

APPLICATION GUIDELINES

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1. OVERVIEW

On 4th April 2019, NATO will mark the 70th anniversary of the signing of the North Atlantic Treaty. This same year, many Allies will mark the 10th, 15th and 20th anniversaries of their joining the Alliance. To commemorate these milestones, NATO will develop an integrated approach involving the sponsoring of a broad spectrum of events seeking to engage both home and partner country audiences.

The overarching objective of NATO@70 communications activities is to strengthen NATO’s positioning as the ultimate guarantor of freedom and security, with a specific focus on the organisation’s history and its future.

The success and future of NATO is dependent on its citizens understanding the critical role that NATO plays in their security. Research shows that overall support for and awareness of NATO is high, but there are large differences between countries and target groups. Broadly, young people, women and broader non-specialised publics non-college educated, know less about NATO or its role. At the same time, influencers, opinion formers and decision makers have high impact potential in reaching NATO’s desired audiences.

In order to better reach these key audiences and desired outcomes, the Public Diplomacy Division is launching a call for proposals for projects in support of NATO@70 communications activities, by providing discretionary financial support to community and civil society non-profit organisations for developing and implementing tailor-made communications activities. The proposed content and communications activities should be aimed at supporting NATO’s communication objectives vis-à-vis reaching these audiences, as specified in the Strategic Guidelines found in Section 4 of this document.

2. ABOUT THE CALL FOR PROPOSALS

Who can apply

Non-profit organisations (NGOs, universities, think tanks, community groups and organisations, and any other pertinent civil society organisations) from:

- NATO member nations (Albania, Belgium, Bulgaria, Canada, Croatia, Czech Republic, Denmark, Estonia, France, Germany, Greece, Hungary, Iceland, Italy, Latvia, Lithuania, Luxembourg, Montenegro, the Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Turkey, the United Kingdom and the United States of America), as well as from:
- NATO partner countries (including but not limited to former Yugoslav Republic of Macedonia¹, Georgia, Moldova, Ukraine, Western Balkans).

Budget and duration

For this call for proposals, financial support up to EUR 30.000 will be considered. Project implementation must take place between February and December 2019.

Application procedure

If your organisation fulfills the above mentioned criteria and is interested in developing a tailor-made communication project in line with the objectives and priorities explained in Section 4 of this document, you can apply by sending a complete project proposal to mailbox.publicdiplomacyinformation@hq.nato.int

The deadline for submitting project proposals in support of the NATO@70 communications activities is **November 16, 2018**.

NATO PDD will assess your project proposal and provide you with a response within 6 weeks following the closure of the call for proposals.

3. LIST OF MANDATORY DOCUMENTS TO BE SUBMITTED

The Project Proposal must include the following documents:

I. 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);
- Indication of the **financial sum requested**;
- Inclusion of **all bank details** (name, address, IBAN and BIC/SWIFT).

A scanned version of the original letter of request will be accepted.

¹ Turkey recognizes the Republic of Macedonia with its constitutional name.

II. APPLICATION FORM (see template attached)

- Details of the non-profit organisation
Fill in all requested information about your non-profit organisation. **NATO regulations do not allow subsidies to individuals.**
- Contact persons
Include the name of two contact persons (one main and one alternative). Note that the contact person(s) must represent the submitting project partner.
- Type of Project
Any public diplomacy project that fulfils the criteria outlined in Section 4 of this document.
- Title of Project
The title should reflect the content of the project and remain the same throughout the project.
- Target audience(s)
Specify the type of audience(s) your project aims to reach: successor generation; women; the broader public with less knowledge of NATO; opinion formers and decision makers (and the approximate number for each category), or other.
- Venue
If applicable, specify the location of the event (address, city, and country).
- Date(s)
Specify the date or the timeframe in which the project will take place.
- Request for NATO Speaker(s)
Provide names of requested speakers from NATO to attend your event, if any.
- Consortium partners
If the application is made on behalf of a consortium, please list the other organisations that make up this consortium.
- Budget requested from NATO
Please indicate the currency. **These amounts must be the same as the totals mentioned in the budget table.**

On a separate page, please include the **budget breakdown list**, broken down per budget categories (including sufficient detail on the type and nature of the cost), including the total amount requested from NATO. All costs must be within the market price for the type of service or product requested.

III. OUTLINE OF THE PROPOSED ACTIVITY (see template attached)

1. **Summary:** a brief summary of the proposed activity, including structure, timeline, and any other essential details.
2. **Objectives:** an explanation of how the activity will contribute to one or more of the NATO@70 communications objectives mentioned in Section 4.
3. **Audience(s):** an explanation of how the activity will reach one or more of the primary NATO@70 target audiences, as explained in Section 4.
4. **Strategy:** an outline of the approach to be applied to realise the project, covering key potential messages, 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.
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.) Note the involvement of any influencers or partner organisations who may increase event visibility or amplify communication efforts.
6. **Assessment:** state which indicators and metrics you will use to measure outputs and outcomes for the activity. Use of SMART objectives and the OASIS model are encouraged. In cooperation with NATO PDD, an online assessment survey will be designed to gather participants' feedback.
7. **Outputs:** what is delivered/what target audience is reached? (Distribution, exposure, reach) Include expected coverage — interviews, clips, brochures, mentions, channels used, events attendance, number of events delivered, etc.
8. **Outcomes:** what is the aimed impact/result of your activity on the target audience (impact, influence, effects/ attitude/behavioural change)? Please list quantifiable changes that occur because of the project – e.g. result of behavioural (perception) change. Set specific targets and the timeframe in which they are to be achieved.

Please send your Project Proposal, along with all the necessary supporting documentation, to the following email address with the subject "NATO@70 Call for Proposals - NAME OF ORGANISATION - COUNTRY":

mailbox.publicdiplomacyinformation@hq.nato.int

PLEASE NOTE THAT ONLY COMPLETE APPLICATIONS INCLUDING ALL MANDATORY SUPPORTING DOCUMENTS WILL BE CONSIDERED.

4. STRATEGIC GUIDELINES

The Call for Proposals is oriented towards an overarching strategic goal: by means of the 70th anniversary celebration, to strengthen NATO's positioning as the ultimate guarantor of freedom and security. Therefore, the projects that will be considered for potential sponsorship should comply with the following strategic guidelines.

A. COMMUNICATIONS OBJECTIVES

General objective:

To increase public support for NATO.

Specific objectives:

1. To increase knowledge, awareness and understanding of NATO, its values and its longstanding role in safeguarding global security;
2. To highlight and reflect upon seven decades of NATO's transatlantic cooperation to promote peace and safeguard the freedom of its citizens, honouring the past of the organisation while looking towards the future.
3. To present a view of NATO which connects with citizens on a personal level, sharing human stories and favouring innovative and non-traditional approaches.
4. To produce content about NATO of enduring value, which can be shared widely within and outside traditional NATO and NGO networks.
5. To showcase NATO as an Alliance for the 21st century, relevant to all generations, but especially young people.

B. TARGET AUDIENCES

While NATO's communications efforts aim to reach the general public, the following groups are considered priority audiences for the Alliance:

1. Successor generation (young people 0-17, 18-24, 25-34 years old), who usually no longer link NATO to peace or peacekeeping.
2. Women, who are an underrepresented segment of the NATO audience.
3. Broader, non-specialised publics who may not have a college education, who normally haven't been exposed to NATO as a relevant factor in today's international military and political fields.
4. Influencers, opinion formers and decision makers.

C. TYPE OF ACTIVITIES TO BE SPONSORED

Given the broad spectrum of possibilities that the 70th anniversary allows, a diversity of projects and events will be considered, which strike common themes NATO-wide and demonstrate targeted attention to the above-mentioned audiences. While the experiences of a region, a country, or an individual will vary, NATO's enduring values will permit both home and partner country audiences to reflect upon a central question:

“What does NATO mean to you?”

Prospective project partners will be asked to answer this question by acknowledging their country's past and present experience with NATO, while considering the future of the Alliance. This storytelling can be done through:

- Community events, such as music, sports or cultural diplomacy projects, exhibitions, cultural and social experiences;
- Digital media projects, including documentaries, interviews, educational tools;
- Policy roundtable discussions, academic seminars, and conferences;
- Other innovative projects reaching wider audiences.

Projects with an innovative and creative approach to outreach will be particularly welcome.

5. ASSESSMENT OF THE PROPOSALS

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

Selection process:

1. Determination of eligibility
2. Technical review
3. Scoring and ranking of eligible proposals based on assessment criteria
4. Round of clarification (if necessary) with highest scored proposals
5. Confirmation of selection or refusal of proposals.

The following grid will be used to assess the proposed activities:

ITEM	OVERALL WEIGHTING
<p>Formal aspects</p> <p>Compliance with the formalities and instructions of the Call for Proposals, overall presentation.</p>	10%
<p>Objectives</p> <p>To what extent the proposed activity encompasses the communication objectives described in Section 4. Priority will be given to projects which cover more objectives and/or cover objectives in a more in-depth manner.</p>	20%
<p>Target audiences</p> <p>To what extent the proposed activity addresses the target audiences described in Section 4. Priority will be given to projects which address more targeted audiences and/or display comprehensive reach to selected target audiences.</p>	20%
<p>Assessment and evaluation</p> <p>Description of the methodology that will be employed to assess and evaluate the success (output, outcome) of the proposed activity, as described in Section 3. Priority will be given to projects aligned with the OASIS model using SMART objectives with specific targets and measurable results (by quantitative and/or qualitative methods).</p>	15%
<p>Innovative aspect of the proposal</p> <p>To what extent is the proposed communication activity innovative in terms of activity type, format or channel.</p>	20%
<p>Cost-effectiveness of the proposal</p> <p>Strength of the predicted ROI (Return on Investment) according to criteria including audience reach, project quality, generation of shareable content, durability of outputs and outcomes, comparison to similar current and past project proposals, etc.</p>	15%
TOTAL	100%

6. FINANCIAL RULES

The following rules apply to external, non-profit organisations responding to NATO's Public Diplomacy Division call for proposals. In order to avoid any misunderstanding between parties and any future disputes, the Project Proposal must provide all the necessary elements.

1. The project must start and end in 2019, starting from February 1, 2019.

2. Should the submitting project partner wish to receive an **advance payment of 50%** of the approved funding amount, **this should be clearly stated in the letter of request**. Due to the financial cycle of the NATO Public Diplomacy Division, this option will only be available for projects beginning after February 15, 2019. The balance can be paid after the completion of the project and the receipt by NATO of the final report including all supporting documents.
3. A **cost summary per budget item** category must be provided so that declared costs can be easily identified.
4. NATO cannot undertake direct payments to individuals (like private entrepreneurs or private persons). NATO can only undertake direct payments to recognised organisations and institutions.
5. The bank account must be in the name of the partner. If, for valid reasons, the funds can only be transferred to a different entity (such as a parent organisation), this must be explained to NATO. A letter from the actual recipient of funds must be provided, confirming that funds received from NATO will be wholly and exclusively used by the partner for the purposes of the agreed project.
6. 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, unofficial translations of all key components must be provided by the submitting organisation.
7. NATO reserves the right to request any additional documents if judged necessary.
8. In case of change of date, title, character and/or format of the project, the submitting project partner must immediately, and **prior to the start of the project**, inform the responsible NATO Officer in writing (letter, email). If the project is postponed to another calendar year, the submitting project partner will be required to reimburse the paid advance. The awarded NATO funding will be cancelled.
9. Once NATO's funding is approved by the NATO Financial Controller, the partner will receive a letter of agreement for signature. Following this, the approved budget amounts and categories of the project proposal cannot be modified **without prior approval**. In cases where adjustments to amounts in certain budget categories become necessary, a request (letter, email) for adjustment, **with justifications**, should be submitted to NATO as soon as possible and **no less than two weeks before the start of the sponsored project**. It is not possible to request an increase in the overall sponsorship amount.

10. The project partner will have to declare on headed paper that all funds provided by NATO have been spent in line with the submitted budget.
11. If, after receiving the first half of the NATO subsidy, the project partner fails to complete the project or to duly justify the approved expenses, NATO will also seek reimbursement of these funds.
12. The project partner must keep the originals of all expense evidences **for at least five years** for NATO audit purposes.
13. Two or more organisations may submit project proposals as a joint consortium. One consortium member will be designated as the lead partner. All financial transactions with NATO will be carried out with the lead partner.

7. 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 credited. The use of the NATO logo is governed by [NATO's Visual Identity Guidelines](#) (VIG). In no circumstance the recipient of a NATO funding should use the NATO logo in a way leading the audiences to perceive the respective external event or publication as one of NATO's official activities.

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 supported by the North Atlantic Treaty Organization").

All instructions will be communicated to you upon confirmation of your project funding.

By requesting a NATO funding, you agree to comply with the above terms and conditions.

8. REPORTING

As NATO's Public Diplomacy Division requires timely feedback from project partners for reporting purposes, partners are requested to provide this feedback in two stages: (1) an **initial** assessment report and (2) the **final** report. If the project partner fails to present the final report, NATO will seek reimbursement of the first instalment of the subsidy.

1. INITIAL ASSESSMENT REPORT

No later than **two weeks after the completion of the project**, the organisers of the project will produce an initial assessment report, evaluating the effects and results of the activity and documenting the efforts taken to promote NATO, including NATO visuals. This report, which can be sent by email, must include:

1.1. Outputs:

- Number of events delivered and attendance;
- Target audience reached/attendance (number of participants, sector breakdown when possible);
- Media coverage assessment (including web-based media), i.e. press clippings;
- Social media statistics & analysis and screenshots of social media activities;
- Video clippings, soundbites and high-resolution pictures.

1.2. Outcomes:

- How were the objectives of the project met?
- What was the actual outcome?
- Survey results:
 - Stakeholder satisfaction rating (including some quotes when possible);
 - Attitude/behaviour change: what will be the effect on the perception/information level of the target audience (percentage change, improvement, reinforcement)?
 - How will the audience use the information they have received?
 - Favourable responses (e.g. votes, supportive quotes, etc.).

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

2. FINAL REPORT

No later than **two months after the completion of the project**, the organisers will submit a detailed final report, which must include:

Part A: Finance

1. Confirmation of Bank details: a signed and dated document certifying current bank details.
2. Declaration that funds were spent in line with the submitted and approved budget.

Part B (Project implementation and assessment)

1. A detailed qualitative report on the project, explaining how funds were spent, including, in particular:

- A consolidated report of the survey results;
- Final Programme of the event/project (where applicable);
- Final list of Participants (where applicable);
- Add also a list of participants for all meals and accommodation for which NATO provided financial assistance.

2. Additional comments (if needed)

3. Translation of documents: in the event that the originals are not in French or English, all essential elements must be translated (see Point 7 of the Financial Rules).

In order to fill in the **Project Final Report Form**, please copy all the information indicated in the same section of the Project Application form. Please indicate the name of the Project Representative, date and sign this page. Project partners are requested to send the complete final report **in one hard copy**, as well as in **an electronic version** (one pdf file) via a file sharing service (e.g. wetransfer.com).