

SYNOPSIS
Social and Economic Development Strategies – Growing Organizations (GO)
HHS-2021-ACF-ANA-NN-1918

Letter of Intent:	NA – submitting a LOI allows you to receive TA
Due Date:	6/30/2021
Estimated Total Funding:	\$1,900,000
Estimated Number of Awards:	9
Award Ceiling:	\$200,000 per budget period
Award Floor:	\$50,000 per budget period
Average Projected Award Amount:	\$175,000
Project Start Date:	9/30/2021
Project Length:	Up to 36 months
Cost Share Requirements:	≥20% (a waiver may be requested based on need)
Page Limit:	150 pages. Does not include required forms, including OWP, Assurances and Certifications, 1 page abstract
Format:	Double-spaced, 12 point font

Eligible Applicants: (Non-inclusive)

Federally, non-federally recognized, and state recognized incorporated tribes; Non-profit, community based Indian organizations; tribal colleges and universities. ***ANA reserves the right to prioritize community-based Native American organizations serving their local communities and populations.*** Also, applicants that have received two consecutive awards under the same CFDA number may not be funded for a third consecutive year if other applicants who have not received funding within three years are within the same scoring range.

Program Purpose: To provide financial assistance to American Indian Tribes, Alaska Native villages and Native non-profit organizations that identify as growing organizations and seek to build their internal capacity in any two of the following eight identified program areas:

Staff Development
Governance
Effective Grants Management
Strategic Community Planning
Financial Management Systems
Use of Technology
Ability to Track and Manage Data
Partnerships

Required Application Components:

1. Table of Contents
2. Project Summary
3. Project Description
 - a. Approach

- i. Introduction to the Applicant Organization
 - ii. Targeted challenge
 - iii. Project Goal
 - iv. S.M.A.R.T. Objectives
 - v. Outcomes
 - vi. Indicators
 - vii. Outputs
 - viii. Description of Project Implementation Strategy
 - ix. Objective Work Plan (OWP)
 - b. Organizational Capacity
 - i. Organizational Charts
 - ii. Resumes
 - iii. List of Board of Directors
 - iv. Job Descriptions for each vacant key position
 - c. Bonus Points
 - d. Plan for Oversight of Federal Award Funds and Activities
- 4. Project Budget and Budget Justification
 - a. Line item budget
 - b. Budget justification
- 5. Appendices
 - a. Additional Information on Eligibility
 - i. Governing Body Documentation
 - ii. Assurance of Community Representation on Board
 - iii. Protection of Sensitive and Confidential Information
 - iv. Maintenance of Effort Certification
 - v. Legal Status of Applicant Entity, if applicable
 - vi. Commitment of non-federal share resources
 - vii. Indirect Cost Rate Agreement, if applicable
 - viii. Letters of Support
 - ix. Third Party Agreements, if applicable
 - x. Other attachments, if necessary
 - xi. Standard Forms
 - xii. ANA Objective Work Plan
 - xiii. SF-LLL Disclosure of Lobbying Activities
 - xiv. SF-424A – Budget Information – Non-Construction Programs and SF-424B – Assurances – Non-Construction Programs
 - xv. Certification Regarding Lobbying
 - xvi. SF-424-Application for Federal Assistance
 - xvii. SF-Project/Performance Site Location
 - xviii. Maintenance of Effort Certification

Table of Contents

List the contents of the application including corresponding page numbers. The table of contents may be single spaced.

Project Summary

Provide a summary of the application project description. It must be clear, accurate, concise, and without cross-references to other parts of the application. The summary must include a brief description of the proposed grant project including the needs to be addressed, the proposed services, and the population group(s) to be served.

Please place the following at the top of the Project Summary:

- Project Title
- Applicant Name
- Address
- Contact Phone Numbers (Voice, Fax, Cell)
- Email Address
- Website Address, if applicable

The Project Summary must be single-spaced, Times New Roman 12-point font, and limited to one page in length. Additional pages will be removed and will not be reviewed.

Geographic Location

Describe the precise physical location of the project and boundaries of the area to be served by the proposed project.

Additional Eligibility Documentation

Applicants must provide the additional, required documentation, or required credentials, to support eligibility for an award, as described in *Section III. Eligibility Information* of this announcement.

Required Governing Body Documentation

All applicants must submit documentation demonstrating that the governing body of the organization on whose behalf the application is submitted approves the application's submission to ANA for the current grant competition period. Pursuant to 45 CFR §1336.33, if the applicant is a tribally authorized component or division of a tribal government, the applicant must also include documentation demonstrating that the governing body of the tribe approves the application's submission to ANA for the current competition period. Tribal colleges must include governing body documentation from the governing body of the college, and not from the governing body of the tribe. All documentation submitted must be signed and dated by an official of the governing body. In signing the application, the governing body agrees that the applicant organization will assume the obligation imposed by applicable federal regulations and other terms and conditions of the award, including any assurances, if the grant is awarded. Written board resolutions, meeting minutes from the governing body, and/or letters from the authorizing official reflecting approval are acceptable documentation depending on what is appropriate for the applicant's governance structure. This documentation should be included with the applicant's submission to ANA. Without ANA's receipt of signed

and dated documentation prior to the start of the award of grant funds, the applicant's project cannot be approved.

Assurance of Community Representation on Board of Directors (*this applies only to applicants that are **not** tribes or Alaska Native villages*).

Organizations applying for funding must show that a majority of board members are representative of the community to be served. Non-profit organizations are required to submit documentation that identifies each board member by name and indicates each board member's personal affiliation or relationship to at least one of ANA's three categories of community representation, which include the following: (1) members of federally or state-recognized tribes; (2) persons who are recognized by the eligible community to be served as having a cultural relationship with that community; or (3) persons considered to be Native American as defined in 45 CFR§1336.10 or Native American Pacific Islanders as defined in Section 815 of NAPA. The second category of community representation requires a "cultural" relationship defined as lineage, familial, marriage, or other traditional or social connection to the community and not a business or work relationship (e.g. person that owns a business or is employed by an organization that serve the Native community).

Approach

Outline a plan of action that describes the scope and detail of how the proposed project will be accomplished. Applicants must account for all functions or activities identified in the application. Cite potential obstacles and challenges to accomplishing project goals and explain strategies that will be used to address these challenges.

Introduction to the Project

Describe the applicant organization. Include a description of the governing body and the size of the organization including number of staff, annual operating budget, and the community the organization serves. Demonstrate the organization's connection to the community, describing the services the organization provides and/or how the organization supports community needs and interests. In addition, provide documentation from community members demonstrating their use of and interest in organizational services relating to your mission statement. This may be included as application attachments in the form of letters, sign-in sheets, meeting minutes, survey results or other documents from non-staff and non-partner community members.

Describe the organizational challenges the project will address that include up to two of the following program areas of interest (see Under Project Purpose above)

Targeted Challenge

Target up to two organizational challenges from those identified in *Section I. Program Description, Program Areas of Interest* that the project will address. Provide a clear rationale for why the proposed project should focus capacity-building efforts on each of the chosen challenges. Describe past efforts that have been taken to address this challenge. For each

challenge, detail the current status of the targeted challenge including information that provides a baseline condition for the challenge. This will be used as the starting point to measure the change in the challenge that will be achieved by the end of the project.

Project Goal

The project goal is a statement describing what is to be achieved by the end of the project's implementation. Describe how the project goal will address the targeted challenges. Identify how achieving this goal will positively impact the organization and its mission.

SMART Objectives

SEDS-GO requires outcome-oriented objectives that are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART). Therefore, although objectives are also referenced in other sections, applicants should provide detailed information on each objective using SMART criteria in this section. The OWP will be discussed in detail in a later section; however, this description should align with, and fully describe, the objectives identified in the OWP. A project can only contain a maximum of two total objectives. Objectives should align with meeting the project goal. Each objective must be:

Specific – a specific area for improvement/change

Measurable – provide a quantifiable target to show the amount of change

Achievable – given the proposed time frame, approach, and resources

Relevant – to the project goal

Time-bound – with an end date reflecting completion within the project period.

Each objective should have a defined outcome statement. Outcomes are defined as measurable changes that result from the project. There is potential for a project to achieve multiple outcomes; however, ANA requires at least one outcome per objective.

Indicator

An indicator is an observable and measurable characteristic that can be used to show the progress the project is making toward achieving a specific outcome. Each project should have a specific indicator for each objective's outcome. The means of measurement identifies the method that will be used to identify changes to the indicator, and the target identifies a specific level of achievement. Clearly identify an indicator for each objective's outcome that can be tied to measuring progress toward achieving the outcome.

Objective Work Plan (OWP)

The OWP (OMB No. 0970-0452, expiration date 12/31/2020) serves as a blueprint for implementation that identifies all the key elements of the project description including objectives, outcomes, project goal, milestone activities, outputs, staff responsible, and time-frame for the completion of each activity. The OWP is used for project evaluation and provides the basis for federal reporting. The OWP is an OMB-approved form that is filled out for each project objective, per budget period. The budget period for this FOA begins 9/30, and ends 9/29, for each year of the project period. The OWP can be found in the application package on

[Grants.gov](https://www.grants.gov).

A maximum of 25 milestone activities should be listed on each OWP form (25 milestone activities for each year of an objective). Milestone activities are key activities needed to successfully achieve each objective. Outputs are tangible products directly related to the completion of milestone activities. Outputs should be included under the correlating section of the OWP.

ANA Administrative Activities should be included under one objective for each year of project implementation. They should be placed after all milestone activities. Administrative Activities do not count towards the 25-milestone limit. (See OWP instructions for required ANA Administrative Activities). These include a single mention of the following:

- Reporting (OPR, ADR, 425, DPM)
- Post Award Training (1st year of project only)
- Grantee meeting
- Project staff orientation
- Data collection and evaluation
- Establish federal system account access and official grant file

Description of Project Approach

The Project Approach provides the method(s) for addressing the targeted challenges and details milestone activities listed in the OWP. It describes the strategy or strategies that when completed will lead to the accomplishment of the project objective(s) and goal.

In writing the Project Approach, consider whether outside assistance or community approval is required. If so, identify partners, consultants, and/or contractors and describe their roles and responsibilities. If community approval is needed, describe a community outreach plan. To cite potential challenges, consider major setbacks that pose a risk to the success of the project such as loss of key staff and/or partners, or inclement weather. Provide a solution for how these setbacks will be resolved so that project implementation can continue.

Outline a plan for monitoring progress towards achievement of the measurable targets identified under SMART Objectives. Describe who will be responsible for monitoring project progress and how data related to achievement of the benchmarks will be collected and evaluated. Identify tools that will be used for the collection of data, such as surveys, and tools that will be used to manage data, such as software and spreadsheets. Detail the frequency of data collection and evaluation and describe how project data will be used towards project improvement

The Project Approach expands upon the OWP, rather than duplicating it. The Project Approach and OWP complement one another by collectively addressing who, what, when, where, and how. Where the OWP lists milestone activities describing the what and assigns the

who and when, the Project Approach further details the tasks necessary to complete those milestone activities, effectively describing the how and where.

Organizational Capacity

Provide the following information on the applicant organization and, if applicable, on any cooperating partners:

- Organizational charts;
- Resumes;
- List of Board of Directors;
- Job descriptions for each vacant key position.

From the list below, describe how the organization's current capacity (in the applicable areas) will be included to support the achievement of the targeted challenge(s) identified, the project goal, and objectives. Applicants must discuss the strengths of their organization relating to their capacity. Experience and past performance included could be from a board member, employee, consultant, or the organization itself. The application should only address the identified program areas (see under Project Purpose above) that are relevant to the project goal and objectives.

Bonus Points

Applicants that have never received funding from an ANA grant award as the primary recipient should include documentation or other information that states that the applicant organization has never received an ANA funded grant award. This will be verified by ANA staff during the Objective Panel Review process.

Plan for Oversight of Federal Award Funds and Activities

Grantees are required to ensure proper oversight in accordance with 45 CFR Part 75 Subpart D. These regulations set forth the following standards for effective oversight:

- Financial and Program Management
- Property (if applicable by program legislation)
- Procurement
- Performance and Financial Monitoring and Reporting
- Subrecipient Monitoring and Management
- Record Retention and Access
- Remedies for Noncompliance

Describe the framework (e.g. governance, policies and procedures, risk management, systems) in place to ensure proper oversight of federal funds and activities in accordance with 45 CFR Part 75 Subpart D. The description must include: system(s) for record-keeping and financial management; procedures to identify and mitigate risks and issues (e.g., audit findings, continuous program performance assessment findings, program monitoring); and those key staff that will be responsible for maintaining oversight of program activities staff, and, if

applicable, partner(s) and/or subrecipient(s).