



**NATO PUBLIC DIPLOMACY PROGRAMMES**  
**CALL FOR PROPOSALS FOR PUBLIC DIPLOMACY PROJECTS**  
**PUBLIC DIPLOMACY DIVISION, INTERNATIONAL STAFF, NATO**  
**HEADQUARTERS**  
 Blvd. Leopold III, B-1110 Brussels, Belgium

**CALL FOR PROPOSALS**

**“INCREASING SOCIETAL RESILIENCE: INNOVATIVE WAYS TO  
 COUNTER DISINFORMATION, HOSTILE INFORMATION ACTIVITIES  
 AND OTHER HYBRID THREATS”**

**APPLICATION GUIDELINES**

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**1. OVERVIEW**

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Robust resilience in Allied nations is essential to NATO’s collective security and defence. Each NATO member needs to be resilient to resist and recover from a major shock such as a hybrid or armed attack, natural disaster, a health crisis (including pandemics) or failure of critical infrastructure. Resilience is a society’s ability to resist and recover easily and quickly from such shocks and combines both civil and societal preparedness and military capacity.

In addition to governmental institutions and private sector, national resilience includes civil society. The ongoing pandemic and possible future civil emergencies demonstrate the direct impact on citizens themselves and the importance of civil societies in national preparedness and national responses, including in areas such as effective public communications and ensuring access to transparent, timely and accurate information to counter disinformation.

The success and future of a society’s ability to resist and recover depends on citizens’ understanding of the challenges and active contribution. With this goal in mind, the

Public Diplomacy Division is launching a call for proposals for projects to develop innovative ways in support of building resilience in our civil societies, especially against the challenge of disinformation, hostile information activities and other hybrid threats, by providing financial support to community and civil society non-profit organisations for developing and implementing tailor-made projects.

## **2. ABOUT THE CALL FOR PROPOSALS**

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### **Who can apply?**

NGOs (non-governmental organisations), universities, think tanks, community groups and organisations, and any other pertinent civil society organisations, from the following countries:

- NATO member nations (Albania, Belgium, Bulgaria, Canada, Croatia, Czech Republic, Denmark, Estonia, France, Germany, Greece, Hungary, Iceland, Italy, Latvia, Lithuania, Luxembourg, Montenegro, the Netherlands, North Macedonia, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Turkey, the United Kingdom and the United States)

### **Budget and duration**

For this call for proposals, financial support will be considered to cover the costs of projects up to 100%. **Project implementation must be completed by the end of 2020.**

### **Application procedure**

If your organisation fulfils the above mentioned criteria and is interested in developing a project along the lines above as well as 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](mailto:mailbox.publicdiplomacyinformation@hq.nato.int)

## **3. LIST OF MANDATORY DOCUMENTS TO BE SUBMITTED**

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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.

## **II. APPLICATION FORM** (see the template)

- Details of the organisation applying  
Fill in all requested information about your 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)  
If possible, specify the type of audience(s) your project aims to reach.
- 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.
- Additional co-sponsoring institutions  
Please indicate any other co-sponsors (including amount of co-sponsorship), as well as own funds if applicable.
- Estimated total costs and budget requested from NATO  
Please indicate the amount and 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, as per the financial regulations below (providing 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 range 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 objectives mentioned in Section 4.
3. **Audience(s):** an explanation of how the activity will reach one or more critical 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. Note the involvement of any influencers or partner organisations who may increase event visibility.
6. **Assessment:** state which indicators and metrics you will use to measure outputs and outcomes for the activity.
7. **Outputs:** what is delivered/what target audience is reached? 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 send your Project Proposal, along with all the necessary supporting documentation, to the following email address with the subject “Increasing Societal Resilience: Call for Proposals - NAME OF ORGANISATION - COUNTRY”:

[mailbox.publicdiplomacyinformation@hq.nato.int](mailto:mailbox.publicdiplomacyinformation@hq.nato.int)

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

#### **4. STRATEGIC GUIDELINES**

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The Call for Proposals is oriented towards an overarching strategic goal: to strengthen resilience of NATO citizens and societies to disinformation, propaganda, other hostile information activities and hybrid threats.

##### **A. OBJECTIVES**

1. To increase knowledge, awareness and understanding among citizens of ways to counter disinformation, propaganda, other hostile information activities as well as hybrid threats;
2. To develop innovative and non-traditional ways to increase societal resilience in the above areas;
3. To produce content of enduring value, which can be shared widely within and outside NATO and civil society networks.

##### **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 18-35 years old);
2. Influencers, opinion formers and decision makers.

##### **C. TYPE OF ACTIVITIES TO BE SPONSORED**

A diversity of projects will be considered. While the experiences of a region, a country, or an individual will vary, central questions to be addressed in the projects to be submitted should be as follows:

***“What are the most effective and innovative ways and techniques to counter disinformation, propaganda, hostile information activities and hybrid threats at societal level? How to get citizens involved in contributing to NATO resilience in this area?”***

This can be done through:

- Activities using innovative ways to build societal resilience to disinformation, propaganda, hostile information activities and hybrid threats;
- Analytical reports with recommendations;
- Policy roundtable discussions, academic seminars, and conferences, face-to-face and/or online;
- Digital media projects, including documentaries, interviews, educational tools;
- Other innovative projects.

## **5. FINANCIAL RULES**

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1. In order to adhere to the spirit and letter of NATO's financial regulations, the following guidelines have been developed for this call for applications submitted by external organizations seeking subsidies for public diplomacy projects and programmes.
2. In order to be eligible for a NATO subsidy, external organizations are expected to submit written budgets that clearly indicate the elements of cost to be covered by the subsidy, as well as programme outlines of the event.
3. In general, only the following expenses can be accepted for reimbursement by NATO:
  - Interpretation equipment rental;
  - Interpretation and translation services;
  - Production and distribution of programmes/invitations, conference packages and post-activity proceedings;
  - Costs associated with ensuring the promotion and visibility of the activity, but only where such expenses are clearly detailed, e.g. photography, production costs (video or internet), e-material costs, broadcasting costs;
  - Transportation by the most direct and less costly route to and from the subsidized activity, including local transportation, economy class airfares only for speakers/recipients;
  - Hotel accommodation;
  - Meals, coffee breaks, and receptions, when directly linked to the activity, and up to a maximum of 25% of the total NATO-approved budget;
  - Rental of event facilities;
  - Equipment rental;

- Staff salaries of the requesting organization directly related to the administrative organization of the activity, and up to a maximum of 10% of the total NATO-approved budget<sup>1</sup>; and
  - Fees for special services directly related to the activity, but only where such expenses are clearly detailed and deemed acceptable.
4. Unless otherwise specified in the terms and conditions of the grant, payment of subsidies by NATO will be made in two instalments of 50% each. To facilitate payment, organizations must provide, in writing, complete address and account number (including IBAN, SWIFT/SIC) of the organization's receiving bank at the time when the written budget is submitted.
  5. Payments should generally be made to the grant recipient's bank account by bank transfer and, in principle, will not be transferred to private or personal bank accounts.
  6. The first payment will be made upon initial authorization by NATO authorities. Allocation of the second payment will be made only upon receipt by NATO of acceptable evidence of expenditures in line with the budget previously approved by the Public Diplomacy Division. Please send one hard copy of the complete final report (see list of mandatory documents such as final report form, one set of invoices/supporting documents, etc.), as well as an electronic version of the complete final report (scans of the final report form and receipts in PDF format submitted in a single file, using an online document sharing tool, such as WeTransfer or Dropbox). Such evidence is normally shown by original paid invoices, airline ticket invoices, hotel receipts, etc. which demonstrate that expenditures have been incurred and payments made. When original invoices are unavailable, copies of original invoices certified and signed by the organization's financial officer or equivalent will be accepted. "Pro forma" bills, bank statements and copies of payment orders, which show no detail or breakdown of costs, will not be accepted. The same applies to lists of expenses without corresponding bills. Please note that daily allowances or "per diem" will not be covered by NATO.
  7. No changes to the dates and/or title and/or object of NATO subsidized projects, events or activities activity may take place without the express authorization of NATO. If the activity is postponed to another fiscal year, the recipient will be requested to reimburse the advance paid.
  8. All receipts should be submitted in French or English, the two official NATO languages. Originals in any other language must have all key components translated into English or French by the sending organization before processing of payment can begin.

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<sup>1</sup> Staff Salaries directly related to the administrative organization of the activity must be calculated according to the following: staff name, hours worked, salary per hour worked. Expenses related to Staff Salaries must be certified by appropriate documentation and must be signed by the project partner's Financial Officer or equivalent.

9. Failure of a recipient to submit invoices - or other credible evidence - of the budgeted expenditures, within a reasonable period after the end of the activity (no later than two months after the end of the approved project, event or activity and within the same calendar year), may lead to cancellation of payment of the second half of the subsidy. It may also jeopardize any future NATO support of the recipient's activities. If, after receiving the first half of the NATO subsidy, the recipient fails to carry out the public diplomacy project, event or activity on the dates specified in the grant documentation or to duly justify the approved expenses, the recipient must reimburse the stated subsidy.
10. Payment of a grant is discretionary and shall be the limit of NATO's financial liability to the recipient in respect of the project, event or activity identified in the grant application form or award letter. NATO accepts no liability for any consequences, whether direct or indirect, that may come about from the use of the grant or from variation, withdrawal, withholding or suspension of the grant.
11. The recipient shall at all times hold harmless NATO, its agents, representatives and employees from any and all suits, claims, charges and expenses which arise from any acts or omissions of the recipient, its agents, representatives, employees or subcontractors.
12. NATO reserves the right to withhold any or all of the grant, or require part or full repayment of any grant already paid, if at the time of making the application or at any time prior to the start of the project, event or activity, the grant recipient:
  - a) has ceased or ceases its operations;
  - b) is in or goes into liquidation, administration, receivership, bankruptcy or any equivalent procedures in any jurisdiction to which it is subject;
  - c) is or becomes the subject of a proposal for a winding up order or any other insolvency procedure including individual voluntary arrangement and company voluntary arrangement; or
  - d) is or becomes indebted to NATO.
13. NATO also reserves the right to vary or withhold any or all of the grant, and/or require part or full repayment of any grant already paid, if:
  - a) the recipient fails to comply with the terms and conditions specified in this document, grant application form and grant award letter;
  - b) the recipient provides any materially misleading, false or inaccurate information on the grant application and justification documents;
  - c) the recipient causes embarrassment or takes any action which unfairly brings or is likely to unfairly bring NATO's name or reputation and/or NATO into disrepute;
  - d) the recipient engages in tax evasion or aggressive tax avoidance, fraud, corruption or collusive practices; or
  - e) the recipient commits or committed an act prohibited by the NATO regulations.
14. If any of the circumstances set out in the paragraph above arise, the recipient may also be excluded from future involvement in the Public Diplomacy Division



financial assistance programmes and/or any other grant scheme operated by NATO.

15. Where NATO requires any part or all of the grant to be repaid in accordance with these rules, the recipient shall repay this amount no later than 30 days of the date it received the demand for repayment. If the recipient fails to repay the grant within 30 days of a demand for repayment, the sum will be recoverable summarily as a civil debt.
16. The recipient must have a sound administration and audit process, including internal financial controls to safeguard against fraud and theft. All cases of fraud or theft (whether proven or suspected) connected with a NATO grant or NATO funded activity must be notified to NATO as soon as they are identified and the recipient shall:
  - a) explain to NATO what steps are being taken to investigate the irregularity;
  - b) keep NATO informed about the progress of such investigation; and
  - c) provide any information requested by NATO in relation to any irregularity notified to it.
17. The recipient must have and will keep in place adequate procedures to manage and monitor any actual or perceived bias or conflicts of interest. Neither the recipient nor its personnel shall engage in any personal, business or professional activity which conflicts or could conflict with any of their obligations in relation to a NATO grant or funded activity.
18. The recipient shall comply at all times with its obligations under data protection legislation. On request, the recipient shall provide NATO with all such relevant documents and information relating to the recipient's data protection policies and procedures as NATO may reasonably require.
19. The recipient shall provide NATO with all reasonable assistance and co-operation in relation to any information, explanations and documents as it may require from time to time, so that it may establish if the recipient has used the grant in accordance with the terms and conditions of the grant and applicable regulations. The recipient shall provide the NATO with any information requested pursuant to this clause within ten (10) working days of its request.
20. The recipient shall retain all invoices, receipts, accounting records and any other documentation (including but not limited to correspondence) relating to amounts paid on NATO eligible costs for a period of five (5) years from the fiscal year in which the recipient received the grant.
21. The recipient shall permit any person authorized by NATO reasonable access during the period for the retention of records set out in the paragraph above, subject to reasonable notice, to its personnel and records for the purposes of monitoring the recipient's fulfilment of its obligations under these rules.
22. The NATO name or logo cannot be used by the recipient without the express, written consent of NATO. The Program Official/Project Officer identified in the

award letter can assist with facilitating such a request. It is the responsibility of the recipient to request consent for use of the name or logo in sufficient detail to ensure a complete depiction and disclosure of all uses of NATO name or logo. In all cases for utilization of NATO name or logo, the recipient must ensure written consent is received.

23. The recipient will notify NATO as soon as reasonably practicable of any actual or potential failure to comply with any of its obligations under these rules.
24. The recipient will not transfer, assign, novate or otherwise dispose of the whole or any part of its rights and obligations under a NATO grant to another organisation or individual without NATO's prior approval.
25. By accepting a NATO grant, the recipient confirms that it has been notified by NATO prior to the grant acceptance to the effect that NATO, including its personnel, assets, and facilities, enjoys immunity from jurisdiction and execution in all member states of the Alliance.

## **6. VISUAL ACKNOWLEDGEMENT OF A NATO CONTRIBUTION**

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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](#) (VIGs). Please note that only sections 3.4 and 6 of the VIGs are applicable for third-party usage of the NATO logo in case of a NATO (co-)sponsorship. Under no circumstance should the recipient of a NATO funding use the NATO logo in a way leading 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 terms and conditions.**

## 7. REPORTING

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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 such as:

- Number of events delivered and attendance (if applicable);
- 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 such as:

- How were the objectives of the project met?
- What was the actual outcome?
- Survey results:
  - Stakeholder satisfaction rating (including 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.).

### 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. See Section 5 and the checklist in the Final Report Form.

**Part B: Project implementation and assessment**

1. A detailed qualitative report on the project, explaining how funds were spent, including, in particular:
  - Outputs and Outcomes (See description under Section 7.1)
  - 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 English or French, all essential elements must be translated (see Point 7 of the Financial Rules).