RELEASE IN PART B7(F),B6

U.S. Department Of State

Federal Assistance Award Coversheet

1. Assistance Type
Cooperative Agreement

2. Award Number
S-LMAQM-15-CA-1273

3. Amendment Number

4. Amendment Type

5. Recipient Name, Address and Contact Information
Creative Associates International
5301 Wisconsin Ave NW
Washington, DC 20015-2015
UNITED STATES
Ph[redacted]
Contact:[redacted]

6. Project Period
From: 09/30/2015 Through: 09/30/2017

7. Funding Period
From: 09/30/2015 Through: 09/30/2017

8. Program CFDA Number
19.701

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9. Recipient Federal Tax I.D./DUNS Number
DUNS: 091345579
EIN: 1521154258A9

10. Type of Recipient
U.S. Commercial Firm

11. Award Title
Providing Technical Assistance to the International Counterterrorism and Countering Violent Extremism Capacity-Building Clearinghouse Mechanism

12. Purpose
Creation of the International Counter-terrorism and Countering Violent Extremism Capacity-Building Clearinghouse Mechanism. Award is subject to Federal Acquisition Regulation (FAR) at 48 CFR part 31 for items of cost.

13. Issued By
Office of Acquisition Management
1701 N. Ft. Meyer Drive Berkley Building
Arlington, VA 22209
UNITED STATES

14. Funds Certified By
[redacted]
Budget Analyst
09/28/2015

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15. Statutory Authority - Authorization
FAA (Foreign Assistance Act)

16. Agreement:
The recipient agrees to execute the work in accordance with the Notice of Award, the approved application incorporated herein by reference or as attached, and the applicable rules checked below and any subsequent revisions.
2 CFR 200
2 CFR 600
Approved Application Attached

17. Statutory Authority - Appropriation
Nonproliferation, Anti-terrorism, Demining, and Related Program

18. Funding Distribution

	Total Prior Costs	Total New Costs	Amended Total Costs
U.S. Share of Costs	$0.00	$2,000,000.00	$2,000,000.00
Recipient Share of Costs	$0.00	$0.00	$0.00
Total Costs	$0.00	$2,000,000.00	$2,000,000.00

19. Recipient Name, Title and Signature
[redacted]
Name
Electronically Signed
Signature
President 09/29/2015
Title Date

20. Grants Officer Name, Title and Signature
[redacted]
Name
Electronically Signed
Signature
Grants Officer 09/28/2015
Title Date

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21. Accounting and Appropriation Data
19114510750004,2014,2015,1068,4122,2101,CT000CTE,,033320,,2015FDSTRCT3076,1068551129
Amount
$2,000,000.00

REVIEW AUTHORITY: Clarke Ellis, Senior Reviewer

22. Send Requests for Reimbursement to:
Per Award Provisions

23. By signing this agreement, the recipient assures that it will comply with the terms and conditions of this award. Recipient is required to sign and return this document within 10 business days of the signature of the Grants Officer to the Grants Office listed in Section 13.

Terms and Conditions attached: ☒ Yes ☐ No

DS-1909

AWARD ATTACHMENTS

Creative Associates International S-LMAQM-15-CA-1273

1. Roles and Responsibilities
2. Award Provisions
3. Scope of Work
4. Detailed Budget

Award Points of Contact: Roles and Responsibilities

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Department of State Roles and Responsibilities

The Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management (A/LM/AQM)

1. Grants Officer (GO)

The Grants Officer is the only person authorized award, amend, terminate a federal assistance award, and provide formal, required award approval including those outlined in 2 CFR 200.308 and 2 CFR 200.407. The recipient must contact the GO to request changes to the federal assistance award, terms and conditions including an extension, budget changes, or other requests requiring formal approval. Correspondence should be routed through the GOR.

[redacted]
A/LM/AQM
E-mail [redacted]

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Bureau of Counter-terrorism (CT)

2. Grants Officer Representative (GOR)

The Grants Officer Representative is the person with the technical expertise related to program implementation and who is designated, in writing, by the GO to administer certain aspects of a specific federal assistance award. The GOR is not authorized to approve or deny any request to amend the award.

[redacted]

CT
[redacted]

REVIEW AUTHORITY: Clarke Ellis, Senior Reviewer

3. Program Officer (PO)

The Program Officer is responsible for the programmatic and/or technical aspects of the pre-award cycle.

[redacted]

CT
[redacted]

The above roles are subject to change at any time without necessitating an amendment to the award by US Department of State.

Recipients will be notified of any changes via the Grant Solutions System or by email if award is not in Grant Solutions.

Recipient Administrators Points of Contact

1. Project Point of Contact (POC):

[redacted] B6 B7(F)

Creative Associates International, Inc.
5301 Wisconsin Ave., NW, Suite 700
Washington, D.C. 20015
[redacted]

Authorized Award Signatory:

[redacted]
Creative Associates International, Inc.
5301 Wisconsin Ave., NW, Suite 700
Washington, D.C. 20015
[redacted]

Please notify DOS in anticipation of any changes in the above Recipient Administrators Points of Contact or key personnel.

Creative Associates International S-LMAQM-15-CA-1273

U.S. Department of State Award Provisions

<u>Mandatory Award Provisions:</u> RELEASE IN PART B4

1. Purpose/Scope of Award:

   a. The purpose of this award is to support the creation of a new International Counterterrorism and Countering Violent Extremism Capacity-Building Clearinghouse Mechanism (ICCM).

   b. The Recipient shall carry out the Agreement in accordance with its proposal dated August 26, 2015 and associated budget submission of September 21, 2015, and any revisions to which both parties agree to in writing. The above-mentioned proposal is hereby incorporated by reference and made an integral part of the Agreement.

   c. For the objectives, timeline, and results of this project, see attached Scope of Work.

2. Grants Officer Contact Information: see attached Roles and Responsibilities

3. Grants Officer Representative (GOR) : see attached Roles and Responsibilities

4. Post-Award Compliance:

Department of State Standard Terms and Conditions for Federal Assistance Awards are incorporated by reference and made part of this Notice of Award. Electronic copies containing the complete text are available at: https://www.statebuy.state.gov/fa/Pages/TermsandConditions.aspx.

The Recipient and any sub-recipient, in addition to the assurances and certifications made part of the Notice of Award, must comply with all applicable terms and conditions during the project period.

5. Authorized Budget Summary REVIEW AUTHORITY: Clarke Ellis, Senior Reviewer

All expenditures paid with funds provided by this Agreement must be incurred for authorized activities, which take place during this period, unless otherwise stipulated.

		Year 1	Year 2	Requested Federal Funds
A	Personnel			
B	Fringe Benefits			
C	Travel			
D	Equipment			
E	Supplies			
F	Contractual			
G	Construction			
H	Other Direct Costs			
I	Total Direct charges			
J	Total Indirect costs			
K	Total Project Cost			$ 2,000,000

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** See attached detailed budget*

6. Payment Method:

Payments under this award will be made through the U.S. Department of Health and Human Services Payment Management System (PMS). The Payment Management System instructions are available under the PMS website and can be accessed at the following address: http://www.dpm.psc.gov/. Recipients should request funds based on immediate disbursement requirements and disburse funds as soon as possible to minimize the Federal cash on hand in accordance with the policies established by the U.S. Treasury Department and mandated by the OMB Circulars.

7. Reporting and Monitoring –

Submitting Reports
All reports (financial and progress) must be uploaded to the grant file in GrantSolutions, see instructions below. Please include the Agreement number S-LMAQM-CA-15-1273 in all correspondence. **Failure to comply with the reporting requirements may jeopardize the Recipient's ability to access funds and eligibility for future awards.**

Recipients that receive multiple awards must submit a separate set of reports for each award. The Program Office reserves the right to request any additional programmatic and/or financial program information during the award's period of performance.

1. Progress Reports

Progress reports are due quarterly. The due date is always 30 days following the end of the month/or calendar year quarter:

- January – March reports due on April 30
- April- June reports due on July 30
- July-September reports due on October 30
- October – December reports due January 30

Please note that if an award's period of performance begins with 30 calendar days remaining in the quarter, a progress report must be submitted for that quarter.

Recipients must upload to GrantSolutions:

- Page 1 (signed and completed) of the SF-PPR (Performance and Progress Report)
- Narrative attachment to the SF-PPR as described below
- SF-PPR-B: Program Indicators (or other mutually agreed upon format approved by the grants officer) for the F Framework indicators

Narrative progress reports should reflect the Recipient's focus on measuring the project's impact on the overarching objectives and should be compiled according to the **objectives**, **outcomes,** and **outputs** as outlined in the grant's Scope of Work (SOW) and in the Monitoring and Evaluation (M&E) Statement. An assessment of the overall project's impact, should be included in each progress report.
Where relevant, progress reports should include the following sections:

- Relevant contextual information (limited);
- Explanation and evaluation of significant activities of the reporting period and how the activities reflect progress toward achieving objectives, including meeting benchmarks/targets as set in the M&E plan. In addition, attach the M&E plan, comparing the *target* and *actual* numbers for the indicators;
- Any tangible impact or success stories from the program, when possible;
- Copy of mid-term and/or final evaluation report(s) conducted by an external evaluator; if applicable.
- Relevant supporting documentation or products related to the project activities (such as articles, meeting lists and agendas, participant surveys, photos, manuals, etc.) as separate attachments.
- Description of how the Recipient is pursuing sustainability, including looking for sources of follow-on funding.
- Any problems/challenges in implementing the program and a corrective action plan with an updated timeline of activities.
- Reasons why established goals were not met.
- Data for the required F Framework indicator(s) for the quarter as well as aggregate data by fiscal year using the SF-PPR-B: Program Indicators or other mutually agreed upon format approved by the Grants Officer.
- Proposed activities for the next quarter.
- Additional pertinent information, including analysis and explanation of cost overruns or high unit costs, if applicable.

Recipients should also submit progress reports for any activities in the final month of the award's period of performance in addition to the final report requirements detailed below.

2. Financial Reports

The Federal Financial Report (FFR or SF-425) is the required form for the financial reports. The two-part report is due quarterly and must be submitted electronically through the Department of Health and Human Services' Payment Management System (PMS) at http://www.dpm.psc.gov/

The due date is always 30 days following the end of the calendar year quarter (see Progress Reports)

Financial reports are due for **each quarter** the grant is active, even if only one day remains in the quarter**.** For the final quarter of a grant, a FCTR is due, but no FSR is due in PMS; this period can be covered in the final Financial Status Report.

3. Final Reports

a) Progress

The final narrative report must be submitted within 90 days of the end date of this agreement. The report must include Page 1 of the SF-PPR form, marked *Final* and a narrative progress report which includes an in-depth impact assessment and/or project evaluation. The project's summary should include quantitative and qualitative data relating to the objectives and overall outputs and outcomes, e.g., impact.

b) Financial

The Final Financial SF-425 (FFR) shall be submitted within 90 days after the expiration date of this Agreement. This report must disclose cost share and indirect rates, if applicable. If the final Negotiated Indirect Cost Rates (NICRAs) are not yet available, an interim final report must be filed within 90 days of the expiration date, clearly indicating in box 11 and box 12 that the rates are still provisional.

Bureau reserves the right to request any additional programmatic and/or financial program information during the award period.

4. F Framework Indicators

Recipient will include, in each progress report, data on the evaluation indicators from the Foreign Assistance Framework:

http://www.state.gov/documents/organization/246744.pdf

This data, reported by quarter and by fiscal year, should be included in each quarterly narrative progress report as an attachment using the SF-PPR-B: Program Indicators or other mutually agreed upon format approved by the Grants Officer. Please note that the data reported should be new and unique to prevent doublecounting. For example, if the same 15 journalists are being trained during two reporting periods (quarters), the cumulative data would be 15.

Technical Instructions

Financial Reporting in PMS:
In PMS, the FFR consists of two forms:

- *First, the Financial Cash Transaction Report (FCTR) must be filed to report expenditures on all grants within a Recipient's PMS account*
- *24 hours later, the Recipient must file a separate Financial Status Report (FSR) for each individual award in PMS. The FSR should be filled out completely, including boxes 10a-10h, and as appropriate: 10i-10k, 11, and 12.*

Recipients must also download a copy of the SF-425 they submitted in PMS and upload the report to Grantsolutions.gov.

For assistance with substantive financial reporting questions please contact the Grants Officer directly.

For technical assistance, the ONE-DHHS Help Desk for PMS Support is available Monday - Friday from 7 a.m. to 9 p.m. EST (except Federal Holidays).
Phone: (877) 614-5533
Email: State_Dept@psc.hhs.gov
The PMS Help Desk is available to respond to questions regarding navigation through the system menus and processes, and to reset PMS user passwords. You may also submit a ticket on-line and access more services using the Self-Help Web Portal located at http://www.psc.gov/one-dhh

Instructions for uploading to GrantSolutions.gov
Select the grant and then click on "Grants Notes" and select "Add" to create a new note. Now, enter "Subject", "Note Type", "Category Type" and "Notes"

a. *Enter Description of the Document (i.e. PPR, FFR and Date)*
b. *Select "Browse" to locate file on your computer; once located select "Upload" Wait until the "Grey Status Bar" reads "Successful"*
c. *Then select "Submit".*

8. Acknowledgement of DOS or USG involvement

All Department assistance awards must acknowledge the involvement of the USG. However, for awards authorized by the Foreign Assistance Act (FAA) of 1961 or funded by an annual Foreign Operations Appropriations Act (FOAA), acknowledgement of the USG is only required "to the extent practicable."

9. Pre-Award Costs: N/A

10. Substantial Involvement: A work plan is to be submitted within 45 days of award issuance. Prior review and approval by GOR is required for the following:
    - All training activities and associated administration, logistics, and policy.
    - Participant lists (name and country of origin and residence).
    - Technical Guidance (all aspects of the project).
    - Key personnel (prior to hiring decisions individuals must be cleared)

11. Program Income N/A

12. Cost-Sharing : N/A

13. Sub-recipients :

Sub-recipient budgets not approved in this agreement must be submitted to Grants Officer and GOR for review prior to execution to determine cost allowability and the sub-recipient budgets must be uploaded to the grant notes section of the award after execution.

The Grants Officer's approval is required to authorize the Recipient to reassign funds provided by this Notice of Award under the contractual budget line item.

The Recipient agrees to assure that all funds provided are expended for the purpose and in accordance with the terms and conditions of this Notice of Award.

14. Waiver of the Publications for Professional Audiences : N/A

15. Additional Bureau/Post Specific Requirements : N/A

16. Specific Conditions N/A

17. Special Provision for Performance in a Designated Combat Area (SPOT) N/A

18. State Department Leahy Amendment Vetting Requirements:
Funds provided under this award are subject to Section 620J of the Foreign Assistance Act of 1961, as amended, a provision titled "Limitation on Assistance to Security Forces" (the "Leahy Amendment"). Subsection 620J(a) of that provision states: "(a) In General.—No assistance shall be furnished under this Act [the Foreign Assistance Act] or the Arms Export Control Act to any unit of the security forces of a foreign country if the Secretary of State has credible evidence that such unit has committed gross violations of human rights." Accordingly, none of the funds under this award may be used to provide training or other assistance to any unit or member of the security forces of a foreign country if the Department of State has credible evidence that such unit or individual has committed gross violations of human rights.

In signing this agreement, the Recipient agrees to exercise due diligence to ensure compliance with the Leahy provision and State Department policy, and to cooperate with the State Department in implementation of the Leahy requirement for funds under this award. The Department implements the Leahy requirement by vetting units or individuals proposed for training or other assistance to check for credible evidence of gross violations of human rights by such units or individuals. To facilitate State Department vetting, the Recipient must provide the following information for proposed participants at least sixty (60) days prior to commencing award activities. This information should be submitted to the U.S. Embassy in the country where the award will be implemented in order to initiate Leahy vetting procedures:

Information needed: Full name, date of birth, country of birth, country of citizenship, gender, rank, title, and organizational affiliation. Please also include the activity and date that the activity will take place—if the person will participate throughout an extended program, please note the timeframe. Participant information should be submitted in the format attached.

Information required for "security forces" personnel: The above information is needed for each member of a foreign police or military unit (security forces, broadly defined) who will participate in any activity under this award. This includes both civilian and military employees of security forces participating in

any activities funded under this award, including training, workshops or meetings, conferences, or other activities.
The Recipient must collaborate with the relevant U.S. Embassy on a case-by-case basis to determine if the Leahy requirement applies to specific activities or proposed participants. Individuals who are not members of the security forces but who participate in activities under the award (e.g., politicians, academics, etc.) generally do not need to be vetted.

Submission Deadline: Each candidate must be cleared under Leahy vetting in advance of participation in activities funded under this award. The vetting process typically takes approximately one month, but may take longer if there are a large number of candidates or if issues arise. Thus, all information on proposed candidates must be received by the Embassy at least sixty (60) days in advance of the training event or other activity.

The Recipient agrees that it will not include any security forces candidate in training or other activities funded under this award until the State Department advises that the candidate has cleared Leahy vetting and is approved for participation.

19. Statutory Deviations N/A

Scope of Work:
Providing Technical Assistance to the International Counterterrorism and Countering Violent Extremism Capacity-Building Clearinghouse Mechanism (ICCM)

COUNTRIES

The countries Creative Associates International (CAI) may engage with under the project, as appropriate, include, but are not limited to, Burkina Faso, Kenya, Mali, Mauritania, Niger, Nigeria, Tunisia, and other assistance-eligible countries in the Middle East, the Horn of Africa, and the Sahel and Maghreb regions, as notified in CN 15-229. The Bureau of Counterterrorism (CT) will provide specific guidance to CAI on which countries it may engage with during the pilot phase of the ICCM.

GOALS

This project will contribute to the following CT goals:

- 3.1 Strengthen the capabilities of criminal justice practitioners in focus regions, drawing upon Global Counterterrorism Forum (GCTF) good practices;
- 3.2 Strengthen border control and security capabilities in focus regions to decrease terrorist mobility and travel; and
- 3.3 Increase partner nation and civil society will and capacity in focus regions to effectively counter the drivers and tactics of violent extremist recruitment.

PROJECT CONTEXT

As a bilateral donor, CT has an interest in identifying gaps in counterterrorism and countering violent extremism (CVE) training and programming and well as in avoiding unnecessary duplication of other donor states' programming efforts both geographically and across civilian institutions within individual countries. The ICCM was conceived to provide a more systematic approach to directing, coordinating, and de-conflicting delivery of counterterrorism and CVE resources and training to key partner states and regions. The concept for the ICCM was developed following the G-7 Summit in June 2015. The GCTF and its members are a key stakeholder in the ICCM. The United States, as the lead for the ICCM, will report to the GCTF Coordinating Committee on the ICCM's progress.

PROJECT OBJECTIVES

The project will be **accountable for achieving** the project-specific objectives listed below. The project will report against the indicators listed below to measure progress towards achieving its project-specific objectives.

Objective Number 1: Establish ICCM Framework.

- **Performance Indicator 1** – Number of stakeholders identified
- **Performance Indicator 2** – Percentage of stakeholder surveys returned
- **Performance Indicator 3** – Defined list of stakeholder priority areas and glossary of typology

Objective Number 2: Gather and Analyze Information on Capacity-Building Programs.

- **Performance Indicator 1 –** Number of structured collection forms completed
- **Performance Indicator 2 –** Number of capacity-building programs catalogued
- **Performance Indicator 3 –** Number of gaps/conflicts identified

Objective Number 3: Build and Populate Database.

- **Performance Indicator 1** – Percentage of objects and relationships (from Objective 2) implemented in database
- **Performance Indicator 2** – Percentage of data collected that is indexed and added to database
- **Performance Indicator 3** – Qualitative feedback from DOS and grantee internal team on ease of use and utility of database

Objective Number 4: Launch ICCM for Donors and Pilot Countries.

- **Performance Indicator 1 –** Number of training materials and briefings produced and distributed/delivered

- **Performance Indicator 2 –** Number of users who access database

- **Performance Indicator 3 –** Number users who query and/or upload information to database

Objective Number 5: Ensure Sustainability.

- **Performance Indicator 1 –** Percentage growth in volume of data

- **Performance Indicator 2 –** Percentage growth in active users of database per month

- **Performance Indicator 3 –** Number of new gaps/conflicts identified through use of database

ACTIVITIES

The estimated completion dates below assume start date of October 1, 2015. Dates may be adjusted based on actual start date.

Activity	**Estimated Completion Date**	**Objective # Supported**
Establish ICCM Framework Given the broad definitions of CVE, begin work with CT and GCTF by defining the scope and boundaries of the ICCM project. • Identify priority capacity-building areas of the ICCM, particularly those related to thematic areas (e.g., foreign terrorist fighters, terrorist financing), specific threats (e.g., ISIL, al-Qa'ida), and the proposed pilot countries. • Identify stakeholders in multilaterals, pilot countries, and partner nations. • Establish relationship with GCTF to facilitate a feedback loop. • Develop ICCM typology and nomenclature.	November 30, 2015	1

Counterterrorism/CVE programs cover a wide range of activities, a classification scheme will allow for helpful comparisons. • Create and distribute surveys to stakeholders to: 1) ensure the design of the ICCM is demand-driven and provides value to its users; and 2) offers a baseline for measurement, monitoring, and evaluation throughout the project.		
Gather and Analyze Information on Capacity-Building Programs Work closely with CT to collect and integrate all relevant source data into a single, coherent model. Data will be transformed into meaningfully defined objects and relationships: donor priorities, countries, threats, current capabilities, and the connections between them. The ICCM will be powered by interactive, human-driven, data-assisted analysis. • Create structured collection forms using ICCM typology to ensure information is captured in a consistent format to facilitate database entry. • Collect capacity-building programs of pilot countries to input into an interactive, data visualization mapping tool on users' online dashboards. This will be done using open source research, interviews with experts and stakeholders, and on-site visits to recipient countries. Collection and mapping will include current and future capacity-building programs. • Analyze Counterterrorism/CVE-specific threats in pilot countries, using information collected from research, interviews, and on-site visits. • Evaluate countries' capacity to address those threats against current and future programming identified in the ICCM	April 30, 2016	2

Framework (Objective 1). • Provide a comprehensive baseline assessment of activities to help donors identify gaps and possible areas in need of funding.		
Build and Populate Database Software engineers will build a secure, customized IT infrastructure, including a data warehouse and analytic dashboard with automated output capabilities. • Develop ICCM software, with integrated measurement of users' interactions with the database to analyze features and identify ways to improve functionality. • Add donor priorities to the database to serve as data points for analysis. • Add collected information on current and future Counterterrorism/CVE initiatives into database (updates will be made on an ongoing basis). • Establish technical requirements recipient countries must meet to ensure their systems are compatible with the ICCM when it launches.	April 30, 2016	3
Launch ICCM for Donors and Pilot Countries After testing and improving the database, the team will: • Prepare to open the ICCM to: 1) requests for information, reports, and analysis from donors and stakeholders; and 2) users in pilot countries, who will also, as capabilities develop, add their own data. • Develop training and support materials for members and set up a helpdesk. • Continue gathering and analyzing information (as described in Objective 2). • Highlight gaps and similar efforts to donors to encourage collaboration, while implementers effectively leverage one	June 30, 2016	4

another. • Conduct survey of end-users to establish feedback loop with continuous interface presented through the dashboard.		
Ensure Sustainability—Phase I During the pilot phase, administer and populate the database preparing for ICCM's long-term sustainability. Promote the "network effect" to increase demand for ICCM and in turn its value to the users as a result of richer content. Promote the ICCM with Civil Society Organizations as it allows them to promote their work with current and potential donors. • Train and encourage users in pilot countries to upload and update content. • Monitor and improve functionality of the ICCM through a learning cycle of user feedback and database analytics. • Conduct surveys of donors and users to determine ways to improve ICCM. • Endeavor to scale the ICCM to additional countries by demonstrating its value through measurement, monitoring, and evaluation. Scalability is important to sustainability, as the project will benefit from greater network effects and reduced average costs per user.	March 31, 2017	5
Ensure Sustainability—Phase II During this phase, the Team will focus on refining the ICCM by: • Incorporating feedback from donor surveys into any modifications necessary. • Continuing management of ICCM to ensure a positive user experience. • Implementing final recommendations from users and the client. • Mobilizing and coordinating donors both virtually and in person for commitments to ICCM's sustainability, scalability, and effectiveness.	September 30, 2017	5

NOTE: This Scope of Work is based on recipient's proposal dated August 26, 2015, which is incorporated by reference. In the event of any discrepancies, this Scope of Work takes precedence.

KEY TERMS AND DEFINITIONS

Activity – A specific action or process undertaken over a specific period of time by an organization to convert resources to products or services to achieve results.

Evaluation – A systematic and objective assessment of an on-going or completed project, program or policy. Evaluations are undertaken to (a) improve the performance of existing interventions or policies, (b) assess their effects and impacts, and (c) inform decisions about future programming. Evaluations are formal analytical endeavors involving systematic collection and analysis of qualitative and quantitative information.

Goal – The higher-order objective to which a project, program, or policy is intended to contribute.

Impact – A results or effect that is caused by or attributed to a project or program. Impact is often used to refer to higher level effects of a program that occur in the medium or long term, and can be intended or unintended and positive or negative.

Inputs – Resources provided for program implementation. Examples are money, staff, time, facilities, equipment, etc.

Monitoring – Monitoring provides an indication of progress against goals and indicators of performance, reveals whether desired results are occurring, and confirms whether implementation is on track. In general the results measured are the direct and near term consequences of program activities; whereas evaluations document the achievement of outcomes and results and, in some cases, the value of continuing the investment.

Objective – A statement of the condition or state one expects to achieve.

Outcome – A results or effect that is caused by or attributed to the project, program, or policy. Outcome is often used to refer to more immediate and intended effects.

Outputs – The products, goods, and services which result from a project or program.

Performance Indicator – Performance indicators measure a particular characteristic or dimension of a project's outputs or outcomes. Outputs are directly attributable to the project activities, while outcomes represent results to which a given program contributes but for which it is not solely responsible.

Program – A set of activities or projects that are typically implemented by several parties over a specific period of time and may cut across sectors, themes, and/or geographic areas.

Project – A project is a set of planned and then executed activities identified through a design process, which are together intended to achieve a defined result, generally by solving an associated problem or challenge. The term project does not refer only or primarily to an implementing mechanism, such as a contract or grant. A set of projects makes up the portfolio of a program. A project evaluation is often carried out within the framework of a broader program.

Creative Associates International, Inc.
Client: Department of State/Bureau of Counterterrorism
Title: Providing Technical Assistance to the International Counterterrorism and Countering Violent Extremism Capacity-Building Clearinghouse Mechanism
Funding Opportunity No.: CTP-CTAQM-15-008
Period of Performance: Two Years
Date: September 21, 2015

Detail Budget

B4

Creative Associates International, Inc.
Client: Department of State/Bureau of Counterterrorism
Title: Providing Technical Assistance to the International Counterterrorism and Countering Violent Extremism Capacity-Building Clearinghouse Mechanism
Funding Opportunity No.: CTP-CTAQM-15-008
Period of Performance: Two Years
Date: September 21, 2015

Detail Budget

	Year 1					Year 2					Requested Federal Funds	Cost-Share by Applicant	Program Total
	Unit	Number	Amount	Rate	Subtotal	Unit	Number	Amount	Rate	Subtotal			
													$ 2,000,000

B4