



IMLS Native American/Native Hawaiian Museum Services FY2023 Applicant Information Session

August 2022

Welcome to the Institute of Museum and Library Services' "Native American/Native Hawaiian Museum Services Information Session."

My name is Sarah Glass. I'm a Senior Program Officer in the Office of Museum Services, and I am happy that you are interested in preparing an application for the IMLS Native American/Native Hawaiian Museum Services grant program. I will be referring to the program throughout the presentation as NANH, the abbreviation of the program title.

My goal in this presentation is to provide specific information about the NANH grant program and make some recommendations that you may wish to consider when preparing your application. Since this is a pre-recorded webinar and you won't have the opportunity to ask questions, feel free to contact me or any of the other staff in the Office of Museum Services to seek answers to your questions or to discuss a project idea. The staff contact slide is shown later in this webinar.

Companion Webinar

IMLS OMS: Choosing a Funding Opportunity for FY2023
Basic information for all applicants

<https://www.youtube.com/watch?v=7k5xSIFRhVY>



Access recordings and transcripts of our webinars here:

<https://www.imls.gov/webinars-archive>

This is one of a series of pre-recorded webinars designed to help you find the information you need to create a competitive application for IMLS museum funding.

“Choosing a Funding Opportunity for FY2023” was pre-recorded and is available as a video, and as a PDF of the slides, plus as a transcript on our website, at the link identified here.

In that webinar, we cover the IMLS vision, mission, and strategic plan with an emphasis on how they influence our grant making. We also address institutional eligibility, provide a quick overview of all our funding opportunities, how to find information online with a focus on our website, and we cover the two places you must be registered in order to apply for an IMLS grant.

We strongly recommend that you view this webinar to get the complete picture of preparing and submitting a competitive application to the NANH program.

In addition to this NANH webinar, we are providing pre-recorded webinars for all of our museum grant programs. You can find links to these on the grant program landing pages on our website.

NANH Application and Award Statistics

Year	Number of Applications	Total Amount Requested	Amount Awarded	Awards Made
FY2018	31	\$2,103,943	\$1,472,000	22
FY2019	29	\$2,689,197	\$1,472,000	18
FY2020	28	\$2,575,069	\$1,772,000	21
FY2021	34	\$3,035,970	\$2,272,000	26
FY2022	29	\$2,775,285	\$2,194,142	24

We are often asked about the number of applications and funding success rates, so here are the figures for the past five years. As you can see, NANH has had a somewhat consistent increase in appropriated funding over time. We seek to award the strongest proposals with the greatest potential to strengthen tribal museum services.

Looking back to the beginning of the program in 2005, the first year we made awards, we have received 635 applications. Of those, 416 have received grants, which has totaled over \$21 million in funding to support the museum services of tribes, Alaskan Native villages and corporations, and Native Hawaiian serving organizations. To date, awards have been made under this program to organizations located in 30 states.



Overview

- Program Goals and Eligibility
- Characteristics of Successful NANH Projects
- Important Dates and Times
- How Much, How Many, and How Long?
- Allowable/Unallowable Costs
- Application Components
- Application Tips
- Review Process
- IMLS Staff Contacts



In this presentation, I'll be addressing the following topics:

- Program Goals and eligibility
- Characteristics of Successful NANH Projects
- Important dates and times
- The questions of how much you may request in funding, how many applications you can submit, and how long your project can last
- Examples of allowable and unallowable costs
- Application Components
- Application Tips
- The Review Process, and
- IMLS Staff Contact Information



NANH Program Goals

To provide opportunities to sustain heritage, culture, and knowledge through strengthened activities in areas such as exhibitions, educational services and programming, professional development, and collections stewardship.



Let's begin with the NANH program goals. The overall goal of the NANH program is to support projects that enhance museum services in order to assist tribes, Alaskan Natives, and organizations that primarily serve Native Hawaiians to provide opportunities to sustain heritage, culture, and knowledge through strengthened activities in areas such as exhibitions, educational services and programming, professional development, and collections stewardship.

Eligibility Requirements

Applicants must meet IMLS Tribal Organization eligibility criteria

<https://www.ims.gov/grants/apply-grant/eligibility-criteria>



Since it is designed to serve Indian Tribes, Alaskan Natives, and Native Hawaiians, the NANH program has unique eligibility criteria from other museum grant programs offered at IMLS. I encourage you to read the specific eligibility criteria noted on our website and in the Notice of Funding Opportunity and contact us with any questions.



Eligibility Requirements

Eligible applicants are -

- Federally recognized Indian tribes,
- Alaska Native Villages and corporations, or,
- Organizations that primarily serve and represent Native Hawaiians.

Entities such as museums, libraries, schools, tribal colleges, or departments of education are not eligible applicants on their own, although they may be involved in the administration of the program and their staff may serve as project directors, in partnership with eligible applicants.

Here are some more details on the eligibility requirements for the NANH program.

An organization is eligible to apply to this program if they are a federally recognized Indian tribe (as identified by the Bureau of Indian Affairs), an Alaska Native Village or corporation, or a non-profit organization that primarily serves and represents Native Hawaiians.

In most circumstances, other entities, such as museums, libraries, cultural centers, schools, tribal colleges, or departments of education are not eligible to apply on their own. However, the three types of eligible entities listed here are welcome to partner with non-eligible entities or organizations. The applicant for the grant must meet the eligibility criteria, but the partners aren't required to do so.



Characteristics of Successful NANH Applications

- ***Institutional Impact:*** The project addresses an identified need or challenge facing an organization.
- ***In-depth knowledge:*** The project design reflects a thorough understanding of current practice and knowledge about the subject matter.
- ***Project-based Design:*** The work plan consists of a set of logical, interrelated activities tied directly to addressing the key need or challenge identified in the application.
- ***Demonstrable Results:*** The project generates measurable results that tie directly to the need or challenge it was designed to address.

What are the characteristics of successful Native American/Native Hawaiian Museum Services applications? There are four, and successful projects address all of them well. As you prepare your application, you should keep these characteristics in mind.

First, **Institutional Impact:** Your project should address a key need or challenge that faces your organization.

Second, **In-depth knowledge:** Your proposal should reflect a thorough understanding of current practice and knowledge about the subject matter.

Third, **Project-based design:** Your work plan should consist of a set of logical, interrelated activities tied directly to addressing the key need or challenge.

And fourth, **Demonstrable results:** Your project should generate measurable results that tie directly to the need or challenge it was designed to address.

It has been our experience that an unfunded application is one that has failed to deliver convincingly on one or more of these, so it is a good idea to think about how to structure your application to show how your project will be strong in each.

Important Dates

Applications are due by 11:59 pm
Eastern Time on November 15, 2022



Awards will be announced in June 2023

Projects must start July 1, 2023

I want to remind you of important dates for NANH applications. They are due by 11:59pm Eastern Time on November 15, 2022. The deadline is non-negotiable, and the time stamp is auto-generated by the Grants.gov system. You will hear this again and again, but **start early** and **submit early**. That way, if you encounter a difficulty of any kind when submitting your proposal, you'll have some time to resolve the problem.

After undergoing a peer-review process, NANH awards will be announced in June 2023, and projects must be scheduled to start July 1, 2023.

Please make sure that everyone involved in preparing your grant application is aware of these dates.

How Much, How Many, and How Long?

HOW MUCH?

\$5,000 - \$100,000

No cost share required.



HOW MANY?

There is no limit on the number of applications your organization may submit to the NANH program.

HOW LONG?

Projects may be one to three years in length.

NANH applicants can request anywhere from \$5,000 to \$100,000 in grant funds. If you ask for less than \$5,000 or more than \$100,000, your application will be rejected and not reviewed. There is no cost share requirement, though you may include one if your organization will contribute funds toward this particular project. It's important to note that if you decide to include a cost share in your application, it must be met by the end of the award – we will hold you to that figure so keep that in mind when applying. Cost share may be in the form of cash, staff or volunteer time, or third-party contributions. It may not be funds from another federal source.

In terms of how many applications you may submit, there is no limit to the number of applications you can file in response to the FY23 funding announcement for the NANH program. However, you'll want to consider your organization's capacity, not just to write and submit multiple strong proposals, but then to manage multiple federal awards at once.

And finally, how long may a project last? NANH projects must be at least one year, but may not exceed three years in length.

What is a “project”?

A temporary endeavor undertaken to create a unique product, service, or result.



- A project is **temporary** in that it has a defined beginning and end in time, and therefore defined scope and resources.
- And a project is **unique** in that it is not a routine operation, but a specific set of activities designed to accomplish a singular goal.

Source: <https://www.pmi.org/about/learn-about-pmi/what-is-project-management>

I have used the term “project” here several times, so let’s take a minute to consider exactly what that means. The Project Management Institute has a good definition, which is, “A temporary endeavor undertaken to create a unique product, service, or result.”

They go on further to explain that a project is temporary because it has a defined beginning and end in time, and therefore defined scope and resources.

And a project is unique in that it is not a routine operation but rather a specific set of activities designed to accomplish a singular goal.

We recommend that you keep this definition in mind as you conceptualize your IMLS project. Think of it as temporary non-routine set of activities, which collectively have a beginning and an end in time, a defined scope requiring specific resources, and which are designed to accomplish a specific, singular goal.



Types of NANH Projects

Project activities may include, but are not limited to, the following:

- Developing museum resources that foster various types of literacies;
- Creating and delivering interpretive, cultural, and educational programs;
- Developing, designing, and fabricating exhibitions (non-construction);
- Developing, designing, and delivering digital learning resources;
- Providing programs designed for audiences of specific ages, backgrounds, and circumstances;
- Cataloging, inventorying, documenting, and registering collections;
- Acquiring, implementing, and enhancing collections management systems;
- Planning and implementing digitization activities, including purchasing equipment and software, scanning, photography, managing digital output, and implementing preservation processes for digital objects and metadata;
- Performing conservation treatments or surveys;

This slide shows a list of many types of projects we can fund under the NANH program, and we invite you to develop and apply for projects that best meet your tribe's or institution's needs. Remember, the overall goal of the NANH program is to assist tribes, Alaskan Natives, and Native Hawaiian organizations to enhance their museum services and provide opportunities to sustain their heritage, culture, and knowledge. You are not necessarily required to have a physical museum or cultural center in order to provide these types of services.

While there are technically no project categories for the NANH program, it does have several primary goals and objectives, which are linked to the overarching goals of the IMLS strategic plan. We cover these in the "Choosing a Funding Opportunity" webinar, and they are: to champion lifelong learning, strengthen community engagement, and advance collections stewardship and access. I will review the NANH goals and objectives in the next three slides, and you should keep these in mind as you prepare your application.



NANH Goal 1

Empower people of all ages and backgrounds through experiential and cross-disciplinary **learning** and discovery.

- Objective 1.1: Support public programs, adult programs, family programs, and early childhood programs.
- Objective 1.2: Support exhibitions, interpretation, and digital media.
- Objective 1.3: Support in-school and out-of-school educational programs.
- Objective 1.4: Support the professional development of a Native museum workforce.

Each NANH program goal has a set of objectives, which essentially provide a list of the types of projects that fit within that goal.

So, a project that aligns with Goal 1 might include, but is not limited to, program development for all types of audiences, all or part of an exhibit, creating interpretive plans, training for teachers, partnerships with schools or out-of-school audiences, program evaluation, and professional development opportunities for the Native American, Native Alaskan, and Native Hawaiian museum workforce.

These types of projects should start with the concept of "learner at the center" and build around it. Spend time really thinking through who your learners in this project are and what their needs are. It's not likely going to be "everybody," so who is it really? What do they want to learn, what do you want them to learn, and what's the best way to go about that? We'll get to the idea of problems and needs in a few minutes, but a major takeaway here is to be focused on identifying your target audience and in thinking about how you are going to serve them.



NANH Goal 2

Build the **capacity** of organizations to serve their communities.

- Objective 2.1: Support institutional planning and policy development.
- Objective 2.2: Support technology enhancements.



A project that aligns with goal #2 is likely to include activities that contribute directly to your work to build the capacity of your museum services within your Tribe or organization.

Projects might include, but are not limited to, institutional planning and policy development; the recruitment and development of museum staff; and the enhancement of technology, such as your website, or necessary software and hardware for museum operations.



NANH Goal 3

Advance the management and care of Native **collections** and their associated documentation.

- Objective 3.1: Support cataloging, inventorying, and registration; collections information management; and collections planning.
- Objective 3.2: Support conservation and environmental improvement and/or rehousing; conservation surveys; and conservation treatment.
- Objective 3.3: Support database management, digital asset management, and digitization.
- Objective 3.4: Support the preservation and perpetuation of indigenous languages and traditional cultural practices.

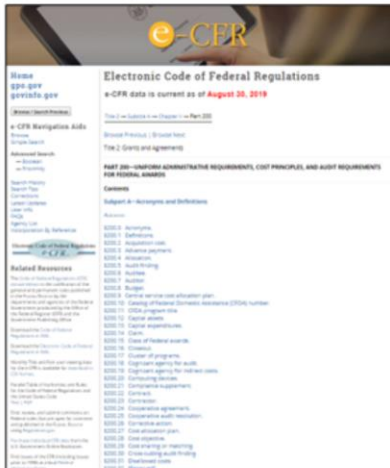
Projects that align with goal #3 includes just about anything you need to do for and with your collections, except acquire them.

We are very open to projects that have multiple components configured in ways that make sense for you. One project might consist of cataloging, taking digital photographs, and updating database records, while another might combine digitization activities with rehousing. We support conservation projects of all kinds – from general, detailed, and environmental surveys to conservation treatments and environmental improvements. And you are welcome to incorporate aspects of training and/or collections management into these projects if doing so makes sense for your situation.

We also support projects focused on preserving and perpetuating native language or traditional cultural practices, including archival documentation, oral histories, or repatriation efforts.

It's important to note that with collections and conservation-focused projects we encourage a step-by-step, progressive approach. This means assessing needs, creating a prioritized list of activities, and following through by doing the most important – and logical – things first.

Allowable/Unallowable Costs



2 CFR 200 Cost Principles

Subject E—COST PRINCIPLES	
General Provisions	
§ 200.400	Policy guide
§ 200.401	Application
Basic Considerations	
§ 200.402	Composition of costs
§ 200.403	Factors affecting allowability of costs
§ 200.404	Reasonable costs
§ 200.405	Allowable costs
§ 200.406	Applicable costs
§ 200.407	Prior written approval (prior approval)
§ 200.408	Limitation on allowance of costs
§ 200.409	Special considerations
§ 200.410	Collection of unallowable costs
§ 200.411	Adjustment of previously negotiated indirect (F&A) cost rates concerning unallowable costs
Direct and Indirect (F&A) Costs	
§ 200.412	Classification of costs
§ 200.413	Direct costs
§ 200.414	Indirect (F&A) costs
§ 200.415	Special verifications
Special Considerations for Grants, Loans, Borrowings and Other Transactions	
§ 200.416	Cost allocation plans and indirect cost proposals
§ 200.417	Emergency services
Special Considerations for Institutions of Higher Education	
§ 200.418	Costs incurred by states and local governments
§ 200.419	Cost accounting standards and disclosure statement
General Provisions for Scientific Work or Cost	
§ 200.420	Considerations for selected items of cost
§ 200.421	Advertising and public relations
§ 200.422	Alcoholic beverages
§ 200.423	Alcoholic beverages
§ 200.424	Alcoholic beverages
§ 200.425	Adult services
§ 200.426	Ball games
§ 200.427	Barbing costs

https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl

We'll turn now to types of allowable and unallowable costs for your project. Be careful when preparing your proposal to only include allowable costs in your federal funding request and any cost share you choose to provide. Including unallowable costs can hurt your chances of getting positive reviews and being recommended for funding.

We'll go through some common expenses that are allowable and unallowable, but for details, you'll want to consult the federal regulations that govern federal awards. We call these "2 CFR 200" for short, but the full title is "Title 2, Subtitle A, Chapter II, Part 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards." I know that sounds like a mouthful, but these regulations contain important guidance that all Federal grant applicants and recipients should be aware of.

Fortunately, they are available online in a searchable format via the U.S. Government Publishing Office website listed on this screen. Of particular interest for the topic of allowable or unallowable costs is Subpart E - Cost Principles, a small section of which is shown on the right side of this slide.

Allowable Costs

Examples of allowable costs:

- personnel salaries, wages, and fringe benefits
- travel expenses for key project staff and consultants
- materials, supplies, software, and equipment related directly to project activities
- equipment to improve collections storage and exhibit environments
- third-party costs
- publication design and printing
- program evaluation
- staff and volunteer training
- internships/fellowships
- indirect or overhead costs



Here is a partial list of some common examples of allowable costs – this same list can be found in Section D6a of the NANH Notice of Funding Opportunity (pages 16-17).

These costs may be part of what you ask IMLS to pay for with Federal funds or what you will pay for as part of your cost share, if you choose to include any. Again, the rules about allowability apply to both, so when completing your project budget, be sure to check that all the costs you include, whether grant funds or cost share, are allowable. You are required to explain all of your proposed expenses in your application budget.

Unallowable Costs

Examples of unallowable costs:

- general fundraising costs, such as development office staff or other staff time devoted to general fundraising
- contributions to endowments
- general operating support
- acquisition of collections (see 2 C.F.R. §3187.15(b))
- general advertising or public relations costs
- construction or renovation of facilities
- social activities, receptions, or entertainment
- research projects (see 2 C.F.R. § 200.87)



Also in section D6a of the NANH Notice of Funding Opportunity, we provide a list of generally unallowable costs. These costs may not be part of what you ask IMLS funds to pay for, nor can they be included as part of your cost share. In fact, unallowable expenses can't show up anywhere in your proposal.

As you prepare your application budget, it's a good idea to compare your list of proposed expenses against these lists of allowable and unallowable costs, as well as against the federal cost principles – which again, can be found in 2 CFR part 200 – that part of the Code of Federal Regulations that I mentioned a couple slides ago.



Application Components: Required Documents

These components are required for all NANH applications:

- Application for Federal Assistance/Short Organizational Form (SF-424S)
- IMLS Supplementary Information Form (including Abstract)
- IMLS Museum Program Information Form
- Organizational Profile (1 page)
- Narrative (5 pages max.)
- Schedule of Completion (1 page per year max.)
- Performance Measurement Plan
- IMLS Budget Form
- Budget Justification
- List of Key Project Staff and Consultants
- Resumes of Key Project Staff and Consultants (2 pages max. each)

Next up are application components. Your application will consist of a series of individual documents, and it's very important to make sure you prepare and submit everything you necessary for your application to be considered 'complete'.

Application components fall into three categories in the NANH funding opportunity. The first is that of **Required Documents**. **All applications must include the documents listed here.** Omission of even just one can result in the exclusion of your application from further consideration. Also important to note are page limits. If you exceed the page limit specified in the Notice of Funding Opportunity, we must remove the extras before your application goes out for review. That means your reviewer may see a paragraph or sentence end in 'mid air' and will wonder about your planning skills and your attentiveness to detail. Make sure your content fits into the page limits specified and make sure the number of pages holds when you convert your document to a PDF.

Two of the required forms are ones you will download through Grants.gov, and they are dynamic. By that I mean that your answers to certain questions will determine which questions you see next. These are the **IMLS Supplementary Information Form (including Abstract)** and the **IMLS Museum Program Information Form**.



Conditionally Required Documents

These components are required of some NANH applications -

- Proof of Private, Nonprofit Status (for organizations that primarily serve and represent Native Hawaiians)
- Proof of Eligibility (for organizations that primarily serve and represent Native Hawaiians)
- Current, Final, Federally Negotiated Indirect Cost Rate Agreement
- Digital Products Plan (2 pages max)
- Detailed Condition Reports and/or Conservation Treatment Proposals

IMPORTANT: The term “digital product” includes (1) digitized and born-digital content, resources, or assets; (2) software; and (3) research data. See instructions for the Digital Product Plan for more details.

The second category of application components is that of **conditionally required documents**. Some applicants must include one, two, or more of these, and it’s important that you know which are required for your application.

- If you are a non-profit organization that primarily serves and represents Native Hawaiians, then you must include your proof of nonprofit status issued by the IRS as well as appropriate Proof of Eligibility documentation outlined in the Notice of Funding Opportunity.
- If you are using a federally negotiated indirect cost rate in your budget, then you must include a copy of your final rate agreement.
- If you create digital products during the course of your project, then you must complete and submit a Digital Products Plan.
- If you are requesting support for conservation treatment, then you must include detailed condition reports and/or formal conservation treatment proposals.

Just like the required documents, omission of even one of these can result in the exclusion of your application from further consideration.

Please note that the term “digital product” includes 1) digitized and born-digital content, resources, or assets; 2) software; 3) research data. If you are creating any of these types of materials, you must include the plan with your application. Appendix 4 of the Notice of Funding Opportunity contains further guidance for creating a digital products plan.

Supporting Documents

These components are optional in NANH applications. Include only those that supplement the Narrative.

- Letters of commitment from partners, third-parties, and groups you will work with
- Bibliography or references relevant to your proposed project design or evaluation strategy
- Letters of support from experts and stakeholders
- Relevant images
- Exhibit design plans
- Reports from planning activities
- Contractor or vendor quotes
- Equipment specifications
- Products or evaluations from similar completed or ongoing projects
- Collections, technology, or other departmental plans as applicable to the proposed project
- Web links to relevant online materials
- Needs assessments

The third group of application components is **Supporting Documents**, and here is a partial list of **examples**. Supporting documents are optional. You may submit some or none. We urge you to make good decisions here and include those that will supplement your proposal. This is not the place to introduce brand new information, rather, as the name suggests, they should lend support to your project justification, workplan, and intended results that you've already spelled out in your application narrative.

For example, have you identified a partner whose involvement is key to the projects success? If so, a letter of support or commitment would go a long way to reassuring reviewers that they are 'on board' and the project will succeed. Pictures can help give reviewers – who may not be familiar with your institution, programs, collections, or community – a better idea of what you're describing within your narrative. Vendor quotes or equipment specifications show you've done some of the legwork in getting appropriate estimates for project costs.

We recommend that you be respectful of your reviewers' time and avoid any temptation to include hundreds of pages of extraneous material that is not directly relevant to your project. Being judicious really does work to your benefit, as supporting documents can make – or break – an application. Include what is important and helpful, and stop there.



Proposal Narrative

Consists of 3 Sections:

- Project Justification
- Project Work Plan
- Project Results



And now let's talk about the **Narrative** of your proposal. You have five pages to cover three very important topics, and the Notice of Funding Opportunity provides lengthy guidance on what the Narrative should include. You should organize your narrative using these 3 section headings, and consider the NANH grant program goal and objective(s) you have selected as you develop it.

Narrative: Project Justification

Tell us:

- Which program goal and associated objective(s) of the Native American/Native Hawaiian Museum Services grant program will your project address?
- How will your project strengthen "museum services"?
- What need, problem, or challenge will your project address, and how was it identified?
- Who is the target group for your project and how have they been involved in the planning?
- Who are the ultimate beneficiaries for this project?



PROJECT JUSTIFICATION

What need, problem, or challenge will your project address, and how was it identified? Describe how you have used demographic information, economic circumstances, condition assessments, and other relevant data from reliable sources to define the need, problem, or challenge and develop the scope for the project.

Who is the target group for your project and how have they been involved in the planning? "Target group" refers to those who will be most immediately and positively affected by your project. Identify the number of individuals in the target group or in each target group, if you identify more than one.

Who are the ultimate beneficiaries for this project? "Beneficiaries" refers to those who are likely to be aided in the long-term by your project. They may or may not be the same as your "target group." Identify the number of individuals who will benefit from your project in the long term, if reliable and defensible counts are possible. Otherwise describe the characteristics of the beneficiaries you expect to be served eventually by your project.



Narrative: Project Justification

Reviewers will look for:

- Has the applicant selected an appropriate program goal and one or more associated objectives of the Native American/Native Hawaiian Museum Services grant program?
- Are the ways in which this project strengthens museum services specific and measurable?
- How well has the applicant used relevant data and best practices to describe the need, problem, or challenge to be addressed?
- If applicable, are the collections and/or records that are the focus of the project and their current condition described and quantified in enough detail?
- Has the applicant appropriately defined the target group(s) and beneficiaries, as applicable, for this work?
- Have the target group and other project stakeholders been involved appropriately in planning the project?

In Section E of the Notice of Funding Opportunity, under "Review Criteria", you will find a list of questions that reviewers are asked to answer when they review your proposal. It is a good idea to refer to these as you craft your narrative to be certain you are providing Reviewers clear, solid information. You will see that they correspond fairly directly with the prompts you are given to write your narrative.

Defining a need, problem, or challenge



- Remember that the federal government wants its investment to result in something getting better.
- Articulate what will get better as a result of your project as precisely as possible.
- Identify why it is important that this change happens.
- Hone your problem definition carefully.
- Present data that support your problem definition.

Because the need, problem, or challenge is foundational in your application, keep these points in mind:

- The federal government wants its investment to result in something getting better.
- As you define your need, problem, or challenge, articulate what will get better as a result of your project as precisely as possible. Will someone learn something, develop a skill, change an attitude? Will members of your community be better able to work together to solve problems? Will collections be better cared for? Will their lifespan be extended? Will access to your collections and the information surrounding them be expanded? Identify why it is important that this particular change happens.
- Hone your problem definition carefully in clear, succinct terms.
- Gather and present data that support your problem definition.

Narrative: Project Work Plan

Tell us:

- What specific activities will you carry out and in what sequence?
- Who will plan, implement, and manage your project?
- What time, financial, personnel, and other resources will you need to carry out the activities?
- What are the risks to the project and how will you mitigate them?
- How will you track your progress toward achieving your intended results?



PROJECT WORK PLAN

If the Project Justification section was the "why", the Project Work Plan section is where you identify the 'who, what, when, and how'. Who will do what activities when, and using what resources. You should explain how you will track your progress toward achieving your intended results, and what you'll do if you need to correct course.

Note that we ask you to think about risks that are inherent in your particular project and to tell us how you've taken that into account in your planning. I'll say more about that in a few minutes.



Narrative: Project Work Plan

Reviewers will look for:

- Are the proposed activities informed by relevant theory and practice?
- Are the goals, assumptions, and risks clearly stated?
- Do the identified staff, partners, consultants, and service providers possess the experience and skills necessary to complete the work successfully?
- Are the time, financial, personnel, and other resources identified realistic for the scope and scale of the project?
- Is the proposed Performance Measurement Plan likely to generate the required measures of Effectiveness, Efficiency, Quality, and Timeliness?
- If present, does the Digital Products Plan reflect appropriate practices and standards for creating and managing the types of digital products proposed?
- Will the proposed methods for tracking the project's progress toward achieving the intended results allow course adjustments when necessary and result in reliable and measurable results?

Again, this is the list of questions, in Section E of the Notice of Funding Opportunity, that reviewers are asked to answer when they review your proposal. So make sure your narrative is answering these effectively.

Project Work Plan: Defining an Activity



- An activity is something that someone does.
- It has a beginning and an end.
- You know when you've finished it because it doesn't need to be done any more (or it is no longer on your 'To Do' List).
- It is not a "goal," "result," or "outcome." It is a thing you do as part of striving to achieve those.
- Aim for a reasonable level of granularity in identifying your activities—not too much, not too little, just right.

[Image: <https://pixabay.com/en/stick-figure-road-sign-traffic-sign-1097163/>]

Your work plan will be built on activities, so it's important to be clear about what an activity is. An activity is something that someone does. It has a beginning and an end (just like projects), and you know when you've finished it because it doesn't need to be done any more. It is no longer on your 'To Do' List.

An activity is NOT a goal, a result, or an outcome. Rather, it is something you do as part of striving to achieve those.

Aim for a reasonable level of granularity in identifying your activities. That might be hard, but strive for a balance. Too much and your work plan becomes bogged down and confusing, but too little and someone who is reading your application won't understand the who, when, what, and how of your project.

Defining Risks

About Risk

- There is no checklist of risks, but every project has them.
- The best proposals will show that the applicant is aware of potential risks and has thought through a plan for dealing with them.
- Answer the question, “What if x doesn't go as planned?”



Examples of Risk

- A project may be structured around interns, who will be selected and trained according to standard processes. What will happen if one or more interns drops out? What's the plan for replacing them mid-project?
- A project involving rehousing collections into new museum-quality storage cabinets might run into delays in preparing the space or in the delivery of the cabinets. What happens to the collection items then? How will the institution ensure that they remain safe and secure?

[Image: <https://cheekymunkey.co.uk/wp-content/uploads/2017/04/What-is-an-IT-security-risk-1024x437.jpg>]

We also ask you to think about risks that are inherent in your particular project and to tell us how you've taken that into account in your planning. Think of it as answering the question, “What if x doesn't go according to plan?”

There is no checklist of risks, but every project has them. The best proposals will show that you are aware of them and have thought through a plan for dealing with them. Look at your activities and think about what could go wrong. Focus on the ones where your experience tells you, “Yes, that could happen” and identify steps you would take in response. For example, if you intend to hire someone into a grant-funded position to work on the project activities, what will you do if it takes longer than expected to find the right candidate, bring them on board, and train them?

IMLS knows things go differently than expected. We just want you to prepare by identifying implementable options.

Narrative: Project Results

Tell us:

- What are your project's intended results and how will they address the need, problem, or challenge you have identified?
- How will the knowledge, skills, behaviors, and/or attitudes of the target group change as a result of your project?
- If applicable, how will the care, condition, management, access to, or use of the collections and/or records that are the focus of your project improve?
- What products will result from your project?
- How will you sustain the benefit(s) of your project beyond the conclusion of the period of performance?

PROJECT RESULTS

The third section of your Narrative should be devoted to articulating your project's intended results. This section is your chance to convince the reviewers that your project will result in something getting better. The need or problem you identified in your Project Justification will be addressed, and it will be diminished or eliminated altogether.

Think about this question from the dual perspectives of advancing the museum services of your Tribe or institution, as well as ensuring that the federal investment made through this grant will generate benefits to society. How will you know that your project has been successful? How will you measure that success?

If your project will generate tangible products (and most do), here's the opportunity to describe them and make the case that they will be useful. And last, but not least, we ask that you tell us how you will sustain the benefit of the project. How will this improvement that you propose to make continue once your grant is over? What will the longer-term impact be?



Narrative: Project Results

Reviewers will look for:

- Are the project's intended results clearly articulated, realistic, meaningful, and linked to the need, problem, or challenge addressed by the project?
- Is the plan to effect meaningful change in knowledge, skills, behaviors, and/or attitudes solidly grounded and appropriately structured?
- **If applicable, will the care, condition, management, access to, or use of the museum collections and/or records improve as a result of the project**
- Is it clear that the federal investment made through this grant will generate identifiable benefits to society?
- Will the products created by the project be made available and accessible to the target group?
- Is the plan to sustain the benefits of the project beyond the conclusion of the period of performance reasonable and practical?

And again, here is the list of review questions that reviewers are asked to answer when they read and score the Project Results section of your narrative. These are found in Section E of the Notice of Funding Opportunity.

Defining Results and Success Measures



- Answer the question, “What will be better as the result of this work?”
- Think through how you’ll recognize success and how you’ll measure it for each of your high-level activities.
- Tie everything back to your need, problem, or challenge.
- Include tangential benefits or positive outcomes, but make sure they are in addition to, not instead of, your original intended results.
- Consider constructing a logic model to explain your intended results and your plan for achieving them.

We often hear that defining intended results and success measures is challenging for applicants, so it’s worth spending a bit of time on this here.

Let’s think back to the questions we referenced a couple of slides ago when we talked about defining the need, problem, or challenge that your project is addressing. If you said someone will learn something, how will you know? If your problem related to segments of your community being better able to work together, how will you know when that has been achieved? If collections will be better cared for, how will you be sure and how will you measure “better”? If you’re digitizing to expand accessibility, how will you know when you’ve done it?

All of your results should tie back to your need, problem, or challenge. You may well experience tangential benefits and/or positive outcomes, but make sure you identify them as “in addition to” and not “instead of” your original intended results. Reviewers are likely to see that as a disconnect.

This focus on project results and measuring success in meaningful ways is not new, but isn't necessarily easy either. There are many ways to measure success, and each situation is unique. To aid you in visualizing what success could look like for your project, we encourage you to consider using a logic model to explain your intended results and your plan for achieving them.

Logic Models

Help explain your intended results and your plan for achieving them. Learn more through IMLS's 'Shaping Outcomes' online course at <https://shapingoutcomes.org/>



The image shows three overlapping worksheets from the 'Shaping Outcomes' course. The first is the 'Logic Model Worksheet' with sections for: I. Situation (program partners and stakeholders), II. Program planning (connecting needs, solutions, etc.), and III. Logic model summary. The second is a 'Logic model summary' form with fields for 'For whom?' and 'For what subpopulation?'. The third is an 'Outcomes' table with columns for 'Outcome #', 'Indicators', 'Applied to', 'Data Source', 'Date Started', and 'Target'.

Some NANH applicants use logic models, and reviewers appreciate their conciseness and focus. There are many excellent resources available to help you construct a logic model, and among these are IMLS's "Shaping Outcomes," a free online course developed in partnership with Indiana University-Purdue University of Indianapolis. It is available at <https://shapingoutcomes.org/>, and it is customized to meet the needs of museum applicants. There are downloadable worksheets and numerous examples that you are likely to find relevant to your own work.

So, to recap: Your Narrative has three sections—Project Justification, Project Work Plan, and Project Results, and you have five pages for it. It's important to remember that the sections are all equally important. Write clearly, address what we ask you to address, and keep an eye on those review criteria. We're telling you here exactly what the reviewers will look for, so make it easy for them to find it and understand it.



Performance Measurement

Performance Measurement

- How good a job did the organization do as a federal grantee?
- Helps us understand what level of performance is achieved by a specific project and by extension, a specific grant program.

Project Evaluation

- How successful was the project at achieving its specific, intended results?
- Helps us understand and explain why we are seeing the results or outcomes that we are in specific projects and grant programs.

At the end of 2020, the government added a new requirement to all federal awards. Agencies are now required to measure the performance of awardees. This Performance Measurement requirement is different from Project Evaluation, which is typically included in a project proposal.

Performance Measurement tells us how good a job you did as a federal grantee. It helps IMLS understand, manage, and improve our grant programs and the assistance we provide to applicants and awardees. And it helps us inform internal stakeholders (such as IMLS leadership or key staff in programs, grants management, and finance offices) as well as external stakeholders (such as legislative and oversight committees, the media, or the general public) about our grant-making.

Project evaluation, by contrast, is all about your project intended results or outcomes. The prompts for each section of your narrative that we've just covered - Project Justification, Work Plan, and Results, essentially provide an outline of your evaluation methods. We ask you what need you are addressing and what associated results do you want your project to have, how you will track progress toward achieving your intended results, and how the knowledge, skills, behaviors, and/or attitudes of your target audience will change as a result of your project.

So, let's now turn to our focus on **performance measurement** and how we will ask you to plan for and report on it.

Performance Measure	Data We Will Collect (e.g., counts, costs, weights, volumes, temperatures, percentages, hours, observations, opinions, feelings)	Source of Our Data (e.g., members of the target group, project staff, stakeholders, internal/external documents, recording devices, databases)	Method We Will Use (e.g., survey, questionnaire, interview, focus group, informal discussion, observation, assessment, document analysis)	Schedule (e.g., daily, weekly, monthly, quarterly, annually, beginning/end)
Effectiveness: The extent to which activities contribute to achieving the intended results	<i>Example: At the end of each month, using a report prepared by the registrar, we will compare the cumulative count of rehoused objects against the total number proposed for the project.</i> <i>Example: At the end of each project year, our external consultant will present results of the ongoing observation-based evaluation and compare them against our intended project results.</i>			
Efficiency: How well resources (e.g., funds, expertise, time) are used and costs are minimized while generating maximum value for the target group	<i>Example: Twice per year, we will assess our expenditures for program supplies on a per-person-served basis.</i> <i>Example: Each quarter, we will calculate the dollar value of volunteer hours contributed to the project as recorded in our online volunteer management system.</i>			
Quality: How well the activities meet the requirements and expectations of the target group	<i>Example: At the beginning, the mid-point, and end of the project, we will administer a satisfaction survey to staff who have participated in the training.</i> <i>Example: We will gather opinions about our online services through questionnaires provided to every 20th user.</i>			
Timeliness: The extent to which each task/activity is completed within the proposed timeframe	<i>Example: Every six months, our Project Director will assess the fit between our proposed Schedule of Completion and actual activity completion dates.</i> <i>Example: Each quarter, each project partner will submit to our Project Director a templated report showing their progress on meeting project milestones.</i>			

In Section A3 of the NANH Notice of Funding Opportunity, we provide a sample chart which applicants may, but are not required, to use. On the left side of the chart are four commonly used Performance Measures that IMLS has adopted for this effort:

- **Effectiveness:** The extent to which activities contribute to achieving the intended results
- **Efficiency:** How well resources (e.g., funds, expertise, time) are used and costs are minimized while generating maximum value for the target group
- **Quality:** How well the activities meet the requirements and expectations of the target group
- **Timeliness:** The extent to which each task/activity is completed within the proposed timeframe

Across the top are the information points we’re asking you to use in your statements with examples of each. For instance, with “Data We Will Collect” are listed counts, costs, weights, volumes, temperatures, percentages, and hours, as well as qualitative observations, opinions, and feelings.

For each performance measure, we provide a couple of examples addressing issues that might turn up in museum and library projects. Our intent was to make it easy for applicants to see the relationship between this request and the project they are proposing.

The blank space is where we suggest applicants write their own performance measure statements, and the chart is constructed such that it can expand to allow as much space as needed. We are looking for one statement for each required performance measure. You may provide more than one statement per measure, if you wish, however, we do limit the performance measurement plan to two pages.

Application Tips

Check your registrations and know your usernames and passwords.



System for Award Management (www.sam.gov)

- Unique Entity Identifier (UEI)
- Registration must be renewed every year!



Grants.gov (www.grants.gov)

- Passwords expire every 60 days!
- Accounts are deactivated after 365 days of inactivity.

START EARLY, DON'T DELAY

At this point, I'd like to share a few tips based on our experiences with the NANH application submission process each year.

First off, you must submit your application online through Grants.gov. IMLS does not accept applications by mail or email. In order to register with Grants.gov, you must have an active SAM.gov registration and UEI number. So make sure your registrations for both of these sites are complete, your accounts are active, and that any necessary passwords are current. These registrations expire periodically so DO NOT WAIT until it's time to hit the 'submit' button to check on them. You should coordinate with any other staff members, such as your Authorized Organization Representative, who may hold the accounts and passwords you'll need to submit.

Both the SAM.gov and Grants.gov websites have robust help features and FAQs. If you run into technical issues with either of these sites, you should reach out to their help desks and request a tracking, case, or ticket number in order to document your issue and attempts at resolving it. Failure to have active SAM.gov or Grants.gov registrations by the application deadline is not an excuse for submitting a late application so again, start early.



Application Tips

IMPORTANT: IMLS can make grants only to **eligible** applicants that submit **complete** applications, including attachments, **on or before the deadline**. So...

- Start early.
- Become familiar with Grants.gov Workspace.
 - See <https://www.grants.gov/web/grants/applicants/workspace-overview.html>
- Do your background research.
- Revisit the grant Notice of Funding Opportunity and follow the narrative outline it provides. Use headings, subheadings, or numbered sections to make it easy for reviewers to read.
- Avoid generalities, acronyms, and jargon.
- Check your spelling, grammar, and math.
- Ask a colleague to review everything with fresh eyes before you submit it.
- Be sure your application is complete.
- Submit to Grants.gov **early** so you can correct any errors.

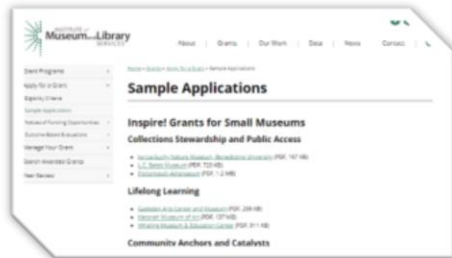
Our regulations state clearly that we can make grants only to eligible applicants that submit complete applications, including attachments, on or before the deadline. Those are the parameters we must follow as a federal agency. So here are some tips to help ensure that you can too.

- Start early.
- Become familiar with the Grants.gov's Workspace. This feature has been around for a couple of years, and it is now the only option. It has many good elements, including upfront validation, which allows you to correct errors prior to submission, and the opportunity to collaborate with others in creating and saving progress on your application. Consider starting with the Workspace Overview and check out the tutorials.
- Do your background research. Make it easy for the reviewers to see that you are up-to-date and know what you're talking about.
- Revisit the NANH Notice of Funding Opportunity frequently, and follow the narrative outline it provides. Use headings, subheadings, or numbered sections to make it easy for reviewers to read.
- Avoid generalities, acronyms, and jargon. The people who will review your application are experts, but they may not be familiar with your particular institution's or field's shorthand. Make it easy for them to understand what you mean.
- Check your spelling, grammar, and math. Seriously!
- An advantage to starting your application early is that you can ask a colleague to review everything with fresh eyes before you submit. Ask them to act like a reviewer who's seeing

this for the first time.

- Be sure your application is complete. Check it against the Table of Application Components in the Notice of Funding Opportunity and then check it again.
- Submit to Grants.gov early so you can correct any errors and avoid any possible issues caused by technology challenges, forgotten passwords, or staff out on vacation the day of the submission deadline.

Sample Applications



Sample applications of recently funded grants are available on the IMLS website



Native American/Native Hawaiian Museum Services Program

- Confederated Salish and Kootenai Tribes (PDF, 332KB)
- Koniag, Inc. (PDF, 338KB)
- Papahana Kuaola (PDF, 393KB)

We have also posted the narrative and schedule of completion from three successful applications from 2022. To find these examples, go to the Sample Applications on the IMLS website and scroll down the page to find the NANH examples. Looking at these proposals might help clarify your thinking about your own.



Review Process

Date	Review Activity
November 15, 2022	Applicants submit packets through Grants.gov
November - December 2022	IMLS staff review applications for completeness and eligibility
January - March 2023	Review period
May 2023	IMLS Director makes final award decisions
June 2023	IMLS notifies applicants of award decisions; provides reviewer comments
July 1, 2023	Awarded projects begin

This is the general grant cycle schedule for the NANH program so you can see what happens to your application once we receive it. IMLS staff will review it for completeness and eligibility, and you will hear from us via email if there are any problems.

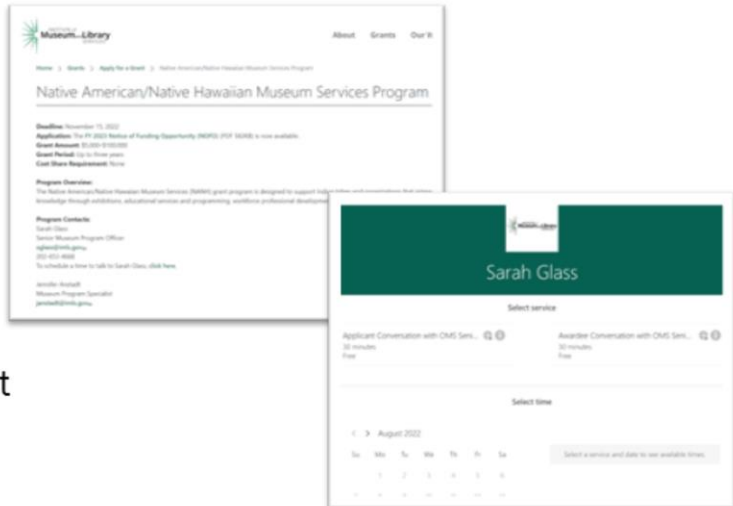
- From January through March, experienced peer reviewers will provide scores and comments based on the criteria outlined in the NANH Notice of Funding Opportunity, and IMLS staff will examine the project budgets, institutional financials, and applicants' track records with past and current grants. We then prepare materials for the IMLS Deputy Director for Museums and the IMLS Director.
- By law, the Director has the authority and responsibility to make final award decisions, and this generally happens in May.
- In June, we notify all applicants by email of the award decisions and provide the scores and comments created by the reviewers.
- And on July 1, 2023, funded projects begin!

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Thank you again for your interest in IMLS and in the Native American/Native Hawaiian Museum Services grant program. We hope you have found the information in this webinar helpful. Here is the contact information for the two IMLS staff assigned to the NANH program. Jennifer and I are happy to answer any questions you may have – we actually have an easy (and preferred!) way for you to schedule a call with either of us straight from the NANH Program landing page, so please feel free to use that tool and reach out!

Good luck - and we look forward to seeing your application in November!



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