



NATO PUBLIC DIPLOMACY PROGRAMMES

CO-SPONSORSHIP GRANTS FOR PUBLIC DIPLOMACY PROJECTS

PUBLIC DIPLOMACY DIVISION, INTERNATIONAL STAFF, NATO HEADQUARTERS

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GRANT APPLICATION GUIDELINES

FY 2021

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NATO PUBLIC DIPLOMACY DIVISION CO-SPONSORSHIP GRANTS

NATO Public Diplomacy Division Co-Sponsorship Grants

GOAL

One of the goals of NATO's Public Diplomacy Division (PDD) is to foster awareness and understanding of NATO, its values, policies, and activities, and to increase the level of debate on peace, security, and defence related issues. To this end, the Division conducts and supports a wide range of public diplomacy activities, including face-to-face in-person and on-line events, conferences, seminars, and digital and multimedia as well as research projects, designed to engage with audiences around the world.

Co-sponsorship for these activities on peace and security-related issues is available in the form of discretionary grants from NATO's Public Diplomacy Division. Typically, recipients of these grants are Non-Governmental Organisations (NGOs), universities, think tanks, and other pertinent civil society organisations.

CONTENT

As the Alliance prepares for the future, in 2020 the Secretary General launched his reflection on NATO 2030. The three core concepts of NATO 2030 are to ensure that the Alliance stays strong militarily by investing into military capabilities, is more united politically as a hub for trans-Atlantic dialogue and takes a broader approach globally. The text below should help the applicants focus their projects in line with NATO's political and communications priorities.

Thematic Clusters

NATO PROTECTS

NATO's greatest responsibility is to protect and defend its territory and populations from attack. Projects under this thematic cluster should encompass all activities that contribute to enhancing NATO's deterrence and defence posture.

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NATO UNITES

All of NATO's activities must be underpinned by unity. Projects under this cluster should focus on the shared commitment to the Washington Treaty, the importance of the transatlantic bond, fairer burden sharing and the promotion of Alliance values. They should consider how NATO brings Allies together to confront challenges to the rules-based international order in defence of the common values of freedom, democracy and the rule of law.

NATO STRENGTHENS

NATO takes a global approach, working on a daily basis to strengthen its members and partner countries. Through projects and activities across the globe, the Alliance seeks to empower Allies, partners, organisations and individuals to advance peace and security. The "One Partner, One Plan" approach, for example, is aimed at improving the tailored assistance made available to NATO partners by encompassing all existing political and practical programmes of cooperation within one single framework which will enhance the effectiveness, efficiency and coherence of NATO's support made available to partners for the interest of partners and the Alliance.

Possible Focus Topics¹

Building Resilience: The Alliance continues to strengthen its individual and collective capacity to resist all forms of attack in line with Article 3 of the Washington Treaty. As seen during the COVID-19 pandemic, hostile information and disinformation activities target the core values of the Alliance with the objective of undermining the resilience of Allied citizens. Closer cooperation between NATO and multilateral institutions, notably the EU, is crucial in responding to this common challenge.

Defence and Deterrence: Collective defence remains the Alliance's greatest responsibility and deterrence is a core element of NATO's overall strategy – preventing conflict and war, protecting Allies, maintaining freedom of decision and action, and upholding the principles

¹ The list is not exhaustive and other relevant topics that fall under the main thematic clusters are eligible for sponsorship.

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and values it stands for (individual liberty, democracy, human rights and the rule of law). NATO's capacity to deter and defend is supported by an appropriate mix of nuclear, conventional, and missile defence capabilities, which complement each other, and is underpinned by an array of civil and military resources to support these capabilities and the posture more broadly.

Russia: Russia's actions continue to make the Euro-Atlantic security environment less stable and less predictable, including through sustained and coordinated hostile information activities and disinformation campaigns. Alliance political unity, combined with NATO's robust military capability and will to protect its citizens and territory, helps avoid misunderstandings and miscalculations, build future trust, and keep open channels for dialogue to contribute to transparency and risk reduction.

The South: Instability in NATO's southern neighbourhood continues to challenge Alliance security and the security of NATO's partners. Terrorism in all its forms and manifestations targeted at partners and at NATO's home populations weakens international stability and prosperity, and risks undermining the resolve and confidence of its citizens.

Nuclear Weapons and Arms Control: In an uncertain world, nuclear weapons contribute to preserving peace, prevent coercion and deter aggression. NATO remains committed to effective arms control, disarmament and non-proliferation.

China: While NATO does not regard China as an adversary, the rise of China is fundamentally shifting the global balance of power, with security consequences for NATO. NATO will remain a regional Alliance, but to address a changing global security environment and to defend the global rules and institutions that have kept Allies safe for decades, NATO needs a more global approach.

Innovation and adaptation: Linked to the NATO 2030 process, NATO is implementing an energetic programme of innovation with academia and the private sector. NATO is at the forefront of innovation across our Alliance in areas such as Artificial Intelligence, autonomous technologies, quantum and bio-technologies to name but a few. Space is a dynamic and rapidly evolving area, which is essential to the Alliance's deterrence and defence. In 2019, Allies adopted NATO's Space Policy and recognised space as a new operational domain, alongside air, land, sea and cyberspace.

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NATO's response to COVID-19: NATO Allies stand in solidarity in response to the Covid-19 pandemic. NATO and Allied military personnel have been supporting civilian efforts - providing military airlift, setting up field hospitals, sharing medical expertise, and helping to develop innovative responses. While NATO continues to take all the necessary measures to protect our armed forces, NATO's operational readiness remains undiminished and the Alliance continues to deliver effective deterrence and defence. Our forces remain vigilant and prepared to respond to any threat.

SOCIAL MEDIA PROMOTION

NATO PDD highly encourages organisers to join the official Facebook Group 'NATO Engagement' (<https://www.facebook.com/groups/NATOEngagement>) where they can find an engaged of interested parties and partners. Organisers are also invited to promote their projects on this platform prior to this event, request its livestreaming and post event content to this wider community. This will help them reach the desired target audience and enhance coverage.

Selection criteria

The NATO Public Diplomacy Division uses the following criteria to select projects for co-sponsorship:

- Relevance to NATO's current political agenda and communication priorities.
- Educational value and/or relevance to public discussion of peace and security issues; the contribution of the project to NATO's goal of developing an informed debate on these issues.
- Expected impact and reach of the project.
- Ability to use resources efficiently to achieve the expected outcome.
- NATO reserves the right to decline a project application from a grantee who previously failed to abide by the terms of a previous sponsorship grant with NATO.

Decisions on whether to support a project, as well as the level of sponsorship awarded, are made at the discretion of NATO authorities.

Timelines

We kindly invite you to send your co-sponsorship grant applications to one of the two funding rounds held throughout the year. Please see below the deadlines for member and partner nations. Please note that projects must start and finish within the same calendar year (2021).

A. Member Nations

Deadline for project submissions	Project start between
31 January 2021	1 April – 31 July 2021
15 May 2021	1 August - 31 December 2021

B. Partner Nations

Deadline for project submissions	Project start between
31 January 2021	1 April – 31 July 2021
15 May 2021	1 August – 31 December 2021

LEVEL OF SUPPORT

Level of support

- Projects up to €10,000 are eligible for up to 100% sponsorship;
- Projects between €10,000 and €20,000 are eligible for up to €10,000 in sponsorship;
- Projects above €20,000 are eligible for up to 50% in sponsorship.

If the final cost of a given project is lower than initially estimated, the NATO sponsorship will be reduced accordingly.

Financial rules

The following rules apply to external, non-profit organisations seeking subsidies for projects and programmes via NATO's Public Diplomacy Division.

In order to avoid any misunderstanding or potential for disputes between parties, applications must provide all the required information. In case of doubt, do not hesitate to contact the NATO Programme Officer (if known) or send your query to the general email address: mailbox.publicdiplomacyinformation@hq.nato.int. (Queries related to projects originating in Russia or Ukraine should be directed to NATO Information Offices in the respective countries. Please consult paragraph 4 of the 'Application' section for details.)

In order to be eligible for a NATO subsidy, all mandatory documents must be received by NATO by the deadline (see above). NATO will aim to provide a decision on the application no later than two **(2) months after the deadline**.

The project must start and end during the same calendar year.

Typically, the following expenses within the grant programme can be reimbursed by NATO:

- Online activity services provided and invoiced by a third party;
- Moderator and speaker's fees for services provided and invoiced by third party;
- Expenses directly related to the deliverables of a particular project (unless covered in the overhead);
- Transportation costs. Only economy class airfares will be covered and only for speakers or participants.
- Hotel accommodation at a reasonable level;
- Meals, coffee breaks, and receptions, when directly linked to the project, and up to a maximum of 25% of the final costs covered by NATO's co-sponsorship;
- Rental of facilities provided and invoiced by a third party;
- Equipment rental provided and invoiced by a third party;
- Interpretation and translation services provided and invoiced by a third party;
- Costs associated with ensuring the promotion and visibility of the project, where such expenses can be verifiably documented and services are provided and invoiced by a third party. e.g. photography, production costs (video or internet), e-material costs, broadcasting costs;
- Fees for special services directly related to the sponsored project, where such expenses are clearly detailed and are approved by NATO in advance;
- Production and distribution of programmes/invitations, online promotion, documentation provided to participants, and post-project proceedings provided and invoiced by a third party;

FINANCIAL RULES

- Overheads of 5% of the final costs covered by NATO's sponsorship can be included to cover all costs linked to administration of the project. Please note that these types of cost are not eligible for inclusion in other categories;

Please note that costs associated with the participation of members of NATO's International Staff are paid for by NATO, therefore, these costs must not be included in the co-sponsorship application.

In general, staff costs are not covered. Services and products provided by the grantee resulting in tangible deliverables (e.g. filming, editing, translation, report writing, online product and content development) can be considered if the following conditions are fulfilled:

- The requested work must be provided by trained and experienced specialists (e.g. translation must be done by a professional translator);
- The final report must contain the timesheets (date/time/duration worked on the project) of the specialist involved, price per hour, and/or price per piece of work delivered;
- A statement signed by the grantee certifying that the price requested is at or below local market price for such deliverables.

If the grantee needs to contract the services of a private entrepreneur, the following supporting documents must be included in the final report:

- Statement of Work (SoW);
- A clear description of deliverables;
- Costs;
- Duration/Timing;
- Statement confirming that there is no direct or indirect relationship with any member of the grantee organisation;
- Statement of the supplier that his/her duties/responsibilities are not sub-contracted;
- The paid invoice.

Should the grantee wish to receive an advance payment of 50% of the approved sponsoring amount, this should be clearly stated in the letter of request. After the completion of the project and the receipt by NATO of the final report, including all supporting documents, the balance can be paid on the condition that:

- The total final cost under each budget category covered by NATO and the total final cost of the project are equal to or greater than the estimate mentioned in the budget

at the time of application. In case the costs incurred are lower than the amounts noted in the estimate, only actual costs will be reimbursed;

- In the case of a 100% subsidy (see level of support), all supporting documents have been received, meet the criteria outlined in these guidelines, and are legible and properly formatted;
- In the case of a partial sponsorship (see level of support), all supporting documents for at least an amount equal to twice of the approved sponsoring amount have been received, meet the criteria outlined in these guidelines, and are legible and properly formatted (for example, if the total estimated cost of a conference is €80,000 and NATO sponsorship was €20,000, justification for at least €40,000 will be required).

The final report budget must be aligned with the initial approved budget as provided by NATO with the award letter. All evidence (invoices, contracts, travel tickets, etc.) must be referenced and this reference number must be stated in the first column of the final report budget. A cost summary per budget item category must be provided so that declared costs can be easily identified and verified.

For the purpose of co-sponsorship, NATO cannot undertake direct payments to individuals (like private entrepreneurs or private persons). NATO can only undertake direct payment to recognised organisations and institutions.

The name of the grantee and the name of the bank account owner must be the same.

All supporting documents must be legible and submitted in French or English, the two official NATO languages. If the originals are in a language other than English or French, translation of all key components must be provided by the grantee. Key components are date, supplier, provider and/or client name, nature of service or cost, and any other relevant information.

Acceptable supporting documents:

- Paid invoices;
- Transportation invoices, hotel receipts;
- NATO will accept scans of receipts in PDF format, provided that they are submitted in a single file, using an online document sharing tool (e.g. WeTransfer or Dropbox), but the grantee must keep the originals for at least five (5) years for NATO audit purposes.

Unacceptable documents:

- "Pro forma" invoices, expenses without corresponding invoices, bank statements or copies of payment orders without supporting invoices;
- NATO will not cover daily allowances or "per diem".

FINANCIAL RULES

When applicable, the exchange rate, using the date of the event, must be provided from an official source (e.g. National Bank).

NATO reserves the right to request any additional documents if judged necessary.

In case of change of date, title, character and/or format of the project, the grantee must immediately, prior to the start of the project, inform the responsible NATO Officer in writing. If the project is postponed to another calendar year, the grantee will be required to reimburse the paid advance. The awarded (co)-sponsorship will be cancelled. A new request can be submitted for the following budget year, but will be assessed in line with evolving priorities.

Once the co-sponsorship is approved and an award letter sent, the approved budget amounts and categories cannot be modified without prior approval. In cases where adjustments to amounts in certain budget categories become necessary, a request for adjustment, with justifications, should be submitted to NATO as soon as possible and no less than two (2) weeks before the start of the sponsored project. It is not possible to request an increase in the overall sponsorship amount.

Reporting:

- The Initial Assessment Report Form must be submitted to the NATO Public Diplomacy Division electronically **no more than two (2) weeks following the event/completion of the project in Word format;**
- The complete final report (Final Report Form, financial report, assessment report, all supporting documents) must be submitted to the NATO Public Diplomacy Division **no more than two (2) months following the event/completion of the project, both electronically (e.g. wetransfer.com, Dropbox), in a single editable PDF file, and in one hard copy to the address provided in the grant confirmation letter. The Detailed Budget Table must be provided in editable Excel format.**

Failure of a grantee to submit invoices or other credible evidence of the expenditure as outlined above within two (2) months after the end of the project may lead to cancellation of payment of the second instalment of the subsidy. It may also jeopardise future NATO support of the grantee's activities.

If the grantee fails to present the final report, NATO will seek reimbursement of the first instalment of the subsidy.

If, after receiving the first half of the NATO subsidy, the grantee fails to complete the sponsored project or to duly justify the approved expenses, NATO will also seek reimbursement of these funds.

In-kind contribution

In exceptional circumstances, in-kind contributions, in the calculation of the total costs for a sponsored project, can be taken into account if they meet **all** the following criteria:

- the in-kind contributions are mentioned and specified as such in the application form;
- the in-kind contributions are tangible and are quantified (e.g. usage of a conference room free of charge, catering offered, interpretation equipment installed and operated free of charge);
- the in-kind contributions are not directly or indirectly related to manpower, honoraria or copyright;
- the in-kind contributions are documented and submitted as part of the final report (e.g. a letter from the donor certifying their contributions);
- the amount mentioned by the applicant for the in-kind contributions is at or below the market price for such items.

It is important to note that in-kind contributions can be considered as part of the overall costs of an event only and in no circumstances will such contributions be covered or reimbursed by any NATO subsidy.

VISUAL ACKNOWLEDGEMENT OF A NATO CONTRIBUTION

Visual acknowledgement of a NATO contribution



As part of its public diplomacy efforts, NATO provides various forms of support to non-commercial events or projects undertaken by third parties.

The main aim of the visual acknowledgement of a NATO contribution is to ensure that NATO's role in supporting the event or project is acknowledged. Under no circumstances should the recipient of a co-sponsorship project use the NATO logo in such a way as to lead audiences to perceive the respective external event or publication as one of NATO's official activities.

The use of the NATO logo is governed by [NATO's visual identity guidelines](#). As a general rule, the visual recognition of the NATO contribution to publications and conference material produced by third parties consists of the NATO logo, standard size of 1.5cm x 3cm varying in proportion to the size of the medium, followed by an acknowledgment sentence (e.g. "This event is co-sponsored by the North Atlantic Treaty Organization").

The visual identity guidelines, along with digital versions of the NATO logo, will be communicated to you upon confirmation of your grant. (Please note: if your project is executed in support of specific NATO communications activities, NATO PDD may also provide you with access to a set of specific tools where you will find relevant guidance and resources on the implementation of these activities.)

When requesting a co-sponsorship grant, it is understood that you agree and will comply with the above conditions.

Application: List of mandatory documents

The Application for a grant must include the following documents:

1. Letter of Request:

- Dated and signed by the person responsible for the project;
- On an official letterhead with an official stamp of the organisation;
- Indication of the project objective (brief) and the financial sum requested;
- Inclusion of all bank details (name, address, IBAN and BIC/SWIFT).

A scanned version of the original letter of request is accepted.

2. A structured outline for the applicant's activity (based on the following elements: objectives, audience insight, strategy, implementation, assessment).

2.1. **Summary:** a brief summary of the proposed activity (i.e. structure, timeline, etc.).

2.2. **Objectives:** an explanation of how the activity will contribute in the framework of NATO's current agenda and communication priorities.

2.3. **Audience insight:** an explanation of to whom the activity is aimed at. Please include number of audience targeted. Is the goal to change or influence their attitudes and behaviours to help achieve the objective? What are the barriers to change that the activity can help to address?

2.4. **Strategy:** an outline of the approach to be applied, covering proposition/messaging, channels, and partners/influencers. The expected media coverage, use of social media tools as a way to promote the project, and ways to publicise NATO support should also be considered.

2.5. **Implementation:** an outline of how the communications will be delivered and what tactics will be used. This should comprise a clear plan that allocates resources and sets out timescales (including an indicative timeline of milestones and key events in the framework of the activity.) Noting the involvement of any influencers or partner organisations who may increase event visibility or amplify communication efforts, is also recommended.

2.6. **Assessment:** Please state which metrics you will use to measure outputs and outcomes for the activity. In cooperation with NATO PDD, an online assessment survey will be designed to gather participants' feedback.

2.7. **Outputs:** what is delivered/what target audience is reached? (distribution, exposure, reach).

APPLICATION: LIST OF MANDATORY DOCUMENTS

- Deliverables
- Audience reached
- Expected coverage both online/offline, e.g. press clippings (articles, interviews, clips, etc. with links) and social media metrics (number of posts, views, reach, mentions, shares, engagement rate, etc.).

2.8. **Outcomes:** what is the aimed impact/result of your activity on the target audience (impact, influence, effects/attitude/behavioural change)?

- Quantifiable changes that occur because of the project – e.g. result of behavioural (perception) change
- Actual outcome compared to desired outcome; have the goals been met?

Set specific targets and the timeframe in which they are to be achieved.

3. The completed Grant Application Form

Send your application, along with all the necessary supporting documentation, to the responsible Officer in NATO's Public Diplomacy Division and/or, if by email to mailbox.publicdiplomacyinformation@hq.nato.int.

Projects originating in Russia should be sent to:

NATO Information Office
attached to the Embassy of Belgium
Ul. Mytnaya 3
119049 Moscow
Russian Federation

Tel: +7 495 937 3640 / 3641
Email: office@nio-moscow.nato.int

APPLICATION: LIST OF MANDATORY DOCUMENTS

Projects originating in Ukraine should be sent to:

NATO Information & Documentation Centre
4L Sikorsky Street
04112 Kyiv
Ukraine

Tel: + 380 44 2990 619
e-mail: nidc@nato.kiev.ua

**PLEASE NOTE THAT ONLY COMPLETE APPLICATIONS, WHICH INCLUDE ALL
MANDATORY SUPPORTING DOCUMENTS, WILL BE CONSIDERED**

HOW TO FILL IN THE GRANT APPLICATION FORM

How to fill in the Grant Application Form

1. Checklist

This checklist is to help ensure that your grant application is complete.

Project information

- **Non-Profit Organisation:** please fill in all requested information about your non-profit organisation. The NATO financial rules do not allow subsidies to individuals. Please note that the contact person(s) must represent the grantee.
- **Type of Project:** Any public diplomacy project that fulfils the criteria set by NATO, including conference, workshop, seminar, essay competition, documentary film, public event, online project, audio-visual project, etc.
- **Title of Project:** The title should reflect the content of the project and remain the same throughout the project.
- **Target Audience:** Specify the type and number of audience: e.g. media, civil society, opinion formers, industry professionals, youth, and the approximate number for each category.
- Please specify whether your project is online/offline/hybrid. If offline/hybrid, please specify venue. Specify the complete address including country of the venue and the date of the event.
- **Additional Co-sponsoring Institutions:** Please indicate the name and the estimated amount, including in-kind contributions and own funds, per co-sponsoring institution. This field is mandatory for any project sponsored by NATO unless NATO is covering 100% of the costs.
- **Request for NATO Speaker(s):** Provide names (and if known, titles) of requested speakers from NATO, if any.
- **Total Budget/Budget requested from NATO:** specify the total estimated cost of the project and the total amount requested from NATO's Public Diplomacy Division. Please indicate the currency. These amounts must be the same as the totals mentioned in the budget table.

Budget table

- (a) **Travel expenses for speakers:**(Note: as NATO Staff Members must travel under NATO's budget, their travel costs cannot be included in this section.)
 - **Hotel:** the estimated total cost equals the total number of nights multiplied by the nightly room rate.

HOW TO FILL IN THE GRANT APPLICATION FORM

- Transport: This field includes speakers' transportation to and from the venue and all local transportation (flight, train, taxi, and bus or minivan rental).
- (b) Travel expenses participants:
 - Same principles as above (a) apply
- (c) Meals / Catering: this cannot exceed 25% of the final costs covered by NATO's co-sponsorship. This type of cost must be provided and invoiced by a third party. The estimated costs should be split into three categories:
 - Meals: please specify the number of meals and the estimated number of participants.
 - Coffee breaks: please specify the number of coffee breaks and the estimated number of participants.
 - Reception: please specify the number of receptions and the estimated number of participants.
- (d) Rentals: This type of cost must be provided and invoiced by a third party. All costs must be within the market price for the type of services requested. For the category 'other rentals' a description must be provided.
- (e) Linguistic services: This type of cost must be provided and invoiced by a third party. All costs must be within the market price for the type of service requested.
- (f) Organisational expenses: This field covers the expenses generated by the organisation of the event and directly supported by the grantee:
 - Overheads of 5%: As explained in the financial rules, overheads of 5% of the final NATO grant can be included to cover all costs linked with administration of the project and other costs such as remunerations, honoraria, and fees. Please note that such costs are not eligible for inclusion in other categories.
- (g) Deliverables: This relates to services and products provided by the grantee resulting in tangible deliverables (e.g. filming, editing, translation, report writing, online product and content development). Please refer to Point 6 above for further guidance.
- (h) Other: A description of the need must be provided. This service or product must be provided and invoiced by a third party. All costs must be within the market price for the type of service or product requested. For example:
 - Online activities: e.g. event page, related use of social media, provided and invoiced by a third party.
 - Moderator and speaker's fees: This covers services performed by recognised experts. NATO Officials and members of governments cannot receive fees for official representation. In addition, NATO will not reimburse moderator or speaker fees for members of the organisation in receipt of the grant.

HOW TO FILL IN THE GRANT APPLICATION FORM

- Audio-visual Products and Services: If some deliverables are produced internally, NATO could consider the reimbursement of the costs directly involved. See Point 6 above for more details.
- Any other costs must be listed, along with a full description.
- Note: When it is mentioned that the service must be provided and invoiced by a third party, this means a legal, commercial relationship must exist between the applicant and the supplier. An official invoice, mentioning date, address, and name of the supplier, and the list and cost of the goods and/or services provided must be included with the final report.

Final Report: List of mandatory documents

As NATO's Public Diplomacy Division requires timely feedback from grantees for reporting purposes, grantees are requested to provide this feedback in two stages: an **initial** assessment report and the **final** report. Further guidance is below.

1. Initial assessment report

No later than **two weeks** after the completion of the project, the organisers of the project will fill in the Initial Assessment Report Form, evaluating the effects and results of the activity and documenting the efforts taken to promote NATO, including NATO visuals. This report can be sent by email **in Word format**.

This report would include:

1.1. Project Objectives:

- Provide a short summary of the project/event concluded.
- What audience(s) did your project target?
- What was the initial goal of the event and the desired outcomes (e.g. impact, perception change or change in behaviour, advocacy, etc.)?

1.2. Project Outputs:

- Deliverables. List any tangible products/services/publications developed as a result of the event and attach them to your report
- Demographics of attendees. Also attach final list of participants.
- Online viewership and metrics
- Media and digital coverage, press clippings (give links to named online media outlets; name print publication; name tv/radio channels + potential reach - if applicable)

1.3. Project Outcomes:

- Please describe how the event delivered against the goal of the project and list the actual outcomes measured against the desired outcomes (e.g. impact, perception change or change in behaviour, advocacy, etc. Provide a comparative perspective of the initial goal under 1.1. versus actual outcome.)
- Survey results. Make sure the participants fill in the survey provided, reach out to PDD for the survey results and attach them to this report before submitting it.
- List any other known information or content to help NATO understand the impact of your project/event such as: key messages used; placements of NATO branding; unanticipated outcomes.

FINAL REPORT: LIST OF MANDATORY DOCUMENTS

Please also provide the final list of participants and final programme and a couple of quality photos/videos in high resolution, or screenshots of social media posts where applicable.

For longer-term projects, interim assessment reports may be required. Details should be agreed with the NATO Officer responsible.

2. Final report

No later than **two months** after the completion of the project, the organisers will submit a final report.

Please note that the final report should be sent both electronically (**in one editable PDF file**, using an online document sharing tool, such as WeTransfer or Dropbox) and in one hard copy (original documents or certified copies).

This report must include:

2.1. Part A (Finance)

2.1.1. Grant Final Report Form

Both the Financial Report and annexes submitted must fully correspond with the budget categories previously reviewed and approved by NATO's Public Diplomacy Division. All documents must contain reference numbers and must be grouped according to the categories in the report. In addition, all annexes to the financial report must be presented in the same order as indicated in that report and the approved budget.

2.1.2. Itemised invoices

Invoices must clearly identify address, phone, and name of organisation, a description/purpose of the good/service purchased/rented, and date of transaction. All receipts/invoices can be presented on photocopied pages as long as they are numbered and a clear reference is made to the listing presented in the final report. Multiple receipts/invoices can be photocopied on the same page, so long as they are legible and labelled as outlined above. Dates on invoices/receipts must correspond to date of event.

Note: No tips (taxi, service) will be reimbursed. If receipts do not conform to these requirements, they will be rejected.

In the case of a partial grant (see level of support), all eligible supporting documents for an amount equal to at least double the approved sponsoring amount must be provided.

FINAL REPORT: LIST OF MANDATORY DOCUMENTS

In the event that the final cost of an event is less than the original agreed budget, the overall level of reimbursement will be pro-rated on the basis of the percentage originally accepted by NATO. E.g. if the total cost of the event has been estimated at €30,000 and NATO agreed a sponsorship up to €15,000 (50% of €30,000), and evidence is provided for €28,000, then sponsorship provided by NATO will be reduced accordingly to €14,000 (50% of €28,000).

2.1.3. Detailed Budget Table

The Excel Detailed Budget Table provided must be properly filled in to reflect a detailed budget breakdown of the expenses from the report's budget table form and to capture the references of the financial evidences attached. Feel free to edit the table to fit your reporting needs and add as many rows as possible, to reflect all the financial evidences attached. The table must be sent in editable format together with the Final Report Form and the Itemised Invoices.

2.1.4. Bank Information

A signed and dated document certifying current bank details.

2.1.5. Translation of documents

In the event that the originals are not in French or English, all essential elements must be translated (see Point 12 of the financial rules for a description of essential elements).

2.2. Part B (Project implementation and assessment)

2.2.1. An updated version of the initial assessment report provided to NATO;

2.2.2. A consolidated report of the survey results;

2.2.3. Final Programme of the event;

2.2.4. Final list of participants;

The final list of participants who attended the event. Add also a list of participants for all meals and accommodation for which NATO provides financial assistance.

2.2.5. Additional comments;

If needed, please submit any additional comments.

2.2.6. Translation of documents.

In the event that the originals are not in French or English, all essential elements must be translated (see Point 12 of the financial rules for a description of essential elements).

HOW TO FILL IN THE GRANT FINAL REPORT FORM

How to fill in the Grant Final Report Form

1. Check list

This is to ensure that your final report is complete.

2. Project Information

Please copy all the information indicated in the same section of the Grant Application form with exception of Totals and Additional Co-sponsoring Institutions fields.

For the Additional Co-sponsorship Institutions, please mention the name and the confirmed amount per co-sponsoring institution, including own funds. This field is mandatory for any project sponsored by NATO unless NATO is covering 100% of the costs.

Please mention the total project cost (A) and the final contribution requested from NATO (B). This amount (B) cannot be higher than the sponsorship approved by NATO in the award letter.

Please indicate the name of the Project Representative, date and sign this page.

3. Budget Table

The budget table in the final report form must correspond to the budget table provided in the initial application approved by NATO. For the Detailed Budget Table, please see point 2.1.3.

- a. Reference Number Column: all supporting documents must carry the reference number mentioned in this column (See Point 9 of the Financial Rules and Point 2 of the “Final Report: List of the mandatory documents”);
- b. Final Total Cost Column: mention all the costs incurred for this budget category in the relevant currency;
- c. Estimated Total Cost Column: this column must contain the estimated costs as indicated in the budget provided by NATO with the award letter;
- d. Agreed NATO Contribution Column: this column must contain the agreed NATO contribution as approved in the budget with the award letter;
- e. Total Cost: The amounts in these cells equal the sum of all items in the corresponding column. Please double-check these calculations

4. Project implementation and assessment

Please provide an updated and consolidated version of the information provided in the Initial Assessment Report Form.