

## PROJECT OBJECTIVES, GOALS, AND IMPLEMENTATION (POGI)

### FY 2019 Creative Arts Exchange: Theme One – Performing Arts (Center Stage)

#### Funding Opportunity Number: SFOP0005561

#### Office of Citizen Exchanges

#### Cultural Programs Division

The POGI guidelines apply specifically to the Notice of Funding Opportunity (NOFO) issued by the Office of Citizen Exchanges, Cultural Programs Division for the FY 2019 Creative Arts Exchange: Theme One – Performing Arts (Center Stage). Proposals must conform to the NOFO, the Guidelines stated in this document, and the standard Proposal Submission Instructions (PSI). Applications not adhering to the conditions set forth herein may be deemed technically ineligible. These guidelines are specific to the program mentioned above and are IN ADDITION TO the Standard Guidelines outlined in the PSI. If there is a perceived disparity between the standard and program specific Guidelines and the program information supplied in the accompanying NOFO, the NOFO is to be the dominant reference.

### I. STATEMENT OF WORK

ECA's Center Stage program requires the successful award recipient to oversee four essential elements of the program:

1. **Select foreign performing arts ensembles to represent a balanced slate of genres and diversity.** Successful award recipients will recruit and select performing arts ensembles from countries designated by the Bureau of Educational and Cultural Affairs (ECA) and the regional bureaus using an open, merit based nomination and application process for performing artists. Nominees will be reviewed and selected by an independent panel that culminates in a slate of ensembles representing a wide range of performing arts genres and the diversity of the participating countries. Proposals should include a sample application process and selection criteria. Proposals should demonstrate a strong understanding of international performing arts traditions.
2. **Conduct pre-planning trips and professional workshops.** The successful award recipient will develop pre-planning trips overseas to aid in final artist selections and be comprised of a diverse delegation of arts professionals (approximately four per pre-planning trip) representing the U.S. performing arts presenting community. In addition to assisting in final artist selections, pre-planning trips will assist U.S. embassy outreach efforts and offer professional workshops in U.S. presenting practice and the performing arts in the United States. The pre-planning trips will also serve to build partnerships and collaborations outside of the United States that build capacity and promote arts entrepreneurship. Proposals should include a sample pre-planning schedule and activities.
3. **Develop, manage, and implement complex and multi-faceted tours.** Each of the tours will be approximately one month and will represent a diverse and balanced geographic spread of the United States. In addition to each performance, the artists will participate in a variety of community, educational, and professional activities that broaden the reach of the program in the host community and offer immersive experiences for the artists. The successful award recipient will describe strategies to ensure substantive and effective programming. Priority audiences are those who do not have regular access to international cultural performances, artists, teaching methods, and/or other Department of State public diplomacy programs, and include young people, women and those living in under-served

communities. The successful award recipient should also incorporate digital media and innovative technologies into a well-developed public relations strategy for each tour. Proposals should include a detailed sample tour schedule and media plan. The successful award recipient will also provide the full array of programming logistics, including all international travel arrangements, providing for the well-being of participants, ensuring all visa and insurance requirements be met, finalizing daily schedules, and monitoring the day-to-day activities to prevent and/or manage any issues or complications that may arise. Proposals should describe briefly how the award recipient would handle all of the above, as well as deal successfully with international travel complications.

4. **Monitor and evaluate all program components, conduct post-tour reporting and follow-up.** The successful award recipient will design and implement a monitoring and evaluation plan that assesses the impact of the program and assists ensembles with follow-on program activities.

Proposals must detail how the award recipient will manage each of these elements and should reflect a practical understanding of global issues while demonstrating sensitivity to cultural, political, economic, and social differences in regions where tour groups are from as well as where they will perform. The successful award recipient will also demonstrate a professional understanding of logistical issues and commitment to exchanges. ECA welcomes innovative and creative approaches to programming. All elements of the program design will be developed in consultation with ECA and subject to ECA approval. The successful award recipient must be highly responsive in coordinating with ECA and U.S. embassies and consulates.

## II.

### PROGRAM SPECIFIC GUIDELINES

In a cooperative agreement, **ECA/PE/C/CU** is substantially involved in program activities above and beyond routine monitoring. The Program office may request that the award recipient make modifications to the exchange and travel components of the program. The award recipient will be required to obtain prior approval of significant program changes in advance of their implementation. The program office will also perform an annual performance evaluation/review.

#### **The responsibilities of Cultural Programs Division will be to:**

1. Provide advice and assistance in the execution of all program components and tours;
2. Identify participating countries and facilitate interaction within the Department of State, to include ECA, the regional bureaus, and overseas posts;
3. Participate and approve the final candidate selection and alternates;
4. Pre-register foreign participants in International Exchange Alumni network;
5. Issue DS-2019 forms and J-1 visas for the foreign participants. All foreign participants will travel on a U.S. Government designation for the J Exchange Visitor Program;
6. Review and approve daily schedules and program materials (digital and print);
7. Review and approve media and outreach plans;
8. Monitor and evaluate the program through regular communication with the award recipient and possibly one or more site visits; and
9. Represent the U.S. Government at exchange events.

The responsibilities of the recipient organization are as follows:

The award recipient is responsible for all components of the program outlined in this document. The award recipient must also inform the ECA program officer of its progress at each stage of the project's implementation

in a timely fashion. All materials and correspondence related to the program will acknowledge this as a program of the Bureau of Educational and Cultural Affairs of the U.S. Department of State. The Bureau will retain copyright use of and be allowed to distribute materials related to this program as it sees fit.

**In consultation with ECA program staff, the award recipient will be responsible for the following:**

**1) Participant Recruitment and Selection**

The participant profile for the foreign artists should target ensembles that represent a younger demographic and/or have a significant reach and influence into strategic populations in their home countries. Artists representing contemporary forms and genres are especially encouraged. Recruitment efforts should be designed to attract quality performers that appropriately represent the diversity of performing arts genres and their country and demonstrate a high level of influence in their home countries through their art form, fan base, or social or traditional media reach.

- a. Develop an open, merit-based nomination and application process for the artists with clearly identified selection criteria and a formal review process that is inclusive of input from the Public Affairs Section and arts experts.
- b. The program will include approximately 30-50 foreign participants. Participants must be at least 18 years old; be citizens and residents of the country from which they are applying; demonstrate high artistic abilities; be “tour ready,” with consideration given to artists that have not traveled to the United States or have rarely been seen in the United States; have some English proficiency, or access to interpreters, as well as electronic connectivity via email and/or Skype; demonstrate an eagerness and ability to tour to small- and mid-sized cities of the United States, and to engage with citizens including other artists through performances, workshops, discussions, and outreach activities; be conversant with broader aspects of their home culture; and be adaptable to touring and performance in situations of varying infrastructure and sophistication.)
- c. Develop plans for outreach and recruitment that will generate a strong pool of qualified candidates.
- d. Work with PAS to conduct cost-effective pre-planning trips to approved countries to finalize participant recommendations, making all the necessary arrangements. The award recipient will also work with PAS to develop engagement activities (which can include but is not limited to workshops, press, lectures, and discussions) that support PAS public diplomacy objectives and reach strategic audiences. Pre-planning trips can vary in length.
- e. Work with PAS to identify appropriate media professional(s) from the participating country to accompany tours to provide outreach to strategic audience and broaden visibility of the U.S. based tours. The award recipient will make all necessary arrangements and determine schedules to ensure cost efficiency and effectiveness.
- f. Recommend final participants and alternates to ECA for final determination. No invitations may be issued without the Department of State’s clearance.

**2) Participant and Tour Preparation**

- a. Contact participants before tours to provide them with program information and pre-departure materials, and to solicit information regarding specific requirements (dietary, medical, etc.).
- b. Work with ECA to facilitate the J-1 visa application process. All foreign participants will travel on a U.S. Government designation for the J Exchange Visitor Program. ECA will prepare the appropriate DS-2019 forms based on information collected by the award recipient from the selected participants and forward these to our representatives overseas so that participants may apply for J-1 visas for entry to the United States. The award recipient must provide the relevant information in a timely fashion, as determined by the general consular timeframe.

- c. Make all logistical arrangements and secure visas for the U.S. participants on the pre-planning trips and communicate with them about immunizations and health insurance.
- d. Orient host institutions and staff to the goals of the Center Stage program and to the cultures and sensitivities of the performers.
- e. Arrange and purchase round-trip international travel (complying with the Fly America Act) for the participants. The award recipient is responsible for making domestic travel and housing arrangements for all of the participants who will participate in the programs covered under this award.
- f. Enroll participants in the Bureau's Accident and Sickness benefits plan for the period of the exchange. The Bureau will provide accident and sickness coverage at no cost to award recipient.
- g. Maintain close contact with ECA and program participants to ensure the program schedule is compatible with needs and objectives. Provide ECA and program participants with a final program schedule no later than four weeks prior to their arrival in the United States.
- h. Arrange for interpreters, as necessary.
- i. Work in consultation with ECA to develop and implement a media and marketing plan that may include but is not limited to program branding, press strategy, press/media packets, program website, and social media plan.
- j. Identify professionals to provide high-quality documentation of the tour(s) (i.e. video, photos, audio) for public diplomacy outreach by participating posts and ECA.
- k. The award recipient will prepare educational and promotional materials that support the program.
- l. Work in consultation with ECA on the implementation of the program, provide timely reporting of progress to ECA, and comply with financial and program reporting requirements.
- m. Design and implement an evaluation plan that assesses the impact of the program.

### **3) Exchange Activities**

Each domestic tour can vary in length, but it is expected to last approximately one month and reach a diverse and balanced geographic spread within the United States. ECA is interested in reaching diverse audiences in small- and mid-sized American communities, with an emphasis on underserved and disadvantaged youth, who are not generally familiar with international performing art forms. U.S. site locations should also represent a diversity of presenters. In addition to performances, participants should be prepared to conduct or participate in master classes, artist-to-artist collaborations and interactions, lecture demonstrations, workshops, impromptu sessions, media outreach including radio and TV appearances, and educational activities with local cultural institutions, professional and student artists, and general audiences.

- a. Recruit American participants and institutions to be engaged in activities with the exchange participants. The award recipient will consult with ECA, but ultimately be responsible for the design and implementation of program development such as performances, workshops, master classes, artist-to-artist interactions and community engagement programs at each site.
- b. Provide general guidelines for tour requirements including but not limited to: stage flooring, rehearsal studio space, dressing rooms, stage lighting, and sound system including amplifiers and speakers.
- c. Arrange appropriate and innovative community, cultural, social, and civic activities in coordination with host partners.
- d. Provide day-to-day monitoring of the program to prevent and/or manage any issues or complications that may arise.

- e. Coordinate tour manager and/or interpreter travel and other arrangements needed for their participation, including airport meet and greet.
- f. Coordinate travel and other arrangements for accompanying foreign media professional(s).
- g. Arrange for an orientation session upon arrival to provide programmatic and logistical information. Whenever possible, orientation sessions should take place in Washington, D.C. and should include an introduction to the nation's capital and the U.S. form of government, as well as representatives from the Department of State.
- h. Participant orientations should include a general political, historical, educational, and cultural introduction to the United States and to the host communities including information related specifically to the objectives and themes of the program, tours, and practical and administrative information.
- i. In consultation with ECA, the award recipient will develop orientation materials/resources for host communities that contextualize Center Stage as a U.S. State Department initiative and clearly articulate the goals and expectations of the program.
- j. Provide a de-briefing session at the end of the tour for evaluation to summarize the project activities, prepare participants for their return home, and plan for possible follow-on activities.

#### 4) Fiscal Management

- a. All budget guidelines must be followed. The budget should indicate any cost sharing in the form of in-kind or cash contributions to the program from sources other than the Department of State.
- b. See standard guidelines in the Proposal Submission Instructions (PSI) in the Solicitation Package for information on cost sharing and the cost of audits.
- c. The total Department of State-funded budget (including both program and administrative costs) should not exceed \$1,300,000, pending the availability of FY 2019 funds. While there is no rigid ratio of administrative to program costs, the Bureau urges applicant organizations to keep administrative costs as low and reasonable as possible. The Bureau reserves the right to reduce, revise, or increase proposal budgets based on the needs of the program and the availability of U.S. government funding.
- d. ECA intends to award one Cooperative Agreement to support program and administrative costs required to implement this exchange program.
- e. Include a **Summary Budget** on a separate page before the **Detailed Budget**. The Summary Budget should clearly indicate the number of program participants and provide an overall unit cost per participant, as well as a unit cost breakdown by program and administrative costs.
- f. Following the **Detailed Budget**, please include a **Budget Narrative** that concisely explains how costs were calculated and the rationale for including them in the budget.
- g. Your proposed budget should include, but is not limited to, the following **allowable program expenses**: domestic and international travel for the approximately three to six U.S. tours and up to six pre-planning trips (per the Fly America Act); visas and immunizations; airport taxes and applicable country entrance fees; honoraria; educational materials and presentation items; excess and overweight baggage fees; trip itinerary booklets; press kits and promotional material; follow-on activities; monitoring and evaluation; international travel for program implementation and/or evaluation purposes; and other justifiable expenses related to program activities.
- h. Your proposed budget should include, but is not limited to, the following **allowable administrative expenses**: costs necessary for the effective administration of the program may include salaries for the award recipient's employees, benefits, and other direct and indirect costs per detailed instructions in the Solicitation Package.

The following guidelines may be helpful in developing a proposed budget:

- a. Travel Costs. International and domestic airfares (per the Fly America Act), transit costs, ground transportation, and visas expenses for the pre-planning delegation participants to travel overseas.
- b. Per Diem: Organizations should use the published Federal per diem rates.
- c. Sub-recipients and Consultants. Subrecipient organizations may be used, in which case the written agreement between the prospective award recipient and subrecipient(s) should be included in the proposal. Sub-awards must be itemized in the budget under General Program Expenses. Consultants may be used to provide specialized expertise, however applicants are strongly encouraged to use organizational resources, and to cost share heavily in this area.
- d. Health Insurance. Each Center Stage participant funded by the award will be covered under the terms of the ECA-sponsored health insurance policy. The cost for international travel insurance for staff travel may be included in the proposal budget.
- e. Honoraria for Center Stage artists. Daily honorarium is a minimum of \$200 per day for each performer, including rest and travel days, and a maximum of \$250.
- f. Educational Items. Ensemble members may use these funds for individual purchases or they may pool funds for joint purposes. ECA funds for educational and promotional items (e.g. CDs, guitar strings, lapel pins, etc.) should not exceed \$700 per ensemble.
- g. Excess Baggage. Excess baggage costs are based on the size and weight of the instrument. Excess baggage estimates may be subject to change once actual tour itineraries are scheduled.
- h. Other justifiable expenses directly related to supporting program activities, including but not limited to translation of outreach and/or educational materials.

Note: The U.S. Department of State maintains exclusive rights to the program name *Center Stage* for and relating to the production, sponsorship, advertising, and distribution of performances and similar educational and cultural services. For the purpose of carrying out the terms of the Cooperative Agreement, the U.S. government will grant to the award recipient a non-exclusive license to use the name to carry out the terms and conditions of this Cooperative Agreement and the award recipient will need to use the name in all literature, promotional materials and other products produced and/or distributed under the terms and conditions of this Cooperative Agreement.

## PROPOSAL CONTENTS

Award recipients should submit a complete and thorough proposal describing the program in a convincing and comprehensive manner. Since there is no opportunity for award recipients to meet with reviewing officials, the proposal should respond to the criteria set forth in the solicitation and other guidelines as clearly as possible.

Proposals should address succinctly, but completely, the elements described below and must follow all format requirements.

**NOTE:** Proposals submitted through Grants.gov may only be submitted in the following formats:

- Microsoft Word
- Microsoft Excel
- Adobe Portable Document Format (PDF)

Prior to submitting applications through Grants.gov, please ensure you meet all Grants.gov system and software requirements, including Adobe software compatibility. You can verify if your version of Adobe software is compatible with Grants.gov, by visiting <https://www.grants.gov/web/grants/award>

[recipients/adobe-software-compatibility.html](#).

- ASCII Text
- Joint Photographic Experts Group (JPEG images)

Proposals should include the following items. All documents should be appropriately and clearly titled.

### **Online Forms**

- SF-424, "Application for Federal Assistance"
- SF-424A, Budget Information – Non-Construction Programs
- SF-424B, "Assurances – Non-Construction Programs"
- Include other attachments, if applicable, such as indirect agreements, form 990, SF-LLL, etc.

### **Program Narrative**

Executive Summary (One page)

In one double-spaced page, provide the following information about the project:

1. Name of organization/participating institutions
2. Beginning and ending dates of the program
3. Proposed theme
4. Nature of activity
5. Funding level requested from the Bureau, total program cost, total cost-sharing from award recipient and other sources
6. Scope and Goals
  - a. Number and description of participants
  - b. Wider audience benefiting from program (overall impact)
  - c. Geographic diversity of program, both U.S. and overseas
  - d. Fields covered
  - e. Anticipated results (short and long-term)

Narrative

Provide a detailed description of the project addressing the areas listed below, in not to exceed 20 double-spaced, single-sided pages.

1. Vision (statement of need, objectives, goals, benefits)
2. Participating Organizations
3. Program Activities (advertisement, recruitment, orientation, academic component, cultural program, participant monitoring)
4. Program Evaluation
5. Follow-on
6. Project Management
7. Work Plan/Time Frame

### **Additional Information to be Submitted**

- Detailed Budget
- The Bureau reserves the right to reduce, revise, or increase proposal budgets in accordance with the

- needs of the program and the availability of funds.
- Calendar of activities/itinerary, if applicable
  - Letters of endorsement
  - Resumes and CVs (resumes of all new staff should be included in the submission; no resume should exceed two pages.)
  - First Time Award recipient Attachments, if applicable

**Please note:** All award recipients for ECA federal assistance awards must include in their application the names of directors and/or senior executives (current officers, trustees, and key employees, regardless of amount of compensation). In fulfilling this requirement, award recipients must submit information in one of the following ways:

- Those who file Internal Revenue Service Form 990, "Return of Organization Exempt From Income Tax," must include a copy of relevant portions of this form.
- Those who do not file IRS Form 990 must submit information above in the format of their choice.

As part of final program reporting requirements, award recipients will also be required to submit a one-page document, derived from their program reports, listing and describing their grant activities. For award recipients, the names of directors and/or senior executives (current officers, trustees, and key employees), as well as the one- page description of grant activities, will be transmitted by the State Department to OMB, along with other information required by the Federal Funding Accountability and Transparency Act (FFATA), and will be made available to the public by the Office of Management and Budget on its USASpending.gov website as part of ECA's FFATA reporting requirements.

#### **APPLICATION REVIEW INFORMATION**

The Bureau will review all proposals for technical eligibility. Proposals will be deemed ineligible if they do not fully adhere to the guidelines stated herein and in the Solicitation Package. All eligible proposals will be reviewed by the program office, as well as the Public Diplomacy section overseas and State Department regional bureaus, where appropriate. Eligible proposals will be subject to compliance with Federal and Bureau regulations and guidelines and forwarded to Bureau grant panels for advisory review. Proposals may also be reviewed by the Office of the Legal Adviser or by other Department elements. All awards will be assessed for risk prior to their issuance. Final funding decisions are at the discretion of the U.S. Department of State's Assistant Secretary for Educational and Cultural Affairs. Final technical authority for assistance awards resides with the Bureau's Grants Officer.

#### **REVIEW CRITERIA**

Technically eligible applications will be competitively reviewed according to the criteria stated in the Notice of Funding Opportunity (NOFO). These criteria are not rank ordered and all carry equal weight in the proposal evaluation.

#### **ADHERENCE TO ALL REGULATIONS GOVERNING THE J VISA**

The Office of Citizen Exchanges of the Bureau of Educational and Cultural Affairs is the official program sponsor of the exchange program covered by this NOFO, and an employee of the Bureau will be the "Responsible Officer" for the program under the terms of 22 CFR 62, which covers the administration of the Exchange Visitor Program (J visa program). Under the terms of 22 CFR 62, organizations receiving awards (either a grant or cooperative agreement) under this NOFO will be third parties "cooperating with or assisting the sponsor in the conduct of the sponsor's program." The actions of recipient organizations shall be "imputed to the sponsor in evaluating the sponsor's compliance with" 22 CFR 62. Therefore, the Bureau expects that any organization receiving an award under this competition will render all assistance necessary to enable the Bureau to fully comply with 22 CFR 62 et seq.

The Bureau of Educational and Cultural Affairs places critically important emphases on the secure and proper administration of Exchange Visitor (J visa) Programs and adherence by recipient organizations and program participants to all regulations governing the J visa program status. Therefore, proposals should explicitly state in writing that the award recipient is prepared to assist the Bureau in meeting all requirements governing the administration of Exchange Visitor Programs as set forth in 22 CFR 62. If your organization has experience as a designated Exchange Visitor Program Sponsor, the award recipient should discuss their record of compliance with 22 CFR 62 et. seq., including the oversight of their Responsible Officers and Alternate Responsible Officers, screening and selection of program participants, provision of pre-arrival information and orientation to participants, monitoring of participants, proper maintenance and security of forms, record-keeping, reporting and other requirements.

The Office of Citizen Exchanges of ECA will be responsible for issuing DS-2019 forms to participants in this program.

A copy of the complete regulations governing the administration of Exchange Visitor (J) programs is available at <http://j1visa.state.gov> or from:

Office of Designation, Private Sector Programs Division  
U.S. Department of State  
SA-4E (Bldg. 3)  
2430 E Street, NW  
Washington, DC 20037

#### **APPLICATION SUBMISSION**

**The NOFO indicates the date the complete proposal is due and the manner in which proposals must be submitted. There are NO EXCEPTIONS to this deadline. For further information regarding this program or the competition, please contact Program Officer Julia Gómez-Nelson of the Cultural Programs Division at: (202) 632-6409; Fax: (202) 632-9355; or e-mail address: [nelsonjg2@state.gov](mailto:nelsonjg2@state.gov).**