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U.S. Department of State

Office of Global Programs,

Bureau of Democracy, Human
Rights, and Labor (DRL)

DRL Potential Grant Applicants Conference



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Welcome

- DRL's Office of Global Programs is pleased to host this 1st Annual Potential Grant Applicants Conference.
- Please fill out the evaluation form before you leave. We want to make future conferences are responsive to your needs and questions.
- Housekeeping: Please no food or drink in the auditorium. RETURN badges.



Today's topics:

- Overview of DRL; DRL/GP Grants Process; Marginalized Populations Policy Panel; Thematic Fund Policy Panel; Regional Overview of Programs; Networking sessions
- To ensure fairness and transparency, today's presentations will be posted on our website, www.state.gov/j/drl for those not in attendance.



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Diplomacy and Programs

- **DOS Mission:**
To create a more secure, democratic, and prosperous world for the benefit of the American people and the international community.
- **DRL Mission:**
To be a focal point for Department efforts to promote democracy and human rights to ensure a more peaceful and secure world.



DRL Institutional Structure

- DRL is at heart a policy office
 - Regional Offices
 - Special envoys: Disabilities, Anti-Semitism, IRF, Labor
 - MLGA: Multilateral and Global Affairs
 - PPD: Policy Planning Development
 - All Embassies have a DRL assigned officer
- DRL Office of Global Programming (GP) complements those policy offices through programs on the ground.



DRL Programs

- Human Rights and Democracy Fund (HRDF)
 - Established by Congress in 1998
 - DRL's flagship programming addresses, in real time, challenges and opportunities to democracy and human rights around the world
 - HRDF projects open political space in struggling or nascent democracies and authoritarian regimes where the U.S. government can effect positive change.



DRL Programs

- DRL Programs support four pillars:
 - (1) respect for and protection of fundamental human rights,
 - (2) inclusive political processes that reflect the will of the people,
 - (3) accountable and effective institutions of government under the rule of law, and
 - (4) vibrant civil societies including non-governmental organizations and a free press

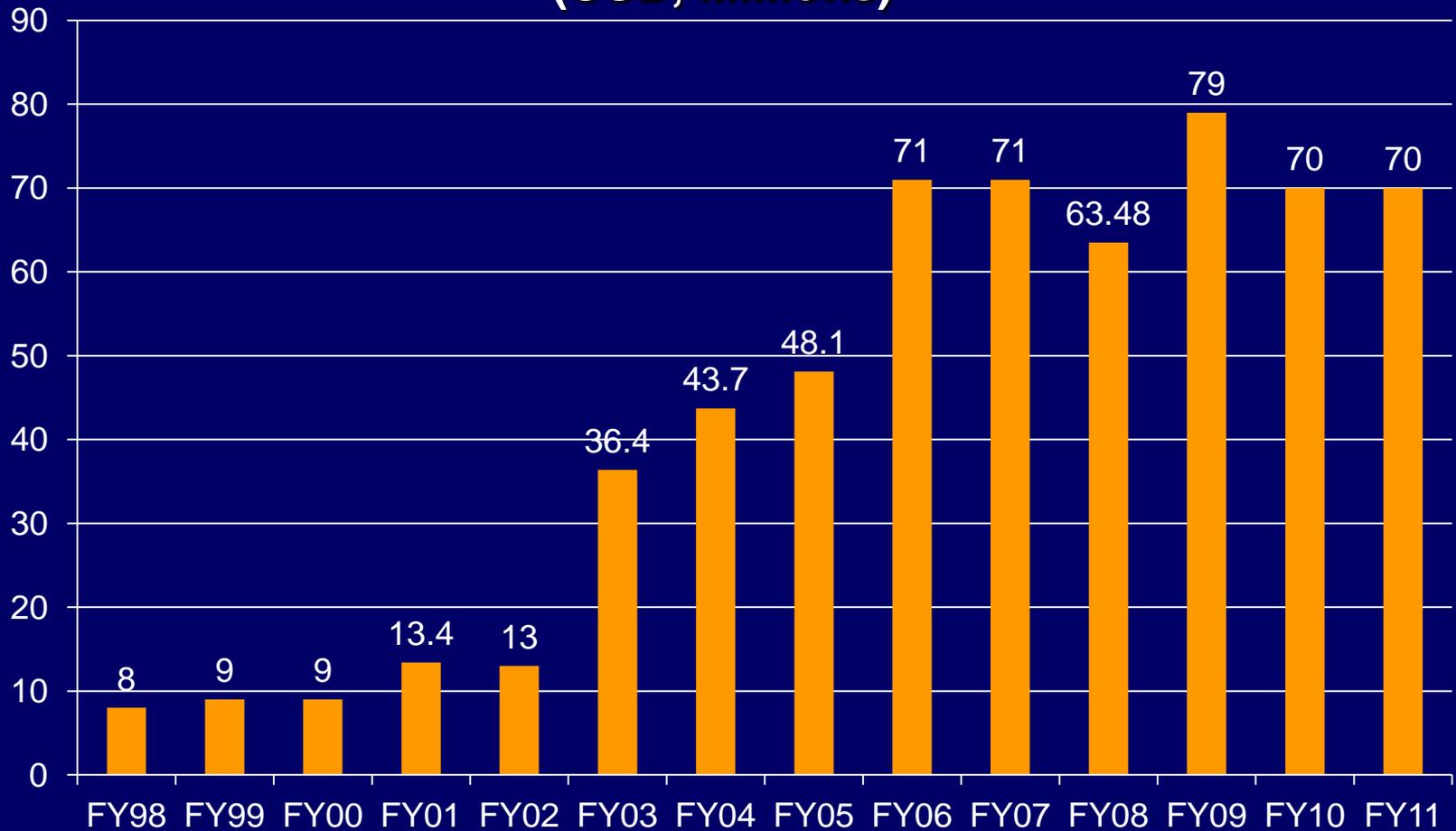


DRL Programs

- Support Foreign Policy Objectives as identified by the Administration, Secretary, Assistant Secretary
- DRL Programs cover every region in the world and a wide range of thematic issues
 - Labor
 - Internet Freedom
 - Religious Freedom
 - Disabilities
 - Transitional Justice/Forensics
 - Anti-Semitism
 - Business and Human Rights
 - LGBT
 - Media
 - Elections
- Emergency Response Programs



Human Rights and Democracy Fund – Appropriation Summary (USD, Millions)





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**Office of Global Programs,
Bureau of Democracy, Human
Rights and Labor (DRL)**

DRL Processes and Procedures



DRL Programs

- Over 30 Grants Officer Representatives (GORs) /Program Officers primary grantee contact for regional and thematic programs.
- Over Fiscal Years 2011 and 2012, obligated over \$350 Million dollars.
- Currently have approximately 404 open grants.



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Stakeholders, Grants Lifecycle and Systems

Stakeholders

DRL

Budget

Grants Office

Applicants
Grantees

HHS Payment
Centers

Grants Lifecycle

Pre-Award

Award

Post Award

Closeout

Systems

Grantsolutions

PMS

Financial

Grants.gov



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Overview of Solicitation Process

1. Priorities
2. Application Process/Requirements
3. Paneling and Review
4. Timeline/Lifecycle
5. Tips



1. Priorities

- Due to limited Foreign Assistance funds, DRL funding priorities are guided by information and recommendations from:
 - Country narratives in Department Human Rights Report and other evidence based reports
 - Priorities identified by the President, Secretary of State, the Department, and DRL.
 - Coordination with other agencies and donors



2. Application Process

- DRL allocates foreign assistance through a fair and open and competitive solicitation process.*

**Some sensitive programs still undergo competitive process, but public dissemination limited due to security concerns. Please contact DRLProgramInfo@state.gov for further info or to provide DRL with info on your organization.*



Continued

- Solicitation: The Request for Proposals (RFP) and/or Statements of Interest (SOI) posted:
 - www.GrantSolutions.gov (must register)
 - www.Grants.gov (must register)
 - The DRL website links to above, www.state.gov/j/drl
 - DRL cannot assist applicants with Grants.gov or GrantSolutions.gov. Contact appropriate Help Desk.
- Links of postings sent to U.S. embassies.
- Pending appropriations and funds availability.



Technical Requirements for Applying

Please Review and FOLLOW the Proposal Submission Instructions (PSI):

<http://www.state.gov/j/drl/p/c12302.htm>

1. Standard Form 424 and 424B (Instructions provided)
2. Application
 - English
 - Budget figures in U.S. dollars.



Who is eligible to apply?

- US and foreign non-governmental organizations (NGOs/PVOs)
- Public international organizations (PIOs)
- Colleges, Universities, Institutions of Higher Ed.
- For profit organizations (with certain conditions)



Tips for a good proposal

1. Quality of Program Idea
 - **Responsive to solicitation**
 - Appropriate for operating environment
 - Innovative

2. Program Planning and Ability to Achieve Objectives
 - Articulate linkage between project activities and objectives
 - Clearly defined work plan with timeline
 - Identified stakeholders and local partners
 - Inclusion of Marginalized Populations (weighted factor)

3. Multiplier Effect and Sustainability
 - Demonstrate the project's lasting effect beyond direct beneficiaries and the life of grant



What is in a good proposal?

4. Program Monitoring and Evaluation Plan
 - Good outcome indicators with baselines and targets
 - External evaluation – final and/or mid-term

5. Institution's Record and Capacity
 - Proven track-record as a grantee
 - Sufficient resources and experience

6. Cost Effectiveness
 - Reasonable administrative and travel costs
 - Cost-sharing, public-private partnerships



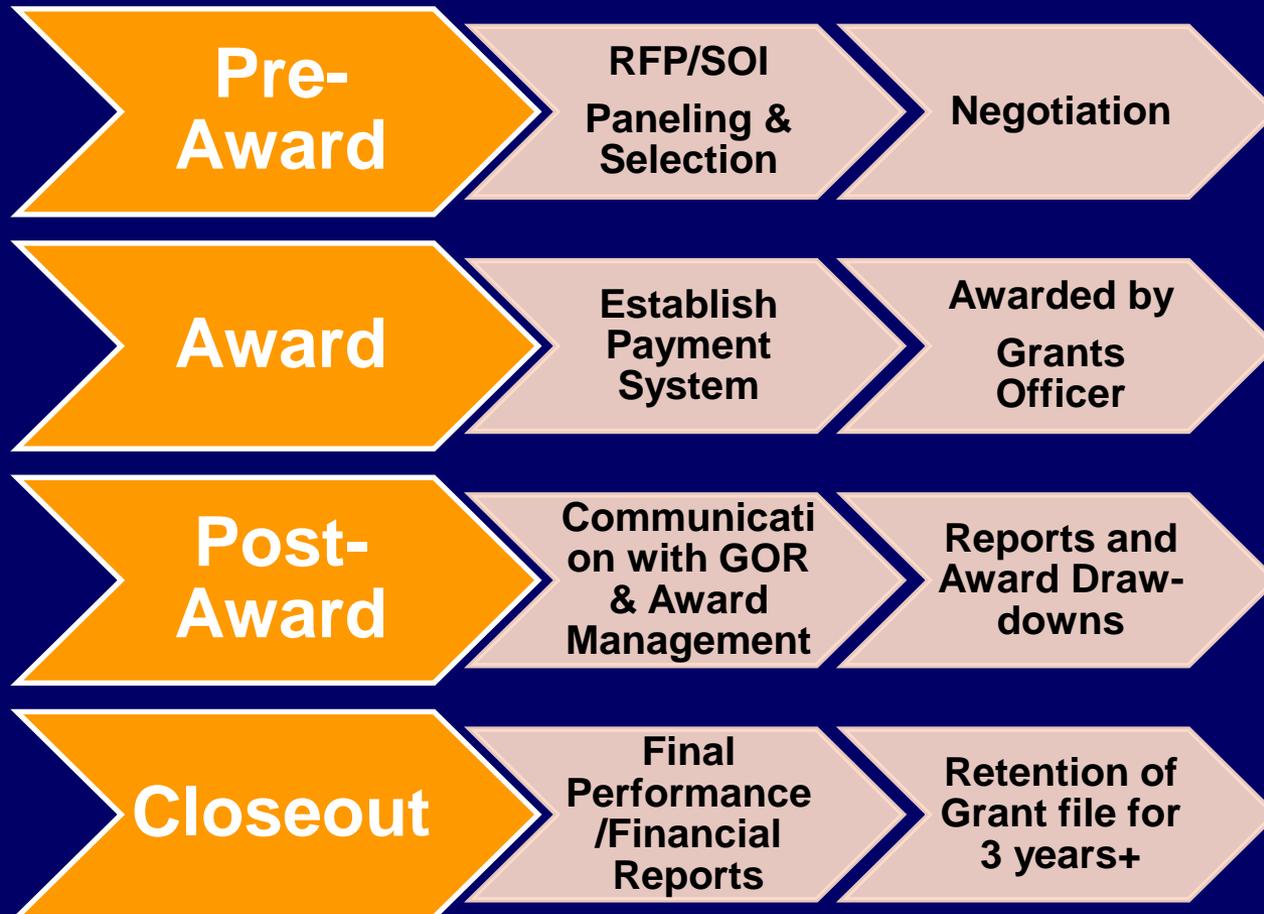
3. Paneling and Review

- DRL and Grants Office determine if Tech Requirements met.
- Passing Applications reviewed by Interagency Panel, to provide conditions recommendations for proposals ranked and basis for negotiation
- Panel recommendations then presented to DRL Assistant Secretary for approval.
- Final approval and Congressional notification required before grant, cooperative agreement, or Interagency Agreement can be awarded.

*no legal promise of funds until signed grant agreement.



Grants Lifecycle Overview





Timeline

- RFP Deadlines: RFPs have different deadlines for different regions/themes.
 - RFP season generally October-December
- Grant Awards Deadlines:
 - Grant Awards Deadline: All grants will be awarded by Sept 30, 2013.



Important Tips

- Set up accounts early on Grants.gov & Grantsolutions.gov (set alerts or monitor)
- DUNS and SAM/CCR numbers are required
- Once approved, set up a PMS account quickly
- Stay on top of quarterly, yearly and closeout reports to not hinder future applications.



Monitoring & Evaluation

- Program Evaluation Is Fundamental to an Effective Grant.

Definition

- Program evaluation is an assessment of how a program (or its components) has achieved its objectives or produced other significant effects

Benefits

- Demonstrates success and impact
- Informs next steps
- Supports future grants

Who Benefits?

- Grantees
- Program funders
 - » Quarterly reviews
 - » DRL website



Most DRL Grants Utilize Goal-Based Evaluation

Types of Evaluation	Description
Process-based	<ul style="list-style-type: none">■ Understand the operations of a project■ How well does the implementation work?
Results-based	<ul style="list-style-type: none">■ Assess whether the current project is best suited to achieve its desired result
Goal-based	<ul style="list-style-type: none">■ Examine how closely the program is achieving its overall, predetermined goal(s)



3 Key Steps to Develop a Great Goal-Based Evaluation

1. Establish your goals.
2. Align objectives with your goals.
3. Identify indicators that accurately measure the objectives.



Step 1: Begin with Goals

- Program goals are:
 - Visionary in nature
 - Not resource dependent
 - Oriented towards results and impact, not process
 - Long-term goals vs. short-term goals
- Example
 - Few women in country X participate in the political process
 - Women empowerment project on voter education in country X



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Goal

Eliminate gender inequality in the political process

Better Goal

Reduce gender inequality in the voting process



Step 2: Align Objectives with Your Goals

- Program objectives are:
 - Narrow in scope (i.e., less visionary than goal)
 - Immediate point to be reached (i.e., end result-oriented)
 - Quantifiable with 1 single result
- Example
 - Goal = reduce gender inequality in the voting process



Objective

Have more women actively participate in the voting process

Better Objective

Have a greater percentage of women vote in the upcoming elections compared to the last election



Key Differences between goals and objectives

Goals	Objectives
Broad and visionary in nature	Narrow and time bound
General intentions	Precise
Not resource dependent	Resource dependent
Intangible	Tangible
Abstract	Concrete
Can't be validated	Can be validated



Step 3: Identify Indicators That Accurately Measure Objectives

Indicator Type	Definition	Examples
Outputs	<ul style="list-style-type: none">■ Units of service and products	<ul style="list-style-type: none">■ # of participants served■ # of completed training
Outcomes	<ul style="list-style-type: none">■ Level of change upon completion of program activity	<ul style="list-style-type: none">■ Participants' level of content knowledge■ Level of issue-related activities



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Needs	Inputs	Activities	Outputs	Outcomes	Impact
<p>Needs of the community based on the social, political, and economic conditions of the country or region.</p>	<p>Staff Time Money Materials Equipment Partners</p> 	<p>Conduct workshops, meetings Deliver services Provide training Facilitate Partner</p>	<p>Products created Resources developed Serviced delivered Participants (e.g., NGOs, local citizens, media, host country government officials) reached <i>Measured with Performance indicators</i></p>	<p>Increased awareness, knowledge, or attitudes Improved skills Change in behavior, practice, or decision making Policy change <i>Measured with Performance indicators</i></p> 	<p>Change in social, economic, or civic condition</p>
<p>Assumptions</p>			<p>External Factors</p>		
<p>Country's political and economic condition Skills and knowledge level of intended beneficiary Implementer's organizational capacity Level of engagement by stakeholders</p>			<p>Change in government policies, such as NGO restrictions Change in political situation, such as a coup or civil unrest Involvement from other donors and implementers</p>		



Measure Impact with Both Outputs and Outcomes

- Objective: Have a greater percentage of women vote in the upcoming elections compared to the last election

Outputs

500 women were given voter rights education training

Outcomes

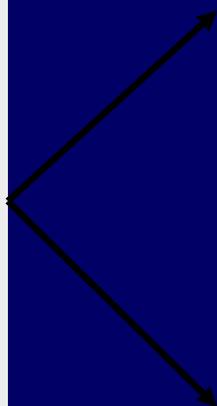
20 of these women voted in the next election

300 of these women voted in the next election

Impact

Low Impact

High Impact





Take Away Points...

- Program evaluation is integral to the program design
- Good program evaluation uses both outputs and outcomes
- Plan ahead; we are here to help



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QUESTIONS?

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Bureau of Democracy, Human
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Ambassador Michael Kozak

Acting Principal Deputy Assistant Secretary