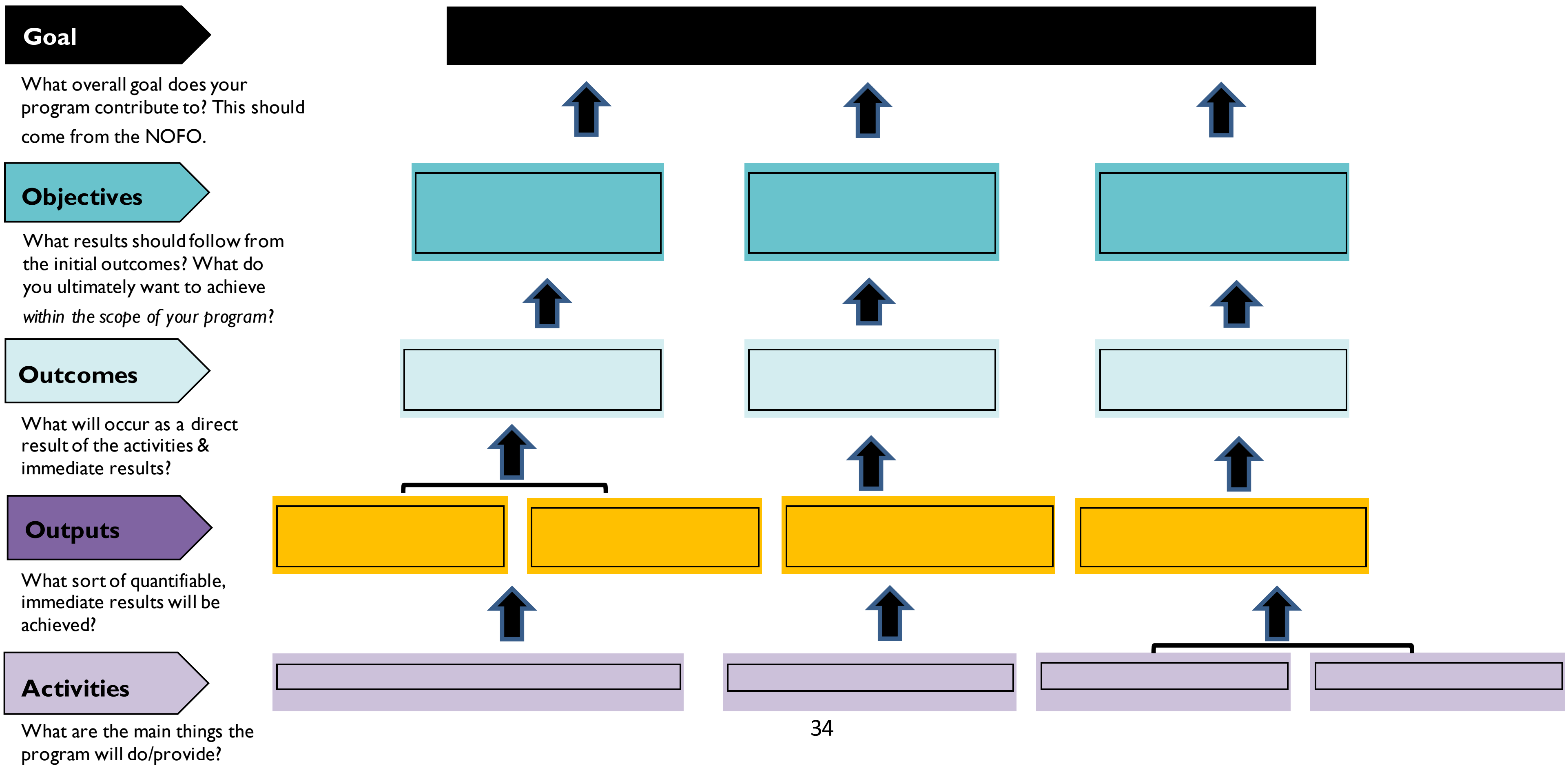
b. Theory of Change

Instructions:

Step 1: Complete each of the boxes below with expected inputs, activities, outputs, etc. If the project requires additional boxes, copy an empty box and paste alongside of the corresponding category.

Step 2: Move the brackets and arrows around to show the relationship between project ideas. **See the examples in Annex 3 below.**

Step 3: Check the Theory of Change. The Theory of Change should make sense from the perspective of Activities (bottom) to Goals (top) and also from the perspective of Goals (top) to Activities (bottom). Each component's relationship should be an "If-then" statement, i.e. **if** a component in the Activities section is implemented and completed, **then** the component in the Outputs section is expected to occur. If multiple components on the bottom contribute to a component on the top, use a bracket to show this relationship (as illustrated in the left-most column of effects). Once the "if-then" statements work from bottom-up, reread it from top to bottom. Do the "if-then" statements still hold true? If yes, then it's complete. If not, determine why and adjust accordingly. (Ex: Does an arrow need to be changed? Is an outcome really an output?)



c. Indicator Reference Sheet

Instructions:

1. **Reference the Theory of Change worksheet**: Copy the objectives and outputs into the corresponding lines in the chart below.
2. **List any outputs/indicators you will track:** Be sure to include any indicators required in the NOFO.
3. **List the frequency of collection:** How often will indicators be tracked (quarterly, annually)?
4. **List the means of verification:** What means of data collection will be used to report on the indicator? (Ex: surveys, check-in sheets, scores on a test, focus groups, beneficiary interviews, etc.)
5. **Write any assumptions:** Assumptions are external conditions necessary for the goal to be achieved. Not every indicator will need an assumption, however, it is helpful to understand the environment in which the project and associated activities will take place.
6. Add or delete any lines to make the chart suit your program.

Please see the examples and definition sheet in **Annexes 3 below**.

Indicators	Frequency of Collection	Means of Verification	Assumptions
Goal – (copy from NOFO)			
Goal Indicators (copy from NOFO)			
Objective 1 - Copy this from your Theory of Change Worksheet			
Output Indicators – These should show how you'll measure each output in your Theory of Change			
Outcome Indicators - These should show how you'll measure each outcome in your Theory of Change			
Objective 2 - (if applicable) Copy this from your Theory of Change Worksheet			
Output Indicators – These should show how you'll measure each output in your Theory of Change			

ANNEX 3. MONITORING AND EVALUATION EXAMPLES

Example 1

The goal of this award is to use sports to promote community resilience in an area with a large refugee population. The NGO “Wickets for Peace!” is applying to this NOFO. Their program will create youth cricket teams whose players are from both Pakistani and Afghan refugee communities. The program will culminate in a large tournament that will invite all the participants and their families. The tournament will feature a photo-exhibition showcasing inter-group participation and respect for each other’s communities.

M&E Narrative (no more than 500 words)
Wickets for Peace (WfP) will monitor and track progress of beneficiaries along each step of the award. WfP will start the program by giving individual groups a baseline survey to assess what they know about people from the other group. WfP will report the survey results in their next quarterly report. At the end of the program, beneficiaries will be given the same survey. WfP will put the results of these surveys in the final report. In addition, WfP will look at the results of the pre- and post- survey to see if there was a change in the beneficiaries’ attitude. WfP will also report those findings in the final report.

Furthermore, coaches will be trained in inter-group dialogue skills. They will talk with their athletes and track the athlete’s attitudes and behaviors with their teammates in their weekly coaching reflections. In the final report, MfP will use the coaches’ reflections to report on how the attitudes or behaviors of the athletes changed over the course of the program.

Coaches will also collect success stories and, with permission of the athletes, highlight significant stories for MfP leadership. MfP leadership will then select success stories to highlight at the final tournament.

Theory of Change

Instructions:

Step 1: Fill in the boxes below with your inputs, activities, outputs, etc. If you need more boxes, just copy an empty box and paste.

Step 2: Move the brackets and arrows around to show the relationship between your ideas.

Step 3: Check your Theory of Change. Read it from bottom to top. Each component's relationship should be an "If-then" statement, i.e. **if** a component on the bottom is fulfilled, **then** the component on the top will be possible. If more than one components on the bottom make one component on the top possible, use a bracket to show this relationship. When your "if-then" check works from bottom-up, now read it from top-down. Do those "if, then" statements still hold true? If yes, you're done! If not, figure out what does not make sense and adjust accordingly. (Ex: Do you need to change an arrow? Is an outcome really an output?)

Goal

What overall goal does your program contribute to? This should come from the NOFO.

Promote Community Resilience

Objectives

What results should follow from the initial outcomes? What do you ultimately want to achieve *within the scope of your program?*

Stronger ties between Afghan and Pakistani communities.

Outcomes

What will occur as a direct result of the activities & immediate results?

Following the camp, 80% of Pakistani and Afghan refugee youth will express increased knowledge of and respect for members of the other community.

300 community members attend tournament and are exposed to inter-group cooperation

Outputs

What sort of quantifiable, immediate results will be achieved?

10 teams practice together weekly

30 games are held

300 community members attend the tournament

10 Success stories from cricket participants are chosen and printed to adorn the tournament stadium

Activities

What are the main things the program will do/provide?

Recruit and select 55 teachers for U.S. teaching scholarship exchange program

Recruit teachers for online classes at a U.S. University

Advertise and recruit potential English Language Teachers for Embassy MOOCs

Provide English Teaching Coffee-hours where current ELTs mentor prospective ELTs

Indicator Reference Sheet

Instructions:

1. **Reference your Theory of Change worksheet**. Copy the objectives and outputs into the corresponding lines in the chart below.
2. **List any outputs/indicators you will track.** Be sure to include any indicators required in the NOFO.
3. **List your frequency of collection.** How often you will track that indicator (quarterly, annually)?
4. **List your Means of verification** –How you will collect the information/data required to calculate the indicator? (Ex: surveys, check-in sheets, scores on a test, focus groups, beneficiary interviews, etc.)
5. **Write any assumptions**. Assumptions are external conditions necessary to achieve the goal. Not every indicator will need an assumption.

Indicators	Frequency of Collection	Means of Verification	Assumptions
Goal – Promote Community resilience			
Goal Indicators (from NOFO)			
# of participants from each group	Quarterly	Team rosters	Not applicable
% of participants who report increased knowledge about members of the other group	First and last quarter	Pre-post test	Not applicable
Objective 1 - Following the camp, 80% of Pakistani and Afghan refugee youth will express increased knowledge of and respect for members of the other community.			
Output Indicators – These should show how you'll measure each output in your Theory of Change			
# cricket teams with a mix of Afghan and Pakistani youth, with at least 30% of team from one or other group.	Quarterly	Team rosters	Parents will agree to allow their children to join mixed cricket teams
# of games held (including tournament)	Quarterly	Game schedule	The security environment will allow games to occur regularly
# attendees at final tournament	Final report	Grantee observations at tournament	Not applicable
4. # of success stories showcased at final tournament	Final report	Grantee observations at tournament	Not applicable
Outcome Indicators - These should show how you'll measure each outcome in your Theory of Change			
# of participants that made Facebook friends with individuals from another background.	Final report	Post-survey	Participants use Facebook regularly
Tournament viewers will cheer for all members of the teams.	Final report	Grantee observations at tournament	Not applicable

Positive attitudes and behavior expressed about teammate from another background	Quarterly and final report	Post-survey and Coach's weekly reflections	Not applicable

Example 2

"Yay for English" NGO is applying for this NOFO. The goal of this award is to promote people-to-people exchange English language learning. This program will do this by: 1. increasing the teaching skills of current English Language Teachers (ELTs); 2. Providing strong professional English training for individuals who would like to become ELTs; 3. Connecting current English Language Teachers with future English Language Teachers so the former can mentor the latter through the process of becoming an English Language Teacher (ELT).

M&E Narrative

YAY for English NGO will do the following:

1. Increase English Language Teaching Teacher's capacity
    a. We will recruit 100 teachers for the program and, with Embassy input, select 55 teachers to participate in an exchange program.
    b. After the teachers return, we will ask them to write and submit a reflection on their trip so we can assess what they learned, what they liked about the trip, etc. We will include this feedback in our monthly reports.
    c. 6 months after the teachers return, we will send them a follow-up survey to see if they integrated any of the practices they learned in their classrooms. We will include the results of this survey in our final report.
2. Provide English Language training to individuals who would become ELTs.
    a. We will recruit for the online courses and MOOCs and provide a baseline English language survey
    b. After the course we will administer a post-test to assess how their English language proficiency has changed
3. Provide Mentorship Opportunities
    a. We will match English Language Teachers who just returned from their scholarship program with prospective teachers in the MOOCs.
    b. After 5 weeks of the mentorship match we will check to make sure the matches are still meeting
    c. After the mentorship we will provide a follow-up survey to assess how useful the mentorships were and if the participants plan to continue their relationship

Theory of Change

Instructions:

Step 1: Fill in the boxes below with your inputs, activities, outputs, etc. If you need more boxes, just copy an empty box and paste.

Step 2: Move the brackets and arrows around to show the relationship between your ideas.

Step 3: Check your Theory of Change. Read it from bottom to top. Each component's relationship should be an "If-then" statement, i.e. **if** a component on the bottom is fulfilled, **then** the component on the top will be possible. If more than one components on the bottom make one component on the top possible, use a bracket to show this relationship. When your "if-then" check works from bottom-up, now read it from top-down. Do those "if, then" statements still hold true? If yes, you're done! If not, figure out what does not make sense and adjust accordingly. (Ex: Do you need to change an arrow? Is an outcome really an output?)

Goal

What overall goal does your program contribute to? This should come from the NOFO.

Increased People-to-people ties to form stronger English language

Objectives

What results should follow from the initial outcomes? What do you ultimately want to achieve *within the scope of your program?*

- Teachers integrate new teaching skills into their classrooms and communities
- English Language Teachers (ELTs) gain stronger English Language Skills
- Support participants to become English language instructors

Outcomes

What will occur as a direct result of the activities & immediate results?

- Improved ELT's teaching skills
- 90% of participants have stronger English-language proficiency
- Prospective ELTs better understand how to navigate the process to become an ELT.

Outputs

What sort of quantifiable, immediate results will be achieved?

- 55 teachers participate in scholarship exchange program
- 50 teachers enroll in an online course from a U.S. university
- 10 Massive Open Online Classes (MOOCS) on improving English Language are held
- 40 ELT mentorship relationships are created

Activities

What are the main things the program will do/provide?

- Recruit and select 55 teachers for U.S. teaching scholarship exchange program
- Recruit teachers for online classes at a U.S. University
- Advertise and recruit potential English Language Teachers for Embassy MOOCs
- Provide English Teaching Coffee-hours where current ELTs mentor prospective ELTs

Indicator Reference Sheet

Instructions:

1. **Reference your Theory of Change worksheet**. Copy the objectives and outputs into the corresponding lines in the chart below.
2. **List any outputs/indicators you will track.** Be sure to include any indicators required in the NOFO.
3. **List your frequency of collection.** How often you will track that indicator (quarterly, annually)?
4. **List your means of verification** –How will you collect the information/data required to calculate the indicator? (Ex: surveys, check-in sheets, scores on a test, focus groups, beneficiary interviews, etc.)
5. **Write any assumptions**. Assumptions are external conditions necessary to achieve the goal. Not every indicator will need an assumption.
6. Add or delete any lines to make the chart suit your program.

Indicators	Frequency of Collection	Means of Verification	Assumptions
Objective: Teachers integrate new teaching skills into their classrooms and communities			
Output Indicators – These should show how you'll measure each output in your Theory of Change Worksheet			
# of ELTs who were recruited for programs	First quarterly report only	Grantee reporting	*Not applicable*
# of ELTs complete scholarship trip to United States	Final report	Grantee reporting	ELTs are able to receive visas
of ELTs who complete their online university course	quarterly	Grantee reporting	ELTs have stable access to internet
Outcome Indicators - These should show how you'll measure each outcome in your Theory of Change			
% of public school teachers who report having implemented new knowledge and skills gained during the courses at their workplace	Final report	6-month follow-up survey	*Not applicable*
% of participants who express a high level of satisfaction with the program	Final report	Post-survey	*Not applicable*
% of participants who reported having tried new teaching methodologies in their classrooms /enhanced English language proficiency	Final report	6-month follow-up survey	*Not applicable*

Objective 2: English Language Teachers (ELTs) and future ELTs gain stronger English language skills			
Output Indicators – *These should show how you'll measure each output in your Theory of Change*			
# of Students who attend MOOCs	quarterly	Sign-in Sheets	*Not applicable*
Outcome Indicators - *These should show how you'll measure each outcome in your Theory of Change*			
% of public school teachers who successfully complete the course or webinar	quarterly	Graduation certificates	*Not applicable*
% of participants who show an increase in their English language proficiency score after program (using CEFR)	Final report	Post-test	*Not applicable*
Objective 3: Prospective ELTs better understand how to navigate the process to become an ELT.			
Output Indicators – *These should show how you'll measure each output in your Theory of Change Worksheet*			
# of mentorship relationships formed	Quarterly	Beneficiary feedback	*Not applicable*
% of mentorship relationships sustained over 10 weeks	Final report	Beneficiary feedback/survey	Mentors and Beneficiaries commit to the program
Outcome Indicators - *These should show how you'll measure each outcome in your Theory of Change Worksheet*			
% of participants who express a high level of satisfaction with their mentorship experience	Final report	Post-survey	*Not applicable*
% of participants who express intention to keep in contact with their mentor	Final report	Post-survey	*Not applicable*

ANNEX 4. MONITORING AND EVALUATION DEFINITIONS

Theory of Change

Goal: The broad aim of the project, the significant, longer-term changes to which this project contributes. Goals do not specify criteria which will be used to measure project success; therefore, it is necessary to break goals down into objectives, outcomes and activities which, collectively, achieve the goal. Refer to the goals listed in the NOFO.

Objective: Operationalized goals which specify the results and the level of change expected. Refer to the objectives listed in the NOFO.
Example: Teachers develop and implement new curriculum that reflects the new knowledge and skills acquired during the training.

Outcome: Short-term and medium-term results derived from a program's outputs, such as changes in participants' knowledge, skills, attitudes.
Example: Teachers demonstrate an increase in pedagogical knowledge and skills as a result of participating in the training.

Output: The tangible, immediate results from your activity. These could include the number of people trained, number of media articles written, number of manuals distributed, or number of conferences held.
Example: 20 teachers complete the training.

Activity: What the project will do or provide.
Example: A training for English Language teachers.

Indicator Reference Sheet

Indicators: Indicators relate to a program's objectives, goals, outcomes, or outputs and are used to observe progress and measure actual results. Indicators should be measurable (e.g. numeric value, percentages, indices). The indicator should describe whether a program is achieving the given outcome or output. Indicators are not required for the proposal, but will be required of the selected grantee before an award is signed.

Example:

Output indicator: Number of teachers who complete the training.
Outcome indicator: Number and percent of teachers who demonstrate an increase in knowledge and skills as a result of the training.

Means of Verification: Explain how the applicant will measure this indicator - this may also include describing data collection tools, such as surveys, attendance sheets, questionnaires, etc.

Assumptions: External conditions necessary if the goal is to be achieved. For example: For an exchange program, an assumption is that participants can obtain visas. For a festival, an assumption may be that the grantee can obtain necessary permits to use the venue. Not every indicator will need an assumption. It is ok to leave those blank or write "not applicable.