



## **NATO PUBLIC DIPLOMACY PROGRAMMES**

**CO-SPONSORSHIP GRANTS FOR PUBLIC DIPLOMACY PROJECTS**

**PUBLIC DIPLOMACY DIVISION, INTERNATIONAL STAFF, NATO HEADQUARTERS**

Blvd. Leopold III, B-1110 Brussels, Belgium

# GRANT APPLICATION GUIDELINES

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# TABLE OF CONTENTS

## Contents

NATO Public Diplomacy Division Co-Sponsorship Grants _____	1
Selection criteria _____	2
Level of support _____	3
Financial rules _____	4
In-kind contribution _____	9
Visual acknowledgement of a NATO contribution _____	10
Application: List of the mandatory documents _____	11
How to fill in the Grant Application Form _____	13
Final Report: List of the mandatory documents _____	16
How to fill in the Grant Final Report Form _____	19

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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 conferences, seminars, and other outreach projects, designed to engage with audiences around the world.

Co-sponsorship for conferences, seminars, workshops and other relevant public diplomacy activities, such as digital, multimedia or online projects, 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. Projects should focus on aspects of NATO's current agenda, such as:

- Defence and security (including defence investment and capabilities);
- Projecting stability/NATO Partnerships;
- Defence, deterrence and dialogue (with focus on NATO-Russia relations);
- Transatlantic security cooperation & new security challenges.

### SOCIAL MEDIA PROMOTION

NATO PDD highly encourages organisers to join the official Facebook Group 'NATO Engagement' and to advertise this platform by distributing the link amongst the participants. It is furthermore an option to promote the project prior and post the actual event within this community, in order to reach out to the desired target audience.

# SELECTION CRITERIA

## Selection criteria

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

- Relevance to NATO's current 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.

# 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 costs of a given project is lower than initially estimated, the NATO sponsorship will be reduced accordingly.

# FINANCIAL RULES

## Financial rules

1. The following rules apply to external, non-profit organisations seeking subsidies for projects and programmes via NATO's Public Diplomacy Division.
2. 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.)
3. In order to be eligible for a NATO subsidy, all mandatory documents must be received by NATO at least **two (2) months prior** to the event or the 'need by date' of the project. NATO will aim to provide a decision on the application no later than **one (1) month after** receipt of the application.
4. The project must start and end during the same calendar year.
5. Only the following expenses within the grant programme can be reimbursed by NATO:
  - 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 event 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;
  - Online activity services provided and invoiced by a third party;
  - Moderator and speaker's fees for services provided and invoiced by 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;

# FINANCIAL RULES

- 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, documentation provided to participants, and post-project proceedings provided and invoiced by a third party;
- 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 and other costs, such as remunerations, honoraria, and fees. 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.

6. 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.
7. 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;

# FINANCIAL RULES

- Statement of the supplier that his/her duties/responsibilities are not sub-contracted;
  - The paid invoice.
8. 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).
9. 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.
10. 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.
11. The name of the grantee and the name of the bank account owner must be the same.
12. 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



# FINANCIAL RULES

are date, supplier, provider and/or client name, nature of service or cost, and any other relevant information.

## 13. 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.

## 14. 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".

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

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

17. 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.

18. 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.

# FINANCIAL RULES

## 19. Final report:

- An initial assessment report must be submitted to the NATO Public Diplomacy Division **no more than two (2) weeks following the event;**
- A detailed final report on the event, along with all supporting documents, must be submitted to the NATO Public Diplomacy Division **no more than two (2) months following the event.**

20. 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.

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

22. 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-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 THE MANDATORY DOCUMENTS

## Application: List of the 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. 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.

# APPLICATION: LIST OF THE MANDATORY DOCUMENTS

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

- Expected coverage — e.g. interviews, clips, brochures and mentions.

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.

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](mailto: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](mailto:office@nio-moscow.nato.int)

#### **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](mailto: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, on-line 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 of audience: e.g. media, civil society, opinion formers, industry professionals, youth, and the approximate number for each category.
- **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, 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.)

# HOW TO FILL IN THE GRANT APPLICATION FORM

- Hotel: the estimated total cost equals the total number of nights multiplied by the nightly room rate.
  - 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:



## HOW TO FILL IN THE GRANT APPLICATION FORM

- 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.
- 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 THE MANDATORY DOCUMENTS

## Final Report: List of the 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 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 can be sent by email.

This report would include:

#### 1.1. Outputs:

- 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?

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

# FINAL REPORT: LIST OF THE MANDATORY DOCUMENTS

## 2. Final report

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

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.

Please note that one sets of invoices are required as well as scans of the receipts in PDF format, submitted in a single file, using an online document sharing tool (e.g. WeTransfer or Dropbox).

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.

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

# FINAL REPORT: LIST OF THE MANDATORY DOCUMENTS

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. Bank Information

A signed and dated document certifying current bank details.

## 2.1.4. Translation of documents

In the event that the originals are not in French or English, all essential elements must be translated (see Point12 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 Point12 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. 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 must correspond to the budget table provided by NATO with the award letter.

1. 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);
2. Final Total Cost Column: mention all the costs incurred for this budget category in the relevant currency;
3. Estimated Total Cost Column: this column must contain the estimated costs as indicated in the budget provided by NATO with the award letter;
4. Agreed NATO Contribution Column: this column must contain the agreed NATO contribution as approved in the budget with the award letter;
5. Total Cost: The amounts in these cells equal the sum of all items in the corresponding column. Please double-check these calculations.