

community organizations that this program is designed to assist. Intermediary organizations will provide two services within their communities: (1) Technical assistance to a diverse range of faith-based and community organizations; and (2) technical assistance and financial support—through sub-awards—to some subset of the faith-based and community organizations in their communities. ACF's expectations for these two activities are described more fully below.

ACF expects to work closely with organizations that receive funding to ensure that CCF monies are used appropriately and in the most effective manner possible. It has also entered into a contract with an organization that serves as the National Resource Center (herein also referred to as the National Center) for these intermediaries. Under this contract, the National Center provides CCF intermediaries with support and assistance. Funded organizations must expect to interact with both ACF and the National Center on an on-going basis and modify their technical assistance and sub-award plans in coordination with ACF.

Technical Assistance. ACF seeks intermediary organizations with demonstrated expertise and a proven track record in working with and providing technical assistance to faith-based and community organizations in a variety of areas. Technical assistance activities funded under the CCF are to be conducted at no cost to interested faith-based and community organizations. Applicants must have demonstrated experience in the delivery of capacity-building assistance to smaller organizations in the following areas:

- Strategic planning;
- Financial management;
- Board development;
- Fund-raising;
- Outcome measurement.

Additionally, there is a range of other needs that may appropriately be provided by the intermediary organizations awarded funds under this announcement. The following list is meant to be illustrative, and not exhaustive.

- Legal assistance in various areas such as the process of incorporation, and obtaining tax-exempt status;
- Needs assessments to identify internal areas needing improvement or areas in which to develop or expand community services to address service gaps;
- Development of internal operating controls and procedures related to all aspects of business management;

- Facilitation of networks, service coordination, and resource sharing among organizations;
- Incorporation of "best practices";
- Expanding outreach and client screening, intake or tracking methods;
- Volunteer management;
- Human resources.

Intermediaries must be established organizations with well-developed connections to and working relationships with faith-based and community organizations in well-defined communities. Typically, these organizations will be located in the same communities as the faith-based and community organizations that they serve. Organizations that provide technical assistance through single or short-term contacts (such as a nationwide series of conferences) are not encouraged to apply.

Sub-Awards. The program goals will be further accomplished through the issuance of sub-awards by the funded intermediary organizations to a diverse set of small faith-based and community organizations that seek to increase program and organizational effectiveness. The total amount of sub-awards proposed in an intermediary's application must represent at least one-quarter or 25 percent of the total Federal share, though applicants are encouraged to exceed this threshold, if possible. Applicants must develop sub-award plans that are consistent with the following principles:

- Participation in the CCF sub-award program must be open to faith-based and community-based organizations;
- Recipients of sub-awards must receive sub-awards through a competitive process and may not be pre-selected;
- The approach must include outreach to both faith-based and community organizations in a fair and open competition;
- Intermediary organizations must provide on-going technical assistance and capacity-building support to the organizations to which they issue sub-awards;
- The criteria for selection of sub-awardees shall not include consideration of the religious nature of a group or the religious nature of the program it offers;
- Intermediaries shall not require sub-award applicants to provide matching funds or give them a preference in the selection process if they offer matching funds in their applications;
- Intermediaries shall not require sub-award applicants to have 501(c)(3) status or to identify a sponsoring organization with 501(c)(3) status;

- As a general rule, organizations that partner with an intermediary to deliver technical assistance or provide cost-sharing funds for the proposed project shall not be eligible for sub-awards;

• Sub-awards should be in amounts that are manageable for a small organization;

• Priority for sub-awards should be given to organizations implementing programs that address priority social service needs, such as the homeless, elders in need, at-risk youth, families and individuals in transition from welfare to work, those in need of intensive rehabilitation such as addicts or prisoners, and organizations that help couples who choose marriage for themselves, to develop the skills and knowledge to form and sustain healthy marriages;

• The sub-award plan should focus on organizations that historically have not received grants from the Federal government;

• Capacity-building activities that further the sustainability of sub-awardees' social service efforts should form the central focus of an intermediary's proposed sub-award concept. Sub-awards should be used to assist organizations in differing stages of development. For example, funds may be provided to fledgling organizations to improve their basic functions, such as attaining 501(c)(3) status or developing sound financial systems. Sub-awards may also be provided to promising organizations to expand the reach of existing programs. Such funding would allow a promising organization to move to a higher level of service, where it is able assist more people on a sustainable basis. Uses for such funding might include employing a key additional staff person; moving to a larger or better-equipped facility; upgrading case management or informational technology capabilities; or supporting a new social service; and

• Sub-awards should not be used for "direct" services. Rather, they should be used to improve the sub-awardees efficiency and capacity. For example, an organization that distributes food to the poor should not receive a sub-award simply to purchase additional food. Nor, for example, should an organization that provides substance abuse treatment services receive additional funds simply to enable it to provide exactly the same services to more people. Although these sub-awards might well enable these organizations to assist additional individuals, they would not serve to improve the organizations' sustainability, efficiency, or capacity. Rather, the organizations would simply use additional funds in the same way