



MANUAL

2024

Pre- Application

A Resource of the Administration for Native Americans

Developed by the ANA Regional T/TA Centers

Alaska Region • Eastern Region • Pacific Region • Western Region



About the Administration for Native Americans (ANA)

ANA is committed to helping build strong Native communities and believes a community-based planning process should be used to develop projects. ANA's mission and history support community development as the path towards Native American communities achieving self-sufficiency and cultural and language preservation.

ANA History and Priorities

In January 1964, President Lyndon B. Johnson announced the War on Poverty, a series of legislative initiatives that included the foundation for ANA. President Johnson's War on Poverty called on communities to prepare "long-term plans for the attack on poverty." Eight months later, the Economic Opportunity Act was signed into law and, shortly thereafter, the Office of Economic Opportunity (OEO) began awarding grants.

Early in the 1970s, the OEO was terminated, but several of its programs were continued. Established in 1974 through the Native American Programs Act (NAPA), the Administration for Native Americans embraced the goal of Native American self-determination, first endorsed by President Johnson in 1968 and later by President Richard Nixon. The most current reauthorization of NAPA is the Indian Community Economic Enhancement Act of 2020, which became public law on December 30, 2020.

Today, ANA is housed in the U.S. Department of Health and Human Services, Administration for Children and Families (ACF) and serves all Native Americans, including federally and state recognized tribes, American Indian and Alaska Native organizations, Native Hawaiian organizations, and Native communities throughout the Pacific Basin. ANA's mission is to promote the self-sufficiency of Native Americans, and our philosophy of self-sufficiency is based on the following core beliefs:

- A Native community is self-sufficient when it can generate and control the resources necessary to meet its social and economic goals and the needs of its members.
- The responsibility for achieving self-sufficiency resides with Native governing bodies and local leadership.

- Progress towards self-sufficiency is based on efforts to plan and direct resources in a comprehensive manner consistent with long-term goals.

ANA promotes self-sufficiency for Native Americans by providing discretionary grant funding for community-based projects and training and technical assistance to eligible tribes and Native organizations in three program areas: Social and Economic Development Strategies, Native Languages, and Environmental Regulatory Enhancement.

Social and Economic Development Strategies (SEDS)

ANA promotes social and economic self-sufficiency in communities through SEDS grants. These competitive financial assistance grants support locally determined projects designed to reduce or eliminate community conditions that impede achieving community goals.

This approach to promoting self-sufficiency encourages communities to shift away from programs that create dependency on services and move towards projects that increase the professional capacity of individuals and the prosperity of families and communities. SEDS grants fund social and economic development projects in both on- and off-reservation communities and provide federal support for self-determination and self-governance among Native American people.

SEDS also provides governance funding. The governance component under the SEDS program assists tribes with the development and implementation of projects that support and enhance tribal sovereignty and operational effectiveness.

Under the SEDS program area, ANA also provides funding for Social and Economic Development Strategies for Alaska (SEDS-AK) projects. SEDS-AK is designed to enhance governance and programmatic management capacity for Alaska Native villages to empower them to promote social and economic self-sufficiency for Alaska Natives.

Native Languages

ANA believes language revitalization and continuation are essential to preserving and strengthening a community's culture. The use of Native language builds identity and encourages communities to move toward social unity, self-sufficiency, and cultural preservation.

Recognizing that the history of federal policies toward Indian and other Native people has resulted in a dramatic decrease in the number of Native American languages, Congress enacted the Native American Languages Act. This program is authorized under Section 803C of the Native American Programs Act of 1974, 42 U.S.C. 2991b. The intent of the Act is to assist Native communities to reverse this decline. Three decades later, Congress passed the Esther Martinez Native American Languages Preservation Act (P.L. 109-394) in 2006. This law amends the Native American Programs Act of 1974 to provide for the revitalization of Native American languages through Native language immersion and restoration programs.

ANA Native Language funding has two standing categories: (1) Preservation and Maintenance (P&M) funding, which provides opportunities to assess, plan, develop, and implement projects, including restoration projects, to ensure the survival and continuing vitality of Native languages and (2) the Esther Martinez Immersion (EMI), which supports language nests and survival schools.

Environmental Regulatory Enhancement (ERE)

The Native American Programs Act, § 2991b(d)(1), directs the commissioner of ANA to “award grants to Indian tribes for the purpose of funding 80 percent of the costs of planning, developing, and implementing programs designed to improve the capability of the governing body of the Indian tribe to regulate environmental quality pursuant to Federal and tribal environmental laws.” ANA’s ERE grants provide tribes with resources to develop legal, technical, and organizational capacities for protecting their natural environments.

ERE projects focus on environmental programs consistent with tribal culture and can include environmental issue identification and the development, implementation, and enforcement of regulations.

Community-Based Projects

ANA funds community-based projects. This means that during the project planning and development phase, the community played a significant role in identifying the project focus and the solutions proposed. Projects that do not include community input often experience significant delays in start-up and implementation.

NOTE: Know how you are defining “community” before you begin. The term “community” may refer to:

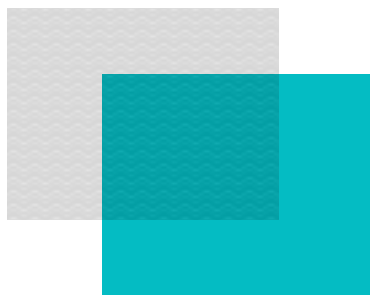
- A tribe
- An organization (nonprofit)
- A geographical community
- A subset of a tribe or organization - such as elders or youth. In the case of projects focused on capacity building, the “community” may be primarily staff of the organization or tribal council members, etc.
- A community of practice - such as practitioners of a cultural tradition, language immersion teachers, Native professionals in a specific industry, etc.

It’s important that you provide reviewers with a clear understanding of who you’re referring to when you use the term “community” throughout your application.



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Chapter 1

Getting Started

+ This manual should not be used in place of the ANA Notice of Funding Opportunity, but should instead be used alongside the NOFO.

How to use this manual

The purpose of this manual is to assist applicants in preparing a competitive ANA grant application. After completing the activities in this manual, you should have a solid outline of the project narrative, data tracking strategy, objective work plan, and budget to include in your application.

This manual is also designed to help you align your community-based project plan to the criteria elements outlined in all of ANA's Notices of Funding Opportunity (NOFO): documents that describe the eligibility requirements, program priorities, scoring criteria, and other information about each of ANA's funding opportunities. ANA recommends that you use the criteria as the outline of your application. Applicants find following the evaluation criteria assists in ensuring each criterion element is addressed. It also makes it easier for reviewers to find the required information as they score your grant application.

The Social and Economic Development Strategies (SEDS) NOFO has been used as the basis for this manual, although the tactics described herein can be applied to applications for any of ANA's funding opportunities. Each criterion is described along with an explanation of what you should provide as a response. Please note that the criteria differ between NOFO program areas. The manual utilizes gray call out boxes in the sections where additional criteria are required. Activities accompany each criterion, providing a guide for how to capture and organize the required information. You will find many of the activities provide charts, which you are welcome to use within your application. However, you will want to provide an accompanying narrative that describes the chart, instead of only providing the chart as a response to the criteria.

Application – Grant – Project

How many times have you heard someone say they are writing a grant? What is the difference between an application, a grant, and a project?

- An application is the formal request to ANA for funding to implement a proposed project.
- A grant is the agreement between the recipient and the funding agency, ANA.
- A project is a series of activities that will be completed to reach a specific outcome(s).

When you apply for an ANA grant, you will be proposing a community-based project the grant will support.



Tell Your Story: Your story is important. The key to a successful application is your ability to tell your story in a succinct manner that addresses all the merit review criteria, following the sequence in which scoring elements are listed in Step 4 of the NOFO, without losing the focus of the reviewer.

ANA provides free assistance to eligible Native organizations applying for ANA grant funding. Applicants whose proposals are at least 75% complete can request a comprehensive draft review, utilizing the feedback received to strengthen their application prior to submission. If you'd like to request free one-on-one technical assistance or inquire about Pre-Application Training opportunities, please contact your regional TTA Center listed below:



Eastern Region

<http://www.anaeastern.org>

Toll free: 1.888.221.9686

Alaska Region

<http://www.anaalaska.org>

Toll free: 1.800.948.3158

Western Region

<http://www.anawestern.org>

Toll free: 1.855.890.5299

Pacific Region

<http://www.anapacific.org>

Toll free: 1.844.944.9544

Navigating the NOFO

The first thing you'll want to do is make sure you thoroughly read through the Notice of Funding Opportunity, or NOFO. A NOFO is a document published by a federal agency to announce a grant opportunity. NOFOs can be found on Grants.gov, which is the federal government's official website for funding opportunities. This document contains all the important official information needed to submit an application (e.g., requirements, deadline, eligibility, reporting, etc.)

When putting together your ANA application, be sure to read the NOFO thoroughly and follow all instructions closely. It is important that the project be relevant to the corresponding NOFO, and that the application be written to address each of the NOFO's evaluation criteria.

ANA's NOFOs are PDF documents that have been organized into "steps." The following sections go over what each step of the NOFO contains.

Step 1. Review the Opportunity.

The information contained within Step 1 provides a high-level summary of the specific funding opportunity and insight into whether this opportunity will be a proper fit for your project and community. Basic information, such as funding amounts, application deadlines, and award start dates are provided at the beginning of this section. This information will help in the planning of your project (e.g. determining start and end dates for activities, knowing the maximum federal funding that can be requested, and understanding how long a project can be).

Step 1 of the NOFO includes the following:

- Basic Information of the funding opportunity, including a summary
- Key dates and funding details

- Eligible applicants and related criteria
- An overview of cost sharing
- The description of the program and purpose
- The inclusion of indigenous knowledge
- Defining the legislative priority areas
- Federal evaluation
- Funding policies & limitations
- Indirect costs and information pertaining to sub-awarding

Following the summary of the funding details, the NOFO outlines who can apply for each opportunity. In the case of Native nonprofits, there is additional guidance and an example on how to provide documentation of community representation, which is a requirement for ANA funding, on page 113. This section also includes potential disqualification factors.

Cost sharing is a requirement for ANA funding and Step 1 provides an overview of how to calculate your cost share, different types of cost sharing that may be used, and how to provide a commitment of the cost share. In some cases, a cost sharing waiver may be submitted with your application. Additional guidance and links to this information are provided in the NOFO.

The Program Description in the NOFO provides an in-depth look at the specific funding opportunity. The focus of the program is detailed in the NOFO, and links are provided to view currently funded projects. Although this list may provide insight on potentially fundable projects, please note that the types of successfully funded applications vary widely. ANA encourages you to interpret the NOFO priorities broadly, in a way that best fits the needs of your Native community.

The current ANA funding opportunities encourage incorporating indigenous knowledge into your projects using experience based on the observations, lessons and skills passed from generation to generation.

Please note that some of the concepts you are introduced to in this section are described in detail further throughout the manual. It is highly recommended that you read your specific NOFO to ensure that you qualify for this funding, become familiar with the funding details, and are aware of potential disqualification factors. Should you need clarification on any of this information, contact the ANA Help Desk or your Regional Training and Technical Assistance Center.

The remainder of Step 1 provides information on Federal Evaluation, Funding Policies, Indirect Costs, Subawards and required travel. This information will help with plotting a timeline for preparing your application, informing what will be included in the budget you submit and when you can expect to implement your project if your tribe or organization is funded.



Note: The official Notices of Funding Opportunities take precedence over any material in this manual. Remember, it is important to carefully read, understand and closely follow the instructions provided in the entire NOFO.

Step 2. Get ready to apply.

This section details the registration requirements for government systems you'll need to access to apply to this opportunity and how to find your grant application package. If you need to create a new SAM.gov or Grants.gov registration, or renew a registration, you can find helpful links in this step. Please note that thorough instructions regarding Grants.gov registrations and the application package can be found in Chapter 5: Submitting Your Application, in this manual.

ANA also provides an on-demand pre-application webinar regarding the ANA NOFO's. This webinar is available throughout the 60-day duration of the open application period and can be accessed when convenient. Information on this webinar can be found on the ANA website or accessed via hyperlink in the funding opportunity.

Step 3. Prepare your application.

This section has information on how to format your application following ANA guidelines. This section details the required components and content of an ANA grant application. It is your source for determining what information should be provided in your application and, for some elements, includes examples. You should use this section of the application to guide your content .

Adhering to the preferred formatting will be important to ensure that your submission responds to all criteria and elements in the application and is easily reviewed. The formatting recommendations will help prevent a larger than expected page count. Exceeding the 100-page limit will result in pages being redacted from your application which could impact scoring.

More information about page formatting can be found in Chapter 5: Submitting Your Application.

Step 4. Learn about review and award.

Your application will be evaluated and scored using the criteria in this section of the NOFO; therefore, it is important to understand this section and align your application with each part of the criteria.

This section includes a set of three main criteria, their corresponding sub-criteria, and the elements used for evaluation. Please note that the P&M and EMI funding opportunities contain different Project Narrative elements, and EMI has a unique certification requirement. It is encouraged that you thoroughly read the specific NOFO you will be applying for so that you are aware of the requirements of that application.

Three Main Criteria

(For SEDS, SEDS-AK, ERE, P&M applications)

Project Narrative	- Max 75 points
Organizational Capacity	- Max 15 points
Line-item Budget and Budget Narrative	- Max 10 points

(For EMI applications)

Project Narrative	- Max 76 points
Organizational Capacity	- Max 14 points
Line-item Budget and Budget Narrative	- Max 10 points

Applications should fully address ALL sub-criteria and their corresponding elements to maximize points obtained during the review process.

Step 4 also describes how your application will be reviewed, evaluated, and selected. ANA prefers to fund projects that are community-based, designed by and for the Native organization's local communities and populations.

Generally, ANA will not fund any proposed project that:

- Does not further the purpose of the funding opportunity
- Is not community-based
- Was submitted by an organization that has received funding for two consecutive projects under the Assistance Listing/CFDA number
- Is identical or similar in whole or in part to previously funded projects proposed by the same applicant
- Provides loan capital
- Includes human subject research as defined at 45 CFR 46.102 (d) and (f)
- Is duplicative of projects funded by other federal agencies

- Comes from a consortia of tribes that do not include documentation from each participating consortium member specifying their role and support. Projects from consortia must have goals and objectives that will encompass the participating communities. ANA will not fund projects by a consortium of tribes that duplicate activities for which participating member tribes also receive funding from ANA.

See Step 4 of the NOFO for a full list of factors that the ANA Commissioner may consider in exercising their discretion in making all final funding and award decisions.

Step 5: Submit your application.

Learn exactly what needs to be included in your application and how to submit it electronically — or by paper, if you receive an exemption — according to the process described in this step of the NOFO. For more, see Chapter 5: Submitting Your Application.

Step 6: Learn what happens after award.

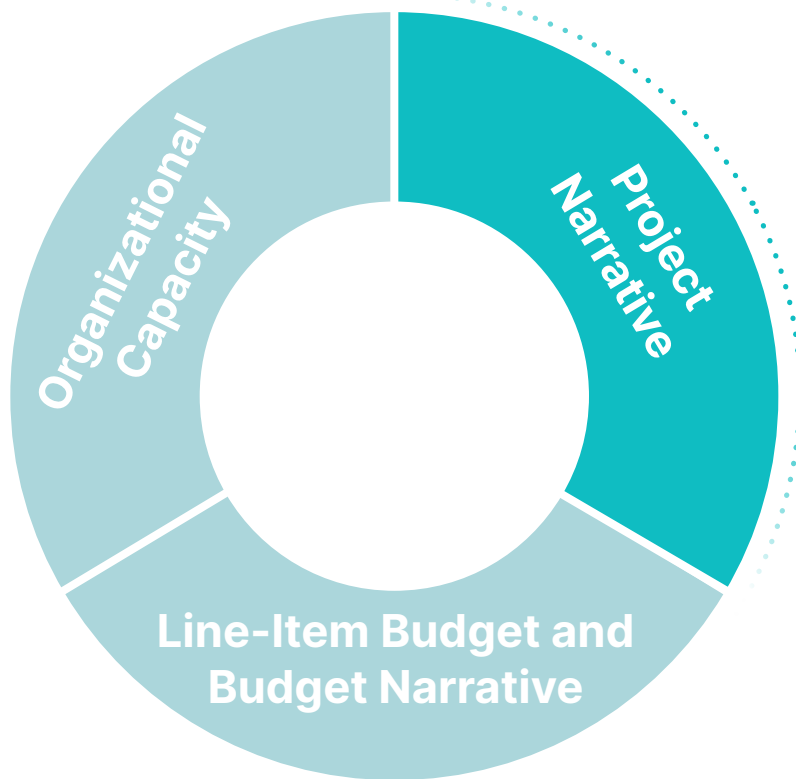
What's it like to be an ANA grant recipient? Learn about policies and processes that all recipients must follow, plus details about your required Post-Award Training and ongoing progress reporting. This step of the NOFO also provides details about providing a business plan, if applicable, in the pre-award negotiations, and how you'll create an outcome tracker as part of the post-award process.

Contacts and Support

Provides official contact info for agency contacts and applicant training and technical assistance providers, as well as useful resources to reference.



Note: The Notice of Funding Opportunity contains hyperlinks to additional information and guidance which may not be present directly in the NOFO and only referenced therein.



Chapter 2

Project Narrative

Maximum points: 75
(EMI max points: 76)

Project introduction

Although this is not a scored criteria element, the first part of your project narrative should be an introduction of both your tribe/organization and your project to help give foundational context to the reviewer. Start with a brief description of your tribe or organization. This description should provide the reviewer with an accurate description of your tribe or organization at the present time. Limit your introduction to one or two pages and refrain from describing the entire history of your tribe or organization. Keeping this section concise is important due to the page limit restrictions.

Your introduction should also include the geographic location of your tribe or organization, as well as any project site(s) outside of your tribe/organization's location. You should also include a summary of demographic information which can be further explained in other sections.

It is helpful to include a description of any unique identifiers important for the reviewers to better understand your community. For example if the project will be in a rural farming community, urban setting, or a remote location with high travel and shipping costs. Other factors to describe might be population size, the local economy, and unique transportation costs.

You will also want to include any history of past ANA project performance in this section. If the project you are proposing is similar to a recently funded ANA project, in whole or in part, be sure to differentiate these projects with a detailed explanation. This will clarify that you are not duplicating the efforts of a previously funded project.

Running Example: Introduction

Project Intro:

Native Nonprofit Inc. (NNI) is a nonprofit human services organization that empowers, educates, and inspires. Primarily serving the population of our tribe living off-reservation in New York, NNI's vision is to see Native Americans shift from surviving to thriving. Our facilities are in a large city where native and indigenous people are a minority of the total population. NNI is responsive to the community in relation to current community conditions through our indigenous approach. NNI's mission is to provide services, opportunities, and support to urban Native Americans. NNI's vision and mission align with ANA goals that support Native American self-sufficiency, along with culture and language.

NNI is capable (25+ years of service, competent staff), committed (community leadership) and well-suited (internal controls, past ANA awardee) to operate the project to ensure the surviving and thriving of our urban Native American people.

Activity: Project Introduction

Describe the following that can be used to put together your project introduction.

Geographic location:

Project sites:

Demographic summary of your tribe or organization, including any unique identifiers:

If you've had any previously funded ANA projects:

Explain how the proposed project is different and not duplicative of previously funded projects.

Describe the success of previously funded ANA projects.

Native language nest or Native language survival school certification (0 or 10 points)



Note: This criterion element is only required for EMI applicants. If you are not applying for an EMI grant, move on to the next section.

EMI applicants have a unique criterion to respond to, which is review criterion #1 of the EMI NOFO. As per 42 U.S.C. § 2991b-3(c) (7), EMI applicants must certify a minimum of three years' experience in running one of the following educational programs:

- A Native American language survival school
- A Native American language nest
- An education program in which instruction is through Native American language immersion

You must also certify that your program provides at least 500 hours of language immersion instruction to school-age children each year of the project.

To address this criterion, this self-certification must be included in the attachments section of your application. This criterion is worth an automatic 10 points if included. If you do not include this certification, you will automatically score a 0 for this criterion. Examples of acceptable documentation include, but are not limited to, a certification or attestation letter on organizational letterhead signed by the authorized representative affirming how the program meets the EMI requirements, or recent accreditation documentation from a third-party accreditor.

+ If your project does not meet the qualifying criteria for an EMI project, consider applying instead for the Native Language Preservation & Maintenance (P&M) funding opportunity.



It is important that you follow the guidance found in the NOFO to which you are applying to make sure you have addressed all required criteria, some of which may be specific to that particular NOFO. Due to the extra criteria in the EMI NOFO, the numbering of EMI evaluation criteria will be different from the other NOFOs.

The language nest certification criterion element is unique to the EMI NOFO. **The rest of this manual follows the numbering of the SEDS merit review criteria.** If you are applying for a different ANA NOFO, please make sure you are following the criteria listed in the NOFO you are applying for.

Current community condition (0 – 5 points)

1. Identifies one community condition to be addressed by the project.

Our Native communities face many barriers and challenges that prevent us from achieving what success looks like to our people. The current community condition is a single statement that describes one current challenge or barrier that your Native community experiences which your project aims to address.

In your application, you will need to identify one barrier that affects your community that your project will aim to improve, reduce, or eliminate. It will be helpful to include recent local data to support your current community condition statement to give the reviewer a measurable description of the barrier your project is aiming to address. It's always best to include relevant local data that's been published or collected within the last five years, but if data within the last five years is not available, you can cite older data.

Some examples of the types of relevant data that can support your current community condition statement are:

- Unemployment rates reported
- Language proficiency levels
- Health disparity rates
- Environmental contamination levels
- Cultural proficiency levels
- Economic data
- Graduation or educational completion rates



Charts, graphics and tables can be effective when presenting and summarizing information; however, it is important to provide a written explanation or narrative to put each into context.

Always choose data that is most relevant to the barrier or challenges your project is aiming to address. While percentages are one way to describe data, using the actual numbers the percentages are based off is a better way to present data as it gives reviewers a clear understanding of the community. Additionally, local data will always be more relevant than regional or nationwide data sources. Therefore, whenever possible, reference supporting data that speaks directly to your community and the challenges they face.

EXAMPLE: Current community condition

150 out of 200 (75%) Tribal members living in our urban service area have self-identified as having “Little” to “No Knowledge” of our cultural practices on our NNI Cultural Proficiency Scale due to being raised isolated away from our Tribal Elders who mostly reside on the reservation, preventing intergenerational transference of cultural knowledge.

You can add additional relevant information in the narrative portion of your application but make sure all additional information is relevant to your tribe or organization, your community, and your project.

EXAMPLE: Current community condition narrative

Native Nonprofit Inc. (NNI) has based this current community condition off of the survey we distributed to 200 Tribal members ages 14 – 40 living off-reservation, of which 150 out of 200 (75%) of those surveyed stated that they had “Little” to “No Knowledge” of our tribe’s cultural practices on our Cultural Proficiency Scale which surveys knowledge in our native ceremonies, songs, dances, language, traditional foods, and arts. This survey was developed by our Cultural Education Department, in partnership with our Tribal Elders, to evaluate Tribal members across six categories specific to our tribal: ceremonies, songs, dances, language, traditional foods, and arts. The survey allows Tribal Elders to assess the cultural knowledge of individuals at one of six different tiers of proficiency ranging from “No Knowledge” to “Expert.”

With less than 10 Tribal members at the “Expert” level of cultural knowledge left in our tribe, all of them Elders, we are at high risk of losing our practices forever. This knowledge is usually passed down from our Elders to their children and grandchildren, but due to being raised off the reservation, where most of our Elders reside, our urban Tribal population has lost the intergenerational transference of knowledge that would normally happen when living with their Elders. Additionally, living in an urban setting where indigenous people are the minority, our Tribal members face racism and discrimination; many report feeling isolated from the support they need to further their cultural practices.

To our knowledge, we are the only Native organization serving the community in the urban area, and there are no other cultural education programs being offered to our Native urban community within a 30-mile radius. Due to the pandemic, NNI has not been able to conduct any community classes or gatherings for the past 3 years, furthering the loss of inter-generational knowledge transference of our Native culture and practices. 196 of the 200 Native community members surveyed (98%) also stated that they would likely attend cultural classes if they were offered in the area.

Baseline data might not consist of formal statistics. It could be based on informal or tangential information you obtained while working with your community to determine the condition they want to address through a project. So you can begin by reviewing meeting minutes, testimony or interview notes, and completed formal or informal surveys. The information used does not have to be statistically based. You can use information from those sources to support your current understanding of the community condition that the application is addressing. It is important to discuss why this condition is a priority.

In the rare instances that you do not have any information about the status of the current community condition, you will need to clearly explain how you determined that this condition was the primary community barrier to be addressed by the project. You would also state that you don't currently have baseline information to measure the project change and provide a plan for establishing baseline information at the beginning of the project.

Baseline data refers to the statistics which provide a measurable aspect to the status of your current condition. This data is the basis for determining the change of your identified current condition through the successful completion of the project. While putting together your application, keep in mind:



- Don't let percentages stand alone – try your best to include numbers the percentage comes from
- Describe the source of the data - surveys, studies, census, etc.
- Describe how data links to community condition
- Data should not be older than 5 years
- Local data is better than national data

Activity: Current community condition

List the various challenges and barriers that your community experiences:

Of all the challenges/barriers you listed, select the one that your project aims to address:

What kind of local data do you have that adds measurable context to this challenge/barrier?

Combine the stated challenge/barrier with the data point you've gathered and write it in one sentence:

Project goal (0 – 7 points)

2. Describes how the project goal is achievable by the end of the project period.

In one sentence, describe what will be achieved by the project. The statement should also describe an improvement or resolution of your current community condition.

Your project goal statement should be clear, to the point and reflect the scope of the project. This project goal should be realistic and something that can be achieved by the end of the project period.

EXAMPLE: Project goal

To increase cultural knowledge amongst our urban tribal members through the implementation of cultural education and programming with Tribal Elders.

Once you've stated your project goal, describe in your narrative how the project goal is relevant to the NOFO you're applying for and how this goal is achievable by the end of the project.

EXAMPLE: Project goal narrative

The project goal aims to increase cultural knowledge for those who have been raised isolated away from their Elders and not immersed in their native culture and therefore aligns with the SEDS program focus of “Social development that supports programs and services that safeguard the health, well-being, and culture of Native peoples.”

In three years, participants will increase their cultural knowledge by participating in programs that put them in direct engagement with Tribal Elders and cultural experts to learn our tribe’s ceremonies, songs and dances, language, traditional foods, and arts, whereby taking them from having “Little” to “No Knowledge” to a place where they can now pass on the things they learned to future generations.

Activity: Project goal

Write down your current community condition statement:

Describe how your project will result in an improvement to the current community condition:

Describe any specific method you plan on using in your project to improve the current community condition:

Combine the two previous statements into one concise statement:

Objectives (0-8 points)

- 3. Identifies no more than three project objectives that describe measurable achievements relevant to the project goal within a given timeframe.**

Objectives are achievable building blocks that, when completed, move the project toward the project goal and improve the current community condition. ANA permits a maximum of three project objectives throughout the entire project period. ANA limits the number of objectives to encourage manageable projects within the allotted project period.

Each objective should include:

- A timeline for when the objective will be completed expressed in project years
- A description of what will be completed
- A measurable amount of change expected by the end of the objective period

What will be done?

Think about your project goal and what major steps need to be taken to achieve that goal and improve the current community condition. If you are planning to increase language fluency or cultural knowledge, then what are the major building blocks that need to be in place to reach those goals? If you are planning to increase employable skills through your project, what do those major steps look like? What is the approach you plan on taking? You also want to consider why the approach you choose is the best approach for your community so you can address it in the narrative portion of your application. Remember, you cannot have more than three objectives for ANA funding opportunities.

What will change?

How many project participants will be affected? What is the baseline level of your project participants now, before your project has been implemented? Then consider how much you expect them to improve or what skills you expect them to gain by the end of the project period. Also ask yourself what method you plan on using to measure this change and make sure to describe it in detail in the narrative portion of your application.

How long will it take?

You may find that you only need one objective for your project while others may need all three. Objectives can operate sequentially, where the second objective is dependent upon completing the first. Or they can operate concurrently, where activities for one objective are started around the same time as another. The NOFO recommends that you state this timeline in project years (1 year, 2 years, 3 years, etc.). For each objective, you will need to include a timeframe for when that objective will be completed. Make sure your timeline is realistic and achievable. After you define what objectives are needed to reach the project goal (no more than three), put a timeframe to how long it will take to complete each objective in project years.

Although ANA allows for very broad objectives, the more concise and specific your objectives are, the easier it will be for the reviewers to visualize and understand how your project will be implemented. It will also help your project staff understand the benchmarks your project aims to reach along the way.

Well-written objectives with a clearly measurable component help clarify targets for progress and program accountability. It is recommended that you avoid using abstract verbs that may have vague meanings to describe the intended results, like “understand” or “know,” without including the method you will use to measure them because they may be too vague for the reviewer to comprehend or may not indicate a material improvement in the lives of your participants. Objectives that measure things like “increased language fluency” should also include the method you plan on using to test fluency.

EXAMPLE: Objective

By the end of 3 project years, 75 Tribal members who have been assessed as having “Little” to “No Knowledge” of our culture will increase their cultural knowledge by 2 levels on our NNI Cultural Proficiency Scale.

In your narrative, you’ll want to describe how completing each objective will logically lead you to achieving the project goal. In some instances, this relationship may seem obvious with the intimate knowledge you possess about your community; however, you will want to specifically draw the correlation for the reviewer. You will also want to include an explanation of the method you plan on using to measure the progress of your objective (fluency scales, pre- and post-tests) and consider including any fluency scales or pre- and post-tests as attachments in your application. You can add more specific details and context in the narrative section of your application.

EXAMPLE: Objective narrative

Our project aims to increase cultural proficiency by implementing cultural programming and classes that allow Tribal members to learn our cultural practices directly from our Elders and address racial healing and injustices to build a more resilient urban Native community. Our native Elders will be leading the cultural classes, and we will coordinate safe transportation for the Elders to and from the facility where we will be conducting the classes. We will measure the increase in cultural proficiency by using our NNI Cultural Proficiency Scale throughout the project period by evaluating participants quarterly.

EXAMPLE: Objective narrative (continued)

Our NNI Cultural Proficiency Scale includes benchmarks in explanation and execution of ceremonies, songs, dances, language, traditional foods, and arts. Each project year, a cohort of 25 Tribal members will participate in the project, resulting in 75 total community members increasing their cultural knowledge by the end of 3 years. We expect participants (who self-identify as having “Little” to “No Knowledge”) to increase their cultural knowledge and proficiency by at least two (2) levels on the NNI Cultural Proficiency Scale after participating in the project.

Activity: Objectives

Write your project goal here:

How many objectives do you think you need to reach your project goal?

How many project years do you think each objective will take?

What will be completed in each objective and how much change do you expect to occur for each one?

Finalize your objectives here. Make sure each one has:

- A timeline
- A measurable aspect
- The expected amount of change that will occur in that objective

Project implementation plan (0-15 points)

The project implementation plan represents a large portion of your application. It is necessary to communicate not just what activities you intend to complete, but how you will complete each of them and why the method you've chosen is the most appropriate.

In this part of your application, you'll plan for potential project challenges, create contingency plans to tackle them, and pinpoint the resources required and where you'll obtain them. This helps you later figure out your budget details and explain them in the budget narrative.

4. Provides a detailed plan to implement and achieve each objective.

This is where you explain how you will complete each activity in the Objective Work Plan (OWP). For instructions on how to complete the OWP, see pg. 59 of this manual.

+ This manual follows the order of the SEDS NOFO, but some applicants find it helpful to complete the Objective Work Plan (OWP) before addressing these criteria elements.

When addressing this element, use the completed OWP to write the narrative since the two components must align. It's important to add details beyond what is in the OWP to provide clarity to the reader as to how each of the milestone activities will be carried out during each project year. Do not copy the OWP directly into the narrative to complete this section. Rather, write from a project director's perspective and explain the implementation processes which will lead to the resulting outputs.

5. Includes specific strategies to address obstacles or barriers that could impede the progress or success of the project.

Murphy's Law states, "Anything that can go wrong, will go wrong." ANA understands that all projects will experience challenges during the project period. This element asks that you acknowledge those most likely to occur and provide a contingency or backup plan to

address them. Be thorough enough in identifying your challenges to demonstrate that you have the knowledge and expertise to address any issue that might arise.

To address this element, a table has been provided which lists the most common challenges encountered during project implementation. Create a contingency plan for each one that applies to your project and include any other challenges that may be specific to your project/community.



Note: These challenges are generally outside the control of project management and are not resolved by everyday standard operating practices.

Activity: Obstacles & Contingencies

Describe a contingency plan for each obstacle/challenge category listed in the first column. Add any other categories you see fit for your project.

Obstacle/Challenge:	Contingency Plan:
Late hiring	
Staff turnover	
Loss of key partners/ consultants	
Low participant retention	
Low recruitment numbers	
High demand, unable to accommodate all who want to participate	
Loss of source of match/ cost share	
Weather extremes	

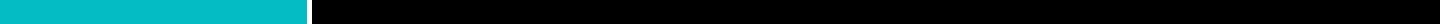
6. Identifies resources, staff, and/or partners who will ensure that the project's positive outcomes are achieved.

Strong, successful projects begin by identifying the assets available within the community and drawing upon them first. Next, identify how you might acquire additional resources through partnership building and reciprocity.

When addressing this element follow these steps:

- Determine what resources and services are necessary for project implementation.
- Establish which resources and services are available within your tribe or organization; the source they will be obtained from (departments).
- Describe the available resources and services, the benefit they bring to the project and why they are necessary.
- Determine which resources and services are needed from outside the tribe or organization; the source they will be obtained from (partners, suppliers)
- Describe when and how the outside resources and services will be obtained; the benefit they bring to the project and why they are necessary.
- Identify potential partners who will be brought into the project and how they will be utilized.

When developing the Project Implementation Plan, include an explanation of unique resources. These resources could include Elder/speakers or participants earning stipends, any specialized equipment that needs to be borrowed through a partnership, project specific travel both local and regional, food and refreshments to draw participation, web site support or technology consultants,



printing, subscriptions, memberships, and include any licenses or permits required.

When identifying resources, note whether they come from the organization, community partners, or need to be purchased. The explanation should include resource descriptions, how resources will be used within the project, and why they are important to the project's scope. Then, when developing the budget narrative, include a reference to this section for additional information on budgeted costs.

It will also strengthen your application when you identify the measures you will take to ensure that the positive changes achieved by the project will be sustained beyond the end of the project. These can include resources, staff, or partners needed to sustain positive changes from the project.

Example: Identifying Resources

Resources Available	Resources Needed	Source
Project Supplies		NNI
Office Space		NNI
Office Supplies		NNI
Tent and Table		NNI
IT Consultant		NNI
	2 Project Specialists	Tribal Career Center
	Elders' Coordinator	Tribal Elder Care Department
	Project Secretary	Tribal Career Center
	Vans	NNI
	Laptops	Local Vendor
	Cultural Speakers	NNI service area
	Art Supplies	Local artists, Native vendor, and collect from nature
	Food	Local grocery store
	Art Instructors	Local surrounding area
	Cooking Instructors	Local surrounding area
	Elder Storyteller	Tribal Elder Care Department
	Venue for social gatherings	Community Center
	Singers	Tribal members

Community-based strategy (0 – 12 points)

- 7. Clearly demonstrates a connection to the community to be served, including the ability to directly work with project participants/beneficiaries.**

To address this element, it is important to provide a clear understanding of why your tribe or organization is best suited to serve the identified community, beneficiaries, and participants, and to perform the work of the proposed project – this is especially important for nonprofits, urban centers and regional entities that may work with communities outside of their geographical location. Describe the working history your tribe or organization has with the community to be served.

Next, include a description of how your tribe or organization has worked with (similar) project participants and/or beneficiaries in the past, the success that was obtained, and how that translates to your ability to work with the project participants and/or beneficiaries of the proposed ANA project.

EXAMPLE: Community based strategy

The Community & Cultural Services arm of our nonprofit has been operating successful programs at Native Nonprofit Inc. (NNI) for over 10 years, establishing mutually respectful relationships of trust among community members and staff. NNI has operated for over 25 years in a tradition of caring and is clearly connected to the community, as many local Tribal members remain connected to NNI from the cradle to college and beyond. The Community & Cultural Services has conducted a variety of language and cultural programs over the years. Five years ago, we were awarded a Native Language Preservation and Maintenance grant from ANA, which was extremely successful. During the life of that previously funded project, all language classes were at full capacity, and we had waiting lists of community members that wanted to be in the program. Participants in that project increased their fluency in our native language by 2 levels on our fluency scale. This is an indicator of effective programming and shows a strong connection between NNI and the urban community and the need for more cultural programming.

As previously mentioned, we surveyed 200 Tribal members in our network and their feedback led us to develop this project and to make sure Elder involvement is paramount. We also conducted one-on-one interviews with Native Elders living on the reservation to ensure that this project aligned with their cultural methodologies and to ensure their willingness to participate in it. NNI conducts yearly surveys of our community to help assess all our programming and to inform the development of new programs to make sure we are in alignment with the community's needs.

Activity: Community-Based Strategy

Describe the working history your organization has with the community to be served.

Describe past experiences with (similar) project participants and/or beneficiaries and how it relates to the ANA project's participants/beneficiaries.

8. Describes how the community was involved in identifying the need for the project and how their feedback was incorporated into the project design.

This element has two important pieces that must be addressed to earn full points. First is a description and evidence of the community's involvement in identifying the current community condition and establishing that this project is needed.

Second is a description and evidence of the community's feedback contributing to the design of this project to justify that this is the solution the community wants to see implemented.

Next, describe who was involved in the project's development, what processes were used to obtain feedback – such as surveys, focus groups, or interviews – and the input received from the targeted population. Then explain how that feedback was used to develop the project and how any feedback and/or survey results were used to determine the priority of the project. Lastly, attach documentation in the appendix of the application so reviewers understand what happened and who was involved in the planning process.



Note: Community involvement is one of the key factors in determining if a project will be successful. ANA reserves the right to prioritize funding to community-based Native American organizations serving their local communities and populations.

The table below provides a brief example of what might be included:

Method of Community Input	Who was involved	Process(es) Used for Involvement	Documentation Attached
Cultural program modules	Native American Community members and program staff	Pre/post cultural survey	Blank survey from 3 different cultural modules
Electronic Survey	Community Members	Survey Monkey sent via email	No attachment but data is included in the strategy
Community Survey	Community Members	Cultural questionnaire distributed at events	Blank survey - data included in the strategy
1-on-1 Elder Interviews	Native Elders	In-person interviews	Interview notes attached along with standard questions used

Activity: Community Involvement

Method of Community Input	Who was Involved	Process(es) Used for Involvement	Documentation Attached

Population to be served (0 - 7 points)

9. Describes the participants or beneficiaries to be served by the project and explains how they will benefit from it.

To respond to this element, describe in detail who will participate in your project and how they will benefit from participating in your project.

In your introduction, you should have established the definition of your community. Now, you will need to identify the population to be served by your project within your community – those participants or beneficiaries your project intends to impact. For non-participatory beneficiaries, provide a narrative explaining how the project results will benefit the community members.



Note: Beneficiaries may not be directly participating in your project. Beneficiaries could be a sub-set of your community who will still see impacts from a successful project.

For participants and volunteers, describe your recruitment process for involving the participants or beneficiaries that will take part in the project's activities.

Recruitment activities should describe how participants will be recruited for your project and the outreach strategies used to recruit them. Outreach strategies can include such efforts as referrals, community meetings, community events such as powwows or health fairs, social media posts or other publications. Use the outreach channels that work best for your community.

Next, detail the selection or screening process you plan on using to select your project participants. Do project participants need to be a certain age? Is it first-come, first-served? Also in this section, describe how you intend to keep the participants engaged in your project and any unique incentives you plan to use to maintain participation during the entire project.

Explain how the participants or beneficiaries will benefit from their participation in your project. Describe the short-term and long-term impacts that participants or beneficiaries will receive because of their involvement in the project. The benefits may be directly related to your objectives but may also be secondary benefits.

Also, for this element, describe how you will keep your community informed of your project's progress throughout each project year. Maintaining community awareness beyond the initial startup of your project is essential to your project's success. Keep your stakeholders, project participants, and the community at large informed of your project's progress. A description of what information will be shared; when information will be shared; and how the information will be shared should be included in this section.



Note: If the project will not engage participants or volunteers, state that explicitly in this section of your narrative so reviewers do not think it was omitted. That said, even if you do not have participants, someone in your defined community will benefit from the work that you have planned and should still be described in your application.

Outcomes (0 – 6 points)

10. Demonstrates clear connections between the objectives, the outcomes, the current community condition, and the project goal.

Outcomes are the measurable changes that will result from the achievement of your implementation plan. Typically, these measurable changes are seen at the community or organization level. Outcomes can include increases in capacity and changes in knowledge, awareness, attitudes, skills, or behaviors. Make sure you develop your outcomes to describe the change that will happen at the community or organization level and not at the project level.



Note: Don't confuse outcomes with outputs! Outcomes are changes at the community level, not numbers of products or services. If products or services are created by the project, Outcomes describe the positive effect they will have on the community (i.e. how the lives of Native community members will improve as a result).

ANA requires one (1) primary outcome per objective. Outcomes may be the same for all objectives or different for each objective. In either case, you must identify an outcome for each objective.

There is a relationship between the outcomes and the current community condition, project goal, and objectives. The outcomes are the expected positive changes that happen as a result of successfully completing the project's objectives. The successful completion of the project's objectives then leads to the project goal, which brings the community one step closer to reducing or eliminating the current community condition. Therefore, the outcomes of your project are directly connected to your objectives, project goal, and current community condition.

CURRENT COMMUNITY CONDITION:

150 out of 200 (75%) of Tribal members living in our urban service area have self-identified as having "Little" to "No Knowledge" of our cultural practices on our NNI Cultural Proficiency Scale due to being raised isolated away from our Tribal Elders who mostly reside on the reservation, preventing intergenerational transference of cultural knowledge.

PROJECT GOAL:

To increase cultural knowledge amongst our urban Tribal members who have not been raised with their Elders, and therefore not immersed in our native culture, through the implementation of cultural education and programming with Tribal Elders.

OBJECTIVE:

By the end of 3 project years, 75 Tribal members who have been assessed as having “Little” to “No Knowledge” of our culture will increase their cultural knowledge by 2 levels on our NNI Cultural Proficiency Scale.

OUTCOME:

Increase in number of Tribal members practicing our traditions at the Functional or higher proficiency tier, with support from Tribal Elders.

OUTCOME NARRATIVE:

This project aims to provide cultural education programs focused on learning various aspects of our Native culture directly from our Elders, increasing cultural knowledge amongst our community members and increasing their ability to also pass on that knowledge to generations to come. This will additionally increase project participants’ interactions with Native Elders.

For Language Projects – P&M and EMI:

Language projects have an additional element under the Outcomes sub-criterion:

11. (P&M) / 12. (EMI) Each outcome proposed aligns to one of the following categories:

- a. Increased language fluency
- b. Increased community member use of language-learning resources
- c. Increased ability to deliver Native language instruction by certifying language teachers
- d. Increased capacity to implement a language program

If you are applying under the P&M or EMI NOFO, each of your project objectives must include a primary outcome that aligns to one of the four categories above. To address this element, state the objective and specify which category the primary outcome aligns with. Do this for each of your objectives.

Activity: Outcomes

Current Community Condition

Project Goal

Objective

Outcome

Explanation

Objective Work Plan (OWP) (0 – 15 points)

11. The OWP aligns with the project narrative and implementation plan and provides details of how, when, and by whom project activities will be completed.
12. Identifies outputs that will demonstrate progress toward the project goal. The outputs are logical results of the successful completion of activities within the proposed timeframe.

The OWP is the “blueprint” for achieving your project objectives. If handed to a newly hired staff member, they should be able to read the OWP and understand exactly what steps are needed to complete the project. Therefore, the OWP arranges major steps based on the project implementation plan and should align with your project narrative. It should identify how, when, and by whom the key activities of your project will be implemented.

The OWP includes the following details:

- **Key Activities** – how the project will be implemented,
- **Timeframe** – start and end dates of when the key activities will be implemented,
- **Responsible Staff** – who is responsible and who will carry out the key activities, and
- **Outputs** – the direct and tangible products and services from the key activities.



The OWP can be completed using the fillable form on Grants.gov or the Microsoft Word template. See pg. 112 of this manual for more information.

There should be one OWP provided for each objective. For example, if your project includes three (3) objectives, your application should include three (3) OWPs. Each of the OWPs will have all the key activities listed under the project year they will be implemented. If you only have one (1) objective, your application should only include one (1) OWP with activities listed under each project year they will be implemented in.

Key Activities

Key activities are the key project tasks needed to successfully achieve each objective. Hiring staff, conducting training, developing curricula are all examples of key activities. A maximum of 25 activities should be listed for each year of an objective.

Project Staff

List all staff positions directly working on an activity. You do not need to list the names of the staff. Make sure that you reference the same staff titles in both the Organizational Capacity and Budget sections of the application to avoid confusing reviewers.

Timeframes

All activities need start and end dates. These start and end dates should be reasonable, and the activity should be completed within that timeframe. You may want to consider adding a little bit of buffer time to each activity in case any challenges arise that may delay the completion of that activity.

Below are the project start and end dates of the project years for each ANA program area.

NOFO	Start Date	End Date
P&M	July 1	June 30
EMI	July 1	June 30
SEDS	September 30	September 29
SEDS-AK	September 30	September 29
ERE	September 30	September 29

Administrative Activities

Administrative activities are optional for ANA grantees to include in their OWP and do not count toward applicants' 25 max milestone activities. ANA will work with recipients post award to add required administrative activities to your OWP.

The following administrative activities should be included under only one objective for each year of project implementation. They should be listed after all key activities and include the following:

- Reporting (OPR and 425)
- Post award training (1st year of project only)
- Annual ANA Conference
- Project staff orientation
- Data collection and evaluation
- Establish federal system account access and official grant file

Outputs

Outputs are logical results of the successful completion of activities within the proposed activity's timeframe. They are the tangible products or services that are directly tied to the accomplishment of key activities. If applicable, include numbers with the outputs. For example, 4 coloring books, 12 financial literacy classes, 5 new apprentices, etc. Some examples of outputs are:

- Curricula or educational materials developed
- Ordinances or laws developed
- Sign-in sheets
- Number of classes taught
- Hours of each type of service provided
- MOUs

Remember the activities for each objective demonstrate how the project will be implemented. Therefore, the OWP, including the outputs, demonstrate progress toward meeting the project goal. For example, if the project goal is to increase access to cultural education programs, then an output of more language classes contributes to the achievement of the project goal.

OWP Form

How to fill in the OWP form for each objective:

1. Copy and paste the Project Title, Project Goal, related Objective, and Outcome from your Project Narrative.
2. Number and list all activities needed to successfully achieve each objective and its associated outputs. Each objective can have up to 25 activities per project year.
3. For each key activity, fill in the staff position(s) responsible for completing the activity.
4. Fill in the associated start date and end date for each activity. Activities should be listed in chronological order by the start date.
5. Repeat steps 2-4 for each project year.

The OWP is a standard form in Grants.gov; however, we suggest that you complete a Microsoft Word version of your OWP and then transfer the information to the standard OWP form found in Grants.gov.



The official Word version of the OWP can be found in the Application Toolkit on the [Applicant Resources page](#) of the ANA website. (see pg. 112)

Objective Work Plan (OWP)

EXAMPLE

Project Title: Perpetuating our Cultural Knowledge			
Project Goal: To increase cultural knowledge amongst our urban native community who have not been raised with their Elders, and therefore not immersed in our native culture, through the implementation of cultural education and programming with native Elders.			
Objective #1: By the end of 3 project years, 75 native community members who have “Little” to “No Knowledge” of our culture will increase their cultural knowledge by 2 levels on our NNI Cultural Proficiency Scale.			
Outcome: Increase in number of Tribal members practicing our traditions at the Functional or higher proficiency tier, with support from Tribal Elders.			
Outputs: 4 job descriptions; 4 resumes; 4 signed employment offer letters; social media graphics; newsletter announcement; signed MOUs; event calendar; program flyers; participant interest forms; 312 hours of cultural programming delivered; sign-in sheets from events; 75 beaded pieces; 75 baskets; 75 drums; 54 speaker series recordings; community surveys; cultural resource guide; official grant file; 12 quarterly data reports; travel expense documentation; 75 participant completion certificates.			
Activities Year 1	Project Staff	Start Date	End Date
1. Hire two (2) Project Specialists, Elders’ Coordinator, and Project Secretary. Create job descriptions, post job descriptions, screen, interview, and hire.	Project Director; Admin Director of Services; Admin Asst	9/30/2024	11/30/2024
2. Announce project in newsletter and on social media.	Project Director	9/30/2024	10/30/2024
3. Finalize collaborations with agency programs, cultural speakers, and instructors.	Admin Director of Services; Project Director; Project Specialists	10/30/2024	12/30/2024
4. Order specialized project supplies.	Project Secretary	10/30/2024	9/29/2025

5. Create data collection forms.	Project Director; Project Specialists	11/30/2024	1/31/2025
6. Make any adjustments to cultural proficiency assessment tool per survey data and Elder input.	Project Director; Project Specialists	11/30/2024	2/28/2025
7. Schedule 12 speaker series events	Project Specialists	11/30/2024	12/31/2024
8. Schedule 24 art classes – 8 beadwork, 8 basket weaving, and 8 drum making	Project Specialists	11/30/2024	12/31/2024
9. Schedule 24 cooking classes	Project Specialists	11/30/2024	12/31/2024
10. Schedule 18 elder and youth information exchange events.	Project Specialists; Elders' Coordinator	11/30/2024	12/31/2024
11. Schedule four (4) Racial Healing Circle events (2 hours each)	Project Specialists; Elders' Coordinator	11/30/2024	12/31/2024
12. Produce, publish, and update event calendar	Project Specialists; Project Secretary	1/1/2025	9/29/2025
13. Design, distribute, and post flyers for speaker series events, art classes, cooking classes, elder and youth information exchanges, and Racial Healing Circle events	Project Specialist; Project Secretary	1/1/2025	2/28/2025

EXAMPLE

EXAMPLE

14. Collect resources to include in the cultural resource guide	Project Director; Project Specialists	1/1/2025	9/29/2025
15. Promote project events and recruit participants at various community events	Project Specialists; Project Secretary	1/1/2025	7/31/2025
16. Coordinate and facilitate 12 speaker series events	Project Director; Project Specialists	2/1/2025	9/29/2025
17. Coordinate and facilitate 36 art classes – 12 beadwork, 12 basket weaving, and 12 drum making	Project Director; Project Specialists	2/1/2025	9/29/2025
18. Coordinate and facilitate 18 elder and youth information exchange events	Project Director; Project Specialists; Elders' Coord	2/1/2025	9/29/2025
19. Coordinate and facilitate four (4) Racial Healing Circle events	Project Director; Project Specialists; Elders' Coord	2/1/2025	9/29/2025
20. Distribute and collect cultural proficiency surveys	Project Director; Project Specialists; Project Secretary	3/1/2025	9/29/2025
ADMINISTRATIVE: Establish federal system account access and official grant file	Project Director; NNI Finance Officer	9/30/2024	10/30/2024

ADMINISTRATIVE: Staff orientation and onboarding for project staff Review ANA OWP & NNI policies and procedures	All staff	9/30/2024	12/31/2024
ADMINISTRATIVE: Collect and analyze data quarterly	Project Director; Project Specialists	9/30/2024	9/29/2025
ADMINISTRATIVE: Reporting (Semi- annual, Ongoing Progress Report)	Project Director; Project Specialists	9/30/2024	9/29/2025
ADMINISTRATIVE: Attend ANA Post- Award Training	Project Director; NNI Finance Officer	11/1/2024	01/30/2025
ADMINISTRATIVE: Attend annual ANA Conference	Project Director; Project Specialist	01/01/2025	03/31/2025
Activities Year 2	Project Staff	Start Date	End Date
1. Order project supplies	Project Secretary	9/30/2025	9/29/2026
2. Analyze community needs surveys and cultural proficiency assessment results	Project Director	9/30/2025	12/31/2025
3. Design and finalize cultural resource guide	Project Director; Project Specialists	9/30/2025	2/28/2026
4. Schedule 12 speaker series events	Project Specialists	9/30/2025	10/30/2025

EXAMPLE

EXAMPLE

5. Schedule 36 art classes – 12 beadwork, 12 basket weaving, and 12 drum making	Project Specialists	9/30/2025	10/30/2025
6. Schedule 24 cooking classes	Project Specialists	9/30/2025	10/30/2025
7. Schedule 18 elder and youth information exchange events	Project Specialists; Elders' Coord	9/30/2025	10/30/2025
8. Schedule four (4) Racial Healing Circle events	Project Specialists; Elders' Coord	9/30/2025	10/30/2025
9. Produce, publish, and update event calendar	Project Specialists; Project Secretary	11/1/2025	9/29/2026
10. Design, distribute, and post flyers for speaker series events, art classes, cooking classes, elder and youth information exchanges; and Racial Healing Circle events	Project Specialists; Project Secretary	12/1/2025	12/31/2025
11. Draft report on cultural proficiency assessment survey results	Project Director	12/1/2025	6/30/2026
12. Promote project events and recruit participants at various community events	Project Specialists; Project Secretary	1/1/2026	8/31/2026
13. Coordinate and facilitate 12 speaker series events	Project Director; Project Specialists	1/1/2026	9/29/2026

14. Coordinate and facilitate 36 art classes – 12 beadwork, 12 basket weaving, and 12 drum making	Project Director; Project Specialists	1/1/2026	9/29/2026
15. Coordinate and facilitate 24 cooking classes	Project Director; Project Specialists	1/1/2026	9/29/2026
16. Coordinate and facilitate 18 elder and youth information exchange events	Project Director; Project Specialists; Elders' Coord	2/1/2026	9/29/2026
17. Coordinate and facilitate four (4) Racial Healing Circle events	Project Director; Project Specialists; Elders' Coord	2/1/2026	9/29/2026
18. Post final cultural resource guide on the website	Project Specialist	3/1/2026	3/31/2026
19. Print and distribute cultural resource guide	Project Specialist; Project Secretary	3/1/2026	9/29/2026
20. Share community needs survey results on website and with stakeholders	Project Director	7/1/2026	8/1/2026
ADMINISTRATIVE: Collect and analyze data quarterly	Project Director; Project Specialists	9/30/2025	9/29/2026
ADMINISTRATIVE: Reporting (Semi-annual, Ongoing Progress Report)	Project Director; Project Specialists	9/30/2025	9/29/2026
ADMINISTRATIVE: Attend annual ANA Conference	Project Director; Project Specialist	01/01/2026	03/31/2026

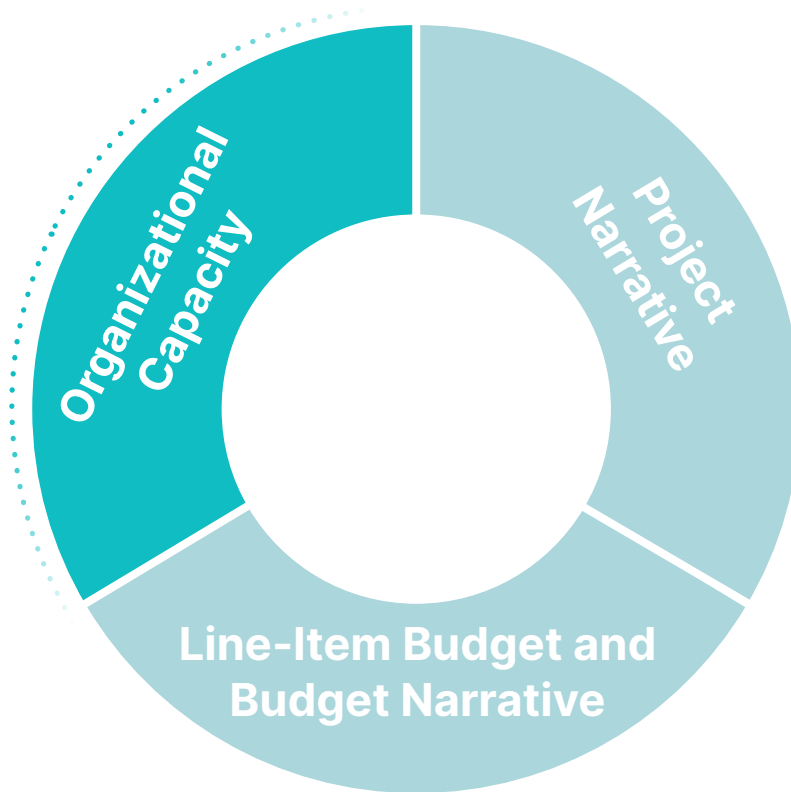
EXAMPLE

EXAMPLE

Activities Year 3	Project Staff	Start Date	End Date
1. Order project supplies	Project Secretary	9/30/2026	9/29/2027
2. Analyze cultural proficiency assessment results	Project Director	9/30/2026	12/31/2026
3. Schedule 12 speaker series events	Project Specialists	9/30/2026	10/30/2026
4. Schedule 36 art classes – 12 beadwork, 12 basket weaving, and 12 drum making	Project Specialists	9/30/2026	10/30/2026
5. Schedule 24 cooking classes	Project Specialists	9/30/2026	10/30/2026
6. Schedule 18 elder and youth information exchange events	Project Specialists; Elders' Coord	9/30/2026	10/30/2026
7. Schedule four (4) Racial Healing Circle events	Project Specialists; Elders' Coord	9/30/2026	10/30/2026
8. Produce, publish, and update event calendar	Project Specialists; Project Secretary	11/1/2026	9/29/2026
9. Design, distribute, and post flyers for speaker series events, art classes, cooking classes, elder and youth information exchanges, and Racial Healing Circle events	Project Specialist; Project Secretary	12/1/2026	12/31/2026
10. Draft report on cultural proficiency assessment results	Project Director	12/1/2026	6/30/2027

11. Promote project events and recruit participants at various community events	Project Specialist; Project Secretary	1/1/2027	8/31/2027
12. Coordinate and facilitate 12 speaker series events	Project Director; Project Specialists	1/1/2027	9/29/2027
13. Coordinate and facilitate 36 art classes – 12 beadwork, 12 basket weaving, and 12 drum making	Project Director; Project Specialists	1/1/2027	9/29/2027
14. Coordinate and facilitate 24 cooking classes	Project Director; Project Specialists	1/1/2027	9/29/2027
15. Coordinate and facilitate 18 elder and youth information exchange events	Project Director; Project Specialists; Elders' Coord	2/1/2027	9/29/2027
16. Coordinate and facilitate four (4) Racial Healing Circle events	Project Director; Project Specialists; Elders' Coord	2/1/2027	9/29/2027
ADMINISTRATIVE: Collect and analyze data quarterly	Project Director; Project Specialists	9/30/2026	9/29/2027
ADMINISTRATIVE: Reporting (Semi-annual, Ongoing Progress Report)	Project Director; Project Specialists	9/30/2026	9/29/2027
ADMINISTRATIVE: Attend annual ANA Conference	Project Director; Project Specialist	01/01/2027	03/31/2027

EXAMPLE



Chapter 3

Organizational Capacity

Maximum points: 15
(EMI max points: 14)

This section of the review criteria includes all components of the organizational capacity section of your application. Reviewers will evaluate whether the application demonstrates that key staff and management have the expertise, knowledge, and credentials necessary to oversee federal funds, partners, delivery of project objectives and manage relevant data. In reaching their conclusions, reviewers will consider the degree to which the following sections are clear, logical, and detailed.

Data management plan (0-3 points)

This section will discuss the concepts for the data management plan. Elements 13 & 14 describe the strategy of how you will oversee data, data collection and responsible staff. Your plan should demonstrate the valid connections between these elements in data management and the staff responsible.

13. Describe a strategy for using data to monitor and report progress toward project objectives.

14. Identifies staff responsible for data collection, tools, storage, and management.

To address these elements, you'll need to establish a process for data collection, analysis and use. First, describe in your application the type of data that must be collected to monitor project progress. This includes two types of data: (1) data related to your project activities, such as attendance rates, skills developed, or knowledge gained; and (2) data related to project oversight, such as timesheets, cost sharing documentation, or stakeholder reports. Every task required to carry out the project has associated data, and you will need to describe that data for the reviewer.

Second, it is essential to identify who will be responsible for collecting, tracking, analyzing and reporting the data. There should be designated staff or partners responsible for these roles. Project activity data in a language project may be collected through

observations made by Elder first language speakers, while a farming project may collect data on produce grown by volunteer gardeners, for example. Meanwhile, oversight data may be compiled by the Principal Investigator/Program Director (PI/PD). Explain how you will monitor ongoing activities to measure the project objectives, the frequency of data collection, and the methods for analyzing and reviewing the data collected.

Third, your application should describe what systems or tools will be used to capture and store data. This could be comprised of spreadsheets, databases, file folders in locked cabinets, documents, computer servers, and cloud servers. Describe the process, if applicable, of how tools will be developed, by whom, and in what time frame if the tool does not already exist. Development of new tools may cover anything from a simple questionnaire to a multi-access database.



NOTE: If your project is collecting sensitive information on project participants, describe the protocols that will be used to ensure that the information is securely maintained and not shared.

Fourth, detail how data will be used now and in the future. Consider that activity data can be used to make improvements in the next project year while oversight data and the data documenting outcomes can be used to secure future funding. You may be required to provide updates to stakeholders or even use results analyzed to create new projects. An easy way to ensure you've touched on all the above is to consider the following within your application narrative: Who, What, Where, When, Why, and How. For example, a successful application, will address the following list of items in the narrative:

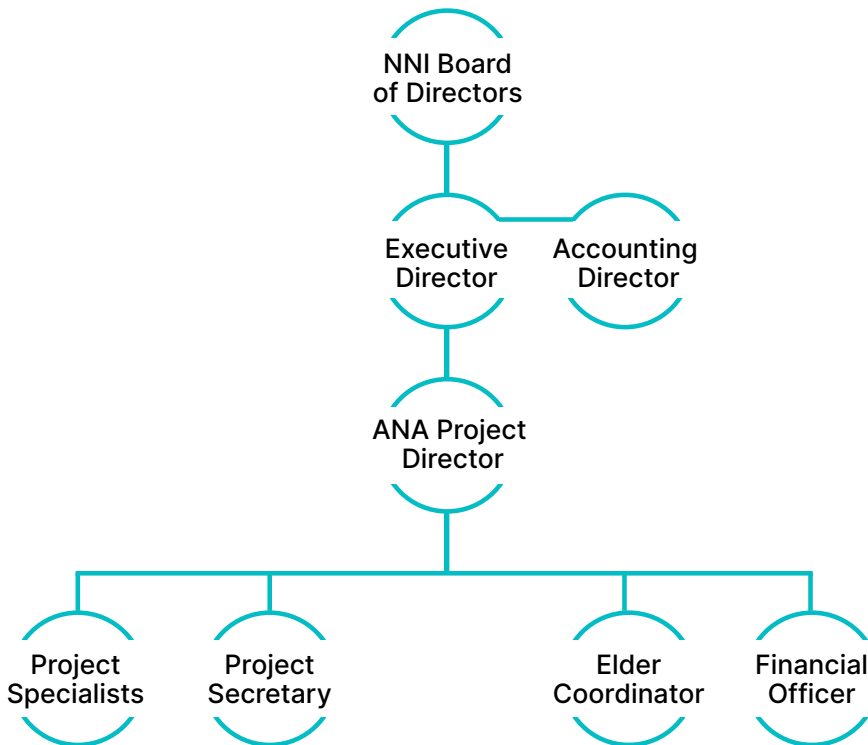
- What data will be collected and why?
- How often will data be collected, weekly, monthly, quarterly, or annually?
- Who will collect and analyze the data, including staff, volunteers, consultants, participants, and/or partners?
- What systems/tools will be used to capture and store data?
- How will data be used during the project period and in the future?


Staffing plan – (0-5 points)

Applications may provide a staffing plan in a narrative format or by attaching project-specific job descriptions. It is recommended to include both documents to show reviewers a clear idea of your staffing plan.

- 15. Identifies all staff supporting the project and how they will support project activities and be managed.**
- 16. Explain the recruitment and hiring process for positions (including PI/PD, staff, partners, and consultants) that need to be filled.**

Designing a staffing plan involves identifying the roles and responsibilities required for managing different aspects of the project. Having a clear understanding of your project can assist you in describing what those positions' roles and responsibilities will entail, and who specifically will fill those positions. It is your job to tell the reviewer you have the staff needed to complete all stated activities. It is helpful to include an organizational chart, such as the example shown here, of your tribe or organization's hierarchy to illustrate this plan.





In the narrative, document who will be the PI/PD and the AOR responsible for overseeing the project. Also describe additional positions needed for successful project implementation, such as administrative support staff, instructors, coordinators, volunteers, and so on. If specific persons have been identified, include those names, and attach their resumes or CVs. Then, describe in detail their relevant experience that will be applicable to this project.

If internal or existing staff do not have the necessary experience, you may need to engage key partners. For key partners, describe how they will support the project with their experiences and capabilities. include resumes and/or Statement of Qualifications (SOQ) in your attachments. For some partnerships, you may also need to include draft Memorandums of Agreement or Understanding. And if you intend to engage a consultant, you'll want to include a Statement of Work. More information is provided in the next section on Partnerships and Consultants.

If your project has not identified positions for the project, identify who will be in acting capacity until the positions have been filled with a detailed timeline of when. Also detail the steps to be taken to announce any vacancies, recruit, interview and select the candidate for the position. Attach project-specific job descriptions and use your tribe or organization's policy and procedures for hiring and recruiting.

The following is a checklist to follow:

- Identify the Principal Investigator/Project Director (PI/PD) and Authorized Organizational Representative (AOR) for the project (See definitions).
- The AOR and PI/PD cannot be the same person, and the separation of these duties must be identified.

- PI/PD responsibilities include monitoring progress and maintaining oversight of program reporting, staff, and partners.
- AOR will have official signing responsibility for the award.
- If a permanent PI/PD or AOR is unknown, identify who will take on the role until the position is filled and provide a timeline for filling the role with permanent personnel.
- Describe how the project will continue if positions become vacant at any time during the project period.



It is important to note the PI/PD cannot be the same person who is identified as the AOR. Using your tribe or organization's personnel policies and procedures regarding roles and separation of duties may help define who could best serve in these project-specific roles.

Partnerships and consultants – (0-2 points)

17. Identifies partners and/or consultants and explains their role in supporting project activities.



Note: If the project does not plan on including these entities, then please indicate so by stating: **“Our project will not include the support of partners, consultants, or subrecipients.”**

Identify each partner, consultant, or subrecipient and explain how they will support project activities. Describe their role and importance in project implementation and details of their expertise for filling the position. This should include any resumes or Statement of Qualifications (SOQs) which substantiate their capabilities, knowledge and expertise.

Include as an attachment the necessary documentation, such as: Scopes of Work, Memorandums of Understanding or Agreement (MOU/MOA), and/or Letters of Commitment which describe their role in the project and the work they will be performing. If agreements have not been finalized with the partners, consultants, or subrecipients, then describe the plan to bring them to completion.

Finally, thoroughly describe the process used to manage these entities. A discussion on oversight should encompass the key personnel in charge of monitoring the partnership or consultant, how frequently this monitoring will take place, and methods to ensure project progress is being made. The application should identify processes for communicating with partners or consultants and explain how agreements will be managed and maintained.

Similarly, you will need to do the same for any subrecipients. Be aware that subrecipients must adhere to the rules and regulations defined by the NOFO and the Code of Federal Regulations. See 45 CFR 75.352 for more information on subrecipient monitoring.

It may be helpful to outline this for the reviewer in a table format providing clear succinct information the reader can easily identify. Additionally, this will help ensure the team has included all the necessary documents requested and required in the NOFO.



Note: Contingency Plan - this is a reminder to create a contingency plan to address what the tribe/organization will do should a partner or consultant fall through. Refer to the contingency plan created to address scoring element 5. See pg. 38 of this manual and include this as part of the plan.

Activity: Key partnerships

Key Partners	Qualifications	Roles / Responsibilities	Attachment
Key Consultants	Qualifications	Roles / Responsibilities	Attachment

Oversight plan – (0-5 points)

18. Describes a plan for proper oversight of federal award funds, including the identification of staff and internal controls for financial management and accurate accounting practices.

Oversight is the process by which the tribe or organization's financial staff and administrative management ensure projects are performed in compliance with federal award requirements and tribal/organizational internal policies and procedures. Your policies and procedures should align with local laws and federal regulations to ensure compliance in managing grant awards both programmatically and financially. For ANA, award recipients are required to ensure proper oversight in accordance with 45 CFR part 75, Subpart D Post Federal Award Requirements, Subpart E Cost Principles.

Begin to address this element by describing the financial internal controls of your tribe or organization including the policies and procedures (aligned with current federal regulations 45 CFR Part 75) which clearly define how the disbursement of funds, purchasing, cash drawdowns, and related authorizations are handled. Clearly outline the tribe or organization's procedures to avoid conflicts of interest in the purchasing process. Additionally, include the process for updating the project PI/PD of their spending, and the process for updating administrative management when required.

Specifically identify the relevant financial staff or the financial contractor (individual CPAs or accounting firms), who will be responsible for expenditures, receivables, drawing down funds, filling out financial reports for the grant and ensuring internal controls are in place when authorizing expenditures. Additionally, include the staff or contractor's responsibilities, qualifications and experience. Attach a resume and job description or SOQ.

Last, identify the financial systems used for record-keeping and financial management. There are many accounting programs, NetSuite, Sage and QuickBooks to name a few. Identify the system being used and then describe how the system's financial management

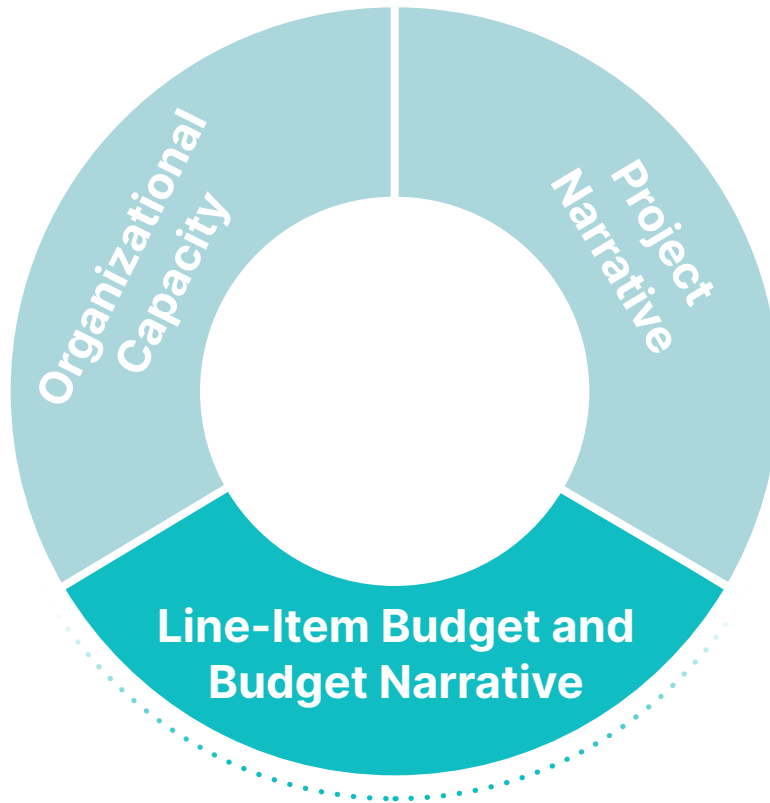
is compliant with the federal regulations through the tracking of expenditures and receivables for each specific grant the tribe or organization is responsible for to show compliance.

EXAMPLE: Financial oversight

The Community & Cultural Services (CCS) department accounting is overseen by Native Nonprofit Inc (NNI). NNI's accounting department handles all accounts receivable and payable transactions, credit card and bank statement reconciliations, cash drawdowns, and federal financial reporting. The CCS's Director meets monthly with the Financial Officer for updates to programs, to verify expenses, and to resolve reconciliation questions. The NNI uses generally accepted accounting principles (GAAP) and has fund accounts set up to differentiate the income and expenditures for all grant accounts. The NNI's policies and procedures align with 2 CFR Part 200 and have been updated to the CFRs for the USDA and HHS funding received. The CCS has also recently updated its financial policies and procedures to meet 2 CFR Part 200. We are ensuring we meet 45 CFR Part 75 to include any differences. The NNI's Accounting Manager has held the position for 15 years and is a CPA. He provides full oversight for the Accounting Department. Under him, there are 3 individuals: Accounts Payable Clerk, an Accounts Receivable Clerk, and an Administrative Assistant. Each of these individuals has been with NNI for over 5 years in their current positions. The job descriptions and resumes can be found in the attachments. Over the last five years, the CCS has had 3 federal grant awards: 1) USDA \$450,000 for a three-year project, 2) NEH \$1.5 million for a four-year project, and 3) NEA \$250,000 for a one-year project. Each of these grants was completed with no carryovers or extensions. The CCS met all the deliverables and exceeded our deliverables on the NEH project by 4%. The CCS complies with required audits and has done independent audits with the NNI annually to ensure we are complying with our policies and procedures. The policy and procedures are updated as needed to ensure the highest level of efficiency and effectiveness.

Activity: Financial Oversight

Briefly describe the financial oversight of federal awards for your tribe or organization:



Chapter 4

Budget

Maximum points: 10
(EMI max points: 10)

Line-item budget and budget narrative (0-10 points)

The line-item budget and budget narrative list the resources and the costs associated with implementing your project. When evaluating these documents, reviewers will assess if the resources identified are adequate to carry out project activities and if the related costs are reasonable. Project costs should be well researched, supported with calculations showing how you arrived at the costs, and include descriptions of how the proposed costs will be used to implement your project. For unique or high-value items, documentation should be included in the attachments to confirm the amount proposed. It should be very clear to the reviewer by the detail provided that your budget and budget justification are not simply a “best guess estimate” of what it will take to complete the project but are, in fact, an accurate reflection of the costs necessary to successfully complete your project.

Line-Item Budget

Reviewers will consider the following when evaluating your line-item budget:

- 19. The application includes a detailed line-item budget with appropriate object class categories for every year of the project, including costs allocated for federal and non-federal shares, and delineates staff by full-time equivalent or percentage of time to the project.**

A separate line-item budget should be provided for each year of your project even if your budget is the same from year to year. If you are proposing a 3-year project, then you should include three individual line-item budgets for each 12-month period. Your line-item budget should be formatted in columns as follows:

Column 1 - Object Class Categories

Object class categories are main budget headings which are further broken down into separate line-item entries. For example, the object class category titled Other might include line-items like computers, printing costs, licenses, local mileage, meeting room space, printers, etc.

Expenses listed under each object class category should reflect costs for just one budget year – not for the entire project period. For example, your Year 1 Budget will list the line-item under Personnel for a Project Director, showing their full-time equivalent percentage and their annual salary for only Year 1. You will then break out a separate budget for each following year in the same manner.

Object Class Categories are:

Personnel

Description: Annual costs of employee salaries and wages. See 45 CFR § 75.430 for more information on allowable personnel costs. Make sure to include their time commitment to the project as a percentage or full-time equivalent (FTE). Do not include the personnel costs of consultants, contractors and subrecipients under this category.

Fringe Benefits

Description: Costs of employee fringe benefits are allowances and services provided by employers to their employees, plus regular salaries and wages. Break down the amount of each benefit (or percentage of total benefits) or note the negotiated fringe benefit rate. For more information on Fringe Benefits please refer to 45 CFR § 75.431. Do not include the fringe benefits of consultants, contractors, and subrecipients.

Typically, fringe benefit amounts are determined by applying a calculated rate for a particular class of employee (full-time or part-time) to the salary and wages requested. Fringe rates are often specified in the approved indirect cost rate agreement. Fringe benefits may be treated as a direct cost or indirect cost in accordance with the applicant's accounting practices. Only fringe benefits as a direct cost should be entered under this category.

+ Long distance
or out-of-state
travel only!

Travel

Description: Costs of project-related travel (i.e., transportation, lodging, subsistence) by employees of the applicant organization who are in travel status on official business. Travel by non-employees such as consultants, contractors or subrecipients should be included under the Other line item. Local travel for employees in nontravel status should be listed on the Other line. Travel costs should be developed in accordance with the applicant's travel policies and 45 CFR § 75.474.

Equipment

Description: "Equipment" means an article of nonexpendable, tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost that equals or exceeds the lesser of: (a) the capitalization level established by the organization for the financial statement purposes, or (b) \$5,000. (Note: Acquisition cost means the net invoice unit price of an item of equipment, including the cost of any modifications, attachments, accessories, or auxiliary apparatus necessary to make it usable for the purpose for which it is acquired. Ancillary charges, such as taxes, duty, protective in-transit insurance, freight, and installation, shall be included in, or excluded from, acquisition cost in accordance with the organization's regular written accounting practices.) See 45 CFR § 75.439 for more information.

Supplies

Description: Costs of all tangible personal property, other than included under the Equipment category. This includes office and other consumable supplies with a per-unit cost of less than \$5,000. See 45 CFR § 75.453 for more information.

Contractual

Description: Cost of all contracts and subawards except for those that belong under other categories such as equipment, supplies, construction, etc. Include third-party evaluation contracts, if applicable, and contract or subawards with secondary recipient organizations (with budget detail), including delegate agencies and specific project(s) and/or businesses to be financed by the applicant. Costs related to individual consultants should be listed on the Other line. Recipients are required to use 45 CFR §§ 75.326-.340 procurement procedures, and subawards are subject to the requirements at 45 CFR §§ 75.351-.353.

Other

Description: Enter the total of all other costs. Such costs, where applicable and appropriate may include, but are not limited to consultant costs, local travel, insurance, food (when allowable), professional service costs (including audit charges), space and equipment rentals, printing and publications, computer use, training costs (such as tuition and stipends), staff development costs, and administrative costs. Please note costs must be allowable per 45 CFR Part 75 Subpart E.

Indirect Costs

Description: Indirect costs are those for a common or joint purpose across more than one project and that cannot be easily separated by project. To charge indirect costs you can select one of two methods:

+ Individual consultants should go under the "Other" category.

Method 1 — Approved rate. You currently have an indirect cost rate approved by your cognizant federal agency.

Method 2 — De minimis rate. Per 45 CFR 75.414(f), if you have never received a negotiated indirect cost rate, you may elect to charge a de minimis rate. If you are awaiting approval of an indirect cost proposal, you may also use the de minimis rate. If you choose this method, costs included in the indirect cost pool must not be charged as direct costs. The de minimis rate is 10% of modified total direct costs (MTDC). See 45 CFR 75.2 for the definition of MTDC. You can use this rate indefinitely.

Program Income

Description: The estimated amount of gross income, if any, expected to be directly generated by or earned from this project. Program income includes, but is not limited to, income from fees for services performed, the use or rental of real or personal property acquired under federally funded projects, the sale of commodities or items fabricated under an award, license fees and royalties on patents and copyrights, and interest on loans made with award funds. See 45 CFR § 75.307 for more information.

ANA always uses the addition method for program income. Program income must be expended during the project prior to expending Federal funds. There are no Federal requirements governing the disposition of income earned after the end of the period of performance for the Federal award unless the Federal awarding agency regulations or the terms and conditions of the Federal award provide otherwise.

Column 2 – Federal share

This column contains the costs requested from ANA. As you work on your budget, make sure that your Federal share for each year does not exceed the ceiling amount of \$300,000/year. Requesting more than the ceiling is a disqualification factor.

Column 3 – Match (Cost share)

ANA requires that 20% of the total project cost be contributed to the project by the applicant or applicant’s partners as cost share. When calculating the cost share portion of your budget, it is important to note that it is not the same as 20% of the Federal share. See the graphic below for calculating the Match contribution:

Calculating Cost Share (20% of Total Project Cost)			
Method 1 (Start with the Federal Share)		Method 2 (Start with the Project Cost)	
Step 1:		Step 1:	
Federal Share	\$300,000	Total Project Cost	\$250,000
divided by 4	÷4	divided by 5	÷5
Cost Share	\$75,000	Cost Share	\$50,000
Step 2:		Step 2:	
Federal Share	\$300,000	Total Project Cost	\$250,000
+ Cost Share	+ \$75,000	- Cost Share	- \$50,000
Total Project Cost	\$375,000	Federal Share	\$200,000
Check Your Math:		Check Your Math:	
Total Project Cost	\$375,000	Total Project Cost	\$250,000
x 20%	x .20	x 20%	x .20
Cost Share	\$75,000	Cost Share	\$50,000

You can meet the Match requirement through any combination of:

- In-kind (non-cash) contributions from partners or other third parties
- Cash contributed by your organization
- Cash contributed by partners or other third parties

The cost share should be documented by the entity providing it and could be in the form of a Tribal Council resolution, a nonprofit board resolution, a Memorandum of Agreement by a partnering organization, or a commitment letter. Include the signed documentation that clearly states the dollar amount of the commitment in your application attachments.

Column 4 – Total Project Cost

We recommend that you include a fourth column showing the total project cost calculation based on the Federal share and the Match (cost share) columns.

How to Build Your Budget

Creating your budget requires time and research. To start the process, check to see if your organization has had prior ANA awards or received grants from other funders. Looking back at prior projects and their budgets is a good way to get a start on creating your budget.

You may need help from your accounting department or an accountant. You will also need their input for the costs of employee salaries, fringe benefits, and the indirect cost rate (if applicable).

As stated in the Overview, your costs should not be “best guess estimates.” Research project costs and keep a working file of backup documentation to support those costs. If you need a specific piece of equipment, seek out vendors or use the internet to find the cost for the exact model that you need for the project. Provide a copy of the vendor quote or internet page in the attachments of your application so that the reviewers can verify that the cost presented is accurate. If your project requires consultants, make sure to get a proposal from them that states their hourly rate, the number of hours they will provide, and exactly what services they will provide. That proposal, often a Statement of Work, should be included in your application attachments. While you do not need to provide documentation for every cost, do provide backup for any unique and/or expensive items.

+ Costs may differ by state and project location. Communicate local cost factors, like limited regional vendors and high shipping costs.

As you enter costs in your budget, they should be identified as either Federal share, Match (cost share) or a combination of both. For example, if you have determined that you will need \$3,750 for printing costs in the first year of the project, you might budget for \$2,000 as a federal request and \$1,750 to be provided as cost share by your organization.

While most costs are dictated by your project’s scope, ANA does require travel costs for the Post Award Training and the Annual Grant Recipient Meeting to be included in the budget. ANA no longer provides a set amount to budget for these events, so use your organization’s travel policy to determine the costs for airfare, lodging, per diem, ground transportation, etc. There are several things to keep in mind when calculating these costs:

Post-Award Training

- This is a required 2-day meeting held in Year 1 only
- Both the PI/PD and the finance person responsible for financial reporting are required to attend

- Native Language recipients attend a national training in the first quarter of the project
- SEDS and ERE recipients will attend regional trainings that are typically as follows:
 - » Alaska Post-Award Training is usually held in Anchorage
 - » Pacific Post-Award Training is usually held in Honolulu
 - » Western Post-Award Training is usually held in Phoenix
 - » Eastern Post-Award Training is usually held in Washington, D.C.

Annual Grant Recipient Meeting

- This is a required 3-day meeting each year of the project
- Two project staff must attend, usually the PI/PD and another staff person (the finance person is not required)
- Usually held in Washington, D.C., each project year. Budget accordingly.

Upon completion of the line-item budget, have another team member or the accounting department review the figures for accuracy. Once you've verified that your budget is correct, you can start creating your budget narrative.

Allowable Costs

45 CFR Part 75 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Department of Health and Human Services (HHS) Awards details the costs that are allowable, unallowable, and allowable with approval. The cost principles that provide specific information on each of the selected items of cost can be found in 45 CFR Parts 75.421 through 75.475. In addition, there are certain costs that ANA will not fund. Unallowable costs include:

- Organized fundraising, including financial campaigns, endowment drives, solicitation of gifts and bequests, and similar expenses incurred solely to raise capital or obtain contributions.
- Reimbursement of pre-award costs.
- Construction.
- Activities that qualify as major renovations and alterations.
- The purchase of real property; and
- Activities in support of any foreseeable litigation against the U.S. government that is unallowable under the Cost Principles in 45 CFR Part 75.

A chart summarizing Allowable Costs under 45 CFR Part 75 is provided in Appendix D of this manual. Appendix E contains a summary of 45 CFR Part 75.

We highly recommend creating your budget using a spreadsheet to ensure cost calculations are correct. ANA has Excel budget templates available in the [Application Toolkit](#) on the ANA website. These templates are also available at the Regional TTA Centers (contact information is at the beginning of the manual and on the back cover). While use of these templates is not required, they are helpful. If you would rather create your own budget, make sure to structure it in the required format (see pg. 82) and double-check to ensure the math is correct.

Standard Form 424-A

Once you have completed your budget, use the dollar amounts from year 1 to complete the SF-424A. ANA has specific requirements for completing this form; refer to see pg. 133 of this manual for detailed instructions.

The following is an example of a detailed line-item budget and its associated SF424A.

Native Non-Profit, Inc. (NNI)			
BUDGET YEAR ONE			
CATEGORY/ITEM DESCRIPTION	Federal Share	Cost-Share	Total
PERSONNEL	Full and Part time employees only		
Project Director 100%	55,000	-	55,000
Project Specialist 1 75%	30,000	-	30,000
Project Specialist 2 75%	30,000	-	30,000
Elders' Coordinator 80%	-	24,000	24,000
Administrative Director of Services 10%	6,500	-	6,500
Administrative Assistant 10%	4,500		4,500
Project Secretary 10%	3,744		3,744
TOTAL PERSONNEL	\$129,744	\$24,000	\$153,744
FRINGE BENEFITS	Benefits for full and part-time employees, individual rate may differ		
FICA @ 7.65%	9,925	1,836	11,761
SUTA @ 3.7%	1,545	333	1,878
Health Insurance @ 5%	6,487	1,200	7,687
Disability @ .71%	921	170	1,091
Workman's Comp. @ .45%	584	108	692
TOTAL FRINGE BENEFITS	\$19,462	\$3,647	\$23,109
TRAVEL	Employee/staff overnight travel only, not for local mileage		
Post Award Training - 2 people	3,391	-	3,391
ANA Grantee Meeting - 2 people	4,623	-	4,623
TOTAL TRAVEL	\$8,014	\$-	\$8,014
EQUIPMENT	Usable life of a year and unit capital cost in excess of \$5,000		
Vans \$6429 X 2		12,856	12,856
TOTAL EQUIPMENT	\$-	\$12,856	\$12,856
SUPPLIES	Less than \$5,000 per unit		
Office Supplies - \$10,000 @ 10%	1,000		1,000
TOTAL SUPPLIES	\$1,000	\$-	\$1,000

CONTRACTUAL	Generally for contracts that require a formal bidding process		
N/A	-	-	-
TOTAL CONTRACTUAL	\$-	\$-	\$-
OTHER	All other costs not list in categories above		
Laptop Computer X 2	2,000	-	2,000
Speaker Series - 12 events@ \$200/ea.	2,400	-	2,400
Art/Cooking Instructor - 48 classes @ \$90/ea.	4,320	-	4,320
Art/Cooking Supplies for 12 mod	9,600	-	9,600
Elder/Youth Storyteller	-	900	900
Food	2,400	960	3,360
Social Room Rental	600	600	1,200
Cultural Foods	1,800	-	1,800
Social Singers	1,000	1,000	2,000
Room Rental	1,600	5,120	6,720
Computer Classes - 6 sessions	-	780	780
Computer Class - 1 tablet	-	350	350
Racial Healing Circle	-	6,000	6,000
Independent Audit	1,100	-	1,100
IT Consultant	2,000	-	2,000
Local Travel	1,198	-	1,198
Printing and Advertising	1,300	-	1,300
Rent	10,440	-	10,440
Utilities	1,100	-	1,100
Telephone	2,200	-	2,200
TOTAL OTHER	\$45,058	\$15,710	\$60,768
DIRECT COST TOTAL	\$203,278.00	\$56,213.00	\$259,491.00
Indirect Charges - 10% De minimis rate	\$21,563.00	\$-	\$21,563.00
TOTAL PROJECT COST YEAR 1	\$224,841.00	\$56,213.00	\$281,054.00

BUDGET INFORMATION - Non-Construction Programs

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		Total (g)
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	
1. SEDS - Federal	93.612	\$	\$	224,841.00	\$	224,841.00
2. SEDS - Match	93.612				56,213.00	56,213.00
3.						
4.						
5. Totals		\$	\$	224,841.00	\$	281,054.00

SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1) SEDS - Federal	(2) SEDS - Match	(3)	(4)	
a. Personnel	\$ 129,744.00	\$ 24,000.00	\$	\$	\$ 153,744.00
b. Fringe Benefits	19,462.00	3,647.00			23,109.00
c. Travel	8,014.00				8,014.00
d. Equipment		12,856.00			12,856.00
e. Supplies	1,000.00				1,000.00
f. Contractual					
g. Construction					
h. Other	45,058.00	15,710.00			60,768.00
i. Total Direct Charges (sum of 6a-6h)	203,278.00	56,213.00			259,491.00
j. Indirect Charges	21,563.00				21,563.00
k. TOTALS (sum of 6i and 6j)	\$ 224,841.00	\$ 56,213.00	\$	\$	\$ 281,054.00
7. Program Income	\$	\$	\$	\$	\$

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Standard Form 424A (Rev. 7-97)
Prescribed by OMB (Circular A-102) Page 1A

SECTION C - NON-FEDERAL RESOURCES				
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) TOTALS
8. SEDS - Federal	\$	\$	\$	\$
9. SEDS - Match	56,213.00			56,213.00
10.				
11.				
12. TOTAL (sum of lines 8-11)	\$	\$	\$	\$ 56,213.00

SECTION D - FORECASTED CASH NEEDS				
Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ 224,841.00	\$ 45,000.00	\$ 59,947.00	\$ 59,947.00
14. Non-Federal	\$ 56,213.00	\$ 12,000.00	\$ 14,738.00	\$ 14,738.00
15. TOTAL (sum of lines 13 and 14)	\$ 281,054.00	\$ 57,000.00	\$ 74,685.00	\$ 74,685.00

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT				
(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
	(b) First	(c) Second	(d) Third	(e) Fourth
16. SEDS - Federal	\$ 286,325.00	\$ 291,627.00	\$	\$
17. SEDS - Match				
18.				
19.				
20. TOTAL (sum of lines 16 - 19)	\$ 286,325.00	\$ 291,627.00	\$	\$

SECTION F - OTHER BUDGET INFORMATION	
21. Direct Charges:	
22. Indirect Charges:	
23. Remarks:	

Budget Narrative

The budget narrative provides information for the reviewer on exactly how you arrived at the line-item budget costs and briefly explains why they are necessary for the project. You should provide a budget narrative for each annual budget that includes math formulas to show how you calculated costs. Reviewers will use the following to evaluate your budget narrative:

- 20. The application includes a budget narrative for every year of the project. The budget narrative provides a breakdown of how all costs are calculated for each entry in the line-item budget and includes a basis for estimated costs, such as equipment, personnel, and travel. Vendor quotes should be provided for equipment over \$5,000.**

How to Justify Costs in each Object Class Category

Personnel

For each salaried position provide: the name of the individual (if known), their title; time commitment to the project in months; time commitment to the project as a percentage or full-time equivalence (FTE); annual salary; grant salary; wage rates; etc. Provide a brief description of their project responsibilities. Identify the project director or principal investigator if known at the time of application.

Fringe Benefits

Provide a breakdown of the amounts and percentages that comprise fringe benefit costs such as health insurance, Federal Insurance Contributions Act (FICA) taxes, retirement, taxes, etc.

Travel

For each trip show: the total number of travelers; travel destination; duration of trip; per diem; mileage allowances, if privately owned vehicles will be used to travel out of town; and other transportation costs and subsistence allowances. Travel costs for key project staff to attend ACF-sponsored workshops/conferences/recipient orientations should be detailed in the budget justification. This category is for

salaried staff only, usually for overnight and out-of-state travel only. Consultant and local travel costs would go under "Other."

Equipment

For each type of equipment requested, provide: a description of the equipment; the cost per unit (over \$5,000); the number of units; the total cost; and a plan for use on the project; as well as use and/or disposition of the equipment after the project ends. Include a cost quote or other documentation that shows the cost in your attachments.

Supplies

Specify general categories of supplies and their costs. Show computations and provide other information that supports the amount requested.

Contractual

Demonstrate that all procurement transactions will be conducted in a manner to provide, to the maximum extent practical, open and free competition. Applicants must justify any anticipated procurement action that is expected to be awarded without competition and exceeds the simplified acquisition threshold stated in Office of Management and Budget (OMB) Memorandum M-18-18: Implementing Statutory Change to the Micro-Purchase and the Simplified Acquisition Thresholds for Financial Assistance and 48 CFR Subpart 2.1 (when amended accordingly). Recipients may be required to make pre-award review and procurement documents, such as requests for proposals or invitations for bids, independent cost estimates, etc., available to ACF.

Indicate whether the proposed agreement qualified as a subaward or contract in accordance with 45 CFR § 75.351. Provide the name of the contractor/subrecipient (if known), a description of anticipated services, a justification for why they are necessary, a breakdown of estimated costs, and an explanation of the selection process. In addition, for subawards, the applicant must provide a detailed budget and budget narrative for each subaward, by entity name, along with

the same justifications referred to in these budget and budget justification instructions.

Other

Provide a breakdown of costs, computations, a narrative description, and a justification for each cost under this category.

Indirect Costs

If you have an approved indirect cost rate, indicate the percentage and include a copy of the agreement in the attachments. If you are using the de minimis rate of 10%, indicate that you are using 10% of modified total direct costs.

Program Income

Describe the nature, source and anticipated use of program income in the budget or refer to pages in the application that contain this information.

Supporting documentation is a key factor for evaluating your budget. Make sure to include the following as application attachments:

- Tribal or board resolution, or a letter, identifying the source(s) and amount of your cost share.
- Cost quotes, vendor quotes or internet pricing for any items over \$5,000. Also include cost back-up information if you are purchasing a unique item.
- Consultant cost quotes indicating the services they will provide, and their costs for those services broken down by hourly rate and number of hours.

The following is an example of a detailed budget narrative. We highly recommend that you follow this format when preparing your budget narrative.

Sample Budget Narrative

Native Non-Profit, Inc. (NNI)			
BUDGET JUSTIFICATION YEAR ONE			
CATEGORY/ITEM DESCRIPTION	CALCULATION AND JUSTIFICATION	Federal Share	Cost-Share
PERSONNEL	Explain calculation of salary for each position and position project responsibility	\$129,744	\$24,000
Project Director 100%	1 FTE @ \$55,000/year - Responsible for overall management and execution of project. Interviewing, selecting staff, overseeing staff, monitoring the budget, community engagement and outreach, and being responsive to all aspects of programming.	\$55,000	\$-
Project Specialist 1 75%	\$40,000/year X .75 = \$30,000. Responsible for immersing the community with cultural programming, planning, scheduling, program facilitation, contacting speakers and instructors, and program set-up.	\$30,000	\$-
Project Specialist 2 75%	\$40,000/year X .75 = \$30,000. Responsible for immersing the community with cultural programming, planning, scheduling, program facilitation, contacting speakers and instructors, and program set-up.	\$30,000	\$-
Elders' Coordinator 80%	\$30,000/year X .8 = \$24,000. Responsible for elder engagement, recruitment, transporting to programs, and assisting in programming.	\$-	\$24,000
Administrative Director of Services 10%	\$65,000/year X .10 = \$6,500. Responsible for interviewing and selection of staff, monthly supervision of project, and reviewing reports prior to submission.	\$6,500	\$-
Administrative Assistant 10%	\$45,000/year X .10 = \$4,500. Responsible for posting, conducting background checks of staff, tracking inventory, and purchasing project items.	\$4,500	\$-
Project Secretary 10%	\$37,440 X .10 = \$3,744. Responsible for scheduling, ordering program supplies, copying, correspondence with program participants.	\$3,744	\$-
FRINGE BENEFITS	Describe the benefits given and differences based on type of employee	\$19,462	\$3,647
FICA @ 7.65%	Social Security and Medicare calculated @ 7.65%. \$129,744 X .0765 = \$9925 (FED). \$24,000 X .0765 = \$1836 (NFS)	\$9,925	\$1,836
SUTA @ 3.7%	State Unemployment Tax @ 3.7%. FED based on taxable wage base of \$41,744 X .037 = \$1545. NFS based on taxable wage base of \$9,000 X .037 = \$333	\$1,545	\$333
Health Insurance @ 5%	Health insurance calculated at 5% of annual salaries. \$129,744 X .05 = \$6,487 (FED). \$24,000 X .05 = \$1,200 (NFS)	\$6,487	\$1,200

Disability @ .71%	Calculated at \$129,744 X .0071 = \$921 (FED) \$24,000 X .0071 = \$170 (NFS)	\$921	\$170
Workman's Comp. @ .55%	Calculated based on \$100 of payroll. \$129,744/\$100 = \$1297 X .45 = \$584 (FED). \$24,000/\$100 = \$240 @ .45 = \$108 (NFS)	\$584	\$108
TRAVEL	Describe employee travel	\$8,014	\$-
Post Award Training - 2 people	Costs for 2 to travel to Washington, DC in January for 2-day training. Cost per person: Airfare at \$600. Lodging at \$193/night + \$20/tax X 3 nights = \$639. Per diem is \$59.25 + \$79 + \$79 + \$59.25 = \$276.50. Airport parking = \$20/day X 4 days = \$80. Ground transportation \$100 for taxis/Ubers. Total per person \$1,695.50 X 2 people = \$3,391.	\$3,391	\$-
ANA Grantee Meeting - 2 people	Costs for 2 to travel to Washington, DC in March for 3 day meeting. Cost per person: Airfare at \$600. Lodging at \$258/night + \$26/tax X 4 nights = \$1136. Per diem is \$59.25 + \$79 + \$79 + \$59.25 = \$355.50. Airport parking = \$20/day X 5 days = \$100. Ground transportation \$120 for taxis/Ubers. Total per person \$2,311.50 X 2 people = \$4623.	\$4,623	\$-
EQUIPMENT	Describe equipment and need by project	\$-	\$12,856
Vans \$6429 X 2	Van use for participant transportation. Original cost of each van was \$45,000 divided by 7-year estimated use for life of 2 vans. Covers cost of gas, maintenance, tires and wear and tear on vehicles. NFS	\$-	\$12,856
SUPPLIES	Describe supplies to be purchase and need by project	\$1,000	\$-
Office Supplies - \$10,000 @ 10%	Office supplies @ 10% of \$10,000 = \$1000. Supplies include, paper, envelopes, pens, paper clips, file folders, toner, USB drives.	\$1,000	\$-
CONTRACTUAL	For large contract item not for lesser professional services	\$-	\$-
N/A	No contractual costs required.		
OTHER	Describe calculation of cost and why the item is needed	\$45,058	\$15,710
Laptop Computer X 2	2 laptops @ \$1000/laptop = \$2000. For use by 2 project specialists.	\$2,000	\$-
Speaker Series - 12 events @ \$200/ea.	Stipends for speakers in year 1. 12 events @ \$200/event = \$2,400.	\$2,400	\$-
Art/Cooking Instructor - 48 classes @ \$90/ea.	Stipend for Art/Cooking Instructors. Instructors are paid \$30/hour for each 3 hour session = \$90. 48 classes X \$90 = \$4320	\$4,320	\$-
Art/Cooking Supplies for 12 mod	Supplies for art and cooking classes: beads, thread, needles, material, corn husks, basket making materials, cannint jars, fruits, vegetables, drum making supplies, paint, cooking supplies. 20 participants @ \$40/person per module = \$800 X 12 modules = \$9,600	\$9,600	\$-
Elder/Youth Storyteller	Elder/Youth Information Exchange sessions will be held twice a month. Will include a storyteller every other month. Storyteller stipend is \$150/session X 6 sessions = \$900.	\$-	\$900

Food	Healthy meals and drinks for Speaker Series, Art Classes and Elder/Youth Information Sessions. 84 events X \$40/session = \$3,360. \$2400/FED and \$960/NFS	\$2,400	\$960
Social Room Rental	Community socials will be held 4 times/year at 4 different locations. Room rental is \$300/event X 4 events + \$1,200. \$600/FED and \$600/NFS	\$600	\$600
Cultural Foods	Cultural foods for the 4 community social events. Traditional foods including fry bread for 300 people is estimated at \$450/event. \$450 X 4 events = \$1,800	\$1,800	\$-
Social Singers	Singers will be at all 4 community socials. Singers will be given a stipend of \$500/event. \$500 X 4 events = \$2000. \$1000/FED and \$1000/NFS	\$1,000	\$1,000
Room Rental	Room rental for Speaker Series, Cultural Arts/Cooking classes and Elder/Youth Information Exchange events. Charged at \$80/event X 84 = \$6720. \$1600/FED and \$5,120 NFS	\$1,600	\$5,120
Computer Classes - 6 sessions	6 educational sessions for Elders and Youth to learn how to use technology. 6 sessions @ \$130/session = \$780	\$-	\$780
Computer Class - 1 tablet	One Elder will be awarded a laptop for attendance.	\$-	\$350
Racial Healing Circle	Racial Healing Circle events will develop greater levels of respect, understanding, support, and recognition for all those who were and continue to be impacted by historical and continuing challenges. 4 events @ \$1,450/event = \$5,800	\$-	\$6,000
Independent Audit	A-133 and audit will be completed for this project. 10 hours @ \$110/hour = \$1,100.	\$1,100	\$-
IT Consultant	IT consultant is contracted to handle all technology equipment issues to program laptops and their connection to main server. Annual contract for organization is \$20,000 X 10% for project = \$2,000.	\$2,000	\$-
Local Travel	Mileage for staff to travel to local communities and event locations. 4 events X 147 miles round trip. 4 events X 300 miles round trip. 1,788 miles total at .67/mile = \$1198.	\$1,198	\$-
Printing and Advertising	Annual costs for Printing and Advertising is \$13,000. Project will be charged 10% for a total of \$1,300.	\$1,300	\$-
Rent	Cost for rent is \$104,400/year. Project will be charged 10% for a total of \$10,440.	\$10,440	\$-
Utilities	Cost for utilities is \$11,000/year. Project will be charged 10% for a total of \$1,100.	\$1,100	\$-
Telephone	Costs for telephone (cellular), hot spots and WIFI is \$22,000/year. Project will be charged 10% for a total of \$2,200.	\$2,200	\$-
INDIRECT COST @ 10%	Modified total direct cost of \$215,635 X 10% de minimis rate = \$21,563	\$21,563	\$-

The final assessment that reviewers will make to score your budget and budget narrative is the following:

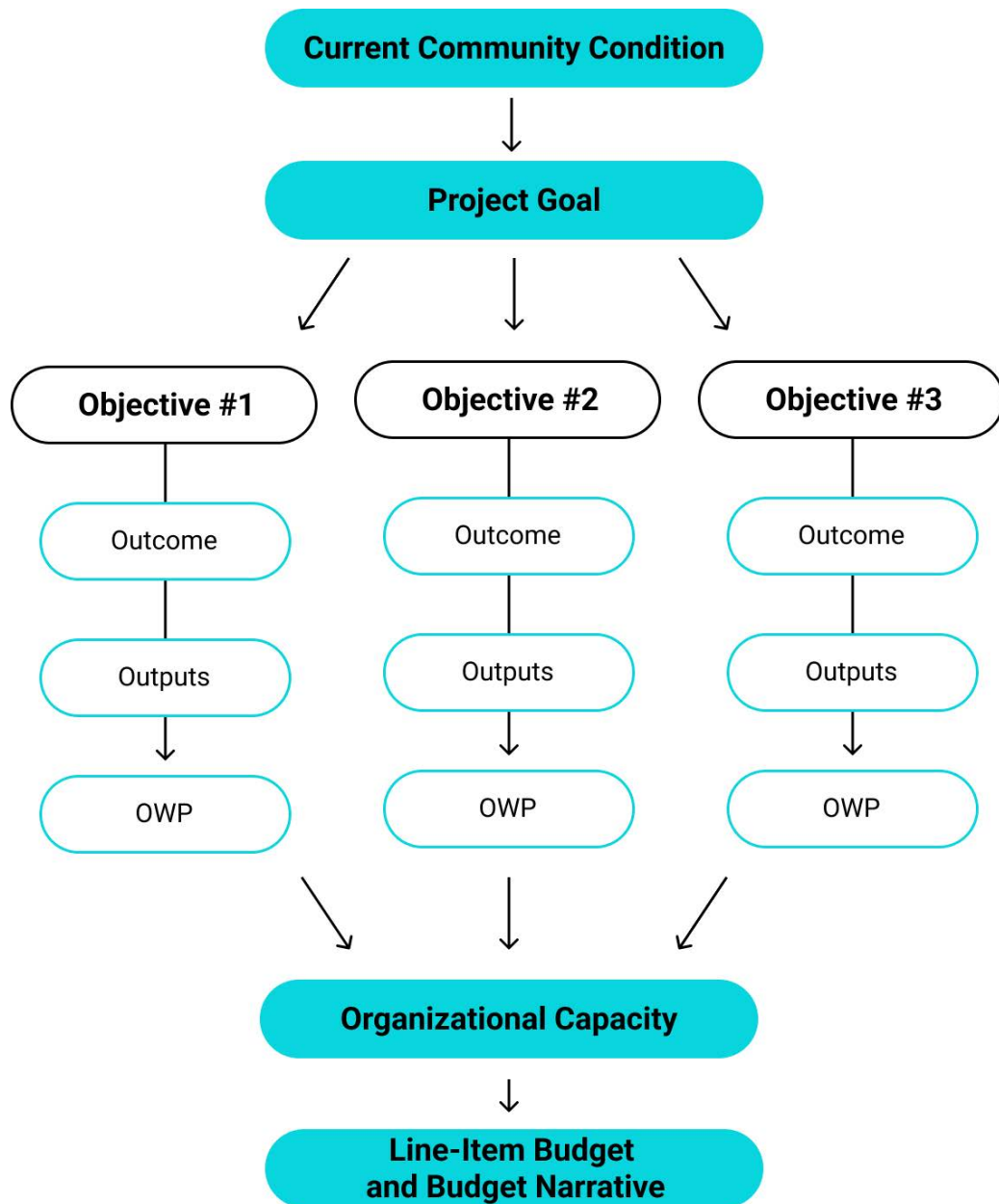
21. The expenditures listed in the line-item budget and budget narrative align with the implementation plan and OWP.

When you are creating your budget, the costs included should be referenced in your project implementation plan and in your OWP to be fully justified. Reviewers should not be surprised with the inclusion of costs that were not previously noted in your application.

We suggest that you use your completed OWP or project implementation plan to help you identify budget items. What will you need to purchase or pay for in order to accomplish each of your project activities? If you missed an item, go back and either revise your budget or your implementation plan and OWP to include the omitted item.

ANA Application Development Workflow

By completing the lessons and activities on the previous pages, you've successfully learned how to address each evaluation criterion in ANA's NOFOs and develop a strong ANA grant application. The following illustration summarizes what you've learned in one handy conceptual map.



Current Community Condition: What is the one barrier impacting your community that the project will address?

Project Goal: How will your project reduce or remove the barrier described in the Current Community Condition?

Objectives: What achievable, measurable objectives will your project accomplish to move you to achieving your Project Goal?

Outcomes: How will achieving each Objective improve the lives of community members?

Outputs: What kind of tangible products or services will result from completion of project activities?

Objective Work Plan: What are the milestone activities you will undertake to achieve the objective? Who will do each, and when?

Organizational Capacity: What staff do you need to carry out the project, supervise staff and partners, manage finances, and oversee the grant? What kind of experience does your organization have managing public grants and following standard policies and procedures?

Line-Item Budget and Budget Narrative: What are the costs required to complete your activities? How did you calculate each cost and why is it necessary for the project?



Chapter 5

Submitting Your Application

Application checklist

Make sure that you have everything you need to apply:

Component	How to Upload	Included in page limit?
<input type="checkbox"/> <u>Project summary</u>	Use the Project Abstract Summary Form.	No
<input type="checkbox"/> <u>Project narrative</u>	Use the Project Narrative Attachment form.	Yes
<input type="checkbox"/> <u>Line-item budget and budget narrative</u>	Use the Budget Narrative Attachment form.	Yes
<u>Attachments</u>	Insert each in a single Other Attachments form.	
<input type="checkbox"/> Indirect Cost Agreement, if applicable		Yes
<input type="checkbox"/> Proof of nonprofit status, if applicable		Yes
<input type="checkbox"/> Governing body documentation	Not required at the time of application. Due prior to award.	Yes
<input type="checkbox"/> Assurance of community representation on board of directors, if applicable		Yes
<input type="checkbox"/> Language Nest Certification (EMI applicants only)		Yes
<input type="checkbox"/> Letters of support and letters of commitment		Yes
<input type="checkbox"/> Maintenance of effort certification		Yes
<input type="checkbox"/> Other attachments		Yes
<u>Standard forms</u>	Upload using each required form.	
<input type="checkbox"/> Application for Federal Assistance (SF-424)		No
<input type="checkbox"/> Budget Information for Non-Construction Programs (SF-424A)		No
<input type="checkbox"/> Disclosure of Lobbying Activities (SF-LLL)		No
<input type="checkbox"/> Assurances for Non-Construction Programs (SF-424B)		No
<input type="checkbox"/> Grants.gov Lobbying Form		No
<input type="checkbox"/> Project/Performance Site Location(s) (SF-P/PSL)		No
<input type="checkbox"/> Objective work plan (OWP)		No

Write the Project Summary

Now that the application has been developed and all the criteria addressed, compose your project summary.

The project summary is an overview of the application. It provides a succinct, one-page description of the project and should not cross-reference other parts of the application. The summary should be single-spaced, in Times New Roman 12-point font, and must include:

+ The Application Toolkit on the [ANA Applicant Resources](#) webpage includes a handy template you can use to format your one-page Project Summary.

- At the top: the project title, applicant name, address, phone numbers, email addresses, and, if applicable, website URL
- A brief description of the project, including the needs and population you will address and your proposed services

Getting Your Application Package Together

A competitive proposal requires the applicant to be as organized and thorough as possible. A well-organized application will assist reviewers in locating and evaluating key information during the merit review process. The ANA application has specific formatting requirements for both electronic and print copy submission. ANA staff will review the application formatting prior to merit review for compliance purposes.

Application Format and Page Limitations

ANA has established a total page limit of 100 pages for applications submitted in response to the NOFOs. That page limitation excludes the required forms (including the MS Word or PDF version of the OWP), one-page project summary, assurances, and certifications listed in Step 3 of the NOFO. The checklist on the previous page of this manual lists each application component exempt from the page limitation. All other items are included in the page limit.

Applications must follow specific, required formatting guidelines:

- **Page:** 8.5 inches x 11 inches (letter) page size. 1-inch margins all around.
- **Fonts:** Times New Roman, 12-point font. (Footnotes and text in tables and graphics may be set in 10-point font).
- **Line Spacing:** The project narrative must be double-spaced. The table of contents and project summary must be single-spaced. The line-item budget, budget narrative, and attachments, as well as tables and footnotes throughout, may be single-spaced.

Pages in excess of the 100-page limit will be removed in initial review and will not be considered in the merit review scoring process. Additionally, ANA will use a formula to determine the adjusted page count for applications with fonts, margins, or line spacing that are too small. Blurred or illegible pages will also be cut.

+ Use your page count wisely! Consider what is essential to communicate your project effectively, and cut the fluff.

Application Components

While applicants may seek exemptions to apply by paper (see pg. 143), ANA prefers applicants to submit their applications electronically via Grants.gov.

While each application component may be uploaded separately to the Grants.gov Workspace application system, doing so may cause components to be delivered to reviewers in a randomized order. Therefore, it is highly recommended that applicants consolidate components into a few PDF documents to preserve your intended formatting and to keep the page order aligned with your table of contents.

The following list includes all required components of the application. Components have been grouped to suggest how you might order and consolidate documents before uploading to the Grants.gov Workspace application portal.

Upload to the **Project Abstract Form**:

- **Project summary:** Use the template available in the [Application Toolkit](#) to create your one-page summary of the project (see pg. 108). Save the file or export to PDF, and upload.

Consolidate the following documents into one PDF, in your intended order and upload to the **Project Narrative Attachment Form** (“Mandatory Project Narrative File” field):

- **Table of contents:** At the beginning of your application, include a table of contents that guides a reader through the contents of files in your application.

- **Project narrative:** This critical section of your application is where you will describe your project in detail, conveying strategies for achieving intended objectives and outcomes. Reviewers will read through and score this narrative against the review criteria. By formatting the narrative to follow the sequential order of numbered elements in the review criteria, applicants make it easier for panel reviewers to follow along and evaluate the narrative. See Chapters 2 of this manual for strategies on how to address the review criteria effectively.
 - » Introduction
 - » Current community condition
 - » Project goal
 - » Objectives
 - » Project implementation plan
 - » Community-based strategy
 - » Population to be served
 - » Outcomes

- **Organizational capacity:** This section addresses review criterion 2 and should be included in the narrative document.
 - » Data management plan
 - » Staffing plan
 - » Partnerships and consultants
 - » Oversight plan

Fill out online, or upload to the Project Narrative Attachments Form

- **Objective work plan:** The OWP may be prepared in one of two ways: (1) using the online standard form embedded in the Grants.gov Workspace portal, or (2) using a Word document template available in the ANA Application Toolkit and uploaded to the “Optional Project Narrative Files(s)” upload field in Grants.gov Workspace. See pg. 56 of this manual for details on preparing an effective OWP.

Upload to the Budget Narrative Attachment Form

- **Line-item budget and budget narrative:** Often prepared in Excel or spreadsheet format, the budget lists costs that are essential to the project and justifies the calculation and necessity of each cost item. The line-item budget and budget narrative may be combined into a single spreadsheet or prepared as two separate but complementary documents. ANA recommends using the Budget Template available in the online ANA Application Toolkit. See Chapter 4 of this manual for how to address the budget review criteria effectively.

+ We highly recommend that you convert all spreadsheets into PDF documents prior to upload to avoid any attachment errors!

Consolidate into one PDF, in your intended order, and upload to the Other Attachments Form

- **Assurance of community representation on the board of directors:** Federally- or state-recognized tribes, Alaska Native village governments, and public government agencies in the US territories are not required to submit this document. **All other applicants must submit this documentation to be considered for review.**



Very often **applications are disqualified because they failed to include the assurance of community representation on the board of directors**, which is required for all Native nonprofit organizations. The [Application Toolkit](#) provides a handy template you can use to format this required assurance.

- **EMI Language Nest Certification:** Required of EMI applicants only. All EMI applicants must submit an official document that certifies your organization has at least three years of experience operating and administering a Native American language survival school, a Native American language nest, or an educational program in which instruction is through Native American language immersion. **ANA will not fund EMI applications that do not include this certification.** See pg. 23 of this manual for details.
- **Indirect cost rate agreement:** If applicable, attach evidence of your negotiated indirect cost rate agreement approved by your cognizant federal agency. (Not applicable if you claim the de minimis rate or are not claiming indirect costs).
- **Proof of nonprofit status, if applicable**
- **Governing body documentation:** Written formal board resolutions, meeting minutes from the governing body, and/or letters from the authorizing official reflecting approval of the project and the submission of the ANA grant application. This required document is typically included on organizational letterhead.
- **Letters of commitment and letters of support:** Often included on partner organization's letterhead and signed by a partner representative, letters are exempt from formatting requirements but are counted toward the page limit.
- **Maintenance of effort (MOE) certification:** This certification uses standardized verbiage and must be included and signed by an Authorizing Official. See the Application Toolkit on [the ANA Applicant Resources webpage](#) for a handy one-page MOE template.
- **Other attachments, as needed.** Consider labeling attachments consistent with how they are referenced in your table of contents and narrative.

Standard Forms, **filled out online in Grants.gov Workspace**

- **Application for Federal Assistance (SF-424):** This form will ask you to provide contact info for (1) a person to be contacted on matters involving the application, and (2) an authorized representative of the applicant organization. Make sure that in the days and months after the application's submission, both individuals regularly check their emails and answer phone calls, as ANA may reach out for more information or negotiate pre-award terms. (See pg. 132 in this manual for additional details about filling out the SF-424)
- **Budget Information for Non-Construction Programs (SF-424A):** (See pg. 133 in this manual for additional details about filling out the SF-424A)



Prepare the SF-424 and SF-424A after you have completed your project budget so that they reflect consistent budget totals and sub-totals. **These documents are not scored elements and do not replace the required line-item budget and budget justification.**

- **Disclosure of Lobbying Activities (SF-LLL):** If applicable.
- **Assurances for Non-Construction Programs (SF-424B):** Read, acknowledge, and sign online.
- **Grants.gov Lobbying Form:** Submitted with the application or before award.
- **Project/Performance Site Location(s) (SF-P/PSL):** Cite your primary location and up to 29 additional performance sites.

Submitting an Electronic Application

Submitting an Electronic Application

Every applicant is required to submit their ANA application electronically, via the Grants.gov Workspace system. Waivers to submit by paper can be requested under certain circumstances (see pg. 143).

In order to submit your application successfully and be determined eligible for an ANA grant, there are several federal government online systems you'll need to access to ensure your organization is properly registered and compliant. This takes time. Without starting early, you may find yourself up against the grant submission deadline unable to submit your application.

This section covers all of the steps you'll need to undertake in order to submit a grant application to ANA successfully. Additional guidance can be found in the "Help" section of each government website mentioned below.

1. Create an account in Login.gov.

You will need to first set up a [Login.gov account](#), "the public's one account for government." Go to the Login.gov Create an Account page and follow the step-by-step instructions for the "Individual" option. You will need to provide three main pieces of information:

- *Email Address:* Provide a personal rather than work email address. Your Login.gov account identifies you as an individual and can be associated with multiple organizations.
- *Secure Password:* At least 12 characters and no commonly used words or phrases.
- *Authentication Method:* Methods include an authentication app and SMS text.

+ Completing your SAM.gov registration is required and **can take up to 3 weeks!** Plan accordingly.

2. Get a UEI and register for SAM.gov.

On April 4, 2022, the federal government began using the Unique Entity ID (UEI), a 12-digit alphanumeric code that identifies and verifies individual entities, like nonprofits and tribes. UEIs are assigned in the SAM.gov system.

To be eligible to receive an ANA grant award, all recipients must be registered in the System for Awards Management (SAM.gov), with Active registration status and an assigned UEI.

Before starting a new registration, do a search to see if your organization is already registered in SAM. Visit <https://www.sam.gov>, and log in to your SAM user account using your Login.gov credentials (users must be logged in to search Entity Registrations in SAM). Next, click the “Search” tab, and search for both “Active” and “Inactive” entities.

- a. If your organization is registered with Active status, note the deadline and your UEI number. SAM registrations must be renewed annually.
- b. If your organization shows up with Inactive status, note your UEI number, and log in to renew the entity.
- c. If your organization does not appear, and if you are not aware of an active SAM registration for your organization, then it likely has not been registered in SAM. Initiate a new SAM registration.

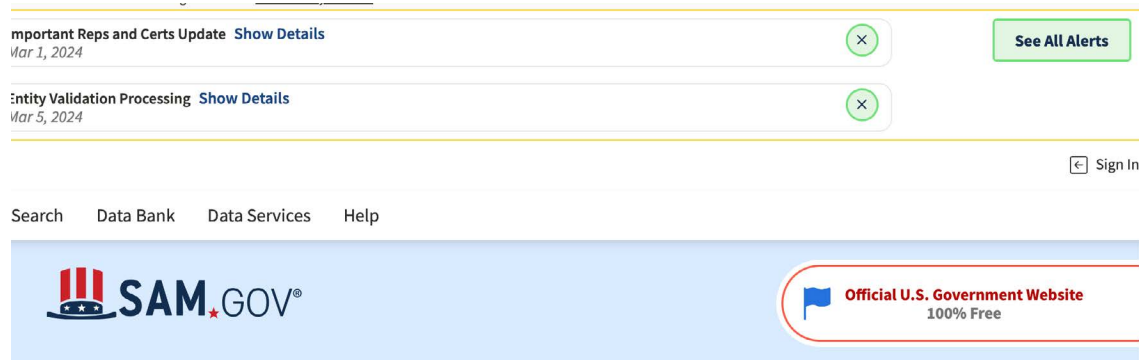


NOTE: Entity administrators may choose to have their entity information hidden from public search. If you do not find your entity listed, start a registration to find out if the entity has been previously registered.

Registering a new SAM Account:

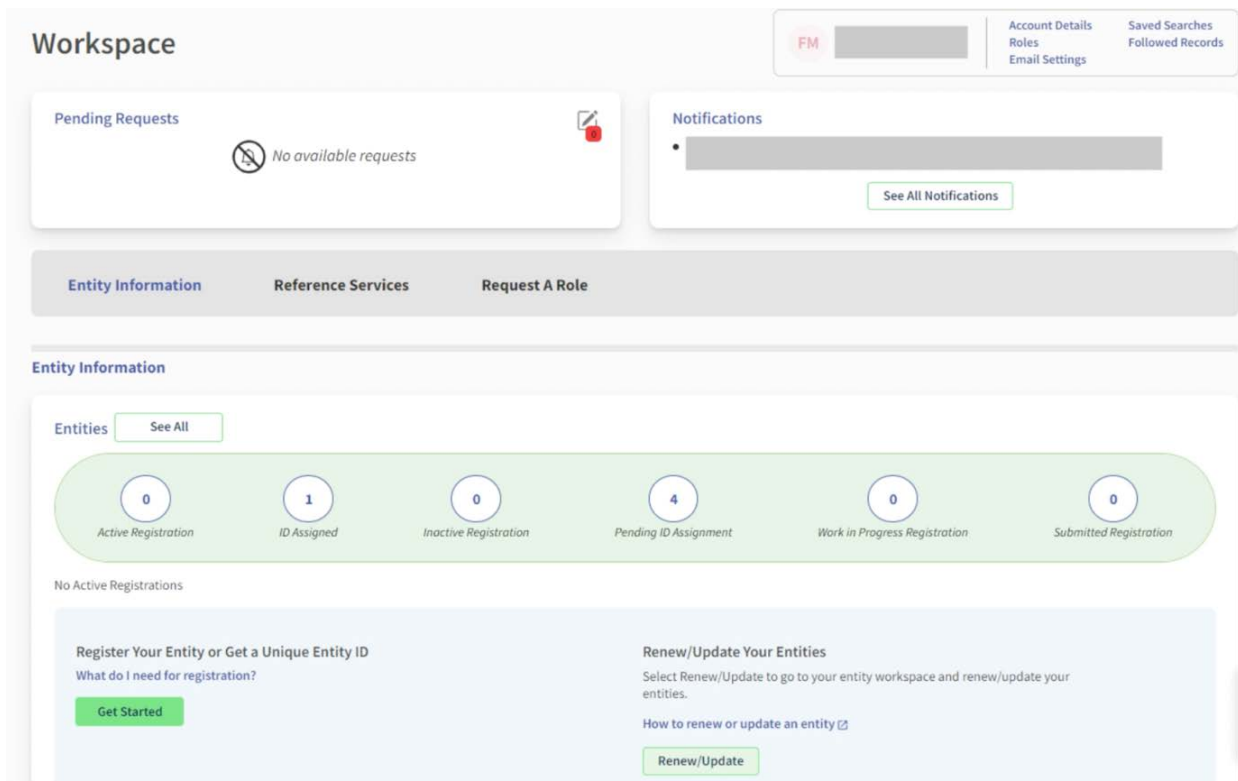
SAM provides helpful, detailed instructions on how to “Get Started with Registration and the Unique Entity ID” on the [SAM Entity Registration webpage](#). Help operators are also available via phone and live chat Monday to Friday, 8 a.m. to 8 p.m. ET, at the [Federal Service Desk](#).

1. Click “Sign in” and log into SAM.gov with your Login.gov credentials. If this is your first time logging into SAM, you may be prompted to create a new user account.



+ Though similar in name, the SAM.gov Workspace and Grants.gov Workspace are completely distinct and separate online workspaces and should not be confused.

2. Once you're successfully signed in, you'll find yourself in the SAM.gov Workspace. This page will show you all entities for which you have an assigned role, and the status of each entity. Entities already registered can be renewed.



3. If your organization is not already registered, click on "Get Started" to register a new entity and get a UEI.



- Click “Create New Entity,” and answer the questions specific to your organization, indicating that you want to do business with the federal government to apply for federal financial assistance. This registration process will take approximately 30 minutes, depending upon the size and complexity of your entity. Download the Registration Checklist and Quick Start Guide for Financial Assistance Registrants for guidance.
- If the database finds an entity with a name similar to yours, it may prompt you to review and reconcile what may be duplicate entities. If you recognize an entity that has been previously registered, update details. If not, continue on.

Review Entity Information

Review the legal entity list and select whether or not you clearly recognize an entity as yours.

Select an Option

I recognize my entity in the legal entities list.
If some details are not correct, you can update them.

I don't recognize my entity in this list.
Select Next to continue.

LEGAL ENTITIES LIST
WHERE DO THESE RESULTS COME FROM?

Showing Top Results

XXXXXXXXXXXXXXXXXXXX

XXXXXXXXXXXXXXXXXXXX

XXXXXXXXXXXXXXXXXXXX

XXXXXXXXXXXXXXXXXXXX

Corporate

Private limited companies

XXXXXXXXXXXXXXXXXXXX

XXXXXXXXXXXXXXXXXXXX

XXXXXXXXXXXXXXXXXXXX

XXXXXXXXXXXXXXXXXXXX

Corporate

Private limited companies

6. Validate your entity's information. You will need to provide official documentation as evidence of your organization's legal business name, physical address (not a P.O. box or virtual office), start year, and country or state of incorporation. SAM.gov provides a list of acceptable documentation. Be sure that the spelling of your business name and physical address match your documentation and is re-stated consistently throughout each instance of the registration process. Validate your entity with the appropriate documentation. In some cases, this may require you to wait a few days for your documentation to be reviewed.
7. Request your Unique Entity ID. Choose whether or not you want your entity to be publicly searchable in SAM, and certify that you are authorized to conduct transactions on behalf of the entity. Your UEI should be assigned immediately, and an email verification will be sent to your email address.

Receive Unique Entity ID

Congratulations! You have been assigned the following Unique Entity ID:

The screenshot displays a 'VERIFIED SAM RECORD' card with a green header. The card contains a blurred entity name and address, and lists 'Year of Incorporation 2016' and 'State of Incorporation Virginia'. Below the card is a light blue notification box with the text: 'You can go to your Workspace to view your Unique Entity ID or update your entity record. This entity does not have a registration in SAM.gov. It only has a Unique Entity ID. This means you may not be eligible for some awards. You can choose to register your entity now or in the future. [Learn more about the difference between only getting a Unique Entity ID and registering your entity.](#)' At the bottom of the notification box are two buttons: 'Go to Homepage' and 'Go to Workspace'.

8. After receiving your UEI, you can either click “Done” (or “Go to Workspace”) and continue with registration later, or click “Continue Registration” to keep going. When you continue your registration, SAM.gov displays the registration sections you must complete. For Financial Assistance Awards Only, those are Core Data, Representations and Certifications, and Points of Contact. Refer to the guide you downloaded earlier for a checklist of the information you must provide and the questions you must answer. Registration must be completed within 90 days of starting.
9. Allow at least ten business days after you submit your registration for it to become active in SAM.gov. If your entity fails TIN or CAGE code validation, SAM.gov will email you instructions on updating your information and resubmitting your registration.
10. If you are the person who submitted the registration and are signed in to your SAM.gov account, you can check your entity registration status. Sign in to SAM.gov, click “Check Entity Status,” and search by your UEI number.

You must renew and revalidate your entity’s registration at least every 12 months from the date you last certified and submitted the registration in SAM, and sooner if your entity’s information changes. To renew, simply log into your SAM account, select “Register/Update Entity,” and then “Complete Registrations.” If you have an inactive profile, log into your SAM profile and click “Inactive Registration.”



Take note of who is designated as the E-Business Point of Contact (or “EBiz POC”) in your SAM account. The EBiz POC you enter during your SAM.gov registration will receive emails from Grants.gov to authorize requests from other people in your organization to collaborate on grant applications in Grants.gov. The EBiz POC will approve the Grants.gov Authorized Organization Representative (AOR).

3. Grants.gov Registration

Applicants find and submit applications for federal grants at Grants.gov. In order to apply for an ANA grant, you will need to first register for a Grants.gov account.

Once you have completed the previous two registration steps (UEI and SAM), you are ready to register with Grants.gov as an Organization Applicant at <https://www.grants.gov/applicants/applicant-registration>. This applies to a company; a state, local, or tribal government; an academic or research institution; a not-for-profit organization; or any other eligible entity.



It may take an additional two business days for a new SAM registration to become available in the Grants.gov system.

1. Click the Register button on the top-right corner of the home page, and create an individual Grants.gov account using the same email address (likely the same as your Login.gov address) you used in SAM.gov for your EBiz POC.
2. Confirm your email address using the temporary code sent to you.
3. Add an Organization Applicant profile with Grants.gov using the UEI obtained from SAM.gov.

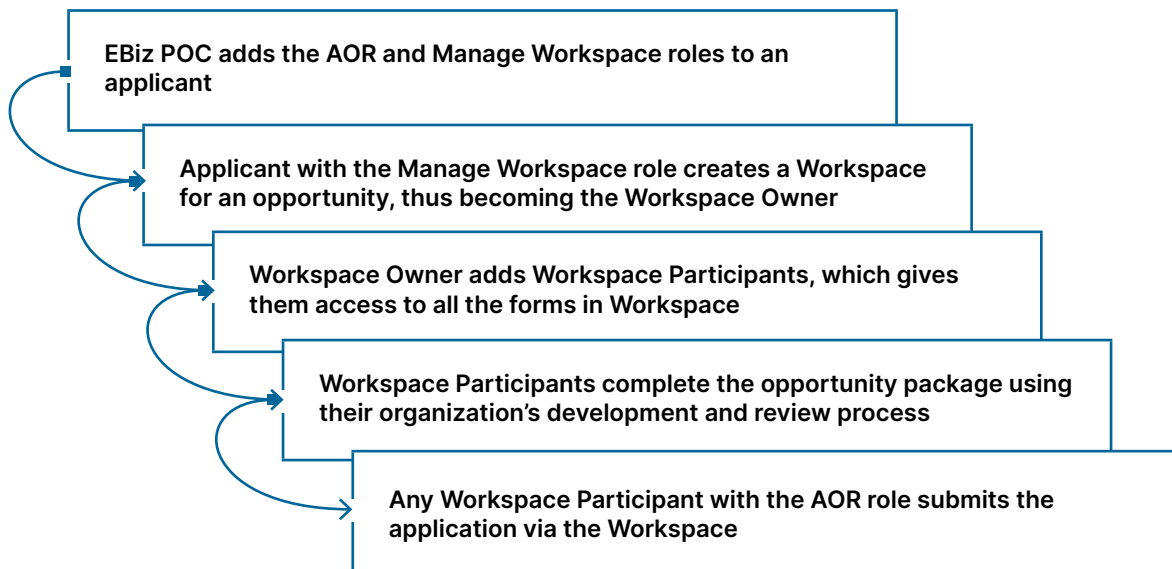
Additionally, you will need to know what your user role will be: EBiz POC and/or Authorized Organization Representative (AOR). The EBiz POC manages all of the individuals in their organization who can submit grant applications. The AOR has the ability to submit grant applications on behalf of their organization.

The “Applicants” section of the Grants.gov website provides guidance to help you understand the different user roles, and corresponding privileges, that an organization may assign to individuals collaborating on a grant application in the Grants.gov Workspace system. Various individuals with Grants.gov accounts may collaborate on the same grant application in Workspace, provided they are assigned roles for the applicant organization by the EBiz POC.

Each individual that will be using Grants.gov Workspace will need to register, creating a username and password. These individuals may be associated with the organization and can complete their individual registration by associating themselves to the organization. They may also be outside the organization and can be associated to individual Workspaces with this or any other organization. The Workspace owner will add the appropriate participants to the various Workspaces based on the need to participate in submitting each particular application.

Once all of the registrations are complete, you can start using Workspace where you can fill out downloadable or web-based forms, attach files, and submit your application packet.

Below are the steps for submitting.





NOTE: Have your E-Biz POC check their email (junk email, too) for requests from Grants.gov to update or approve the AOR's grants submission privileges. If they don't approve you as requested, you will not be able to submit your application.

4. Grants.gov Workspace

Grants.gov Workspace is the mandatory application portal for organizations applying for funding opportunities, including ANA grants. Workspace is a shared, online environment where members with permission to a particular Workspace (internal or external to the organization) may simultaneously access and edit different forms within an application. For each NOFO you apply to, you will create an individual Workspace.



NOTE: For an overview of Grants.gov Workspace, including tutorial videos, guides and infographics, visit <https://www.grants.gov/applicants/workspace-overview>.

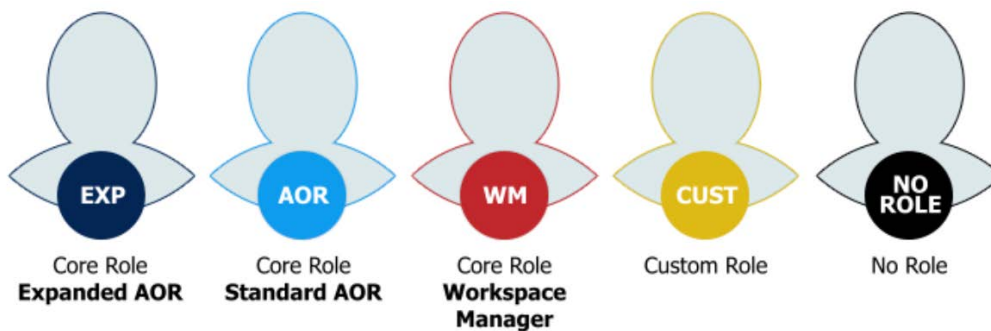
Workspace is the space where you work on your grant application. Workspace allows a team of registered Grants.gov applicants to use a shared online space for completing individual forms and submitting the final application. These forms can be filled out by different users in the application, alleviating the need to distribute a single PDF package file via email or a flash drive to numerous individuals. Only one form can be worked on at a time, while multiple users can work simultaneously in the application's Workspace.

Upon completion of individual sections and forms, applicants have the ability to upload completed forms to the Workspace so other team members may view and edit the forms. Additionally, each form can be checked for errors immediately.

Applicants can also reuse saved Workspace forms when applying for new funding opportunities. To be uploaded successfully to a new Workspace, the saved form must share the exact name and version of the form in the new funding opportunity.

Workspace Roles and Privileges

When an applicant organization user registers with Grants.gov, a user with the Expanded AOR role can assign the user a core role, a custom role, or no role.



Core Roles



Users assigned a core role have a specified list of privileges inside Grants.gov. The Expanded AOR role comes with the most privileges, some of which are administrative. The Standard AOR role allows the user to submit the final application, among other things. The Workspace Manager role, meanwhile, is the most basic core role in Grants.gov. It is the minimum role required to create a workspace and begin work on an application.

Assigning and Using Custom Roles



Users with a custom role can be given any combination of the below privileges. If your organization uses custom roles rather than the core roles in Grants.gov, we encourage you to develop internal training resources based around your custom roles. Why? The Grants.gov Online User Guide uses the core roles (i.e., Workspace Manager, Standard AOR, and Expanded AOR) to explain which users may access and perform actions.



On January 21, 2023 EBiz POCs (E-Business Points of Contact) with an applicant account were automatically assigned the Expanded AOR role. EBiz POCs registering starting January 21, 2023, will need to create an applicant account and add a profile under their UEI in order to perform the administrative functions. All newly added EBiz POCs will be automatically assigned the Expanded AOR role. This role will remain assigned even if that user is no longer the EBiz POC unless another user removes it.

Completing the Online Application



For details on the components required to be in your application and where to upload them in the Grants.gov Workspace online application package, refer to the “Application Components” section of this chapter on page 111.

To start an application in Grants.gov Workspace:

1. Log in to your Grants.gov account with the AOR role.
2. Click on Search, and search by the Assistance Listing (formerly CFDA) number for the NOFO that you want to apply to.

+ If the “Apply” button appears grey, instead of red, and you are unable to click it, then you are probably not logged in to the correct account.

Assistance Listing/ CFDA Number	Funding Opportunity Title
93.612	Social and Economic Development Strategies (SEDS)
93.612	Social and Economic Development Strategies for Alaska (SEDS-AK))
93.587	Native American Language Preservation and Maintenance
93.587	Native American Language Preservation and Maintenance – Esther Martinez Immersion
93.581	Environmental Regulatory Enhancement

3. Locate the funding opportunity in the Search Results, and click on the link in the “Opportunity Number” column.
4. On the resulting “View Opportunity” page, you’ll find details about the funding opportunity. Click the red “Apply” button to start a new Workspace application.

VIEW GRANT OPPORTUNITY

[Blurred text area containing grant details]

[Apply](#) [Subscribe](#)

[SYNOPSIS](#) [VERSION HISTORY](#) [RELATED DOCUMENTS](#) [PACKAGE](#)

Managing Workspaces

Whether it's to collaborate on an application with other members from your organization or to continue from where you left off, you can find and search for in-progress Grants.gov Workspaces. From the Applicants tab in Grants.gov, select the Manage Workspaces link.

On this page, you will find numerous options to search for the applications you have access to. One way to find them all is to simply click the Search button and see the list available below. Choose the application you would like to work on and click on the Manage Workspace link in the Actions column.

MANAGE WORKSPACES ?

Please enter criteria and click Search:

Funding Opportunity Number:

Funding Opportunity Title:

CFDA Number:

Competition ID:

Opportunity Package ID:

Workspace ID:

Workspace DUNS:

Last Activity Date: From: To:

Workspace Status:

New

In Progress

Ready for Submission

Submitted

Archived

[Search](#)

Results: [Export Detailed Data](#)

1-4 of 4 Records 1

Workspace ID	Workspace DUNS	Workspace Status	Funding Opportunity Number	Funding Opportunity Title	Workspace Owner	Last Activity Date	Actions
W099073074	7982649530000	In Progress	SW08110015	State Waste Management Grant Program	Admin User	11/13/2017	Manage Workspace
W099071690	7982649530000	In Progress	FW-08-150	Providing Consumer Health Using Self-Management 2011 Clinical Trial Options	Admin User	11/13/2017	Manage Workspace

File Naming Conventions

Carefully read and observe electronic file naming conventions. Improperly named files will not pass validation at Grants.gov. Such applications will not be received by ACF and are disqualified from competitive review.

- For files that will be attached to forms limit the filename to 50 or fewer characters.
- Do not attach any documents with the same name. All attachments should have a unique name.
- Attachments that do not satisfy the following rules regarding the use of special characters may cause the entire application to be rejected or cause issues during processing.

The table below lists allowable special characters that can be used in file names:

A-Z or a-z	Comma ,	Hyphen -	Plus Sign +	Underscore _
Tilde ~	Curly Brackets { }	Number Sign #	Semicolon ;	At Sign @
Ampersand &	Dollar Sign \$	Parentheses ()	Space	Exclamation Point !
Apostrophe '	Equal Sign =	Percent Sign %	Square Brackets []	Period .

*Ampersand in XML must use the & format.



NOTE: Do not use special Native language characters to label files as this could cause a validation error impacting the application submission. Native language diacritical markings in filenames may not be read by the system and could cause an error.

Adobe Acrobat Software Tip Sheet

You should verify that you are using a version of Adobe Acrobat or Reader that is compatible with Grants.gov. To do this, from the Grants.gov homepage select the Applicants tab. Next, click the Adobe Software Compatibility link.

<https://www.grants.gov/applicants/adobe-software-compatibility>

This page provides information regarding the compatible versions for Windows and Mac OS users, and provides an “Adobe Versioning Test Workspace PDF” you can use to verify that your version of Adobe Acrobat Reader is properly installed.

If you can see the application package, you are able to complete and submit grant applications on Grants.gov. If you cannot see the package, several things may be happening:

- Your browser settings may be keeping you from opening the test package. A quick solution is to save the test application package to your desktop (by right-clicking on the link) and opening it separately.
- You may not have the correct version of Adobe Reader. Go to <https://get.adobe.com/reader/> and install a FREE Adobe Reader to work with your application package.

ANA Application Documents in Workspace

Open and complete all of the documents listed in Mandatory and Optional Documents list. The documents listed in the Mandatory Documents list may be predefined forms, such as the SF-424 and SF-424A, or documents that need to be uploaded and attached, such as the Project Narrative and Other Attachments.

Include in Package	Form Name (Click to Preview)	Requirement	Form Status	Last Updated Date/Time	Locked By	Actions
<input checked="" type="checkbox"/>	SF424 (R & R) [V2.0]	Mandatory	---	---	---	Lock Download Upload Reuse Webform

Include in Package	Form Name (Click to Edit)	Requirement
<input checked="" type="checkbox"/>	Application for Federal Assistance (SF-424) [V4.0]	Mandatory
<input checked="" type="checkbox"/>	Grants.gov Lobbying Form [V1.1] READ-ONLY	Mandatory
<input checked="" type="checkbox"/>	Budget Information for Non-Construction Programs (SF-424A) [V1.0]	Mandatory
<input checked="" type="checkbox"/>	Assurances for Non-Construction Programs (SF-424B) [V1.1] READ-ONLY	Mandatory
<input checked="" type="checkbox"/>	Project/Performance Site Location(s) [V4.0]	Mandatory
<input checked="" type="checkbox"/>	Project Narrative Attachment Form [V1.2]	Mandatory
<input checked="" type="checkbox"/>	Other Attachments Form [V1.2]	Mandatory
<input type="checkbox"/>	Disclosure of Lobbying Activities (SF-LLL) [V2.0]	Optional
<input type="checkbox"/>	Objective Work Plan [V1.3]	Optional
<input type="checkbox"/>	Budget Narrative Attachment Form [V1.2]	Optional
<input type="checkbox"/>	Project Abstract [V1.2]	Optional

Workspace provides two options for completing required forms: (1) download the form, to your desktop, and upload it once complete, or (2) use the webform version, and fill it out online.

Fill in the requested information for each form. Workspace should automatically save your webform progress every 5 minutes. Still, it is suggested that you save regularly so that you don't lose your work.

It does not matter what order in which you select the Mandatory and Optional documents. They will appear in a predetermined order set within the application package.

When you open a form, the mandatory fields which must be completed are noted by a red asterisk. Optional fields and completed fields are displayed in white.


For each of the forms, this manual will cover those items on the form that applicants often find confusing to fill out. For detailed assistance, we suggest you download the instructions for the forms at <https://www.grants.gov/forms/forms-repository/sf-424-family> (see “Form Instructions” column), review the instructions you downloaded with the application package, and contact your ANA Regional T/TA Center (see back cover for contact info).

SF-424

Required web-fillable forms, such as the SF-424, will require you to enter information into the required fields in order to pass validation and allow you to submit.

The SF-424 will only require one or two fields to be populated and will still pass validation. **Even so, it is very important to ensure this form is completely and accurately filled out** in order for the government to correctly process your application and award budget.

Include in Package	Form Name (Click to Preview)	Requirement	Form Status	Last Updated Date/Time	Locked By	Actions
<input checked="" type="checkbox"/>	Application for Federal Assistance (SF-424) [V2.1]	Mandatory	In Progress	Nov 13, 2017 06:56:09 PM EST	---	Lock Download Upload Reuse Webform
<input checked="" type="checkbox"/>	Assurances for Non-Construction Programs (SF-424B) [V1.1]	Mandatory	---	---	---	Lock Download Upload Reuse Webform
<input checked="" type="checkbox"/>	Budget Information for Non-Construction Programs (SF-424A) [V1.0]	Mandatory	Passed	Oct 25, 2017 02:01:47 PM EDT	---	Lock Download Upload Reuse Webform



NOTE: If you complete the SF-424 first, it will automatically populate the other forms with similar fields with the information you entered.

When filling in line 18 of the SF-424, “Estimated Funding”, it is important that you only use the numbers for budget year one. Enter the amounts requested, or to be contributed during the first funding/budget period by each contributor. The value of in-kind contributions should be included on appropriate lines, as applicable.

SF-424A

There are several sections of this form that applicants have found a bit confusing. We suggest you download the instructions for details of each section. An example of a completed SF-424A can be found on page 94.



NOTE: In this form, some of the fields will pre-populate similar areas and some will not, take care to be sure each section is filled out clearly.

Section A – Budget Summary:

Only the budget for year one will be used to complete the SF-424A. Fill out Line 1 for the Federal Share and Line 2 for the Match (Cost Share). Under the column labeled “Grant Program Function or Activity (a),” you will type in the grant program under which you are applying (for example, “SEDS”) followed by “Federal” in row 1 and “Match” in row 2. Under the column labeled “Catalog of Federal Domestic Assistance (b),” you will type the Federal Assistance Listing number you found in the NOFO (for example, “93.612”) to search for and download the application package (also found in Step 1 of the NOFO).

If this is a new application, you will leave Columns C and D blank. Under the New or Revised Budget heading Federal 1(e), you will enter the amount of federal funding being requested for year one, and for Non- Federal 2(f) you will enter the match (cost share) amount identified in your budget for year one.

Section A - Budget Summary:						
Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. SEDS - Federal*	93.612 *	\$ *	\$ *	\$ 224,841 *	\$ *	\$ *
2. SEDS - Match *	93.612 *	\$ *	\$ *	\$ *	56,213 *	\$ *

Section B – Budget Categories (6. Object Class Categories)

The headings for columns 1 and 2 in Section B may be pre-populated with the content entered in column A, rows 1 and 2 of Section A.

Fill out column 1 with the total amount of Federal Share, providing subtotals for each object class category. Do the same for column 2, but for the match funds.



The totals in Section B, 6(k)(1) and 6(k)(2), should match the totals from Section A, 1(g) and 2(g), respectively.

Section B - Budget Categories:				
	Grant Program, Function or Activity			
	(1)	(2)	(3)	(4)
6. Object Class Categories	SEDS - Federal	SEDS - March		
a. Personnel	\$ 129,744 *	\$ 24,000 *	\$ *	\$ *
b. Fringe Benefits	19,462 *	3,647 *	* *	* *
c. Travel	8,014 *	* *	* *	* *
d. Equipment	* *	12,856 *	* *	* *

Section C – Non-Federal Resources

Fill out row 8, indicating the source(s) of your match (cost share). If column A pre-populates two row headings, edit them — you only need to use row 8. In the Applicant column (b), list match contributions provided by the applicant organization. In the State column (c), indicate any match provided by a State or territorial government. In the Other Sources column (d), list match (cash or in-kind) that you are receiving from project partners and other entities.

Section C - Non-Federal Resources:					
	(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) TOTALS
8.	SEDS - Federal	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
9.	SEDS - Match	<input type="text" value="40,503.00"/>	<input type="text" value="0.00"/>	<input type="text" value="31,997.00"/>	<input type="text" value="72,500.00"/>
10.		<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Section D – Forecasted Cash Needs

Break down the planned spending of your first-year budget by quarters for both the Federal and Match share. Here you will estimate how you will spend out the first-year budget each quarter. Be realistic in this section rather than just dividing by 4. If you have a large number of supplies or equipment to purchase in a particular quarter be sure to estimate the spending accordingly.

Section D - Forecasted Cash Needs:					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ <input type="text"/>	\$ <input type="text"/> *	\$ <input type="text"/> *	\$ <input type="text"/> *	\$ <input type="text"/> *
14. Non-Federal	\$ <input type="text"/>	<input type="text"/> *	<input type="text"/> *	<input type="text"/> *	<input type="text"/> *
15. TOTAL (sum of lines 13-14)	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>



NOTE: If section D automatically divides your Federal and Non-Federal amounts by 4, you should calculate spending needs by quarter and highlight and overwrite with the correct amounts.

+ Note: EMI applicants proposing a five-year project will indicate Federal funds needed for year 4 in column (d) and year 5 in column (e).

Section E – Budget Estimates of Federal Funds Needed for Balance of the Project

Use row 16 to indicate the total amount of federal funds that will be needed to fund additional years of the project after year one. For example, if you have a three-year project, you will input the year 2 budget federal share in column (b) (First future year) and input the year 3 budget federal share in column (c) (Second future year).

Section E - Budget Estimates of Federal Funds Needed for Balance of the Project:				
(a) Grant Program	Future Funding Periods (Years)			
	(b) First	(c) Second	(d) Third	(e) Fourth
16.	\$ <input type="text"/> *	\$ <input type="text"/> *	\$ <input type="text"/> *	\$ <input type="text"/> *
17.	<input type="text"/> *	<input type="text"/> *	<input type="text"/> *	<input type="text"/> *
18.	<input type="text"/> *	<input type="text"/> *	<input type="text"/> *	<input type="text"/> *
19.	<input type="text"/> *	<input type="text"/> *	<input type="text"/> *	<input type="text"/> *
20.TOTAL (sum of lines 16-19)	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>



The SF-424 and -424A are not scored in merit review and do not replace your required line-item budget and budget narrative.

Project Narrative Attachment Form

The narrative portion of your application will be uploaded via the Project Narrative Attachment Form. Click on the “Add Attachment” button, and locate the project narrative document you wrote. The project narrative should follow the proper formatting requirements (see pg. 109) and be saved using acceptable file naming conventions (see pg. 129). It is recommended to save your narrative as a PDF in order to retain your intended formatting.

+ For a listing of what should be included in the project narrative, see the Application Components section, pg. 110.

PROJECT NARRATIVE FILE(S)

MANDATORY PROJECT NARRATIVE FILE:

Mandatory Project
Narrative Filename:

NNI_Project-Narrative.pdf



ADD ATTACHMENT

DELETE ATTACHMENT

VIEW ATTACHMENT

OPTIONAL PROJECT NARRATIVE FILE(S):

To add more Project Narrative File attachments, please use the Add Attachments button below.

ADD ATTACHMENTS

+ For a listing of standard attachments to be uploaded to the Other Narrative Attachments Form, see the Application Components section, pg. 110.

Other Narrative Attachments Form

Upload letters of commitment, required certifications, governing body documentation, assurance of community representation on the board of directors, appendices, and other attachments as needed. We recommend that you combine all of the documents into a single PDF, in order to deliver the attachments in your intended order to ANA and to align with the table of contents in your narrative, and upload it to the “Mandatory Other Attachment” field.

OTHER ATTACHMENT FILE(S)

MANDATORY OTHER ATTACHMENT:

Mandatory Other Attachment
Filename: ADD ATTACHMENT DELETE ATTACHMENT VIEW ATTACHMENT

OPTIONAL OTHER ATTACHMENT(S):

To add more Other Attachment attachments, please use the Add Attachments button below.

~~ADD ATTACHMENTS~~

Budget Narrative Attachment Form

Upload your line-item budget and budget narrative. It is recommended that applicants use the official ANA budget template located in the [Application Toolkit](#).

When saving an Excel worksheet as a PDF, it is important to set the print area in a way that all of the columns will appear on the same page with rows continuing on sequentially. This will allow the reviewer to have a complete view of each budget category. To do this, go to the Page Layout tab, highlight what should be printed, and select the Print Area dropdown arrow and select Set Print Area. Preview the document to ensure that all columns are fitting on the width of the page. Rows can extend onto other pages.

When you have multiple worksheets, you can save them all as a PDF within Excel. Highlight all Worksheet tabs by clicking the first tab labeled "Year 1 Line Item" hold the shift key and select the very last Worksheet tab you are using. Next, select - File - Save as PDF. Make sure all of the sheets you would like to print are listed in the box on the right-hand side labeled "Sheets in PDF". Then, click the button "Convert to PDF". Lastly, make sure to review your documents to ensure that they are printed properly and readable by a reviewer.

+ The process for exporting to PDF may vary greatly depending on your version of Excel or other software. Refer to your application's help documentation for guidance.

Objective Work Plan Form

Lastly, we will cover the Objective Work Plan Form. The OWP form (electronic or MS Word version) is not counted in the 100-page limit or as a separate file as it is an ANA mandatory OMB-approved form.

We highly encourage you to use the MS Word version of the OWP, which is easier to edit. Be sure to check that it has a current OMB date stamp.



NOTE: If the OWP is not OMB approved, it may count toward your 100-page limit.

Save your completed form as a PDF and upload it as a separate file using the Optional Other Attachment section from the Other Attachments Form link. Select the Add Attachments button, and find the OWP file on your computer.

Select the file and click the Open button. You will see the name of your file in a new highlighted field which appears after the file is attached.

OTHER ATTACHMENT FILE(S)

MANDATORY OTHER ATTACHMENT:

Mandatory Other Attachment Filename: ✖ ADD ATTACHMENT DELETE ATTACHMENT VIEW ATTACHMENT

OPTIONAL OTHER ATTACHMENT(S):

To add more Other Attachment attachments, please use the Add Attachments button below.

ADD ATTACHMENTS

Submitting the Application Successfully

Once you have completed all required documents and attached any required or optional documentation, select Save to save your package. If errors are found, select the Check Package button which will identify each error. Then correct each error. Be sure the status of all the forms for the application appear only as Passed. If there are forms which appear as Passed [Locked], contact those users to be sure they have finished the forms and have them Unlock the form before notifying the AOR the application is ready to submit.

Once there are no errors, the Sign & Submit button will be activated. Notify the AOR the application is ready to be submitted.

Mandatory	Passed [Locked]	Nov 16, 2017 04:10:26 PM EST	Unlock	Download Upload Reuse Webform
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Sign and Submit

An application may be submitted through Workspace by clicking the Sign and Submit button on the Manage Workspace page, under the Forms tab. This action will submit your application to the federal grant-making agency if completed successfully.

The Sign and Submit button can be found in the Workspace Actions box. The button will be visible and activated for Workspace participants with the AOR role. The AOR will need to sign in and go to the Forms tab of the Workspace for the application. The AOR should check that all the forms for the application in the Form Status column have Passed the verification. If any of the forms have a status of Passed [Locked] the AOR will be asked to confirm the action. By clicking the Continue button, the AOR will unlock all the forms previously locked by others. Once all the forms are unlocked, a Sign and Submit pop-up window will appear. The AOR will then reenter their password and select the Sign and Submit button which signs the application as an official representative of the organization.

Workspace Actions:

Preview Application Forms Check Application **Sign and Submit** Delete

Application Package Forms - Users are encouraged to follow antivirus best practices when Downloading Instructions and Forms. Download Instructions >

Include in Package	Form Name (Click to Preview)	Requirement	Form Status	Last Updated Date/Time	Locked By	Actions
<input checked="" type="checkbox"/>	SF424 (R & R) [V2.0]	Mandatory	Passed			Webform
<input checked="" type="checkbox"/>	PHS 398 Modular Budget [V1.2]	Optional	Passed [Locked]			Webform

Sign and Submit

If you want to submit the application package, enter your password and click the 'Sign and Submit' button below to complete the process.

Password:

Sign and Submit Cancel

Finalizing Your Application

After submitting the application, a PDF confirmation page will appear. This screen will contain a Grants.gov tracking number and other information. Save this page to your computer. The Workspace Status will change to Submitted.

There are several ways to track a Workspace Package application:

- When logged in, click the Check Application Status link under the Applicants drop-down menu and search for the submitted package.

- When logged in, click the Check Application Status link on the Applicant Center page under the Applicant Actions heading on the left menu, and search for the submitted package.
- When not logged in, click on the Track My Application link under the Applicant drop-down menu and enter the Grants.gov Tracking Number. Then click the Submit Tracking Number(s) button. The results page will appear with a listing of the valid tracking numbers entered.



NOTE: All official emails are sent to the Authorized Organization Representative.

Please ensure that your AOR checks their email regularly and maintains communication with collaborators.

Grants.gov Contact Center

- Support available 24/7 (closed on federal holidays)
- Website: <https://www.grants.gov/support>
- Email: support@grants.gov
- Toll-Free Phone Number: 1-800-518-4726 (U.S.)

Submitting a Paper Application

If you are considering a paper format application submission, a waiver is required. Some applicants may have limited or no internet access and/or limited computer capacity, which may prohibit them from uploading large files to the internet at Grants.gov. To accommodate such situations, you can request an exemption from the required electronic submission. The exemption will allow applicants to submit a paper application by hand-delivery, applicant courier, overnight/express mail couriers, or by other representatives of the applicant.

ANA will not consider applications received in paper format that didn't have a previously approved exemption from ACF.

To receive this exemption, applicants must submit a written request to ACF stating that the applicant qualifies for the exemption for one of two reasons:

- Lack of internet access or internet connection, or
- Limited computer capacity that prevents the uploading of large documents (files) to the internet at Grants.gov.

Applicants may request and receive the exemption from the required electronic application submission by either:

- Submitting an email request to electronicappexemption@acf.hhs.gov, or
- Sending a written request to the Office of Grants Management contact listed in Step 5 (Submit Your Application) of the funding opportunity.

An exemption is applicable to all applications submitted by the applicant organization during the Federal Fiscal Year (FFY) in which it is received. Applicants will need to request a new exemption from the required electronic submission for any succeeding FFY.

Exemption requests by email to electronicappexemption@acf.hhs.gov and by postal mail must include all of the following information:

- Notice of Funding Opportunity Title,
- Funding Opportunity Number,
- The listed Federal Assistance Listing number,
- Name of the applicant organization and Unique Entity Identifier (UEI) number from SAM.gov,
- Authorized Organization Representative (AOR) name and contact information,
- Name and contact information of person to be contacted on matters involving the application, and
- The reason the applicant is requesting an exemption from electronic application submission – the reason must be either a lack of internet access or connection, or a lack of computer capacity that prevents uploading large documents (files) to the internet.

+ We suggest you submit this request 30 to 45 days before the due date.

Exemption requests must be received by ACF no later than 2 weeks before the application due date. This is 14 calendar days prior to the application due date. If the 14th calendar day falls on a weekend or a federal holiday, the due date for receipt of an exemption request will move to the next federal business day following the weekend or federal holiday.

Once ACF has approved your exemption, download your forms package under the “Package” Tab in Grants.gov. Print, fill out, and then include the paper forms, narrative documents, and other required application components in your paper application submission to ANA.

The Application Review Process

Initial Review

Before advancing applications to the merit review phase, ANA conducts an initial review of each application to make sure they meet basic requirements and to screen applications for disqualification factors.

ANA will not consider an application that:

- Requests funding above the award ceiling
- Is submitted after the deadline
- Is from an individual, including a sole proprietorship or a foreign entity
- Is received in paper format that didn't have a previously approved exemption from ACF
- Is from an applicant organization that has an active ANA award with the same Assistance Listing number (formerly known as the CFDA number) as this NOFO that will go beyond the start date of a possible new award
- Is from an applicant organization that failed to meet or document the assurance of community representation on board of directors
- (EMI only) Does not include an attachment certifying that you have at least three years of experience operating and administering a Native American language nest, Native American language survival school, or any other immersion educational program in which instruction is conducted in a Native American language

If your application is disqualified, ANA will let you know via email within 30 days of the application deadline.

+ Reviewers may not be familiar with the customs and conditions of your Native community. Write accordingly.

Merit Review

ANA recruits professionals (community leaders and subject matter experts) who possess experience and qualifications relevant to ANA program areas to serve as reviewers and facilitators in the ANA merit review process. Reviewers analyze, score and comment on ANA grant applications.

Generally, review panels are composed of three reviewers and one chairperson. Panel chairpersons work with a team of reviewers to facilitate discussion and consolidate comments, while the panel reviewers score the application.

Analysis Score and Comments

Application reviewers are assigned five to ten applications per review session. For two weeks during the merit review session, reviewers read the applications, take notes, and score and comment on them. Panel reviewers are only able to score on the NOFO merit review criteria. During the merit review session, review panelists participate in analytical discussions, critical thinking, and writing while working with the other reviewers and the review chairpersons to develop a comprehensive panel summary report that summarizes the scores and comments of the panel of reviewers.

Internal Review

Applications that receive high scores from merit review advance to the internal review phase. Here, ANA staff determine if applications are consistent with policies, regulations, and program funding priorities.

Merit review scores are not the only factor that determines which applications get funded. ANA also considers the need of the populations to be served, the geographic distribution of projects, and the past performance of applicants. Final decisions will depend on funding available to make awards in the current fiscal year.

ANA's Commissioner has discretion to make all final funding and award decisions and may choose not to fund proposed projects based on factors such as regional distribution, similarity to other funded projects and lack of substantial community involvement. See Step 4 of the NOFO for a full list of discretionary considerations ANA's Commissioner may exercise.

Organizations that have received funding for two consecutive projects under the same Federal Assistance Listing number (formerly known as the CFDA number) may not be funded for a third consecutive project within the same Assistance Listing number if other applicants who have not received ANA funding in the past three years are within the scoring range to be funded.

What Happens Next

You've submitted...now what?



Make sure that the application contact and authorized representative listed on the SF-424 have a full copy of the application you submitted on Grants.gov.

Check your submission

It is crucial to review your submitted application before the deadline. Ensure that you have not exceeded the page limit or missed out on any essential information. If you find that you have left something out, you can add or edit the forgotten information in Grants.gov workspace and resubmit the entire application. However, please note that resubmission is only allowed until the application deadline. If multiple applications are received from the same tribe or organization for the same grant assistance number, ANA will use the last application received in Grants.gov

+ Make sure all your documents and attachments have been submitted on time! ANA will not add documents to an application for any applicant after the deadline.

Pre-award negotiations

Pre-award negotiation is a process that allows ANA to address any inconsistencies or clarification needed in the grant application. This may include requesting additional information such as a copy of the business plan, providing more detailed information, or updating budgets and forms. Your grant application should include contact information for two individuals. The first contact person should be listed on page 1 of the SF-424, section F, and is the person who should be contacted regarding any matters involving the application. On page 3 section 21, information is provided for the authorized representative. Pre-award negotiation for Native Language grants usually occurs in May or June, while social, economic development and environmental regulatory grants conduct negotiations between August and September. It is crucial that the contact person listed on the first page of the SF-424 is well-informed about the project and application contents and promptly responds to any inquiries made by ANA. If the contact person does not respond, ANA will contact the authorized representative.

Outcome tracker

The outcome tracker is a document that provides important information on how you can keep track of your progress towards achieving the desired results for each objective. You will need to complete the tracker, with help from a regional TTA center, once your grant has been awarded. You can find the template and an example in the [Application Toolkit](#) for reference. It is no longer a required part of the application.

Unfunded application technical assistance

ANA training and technical assistance providers reach out to unsuccessful applicants and can provide a comprehensive review of the application, reviewer comments, and guidance in strengthening the application. Applicants are encouraged to re-apply for ANA funding during the next funding cycle after making appropriate revisions to the application. Many applicants who have taken advantage of technical assistance and revised their applications have succeeded in obtaining higher scores, some in the funding range, in the following year's competition.

Post award training

The required Post-Award Training is for a project person (usually the PI/PD) and the individual responsible for fiscal tracking and reporting to get basic information on the management of an ANA grant. If they haven't been hired before the Post-Award Training is announced for your region, please call your Program Specialist to discuss other options. Requests to send an extra person(s) should also be made to your Program Specialist.

Project reports

Project reports include semi-annual programmatic and financial reports. The first reports due after the award vary depending on the type of grant awarded. All Native Language grant recipients have their first report due January 30th following their July award. Social and economic development and environmental regulatory grant recipients must submit their first report by April 30 following their September 30th award.

Notice of Awards

Notice of Awards will be sent to the Authorizing Representative and the contact person listed on the SF-424, usually by the first day of the award via email.

- July 1 is the start date for Native language (P&M and EMI) awards.
- September 30 is the start date for social and economic development (SEDS and SEDS-AK) and environmental regulatory enhancement (ERE) awards.

Check your notice of award for accuracy as soon as possible.

Conclusion

While ANA funding is competitive, ANA offers a variety of free trainings and technical assistance services to help your community achieve its goals. Once you have identified a project that will help you address the current community condition, ANA Training and Technical Assistance (TTA) Providers can help you develop an application for ANA funding consideration.

In addition to providing training to applicants during Pre-Application workshops like the one in which this manual is used, regional TTA providers will review your draft application for free, providing guidance and recommendations that you can use to improve your application prior to submitting. After you have developed at least 75% of your application, you can contact your technical assistance provider for a review of the proposal. Information for the regional training and technical assistance centers can be found on the back page of this manual and on the ANA website: <https://acf.hhs.gov/ana>.

Thank you for your interest in partnering with the Administration for Native Americans to support your Native community. This training and manual reflect ANA's commitment to assisting Native communities and reducing barriers as they endeavor to achieve self-sufficiency. We hope the content of this manual has given you the confidence to develop and submit a sound proposal for a project that benefits your community.



Appendices

Appendix A: Acronyms and Glossary of Terms

Program-specific terms and concepts in this NOFO are based on the following acronyms and definitions:

ACF: Administration for Children and Families

Alteration and Renovation: Generally defined as work required to change the interior arrangements or installed equipment in an existing facility to be more effectively used for its designated purpose or adapted for an alternative use to meet a programmatic requirement.

Assistance Listing: The Assistance Listing is a government-wide compendium of federal programs, projects, services, and activities that provide assistance or benefits to the American public. It contains financial and non-financial assistance programs administered by departments and establishments of the federal government. A listing of current programs in the Assistance Listing is available at <https://SAM.gov> under Assistance Listings, formerly known as the Catalog of Federal Domestic Assistance (CDFA). Each program listed has a unique identifier code called the Assistance Listing Number. HHS programs are found under the prefix 93.XXX.

Authorized Organizational Representative (AOR): The individual named by the applicant/recipient organization, who is authorized to act for the applicant/recipient organization and to assume the obligations imposed by the federal laws, regulations, requirements, and conditions that apply to applications or awards.

Beneficiaries: Individuals within the community that benefit from the project.

Board Resolution: A current, signed, and dated document reflecting a formal decision voted on by the applicant's official governing body in support of the project for the entire project period. The resolution must indicate who is authorized to sign documents and negotiate on behalf of the tribe or organization (AOR). The resolution should indicate that the community was involved in the project planning process and include the

specific dollar amount of any eligible matching funds (if applicable). A board resolution is an acceptable form of governing body documentation to approve the project.

Community to be served: The geographical/organizational community that benefits from the project.

Construction: Construction of a new building or major alteration and renovation of an existing building, including the installation of fixed equipment, but excluding the purchase of land and ancillary improvements (e.g., parking lots or roads). Please note construction costs are not allowable under any ANA funding opportunities.

Contingency Plan: A set of specific actions to reduce anticipated negative impacts on a project in the event challenges arise, but these actions may not result in major project scope changes, unforeseen risks, or extraordinary events.

Core Administration: Salaries and other expenses for those functions that support the ongoing operations of an applicant organization as a whole or for purposes that are not related to the actual management or implementation of the ANA-funded project.

Cost Sharing: The portion of project costs not paid by Federal funds (unless otherwise authorized by Federal statute). This may include the value of allowable third-party in-kind contributions, as well as expenditures by the recipient. **See also** [45 CFR §75.306](#). It is also referred to as non-federal share (NFS) or match.

Current Community Condition: A challenge or issue preventing the community from achieving its goals. A specific and current community condition should be related to the purpose of the proposed project. The current community condition should be specific enough to provide general baseline information for the project so that the achievement of project goals and outcomes can be used to show an enhancement in the condition described.

EMI: Native American Language Preservation and Maintenance - Esther Martinez Immersion (EMI), an ANA funding opportunity.

ERE: Environmental Regulatory Enhancement (ERE), an ANA funding opportunity.

Federal Share: The portion of total project costs that are paid for by federal agency, [45 CFR§75.2](#). Financial assistance is provided by ANA in the amount of 80 percent of the approved costs of the project.

FTE: Full Time Equivalent Unit of measurement to determine the number of full-time hours worked by all employees in an organization. **See** [26 CFR 54.4980H-2\(c\)](#).

Governing Body: A body of members of an organization that meets one of the following criteria: (1) consisting of duly elected or designated representatives, (2) appointed by duly elected officials, or (3) selected by traditional tribal means. The body must have the authority to enter into contracts, agreements, and grants on behalf of the organization or individuals who elected, designated, appointed, or selected them. Examples include board of directors, board of regents, tribal council, executive committee, etc.

HHS: Department of Health and Human Services

Indirect Costs (IDC): Costs not readily identified with a specific project or organizational activity but incurred for the joint benefit of projects and other activities. Indirect costs are usually grouped into common pools and charged to benefiting objectives through an allocation process/indirect cost rate. Also known as overhead costs.

An indirect cost rate is simply a device for determining fairly and expeditiously the proportion of general (non-direct) expenses that each project will bear. It is the ratio between the total indirect expenses and some equitable direct cost base. **See** [2 CFR Part 200 Subpart E - Direct and Indirect \(F&A\) Costs](#).

In-kind Contributions: The value of non-cash contributions (i.e., property or services) that: (1) Benefit a federally assisted project or program; and (2) Are contributed by non-Federal third parties, without charge, to a non-Federal entity under a federal award. Also known as non-federal share. **See** [45 CFR §75.306](#), **Cost sharing or matching or non-federal share**.

Loan Capital: Monies derived from grant funds that are used to make loans to individuals or business entities or to establish revolving or other loan accounts or funds. This is not an allowable expense.

Minor Alterations and Renovations: Changes to physical characteristics that would not involve expansion, new construction, development or repair of parking lots, or activities that would change the facility's footprint. Costs are allowed up to the lesser of an amount below \$250,000 or 25 percent of the total approved budget for a budget or performance period.

NAPA: [Native American Programs Act of 1974, as amended](#)

NOFO: Notice of Funding Opportunity

Objectives: Brief statements that describe measurably what will be expected to be achieved by the end of a project period and will lead to achieving the project goal. ANA permits a maximum of three project objectives for the entire project period. The project objectives are required to include measurable achievements. Each project objective must relate to one primary outcome and lead to achieving the project goal. The project objectives describe a change that brings the community closer to addressing the current community condition. The NOFO provides a framework:

- A timeline describing when the objective will be completed. This should be expressed in project years (for example: "by the end of year 1")
- A description of what will be completed through the objective (for example, "Participants will successfully complete trainings")
- A measure of the amount of change expected by the end of the project (for example, "75% of program participants will have completed the training program")

Objective Work Plan (OWP): The plan for the activities and timeline for achieving the project objectives and producing the outputs and expected outcomes for each objective. The OWP is a stand-alone document that mirrors the project's implementation plan and identifies all the key elements of the project description, including the project goal, objectives, activities, outputs and outcomes, staff responsibility, and timeframe for the completion of each activity.

Outcome(s): The expected change or consequence that will result from achieving the implementation plan. Outcomes can include an overall increase in capacity, a change in intended knowledge, awareness, attitudes, skills, behaviors; etc. ANA requires at least one outcome per objective. Outcomes can be the same or different for each of the project objectives. Outcomes are not outputs.

Outcome Tracker: Consists of a model or an outline that shows how all the project elements connect to each other, similar to a logic model. The outcome tracker states the project goal, project objectives, outcome, indicator, and outputs for each objective, and the means for measuring the indicator, defining benchmarks at the following points in time: baseline (beginning of project) and end of each project year. An outcome tracker will be developed for each project objective during the post-award process with technical assistance from ANA and is not required to be submitted with the application.

Output: Tangible products or services that result from the completion of milestone activities. Outputs also can be used to monitor progress toward achieving project objectives. They are not the same as outcomes.

P&M: Native American Language Preservation and Maintenance (P&M), an ANA funding opportunity.

Principal Investigator/Program Director (PI/PD): The individual(s) designated by the recipient to direct the project or program supported by the grant. The PI/PD is responsible and accountable to officials of the recipient organization for the proper conduct of the project, program, or activity.

Program Income: Gross income earned by the non-Federal entity that is directly generated by a supported activity or earned as a result of the Federal award during the period of performance except as provided in [45 CFR §75.307\(f\)](#). (See Period of performance.) Program income includes but is not limited to income from fees for services performed, the use or rental of real or personal property acquired under Federal awards, the sale of commodities or items fabricated under a federal award, license fees, and royalties on patents and copyrights, and principal and interest on loans made with Federal award funds. Interest earned on advances of Federal funds is not program income. Except as otherwise provided in Federal statutes, regulations, or the terms and conditions of the Federal award, program income does not include rebates, credits, discounts, and interest earned on any of them. **See also** [45 CFR §§75.307, 75.407](#), and [35 U.S.C. 200–212](#) (applies to inventions made under Federal awards). Program income is used in addition to the federal funds to support the project.

Project Goal: A tangible statement of what a project should achieve.

Project Participants: Those individuals directly taking part in project activities (i.e., unemployed single parents that are taking financial literacy classes, youth interns, fluent Elders selected to be the master in the master-apprentice model, teacher candidates, newly elected council members to be trained, etc.).

Period of Performance: The time during which the non-Federal entity may incur new obligations to carry out the work authorized under the Federal award. The Federal awarding agency or pass-through entity must include the start and end dates of the period of performance in the Federal award. (**see** [45 CFR §§75.210\(a\)\(5\)](#) **and** [75.352\(a\)\(1\)\(v\)](#)).

Real Property: Land, including land improvements, structures, and appurtenances thereto, but excludes moveable machinery and equipment. **See** [45 CFR §75.2](#).

Recipient: An entity, usually but not limited to non-Federal entities, that receives a federal award directly from a federal awarding agency to carry out an activity under a federal program. The term recipient does not include subrecipients. Recipients were previously referred to as grantees.



SAM: [System for Award Management](#)

SEDS: Social and Economic Development Strategies (SEDS), an ANA funding opportunity.

SEDS-AK: Social and Economic Development Strategies for Alaska (SEDS-AK), an ANA funding opportunity.

TTA: [Training and Technical Assistance](#). ANA, in collaboration with four regional TTA centers, provides free training and technical assistance to prospective applicants across the U.S. and Pacific territories.

Appendix B: Calendar for Planning the Writing of Your Application

ANA Proposal Development Calendar — Timeline for Completion

Application: _____ Complete by: _____

Required Grant Component	Person Responsible	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	DUE
Program Components Project Narrative Organizational Capacity										
Financial Components Line-Item Budget Budget Narrative										
Other Information Proof of Nonprofit Status, if applicable Governing body documentation Assurance of community representation on board of directors, if applicable Project Summary Indirect Cost Agreement, if applicable Resumes and Job Descriptions Letters of support and letters of commitment Maintenance of Effort Other Attachments Table of Contents										

continued from previous page

Required Grant Component	Person Responsible	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	DUE
Standard Forms Application for Federal Assistance (SF-424) Budget Information for Non-Construction Programs (SF-424A) Disclosure of Lobbying Activities (SF-LLL), if applicable Grants.gov Lobbying Form Assurances for Non-Construction Programs (SF-424B) Project/Performance Site Location(s) (SF-P/PSL) Objective Work Plan (OWP)										
Other Edit and Spell Check Internal and External Review Format Submit in Grants.gov										

Appendix C: Requirements for a Business Plan, if necessary

Business Plan

When federal grant funds are used to support a business operation, ANA may contact you during pre-award negotiation and ask you to provide a business plan. The business plan typically includes:

- An executive summary
- A description of the industry
- A description of the products or services to be produced, sold, or marketed
- Market research
- A marketing plan
- An operational plan
- An assessment of risks and assumptions
- Financial statements (if already in operation)
- Projected operational costs

Business Plans are not required in the application submission. If you include a business plan you must make sure your application does not exceed 100 pages.

Appendix D: OMB Cost Principles

The next three pages provide a graphic of the allowability of selected elements of cost detailed in the regulations. It is important to read the specific requirements located in sections 75.421 through 75.475 of CFR 45 if you have questions about specific costs.

	Allowable	Prior Approval Required	Not Allowable
Advertising and Public Relations - read the regulations			
Advisory Councils - read the regulations			
Alcoholic Beverages			X
Alumni/ae Activities			X
Audit Services	X (w/restrictions)		
Bad Debts			X
Bonding Costs	X		
Collections of Improper Payments	X		
Commencement and Convocation Costs			X (w/exception)
Compensation - Personal Services - read the regulations	X		
Compensation - Fringe Benefits	X		
Conferences	X		
Contributions and Donations - read allowability of contributions to the tribe or organization			X
Defense and Prosecution of Criminal and Civil Proceedings, Claims, Appeals and Patent Infringements - some exceptions			X

	Allowable	Prior Approval Required	Not Allowable
Depreciation	X		
Employee Health and Welfare Costs	X		
Entertainment Costs			X
Equipment and Other Capital Expenditures		X	
Exchange Rates		X	
Fines, Penalties, Damages and Other Settlements - some exceptions			X
Fund Raising and Investment Management Costs		X (If to meet Federal program objectives)	
Gains and Losses on Disposition of Depreciable Assets - read the regulations			
General Costs of Government			X
Goods or Services for Personal Use			X
Idle Facilities and Idle Capacity			X (two exceptions)
Insurance and Indemnification	X		
Intellectual Property	X		
Interest - read the regulations			
Lobbying			X
Losses on Other Awards or Contracts			X
Maintenance and Repair Costs	X (read the regulations)		

	Allowable	Prior Approval Required	Not Allowable
Materials and Supplies Costs, including costs of Computing Devices	X		
Organization Costs		X	
Proposal Costs	X		
Publication and Printing Costs	X		
Rearrangement and Reconversion Costs - read the regulations		X	
Recruiting Costs	X		
Relocation Costs of Employees	X (based on specific criteria)		
Rental Costs of Real Property and Equipment - read the regulations	X		
Selling and Marketing - direct costs only		X	
Specialized Service Facilities	X (specific conditions)		
Student Activity Costs			X
Taxes	X		
Termination Costs	X		
Training and Education Costs	X		
Transportation Costs	X		
Travel Costs - read the regulations	X		
Trustees Travel and Subsistence Costs	X		

Appendix E: Summary of 45 CFR Part 75

The Department of Health and Human Services adoption of the Office of Management and Budget Guidance in 2 CFR Part 200 has been codified into 45 CFR Part 75. The objective of the 2 CFR Part 200 reform is to reduce both the administrative burden and risk of waste, fraud, and abuse.


The purpose of the Federal financial management regulations is to ensure that government funds are used by governments and organizations efficiently and effectively to provide the services and/or goods authorized by the Federal agency that awarded the funds. They also ensure that the governments and organizations financial management systems provide accurate, reliable, and timely financial information to the Federal government.

On December 26, 2013, the Office of Management and Budget (OMB) issued 2 CFR Part 200 which consolidates eight OMB Circulars. On December 19, 2014, the Department of Health and Human Services codified the regulations into 45 CFR Part 75.

The management of an Administration for Native Americans grant requires a working knowledge of the financial assistance rules and regulations and basic cost contained in 45 CFR Part 75. Below is a summary of 45 CFR Part 75. It is important the full regulations be referenced for information about each area covered by them.

The circular is organized as follows:

- **Part 75 – Subpart A:** Acronyms and Definitions
- **Part 75 – Subpart B:** General Provisions
- **Part 75 – Subpart C:** Pre-Federal Award Requirements and Contents of Federal Awards
- **Part 75 – Subpart D:** Post Federal Award Requirements
- **Part 75 – Subpart E:** Cost Principles
- **Part 75 – Subpart F:** Audit Requirements



HHS has not revised 45 CFR Part 75 since the original version of 2 CFR Part 200 was originally approved. If there are any conflicts between the current version of 2 CFR Part 200 and 45 CFR Part 75, 45 CFR Part 75 is to be used.

Appendix F: Assurance of Community Representation on the Board of Directors

If you are not a federally or state-recognized tribe, Alaska Native tribal government, or public government agency in the U.S. territories, then you must provide documentation that a majority of your board members are representative of the Native American communities that ANA serves.

You must show that a majority of your board members represent a Native American community to be served. **You must submit documentation that identifies each board member by name and indicates one or more of ANA's three categories of community representation for each:**

1. Members of federally or state-recognized tribes
2. Persons who are recognized by members of the eligible Native American community to be served as having a cultural relationship with that community
3. Persons considered to be Native American as defined in 45 CFR § 1336.10 and Native American Pacific Islanders as defined in section 815 of Native American Programs Act

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 (for example, someone who owns a business or is employed by an organization that serves the Native community)

The following entities are not exempt from this policy and must meet the assurance requirements:

- A Tribal college or university or a territorial public school or university governed by a board separate from the tribe or territorial government

- An American Indian tribe, Alaska Native village, or public government agency in the Pacific territories applying as a nonprofit organization

Applicants that do not include this documentation in your attachments will be disqualified, and the application will not be considered for competition.

The following is suggested guidance for how to format and document the Assurance of Community Representation:

Board Member Full Name	Title on Board of Directors	Affiliation or Relationship to a Category of Community Representation
John Clay	President	Enrolled Member, XYZ Tribe
Darlene White Eagle	Vice President	Married to Earl White Eagle, Enrolled Member, XYZ Tribe (Cultural Relationship)
David Long	Treasurer	Native Hawaiian
Johnathan Thunder	Secretary	Athabascan-XYZ Village
Dina Redhorse	Board Member	Enrolled Member (State Recognized tribe), ABC Tribe
Dorothy Jones	Board Member	Non-Native



ANA Help Desk

<http://www.acf.hhs.gov/ana>

Toll free: 1.877.922.9262

Email: anacomments@acf.hhs.gov

Eastern Region

<http://www.anaeastern.org>

Toll free: 1.888.221.9686

Alaska Region

<http://www.anaalaska.org>

Toll free: 1.800.948.3158

Western Region

<http://www.anawestern.org>

Toll free: 1.855.890.5299

Pacific Region

<http://www.anapacific.org>

Toll free: 1.844.944.9544

