

**U.S. DEPARTMENT OF STATE
U.S. EMBASSY PRISTINA, KOSOVO
Notice of Funding Opportunity**

Funding Opportunity Title: Democracy Commission Small Grants Program

Funding Opportunity Number: PDS-PRISTINA-FY23-01

Deadline for Applications: March 31, 2023, 11:59 pm CET

Assistance Listing Number: 19.900

Total Amount Available: \$500,000

Award amounts: minimum of \$10,000 to a maximum of \$50,000

A. PROGRAM DESCRIPTION

The U.S. Embassy in Pristina, Kosovo announces an open competition for organizations to submit applications to carry out program(s) aimed at enhancing the resilience of civil society organizations (CSO), empowering underserved communities, and fostering inter-ethnic collaboration. Please follow all instructions below.

**The term 'Underserved Communities' is defined in the [Executive Order on Advancing Racial Equity and Underserved Communities](#).*

Program Background:

The U.S. Embassy Pristina Democracy Commission Small Grants Program is designed to promote the growth of Kosovo's democratic institutions through the provision of small grants between \$10,000 to \$50,000. The program aims to enhance the capacities of civil society organizations to address issues and improve citizen and institutional engagement in government processes and decisions related to the rule of law, good governance, and government transparency. Second, the Democracy Commission Small Grants Program focuses on empowering underserved communities and improving inter-ethnic relations by providing capacity building opportunities to promote diversity, equity, inclusion and accessibility for all Kosovans.

Priority Region: Kosovo. Priority will be given to applications targeting rural and underdeveloped regions, particularly areas with multiethnic composition.

Program Goal:

The 2023 Democracy Commission Small Grants Program has two primary goals. The first goal is to support the growth of Kosovo's democratic institutions and foster a participatory civil society where citizens understand their role in decision-making and actively engage in civic duties. The second goal is to empower Kosovo's underserved communities, increase their competitiveness in the labor market, and overcome inter-ethnic divisions through reconciliation that counters external malign influences and disinformation that seek to exacerbate and exploit these divisions.

2023 Democracy Commission Small Grants Program's long-term expected outcomes are:

- Sustainable Civil Society Organizations (CSOs) that hold government institutions accountable through active community and citizen engagement at all levels of government.
- Improve inclusivity and integration for underserved communities and ethnic minorities in all aspects of society in Kosovo's multi-ethnic democracy.

Program Objectives:

This Notice of Funding Opportunity (NOFO) aims to solicit submissions that align with the program's objectives through innovative and well-structured activities. Potential applicants should submit a comprehensive plan outlining their approach to one or both of the following objectives:

Objective I: Strengthen the Resilience and Effectiveness of Civil Society Organizations (CSOs)

Resilient and effective CSOs catalyze the development of democratic institutions and processes. The program seeks to enhance the resilience and participation of CSOs in the decision-making process and position CSOs as public opinion leaders to effectively advocate for community concerns. The program also aims to strengthen CSOs' ability to hold government institutions at both central and local levels accountable. Potential applicants may consider directing their activities towards the following sub-objectives:

- Building sustainable collaboration among CSOs
- Encouraging peaceful resolution of conflicts
- Increasing government transparency and accountability
- Advocating for equitable provision of services for all communities
- Strengthening the rule of law
- Supporting independent media and countering disinformation
- Promoting good governance
- Building a vibrant and participatory civil society

Objective II: Empower Underserved Communities and Promote Inter-ethnic Collaboration

An inclusive society that celebrates diversity of its citizens underpins a successful democracy. The program aims to equip underserved communities with marketable skills and bring together diverse ethnic groups in interactive settings to improve inter-ethnic collaboration. Our aim is to cultivate the next generation of leaders by providing them with the knowledge and practical skills necessary to succeed in higher education and increase their employability potential in their chosen field. Potential applicants are encouraged to incorporate the following activities into their program design, which are not listed in any particular order. This list serves as a starting point and applicants are encouraged to suggest additional or more impactful activities that align with the objective.

- English language classes in innovative, multiethnic learning environments
- STEAM and maker space activities, including animation and coding
- Non-formal education in areas such as Kosovo tourism promotion, technology, etc.

- Journalism/media writing or media literacy activities
- Civic engagement projects
- Multiethnic youth summer camps
- Sports activities

Applicants are encouraged to propose additional innovative approaches to achieve either or both of the above objectives.

Mode of Program Delivery:

The U.S. Embassy Pristina is looking for proposals that show flexibility in their mode of delivery. Potential applicants should plan and budget for in-person activities. However, they should show flexibility to adapt to changes and be able to implement this program virtually or through a blended format should the necessity arise.

Partnerships:

Applicants are strongly recommended to partner with other local organizations and build new partnerships while implementing their projects.

Participants and Audiences:

Applicants must provide at least one primary program demographic from the following:

Youth in Transition: This audience includes youth, ages 14 - 18, high school students and students transitioning into higher/technical education; and 18 - 23, graduate students and youth transitioning into the job market.

Emerging Decision Makers: This audience includes people ages 24 – 35, who are future leaders in business, technology, education, government, and public administration. They include entrepreneurs, social activists, and civil servants with three to five years of work experience and have been identified as "rising stars."

Established Influencers: This audience includes people ages 35+, including but not limited to alumni of U.S. government-sponsored exchange programs and public figures at the top of their industry (e.g., innovators, technology leaders, business owners, academics, civil society leaders, and politicians), who can exert a positive influence on society.

Public Communications Plan:

Applicants must include a public communications plan in their proposal. The plan should include a messaging plan for public events and U.S. Embassy participation as appropriate, as well as a social media plan. Applicants should provide a timeline and plan for messaging to include sharing texts promoting their programs with the U.S. Embassy's Public Diplomacy Section to collaborate on public messaging and strategic themes for public outreach, including for social media. The public communications plan should identify and incorporate the audience that the applicant's outreach seeks to target and the behavior change(s) the project seeks to gain from public messaging. Please define promotion tools and concepts that are tailored to the demographic that each activity seeks to engage.

M&E Plan:

Potential applicants are required to submit a comprehensive Monitoring and Evaluation (M&E) Plan as part of their proposals, which should include a list of outcome indicators, a project logic model, and a description of the methodology for carrying out the M&E activities. The project description should clearly articulate the project objectives, the anticipated outcomes, and the methods for measuring these outcomes. The proposed outcomes should be 'SMART' - specific, measurable, achievable, results-oriented, and time-bound. It is advisable for applicants to allocate budget provisions for internal project monitoring and evaluation.

It is recommended that the applicants outline the techniques they will employ for monitoring and data collection, connecting the outcomes to the original project objectives. The recipient organization will be responsible for tracking participants or partners and evaluating the results of the program, including satisfaction with the program, learning outcomes, changes in behavior, and effects on institutions. Standard outcome indicators will be developed by program theme and expected to be incorporated into the applicants' monitoring plans.

Applicants' monitoring plans should clearly distinguish between program outputs and outcomes. Outputs are products and services delivered, often stated as an amount. The output information is essential to show the scope or size of project activities, but it cannot substitute for information about progress toward outcomes or the results achieved. Outcomes, in contrast, represent specific results a project intends to achieve and are usually measured as an extent of change. Findings on outputs and outcomes should be reported, but the focus should be on outcomes.

Applicants may assess the following four levels of outcomes:

- a. **Participant satisfaction** with the program.
- b. **Participant learning**, such as increased knowledge, aptitude, skills, and changed understanding and attitude. Learning includes both substantive (subject-specific) learning and mutual understanding.
- c. **Participant behavior**, such as concrete actions to apply knowledge in work or community; greater participation and responsibility in civic organizations; interpretation and explanation of experiences and new knowledge gained; and continued contacts between participants, community members, and others.
- d. **Institutional changes** include increased collaboration and partnerships, policy reforms, new programming, and organizational improvements.

For further guidance, applicants can refer to the **M&E Plan Sample** outlined in **Annex I**.

Program Limitations:

The Democracy Commission Small Grants Program cannot fund the following activities:

- Organizations with political affiliation, affiliation to elected officials, or religious groups.
- Humanitarian or charitable activities, including direct social services to public.
- Fundraising campaigns.
- Projects/Events focused on personal career development.

- Political or partisan activities.
- Scientific research activities.
- Individual trips abroad.
- Trade and commerce activities.
- Health projects.

B. FEDERAL AWARD INFORMATION

Length of performance period: 6 to 12 months

Number of awards anticipated: up to 15 awards (dependent on amounts)

Award amounts: awards may range from a minimum of \$10,000 to a maximum of \$50,000

Total available funding: \$500,000

Type of Funding: FY23 Assistance to Europe, Eurasia, and Central Asia – AEECA Funds

Anticipated program start date: Applicants should plan to submit their proposals 3 – 6 months before they intend to begin their program activities.

This notice is subject to availability of funding.

Funding Instrument Type: Grant, fixed amount award, or cooperative agreement. Cooperative agreements are different from grants in that U.S. Embassy staff are more actively involved in the grant implementation.

Program Performance Period: Proposed programs should be completed in 12 months or less.

C. ELIGIBILITY INFORMATION

1. Eligible Applicants

The following organizations are eligible to apply:

- Local not-for-profit organizations, including think tanks and civil society/non-governmental organizations;
- Independent media outlets, registered in Kosovo.

2. Cost Sharing or Matching

Cost-sharing is not required under this program; however, organizations including cost-sharing on their proposals will receive evaluation preference.

3. Other Eligibility Requirements

In order to be eligible to receive an award, all organizations must have a Unique Entity Identifier (UEI) number issued via www.SAM.gov as well as a valid registration on www.SAM.gov. Please

see Section D.3 for more information. Individuals are not required to have a UEI or be registered in SAM.gov.

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

D. APPLICATION AND SUBMISSION INFORMATION

1. Content and Form of Application Submission

Please follow all instructions below carefully. Proposals that do not meet the requirements of this announcement or fail to comply with the stated requirements will be ineligible.

Content of Application

Please 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 documents are formatted to 8 ½ x 11 paper, and
- All Microsoft Word documents are single-spaced, 12-point Calibri font, with a minimum of 1-inch margins.

The following documents are **required**:

1. Mandatory application forms

- **SF-424 (Application for Federal Assistance – organizations) or SF-424-I (Application for Federal Assistance --individuals)** at <https://www.grants.gov/web/grants/forms/sf-424-family.html>
- **SF-424A (Budget Information for Non-Construction programs)** at <https://www.grants.gov/web/grants/forms/sf-424-family.html>
- **SF-424B (Assurances for Non-Construction programs)** at <https://www.grants.gov/web/grants/forms/sf-424-family.html> (note: the SF-424B is only required for individuals and for organizations not registered in SAM.gov)

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

3. Proposal (15 pages maximum): The proposal should contain sufficient information that anyone not familiar with it would understand exactly what the applicant wants to do. 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 or Individual applying:** A description of past and present operations, showing ability to carry out the program, including information on all previous grants from the U.S. Embassy and/or U.S. government agencies.
- **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 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. Include a logic model as appropriate.
- **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:** Names, titles, roles and experience/qualifications of key personnel involved in the program. What proportion of their time will be used in support of this program?
- **Program Partners:** List the names and type of involvement of key partner organizations and sub-awardees.
- **Public Communications Plan:** Applicants must include a public outreach and messaging plan.
- **Program Monitoring and Evaluation Plan:** This is an important part of successful grants. Throughout the timeframe of the grant, how will the activities be monitored to ensure they are happening in a timely manner, and how will the program be evaluated to make sure it is meeting the goals of the grant? For further guidance, refer to the **M&E Plan Sample** outlined in **Annex I**.
- **Future Funding or Sustainability** Applicant’s plan for continuing the program beyond the grant period, or the availability of other resources, if applicable.

4. Budget Justification Narrative: After filling out the SF-424A Budget (above), use a separate sheet of paper to describe each of the budget expenses in detail. See section *H. Other Information: Guidelines for Budget Submissions* below for further information.

5. Attachments:

- 1-page CV or resume of key personnel who are proposed for the program
- Letters of support from program partners describing the roles and responsibilities of each partner
- Registration Letter (for NGOs only) or Licenses for media (for media only).
- Official permission letters, if required for program activities
- Unique Entity Identifier and System for Award Management (SAM.gov)

Required Registrations:

All organizations, whether based in the United States or in another country, must have a Unique Entity Identifier (UEI) and an active registration with the SAM.gov. A UEI is one of the data elements mandated by Public Law 109-282, the Federal Funding Accountability and Transparency Act (FFATA), for all Federal awards.

Note: As of April 2022, a DUNS number is no longer required for federal assistance applications.

The 2 CFR 200 requires that sub-grantees obtain a UEI number. Please note the UEI for sub-grantees is not required at the time of application but will be required before an award is processed and/or directed to a sub-grantee.

Note: The process of obtaining or renewing a SAM.gov registration may take anywhere from 4-8 weeks. Please begin your registration as early as possible.

- Organizations **based outside of the United States** and that do not pay employees within the United States do not need an EIN from the IRS but do need a UEI number prior to registering in SAM.gov.
- **Please note that as of November 2022 and February 2022 respectively, organizations based outside of the United States that do not intend to apply for U.S. Department of Defense (DoD) awards are no longer required to have a NATO Commercial and Government Entity (NCAGE) code or CAGE code to apply for non-DoD foreign assistance funding opportunities.** If an applicant organization is mid-registration and wishes to remove a CAGE or NCAGE code from their SAM.gov registration, the applicant should [submit a help desk ticket \(“incident”\)](#) with the Federal Service Desk (FSD) online at www.fsd.gov using the following language: “I do not intend to seek financial assistance from the Department of Defense. I do not wish to obtain a CAGE or NCAGE code. I understand that I will need to submit my registration after this incident is resolved in order to have my registration activated.”

Organizations based outside of the United States and that DO NOT plan to do business with the DoD should follow the below instructions:

Step 1: Proceed to SAM.gov to obtain a UEI and complete the SAM.gov registration process. SAM.gov registration must be renewed annually.

For more information refer to [SAM.gov Step by Step Guide](#).

2. Submission Dates and Times

Applications are due no later than **March 31, 2023, 11:59 pm CET.**

3. Funding Restrictions

The Democracy Commission Small Grants Program does **NOT** fund the following activities:

- Organizations with political affiliation, affiliation to elected officials, or religious groups.
- Humanitarian or charitable activities, including direct social services to public.
- Fundraising campaigns.
- Projects/Events focused on personal career development.
- Political or partisan activities.
- Scientific research activities.
- Individual trips abroad.
- Trade activities.
- Health projects.

4. Other Submission Requirements

All application materials must be submitted by email to PristinaGrants@state.gov. Please include the Funding Opportunity Number and Name of the Organization in the subject line, e.g. [PDS-PRISTINA-FY23-01, ____ ORGANIZATION].

Submission in WinZip, WinRAR, WeTransfer, Google Drive, etc., is not allowed.

E. APPLICATION REVIEW INFORMATION

1. Criteria

Each application will be evaluated and rated on the basis of the evaluation criteria outlined below.

Quality and Feasibility of the Program Idea – 20 points: The program idea is well developed, with detail about how program activities will be carried out. The proposal includes a reasonable implementation timeline and a public communications plan.

Organizational Capacity and Record on Previous Grants – 15 points: The organization has expertise in its stated field and has the internal controls in place to manage federal funds. This includes a financial management system and a bank account.

Program Planning/Ability to Achieve Objectives – 20 points: Goals and objectives are clearly stated, and program approach is likely to provide maximum impact in achieving the proposed results and contributes to advancing Embassy's ICS goals.

Budget – 15 points: The budget justification is detailed. Costs are reasonable in relation to the proposed activities and anticipated results. The budget is realistic, accounting for all necessary expenses to achieve proposed activities.

Monitoring and Evaluation Plan – 10 points: 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 program includes output and outcome indicators and shows how and when those will be measured.

Sustainability – 10 points: Program activities will continue to have positive impact after the end of the program.

Support of Equity and Underserved Communities – 10 points: Proposals should clearly demonstrate how the program will support and advance equity and engage underserved communities in program administration, design, and implementation.

2. Review and Selection Process

A review committee will evaluate all eligible applications that pass the technical evaluation phase.

3. Anticipated Announcement and Federal Award Dates are May – July 2023.

F. FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

The grant award or cooperative agreement will be written, signed, awarded, and administered by the Grants Officer. The assistance award agreement is the authorizing document and it will be provided to the recipient for review and signature by email. The recipient may only start incurring program expenses beginning on the start date shown on the grant award document signed by the Grants Officer.

If a proposal is selected for funding, the Department of State has no obligation to provide any additional future funding. Renewal of an award to increase funding or extend the period of performance is at the discretion of the Department of State.

Issuance of this NOFO does not constitute an award commitment on the part of the U.S. government, nor does it commit the U.S. government to pay for costs incurred in the preparation and submission of proposals. Further, the U.S. government reserves the right to reject any or all proposals received.

Payment Method: Payment shall be tied to program milestones or disbursed on an as-needed basis. Automated Clearing House Electronic Funds Transfer (ACH/EFT) method will be used for all payments. Payment shall be transferred via minimum two installments and can include

advance or reimbursements. Therefore, applicants should detail their cash needs in their proposal, which may be subject of pre-award negotiations.

2. Administrative and National Policy Requirements

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

These include:

- [2 CFR 25 - UNIVERSAL IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT](#)
- [2 CFR 170 - REPORTING SUBAWARD AND EXECUTIVE COMPENSATION INFORMATION](#)
- [2 CFR 175 - AWARD TERM FOR TRAFFICKING IN PERSONS](#)
- [2 CFR 182 - GOVERNMENTWIDE REQUIREMENTS FOR DRUG-FREE WORKPLACE \(FINANCIAL ASSISTANCE\)](#)
- [2 CFR 183 - NEVER CONTRACT WITH THE ENEMY](#)
- [2 CFR 600 – DEPARTMENT OF STATE REQUIREMENTS](#)
- [U.S. DEPARTMENT OF STATE STANDARD TERMS AND CONDITIONS](#)

In accordance with the Office of Management and Budget's guidance located at 2 CFR part 200, all applicable Federal laws, and relevant Executive guidance, the Department of State will review and consider applications for funding, as applicable to specific programs, pursuant to this notice of funding opportunity in accordance with the following: NOTE:

- [Guidance for Grants and Agreements in Title 2 of the Code of Federal Regulations](#) (2 CFR), as updated in the Federal Register's 85 FR 49506 on August 13, 2020, particularly on:
 - Selecting recipients most likely to be successful in delivering results based on the program objectives through an objective process of evaluating Federal award applications (2 CFR part 200.205),
 - Prohibiting the purchase of certain telecommunication and video surveillance services or equipment in alignment with section 889 of the National Defense Authorization Act of 2019 (Pub. L. No. 115—232) (2 CFR part 200.216),
 - Promoting the freedom of speech and religious liberty in alignment with *Promoting Free Speech and Religious Liberty* (E.O. 13798) and *Improving Free Inquiry, Transparency, and Accountability at Colleges and Universities* (E.O. 13864) (§§ 200.300, 200.303, 200.339, and 200.341),
 - Providing a preference, to the extent permitted by law, to maximize use of goods, products, and materials produced in the United States (2 CFR part 200.322), and
 - Terminating agreements in whole or in part to the greatest extent authorized by law, if an award no longer effectuates the program goals or agency priorities (2 CFR part 200.340).

In accordance with the [Executive Order on Advancing Racial Equity and Underserved Communities](#), proposals should demonstrate how the program advances equity with respect to race, ethnicity, religion, income, geography, gender identity, sexual orientation, and disability. The proposal should also demonstrate how the program will further engagement in underserved communities and with individuals from underserved communities. Proposals should demonstrate how addressing racial equity and underserved communities will enhance the program's goals and objectives, as well as the experience of participants.

The support of underserved communities will be part of the review criteria for this opportunity. Therefore, proposals should clearly demonstrate how the program will support and advance equity and engage underserved communities in program administration, design, and implementation.

3. Reporting

Reporting Requirements: Recipient should prepare to submit consolidated quarterly narrative and financial reports, some of which may be linked to payment milestones and a final narrative and financial report. Additionally, a monthly activity plan may also be required. It is recommended that applicants allocate sufficient time and resources to complete all necessary reports accurately and promptly.

G. FEDERAL AWARDING AGENCY CONTACTS

If you have any questions about the grant application process, please contact: PristinaGrants@state.gov.

H. OTHER INFORMATION

Guidelines for Budget Justification

Personnel and Fringe Benefits: Describe the wages, salaries, and benefits of temporary or permanent staff who will be working directly for the applicant on the program, and the percentage of their time that will be spent on the program.

Travel: Estimate the costs of travel and per diem for this program, for program staff, consultants or speakers, and participants/beneficiaries. If the program involves international travel, include a brief statement of justification for that travel.

Equipment: Describe any machinery, furniture, or other personal property that is required for the program, which has a useful life of more than one year (or a life longer than the duration of the program), and costs at least \$5,000 per unit.

Supplies: List and describe all the items and materials, including any computer devices, that are needed for the program. If an item costs more than \$5,000 per unit, then put it in the budget under Equipment.

Contractual: Describe goods and services that the applicant plans to acquire through a contract with a vendor. Also describe any sub-awards to non-profit partners that will help carry out the program activities.

Other Direct Costs: Describe other costs directly associated with the program, which do not fit in the other categories. For example, shipping costs for materials and equipment or applicable taxes. All "Other" or "Miscellaneous" expenses must be itemized and explained.

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. If your organization has a Negotiated Indirect Cost Rate (NICRA) and includes NICRA charges in the budget, attach a copy of your latest NICRA. Organizations that have never had a NICRA may request indirect costs of 10% of the modified total direct costs as defined in 2 CFR 200.68.

"Cost Sharing" refers to contributions from the organization or other entities other than the U.S. Embassy. It also includes in-kind contributions such as volunteers' time and donated venues.

Alcoholic Beverages: Please note that award funds cannot be used for alcoholic beverages.

**ANNEX I: Sample Monitoring and Evaluation (M&E) Plan
for Recipients / Applicants to complete**

Background

A monitoring and evaluation plan (M&E plan) is designed by the implementer, and is a systematic and objective approach or process for monitoring project performance toward its objectives over time. In general, M&E plans should have a robust set of indicators that measure program progress and impact of the program activities. While it is not necessary to have indicators for every program activity, the indicators should measure the major program activities that will contribute to the advancement of the strategic objectives as laid out in the grant agreement.

Each M&E plan should contain specific output- and outcome-based indicators with baselines and targets, data source, and frequency of data collection. However, there is not a standard template for the M&E plan that each *(Insert Bureau or Office)* recipient must follow (e.g., each objective does not need to have 4 indicators with 2 of those indicators being outcome-focused). Grantees/applicants should design an M&E plan that is customized to the specifics of the program. *(Insert Bureau or Office)* recognizes that sometimes it may be difficult for recipients to design truly results-oriented M&E plans, but we encourage recipients to develop an M&E plan that is as comprehensive, ambitious and creative as possible.

The M&E plan is meant to detail how the outputs and outcomes of program activities will be measured quantitatively. Yet, sometimes the results and impact of a program are more easily conveyed qualitatively. Recipients can describe how program impact will be assessed qualitatively at the end of the M&E plan. *(Insert Bureau or Office)* encourages recipients to provide success stories and anecdotal or other qualitative evidence of program impact in the quarterly progress reports, as well as showing how well the program is meeting the targets set in the M&E plan.

Below is an example of a solid monitoring and evaluation plan.

(Insert Recipient Name) will build the capacity of the judicial sector to ensure that the Democrastan citizens, especially detainees and those accused of crimes, are aware of and know how to defend their legal rights. This program has three strategic objectives: (1) to increase capacity of judicial police units, magistrates and court and prison clerks to protect the rights of detainees and prisoners; (2) to ensure that target communities, especially detainees and prisoners, are better informed about their legal rights; and (3) to build the capacity of civil society organizations (CSOs) to advocate for improvements in the legal rights' protection framework. The project's key activities include comprehensive training to judicial police units, magistrates to enhance their skills and knowledge on existing criminal procedure code provisions; management training to court and prison clerks to improve the implementation of the current prison case management system; and planning meetings with and mentorship of CSOs to mobilize and sensitize communities on the rights of prisoners and detainees as well as develop and implement an effective prison monitoring system.

Strategic Objective 1: To increase judicial police units, magistrates and court and prison clerks’ capacity to protect the rights of detainees and prisoners.

Activity	Indicator	Output/ Outcome	Baseline	Target	Data Source	Data Disaggregation	Frequency
Conduct training sessions for judicial police unit and magistrates on the rights of detainees and prisoners	Number of justice sector personnel that received USG training	Output	0	100 police units and 40 magistrates trained	Program monitoring and reports	By region	Following training event
	Percentage of unlawful detentions made	Outcome	Baseline from needs assessment	20% decrease in unlawful detentions	Interviews with participants	By region	Final evaluation
	Number of bail requests granted	Outcome	Baseline from needs assessment	At least 5 bail requests per magistrate granted above baseline	Interviews with participants	By institution	Final evaluation
Hold office management training to court & prison clerks on how to best practices of office management	Number of courts and prison clerks trained	Output	0	20 clerks trained	Program monitoring and reports	By sex and institution	Quarterly
	Number of courts with improved case management	Output	0	6 courts with improved case management	Program monitoring and reports	By region	Quarterly
	Participants data entry skills	Outcome	Baseline from pre-test survey	75% of participants show data entry skill improvements	Pre- and post-test surveys of participants	By types of data entry skills	Following training event

SAMPLE

	Level of knowledge on data management	Outcome	Baseline from pre-test survey	85% of participants show knowledge increase on data management	Pre- and post-test surveys of participants		Following training event
	Percentage of files available to public upon demand	Outcome	Baseline from needs assessment	25% increase above baseline	Interviews from detainees, court clients and court staff		Final evaluation

Strategic Objective 2: To ensure that target communities, especially detainees and prisoners, are better informed about their legal rights.

Activity	Indicator	Output/ Outcome	Baseline	Target	Data Source	Data Disaggregation	Frequency
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SAMPLE

Conduct training sessions for mayors and municipal council members on the rights of detainees and prisoners	Percentage of municipalities represented	Output	0%	At least 95% Of municipalities represented	Program monitoring and reports	By municipality	Quarterly
	Knowledge of participants on legal rights issues	Outcome	Baseline from pre-test survey	50% increase in knowledge from the baseline	Pre- and post-test surveys of participants		Following training event
	No. of awareness initiatives implemented successfully	Outcome	0 initiatives	6 successful initiatives implemented	Interviews with participating mayors and council members	By municipality	Final evaluation
Convene awareness strategic planning meeting	Quality* of strategic plan developed	Outcome	0%	80% of plan elements rated as "high " by community leaders	Interviews with mayors, council members, and community members		Following meeting report
	No. of recommendations implemented	Outcome	0	65% of recommendations in the process of being implemented by the end of the project	Interviews with mayors, council members, and community members		Final evaluation
Train prison volunteers in criminal procedure	Participants' knowledge on criminal procedures	Outcome	Baseline from pre-test survey	50% increase in knowledge from the baseline	Pre- and post-test surveys of participants		Following training event
	Ability to protect detainees	Outcome	0%	70% of participants use training to provide helpful information to detainees	Interviews with participants and detainees		Final Evaluation

+ Individuals evaluate terms, such as quality, differently. While in this M&E plan, the term "quality" was not defined, it is important to explain how these terms will be defined and measured. But "quality" was included in this M&E plan to show one example of an outcome indicator.

Strategic Objective 3: To build the capacity of civil society organizations (CSOs) to advocate for improvements in the legal rights' protection framework.

Activity	Indicator	Output/ Outcome	Baseline	Target	Data Source	Data Disaggregation	Frequency
Publish quarterly reports of prison data	Frequency of publication (# of reports published per quarter)	Output	0	1 bulletin published every quarter	Program monitoring and reports		Quarterly
Publish penal code reform study	Quality* of the study	Outcome	0%	70% of surveyed dissemination participants rate study quality as "high"	Survey of study dissemination participants		Following dissemination meetings
	No. of study copies disseminated	Output	0 copies	500 copies distributed	Program monitoring and reports		Quarterly
Hold study dissemination meetings on penal code reform	Number of public advocacy campaigns on human rights	Output	0 meetings held	10 dissemination meetings held	Program monitoring and reports	By municipality	Quarterly
	Number of USG-assisted CSOs that engage in advocacy and watchdog functions*	Output	0 CSOs	30 CSOs	Program monitoring and reports	By municipality	Quarterly

SAMPLE

Activity	Indicator	Output/ Outcome	Baseline	Target	Data Source	Data Disaggregation	Frequency
	Level of understanding about effective use of bail	Outcome	0%	70% of participants view the effective use of bail more favorably	Pre- and post-test surveys of participants		Following dissemination meetings
	Bill presented to Parliament with study recommendations	Outcome	0 bill	1 bill presented	Proposed bill		Final evaluation
Convene alternative sentencing conference	No. of final reports distributed	Output	0 copies	100 copies	Program monitoring and reports		Quarterly
	Use of final report in drafting of bill	Outcome	0 recommendations	3 recommendations from report included in proposed bill	Proposed bill		Final evaluation