

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

### **FY 2019 Youth Leadership Program with Burma Funding Opportunity Number: SFOP0005509 Office of Citizen Exchanges Youth Programs Division**

The POGI guidelines apply specifically to the Notice of Funding Opportunity (NOFO) issued by the Office of Citizen Exchanges/Youth Programs Division for the Youth Leadership Program with Burma. The proposal must conform to the NOFO, the guidelines stated in this document, and the standard Proposal Submission Instructions (PSI). An application 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 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**

The Bureau of Educational and Cultural Affairs (ECA) and the Public Affairs Section (PAS) of the U.S. Embassy in Burma are supporting the participation of youth and adult educators in an intensive, substantive four-week exchange program in the United States. The program's focus is on the primary themes of civic education, community engagement, respect for diversity, and youth leadership development. The exchange activities will introduce the participants to a comprehensive survey of civic education, community service, and youth leadership development. The youth and adult participants will engage in workshops, community service activities, meetings with community leaders, and discussion groups, and they will have opportunities for substantive interaction with each other and their American peers.

In a cooperative agreement, ECA is substantially involved in program activities above and beyond routine monitoring.

The responsibilities of the award recipient for this project include the following:

- 1) Preparation
  - a) Contact participants before the program to provide them with program information, pre-departure materials, and to gather information about their specific interests.
  - b) Ensure that each participant meets medical and health standards and has the required immunizations to travel to the United States.
  - c) Enroll participants in the Bureau's Accident and Sickness Program for Exchanges (ASPE) health benefits plan for the duration of the exchange, and assist with claims as necessary.
  - d) Prepare emergency contact information/cards for participants. Participants must receive cards prior to traveling to the United States.
  - e) Hire and train staff, as needed, to accompany participants during the exchange period. Criminal background checks, including a search of the Department of Justice's National

Sex Offender Public Registry, must be conducted for all staff.

- f) Make housing arrangements. Carefully recruit, screen, and select diverse local host families to offer homestays (lodging and meals) to the participants for the majority of the exchange period. Criminal background checks, including a search of the Department of Justice's National Sex Offender Public Registry, must be conducted for members of U.S. host families and others living in the home who are 18 years or older. Monitor housing arrangements to ensure the health and safety of participants.
- g) Orient participating organizations, staff, and families to the program's goals and to the visitors' cultures and sensitivities.
- h) Arrange participants' international and domestic travel (complying with the Fly America Act), including any domestic expenses within Burma (such as passport fees, travel allowances, and domestic travel to the capital city for visa interview, pre-departure orientation, and international departure, as needed). This could be initiated through a local partner or through other means.

## 2) Exchange Activities

- a) Plan and implement four weeks of exchange activities that are designed to develop the youth participants' knowledge and skill base in civic education, community service, and leadership development. The exchange must include creative and interactive activities, practical experiences, and other hands-on opportunities that provide a substantive experience on the specified program themes. Activities will be school and community-based, as appropriate to the program. Exchanges should involve as much sustained interaction with American peers as possible.
- b) Design and plan opportunities for the adult participants, outside of joint activities with youth participants, to work with their peers and other professionals, volunteers, and youth advocates with whom they can discuss the support of youth development. Programming for adult participants must be discussed within the proposal.
- c) Arrange appropriate community, civic, cultural, and social activities. Ensure that the range of program activities provides a balanced view of the social and political spectrum.
- d) Engage participants in at least two community service activities during the exchange. The program should provide context for the participants – identifying community needs, volunteerism, charitable giving, etc. – and a debriefing so that the service activity is not an isolated event but will help participants apply the experience at home.
- e) Develop and implement a plan to monitor the participants' safety and well-being during the exchange and to create opportunities for participants to share potential issues and resolve them promptly. The award recipient will be required to provide proper staff supervision and facilitation to ensure that the teenagers have safe and pedagogically rich programs. Staff will assist the youth with cultural adjustments, provide societal context to enhance learning, and counsel students as needed. Criminal background checks, including a search of the Department of Justice's National Sex Offender Public Registry, must be conducted for all program staff. Award recipients must immediately inform ECA about any significant health or safety issues affecting program participants as they arise. Participants must be given emergency contact information/cards prior to their arrival in the United States.
- f) Conduct a welcome orientation for participants upon their arrival in the United States to review program goals, objectives, and expectations.

- g) Provide a closing session to summarize exchange activities, prepare participants for their return home, and plan for the future as alumni.
- h) Include a 4 – 5 day, substantive visit to Washington, D.C. at the conclusion of the program.

3) Follow-on activities

- a) Plan, organize, and manage, in close collaboration with PAS and ECA, follow-on activities in the participants' home countries by facilitating continued engagement among the participants, advising and supporting them in the implementation of community service projects, and offering opportunities to reinforce the ideas, values and skills imparted during the exchange. Exchange participants should return home from the exchange prepared to conduct projects that serve a need in their schools or communities. To amplify program impact, proposals should present creative and effective ways to address the project themes. Applicants should propose a robust plan to assist the participants in developing and carrying out follow-on projects with maximum community impact.
- b) Support alumni in making presentations or preparing articles to share their experiences once they return home.
- c) Connect newly returned program alumni with alumni of previous program years and from other U.S. Government sponsored programs to help reintegrate them into their home communities post-exchange, and to build and strengthen the alumni network.
- d) Arrange visits by project staff, trainers, or educators to further the training started during the exchange.

4) Evaluation

Design and implement an evaluation plan that assesses the short-, medium-, and long-term impact of the project on the participants as well as on U.S. host and home communities. (See section D.3j. Program Monitoring and Evaluation of the NOFO for more information.)

5) Administrative

- a) Work in consultation with ECA and PAS in the implementation of the program, provide timely reporting of progress to ECA and PAS, and comply with financial and program reporting requirements.
- b) Manage all financial aspects of the program, including stipend disbursements to the participants and management of any sub-award relationships with partner organizations.

**Please note:** In a cooperative agreement, the U.S. Department of State is substantially involved in program activities above and beyond routine grant monitoring. U.S. Department of State activities and responsibilities for all program options listed in this document are as follows:

- 1) Provide advice and assistance in the execution of all program components.
- 2) Recruit and select primary and alternate participants.
- 3) Issue DS-2019 forms and J-1 visas. All foreign participants will travel on a U.S. Government designation for the J Exchange Visitor Program.
- 4) Provide the Accident and Sickness Program for Exchanges (ASPE) health benefits plan for foreign participants. [The award recipient will enroll participants in ASPE.]

- 5) Approve all printed or web-based program materials, including applications, publicity materials, and the final calendar of exchange activities.
- 6) Approve participant accommodation arrangements.
- 7) Facilitate interaction within the U.S. Department of State, to include ECA, the regional bureaus, and overseas embassies and consulates.
- 8) Arrange meetings with U.S. Department of State officials in Washington, D.C.
- 9) Monitor and evaluate the program through regular communication with the award recipient and possibly one or more site visits, as necessary.
- 10) Perform an annual performance evaluation/review of the primary award recipient to ensure program goals are being met. Make recommendations for changes or replacement of sub-award partners when program goals are not being sufficiently met. Satisfactory performance and the availability of funds is a condition of continued administration of the program and execution of all Non-Competitive Continuation years.

## II.

### PROGRAM SPECIFIC GUIDELINES

The program goals are to: (1) Prepare youth leaders to become responsible citizens and contributing members of their communities; (2) Empower participants to be actively engaged in addressing issues of concern in their schools and communities upon their return home; (3) Build mutual understanding, tolerance, and respect through shared culture and values; and (4) Foster relationships among youth from different ethnic, racial, religious, and national groups.

Selection and Orientation: Staff in the U.S. Embassy will recruit, screen, and nominate the participants. The ECA Program Office will approve the final candidate selection and alternates. The award recipient will provide support materials for the Embassy's pre-departure orientation for the participants. The award recipient will be required to provide funds to support PDO related activities.

Participants: The participants will be competitively selected students from Burma between the ages of 15 and 19 who have demonstrated leadership in their schools and/or communities, who are strong academically, and who exhibit an appropriate level of maturity, open-mindedness, and sociability for an international exchange program. Students who are attending university or college at the start of the program as well as students who have completed high school but have not yet begun post-secondary studies at program inception are eligible for program selection. The delegation also will include teachers or community leaders who have demonstrated leadership and who are expected to remain in positions where they can continue to do so. Participants will be proficient in the English language.

International Travel: The applicant should detail its plan for the delegation's international travel in its proposal narrative and include appropriate costs in the budget. The proposal should include the proposed dates of the exchange. The award recipient will consult with PAS and ECA about specific dates and itineraries when the travel date draws closer. The award recipient will arrange and pay for international travel. The applicant should indicate their preferred arrival and departure airports in the United States in their proposal.

Welcome Orientation: The award recipient will design and conduct a welcome orientation for the participants to introduce them to their host communities and to prepare them for the activities ahead. The orientation will include a general political, historical, educational, and cultural introduction, a review of the objectives and themes of the program, and practical and administrative information.

Exchange Activities: The award recipient will design and plan exchange activities that provide a creative and substantive program that develops the participants' knowledge and skill base in specified themes. The program should consist primarily of interactive activities, practical experiences, and other hands-on opportunities that provide an introduction to U.S.-based civic, cultural, and educational institutions. Activities should use hands-on methods to help the participants learn about the fundamentals of civil society, community service, conflict resolution, build leadership skills, and develop similar activities for their peers back home. ECA urges applicants to present innovative, resourceful, and effective programming ideas. Applicants should justify their choices by explaining how their program plan will meet the stated goals.

The activities could include a mix of workshops or training sessions, simulations and role-playing, teambuilding exercises, case studies, volunteer service, leadership training, meetings, classroom visits, site visits, and social time among peers. Many of these should be planned in conjunction with participation in school and community activities (when possible) in a way that is educational for the exchange participants and their hosts/peers. Participants may learn about extracurricular activities such as student government, newspapers and journalism, debate, or peer mediation in school, in a community center, or at another venue. Exchange participants should not attend classes in a school for more than a few days. All programming should include American students wherever possible. Cultural and recreational activities will balance the schedule.

Examples of potential exchange activities include:

- 1) Community service/volunteer activities
- 2) Peer training/education workshops
- 3) Teambuilding exercises
- 4) Fundraising strategies
- 5) Project/time management workshops
- 6) Leadership development with workshop trainers or organizations
- 7) Meetings with government, community, and business leaders
- 8) Media literacy training that emphasizes research, critical thinking and analysis, and the use of the computer and Internet as resources in education and business
- 9) Dialogues, simulations, role plays and other activities aimed at helping participants articulate their thoughts about the project's themes and developing presentation skills
- 10) Exercises or simulations related to rule of law and citizen participation in government and in addressing societal problems (e.g., the environment or drug abuse prevention)
- 11) Visits to historical sites, government and community centers, museums and landmarks that combine learning about principals of government, history, and society with tourism
- 12) Sports, drama, fine arts, musical and other extracurricular activities which provide opportunities for participants to work and play together

Adult participants also must be provided with ample opportunity to engage in activities specifically geared to advancing their professional development skills during the exchange, in addition to joint activities with youth participants. Examples should be included in the proposal.

The program should include a closing workshop just prior to the participants' departure that focuses on summarizing the experience, developing plans for activities at home, and preparing for re-entry. The participants should be encouraged and assisted with developing projects to implement on their return home, such as producing visual materials that share information on issues that affect their daily lives, developing peer-support or peer-mediation programs or workshops, or cooperating with local NGOs trying to develop a spirit of volunteerism, among others. The ideas and plans should come from the participants, but the project staff should be prepared to assist the participants in developing these plans during the U.S.-based exchange.

Sites: In addition to visiting Washington, D.C, the participants should spend time in no more than one or two locations to allow them to familiarize themselves with a community. Applicant organizations should describe the rationale for their location selections. ECA encourages applicants to consider proximity to sites of historical or cultural interest, access to organizations that can conduct appropriate workshops, and representation of the diversity of the United States.

Housing Accommodations: Homestays with local families are an important part of cultural exchange. Homestays should be at least two to three weeks to provide participants sufficient time to become familiar with life in an American home. A dormitory, hotel, or other housing with appropriate adult supervision is an acceptable arrangement for other short segments of the program, such as the welcome orientation, the capital city program, the closing session, or special workshops. Applicants should explain how they will provide adequate supervision of participants when not in homestays.

The award recipient must have a clear and detailed host family recruitment, screening, and selection process. They must provide the families an orientation, prior to their exchange participants' arrival, that emphasizes the program's goals. Screening must include a visit to the home to meet all members of the household to ensure that the host family is capable of providing a comfortable and nurturing home environment. Criminal background checks, including a search of the Department of Justice's National Sex Offender Public Registry, must be conducted for members of host families (and others living in the home) who are 18 years or older. The orientation will provide families with detailed information on the exchange program, the parameters of their participation, duties and obligations, and information on cultural differences and practices.

ECA encourages diversity in the recruitment and selection of host families. Host families may represent diversity in family size and structure, race and ethnicity, socio-economic status, religion, and geography. Exchange participants should be afforded private space in the home. While exchange participants may share a room with someone of a similar age and the same gender, they must have their own bed. Participants may be placed with host families as singles or in pairs. Youth participants and adult mentors will not be housed with the same host family. Host families need to have adequate financial resources to undertake hosting obligations. U.S. host families may not receive any compensation, monetary or otherwise, for hosting.

Follow-on Activities: Applicants should develop a creative plan to help support alumni as they implement follow-on projects in their home communities. This may include the provision of materials, serving as a resource or advisor, and working with the Embassy to help nurture on-going contact with the participants. ECA seeks creative ideas to ensure that alumni effectively carry out their follow-on projects and remain engaged in activities, particularly ideas that amplify the program impact. Alumni reunion meetings and group projects also may be incorporated into follow-on activities. Applicants should provide a detailed description of their follow-on plan in the proposal. Internet-based correspondence and project activities may not be possible in all areas, but should be facilitated for those who do have access, in part by using the International Exchange Alumni ([alumni.state.gov](http://alumni.state.gov)) and ExchangesConnect ([exchanges.state.gov](http://exchanges.state.gov)) websites. All alumni contact information gathered by award recipients on behalf of this program must be made available to the Department of State. Please refer to the PSI for additional guidance. The Government Performance and Results Act (GPRA) of 1993 requires that federal agencies measure the results of their programs in meeting performance goals. The proposal should demonstrate the applicant's plan to measure the medium-term impact of the program and incorporate lessons learned. The follow-on activities will provide an opportunity to assess the impact of the exchanges on the participants, to determine how their attitudes have changed, and to evaluate the acquisition of knowledge and skills associated with leadership and civil society. (See section D.3.j. Program Monitoring and Evaluation of the NOFO solicitation for more information).

Other notes: The award recipient is responsible for all components of the program outlined in this document. The Bureau requires the recipient organization to communicate with ECA and the Public Affairs Section of the U.S. Embassy in Rangoon on a regular basis about program activities, including host family recruitment and selection, pre-departure and welcome orientations, publicity, and follow-on activities. The recipient also must inform the ECA Program Officer of their progress at each stage of the project's implementation in a timely fashion and obtain approval of any significant program changes in advance of their implementation. 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 will distribute materials related to this program as it sees fit.

## **PROPOSAL CONTENTS**

Applicants should submit a complete and thorough proposal describing the program in a convincing and comprehensive manner. Since there is no opportunity for applicants 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/applicants/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.

### **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. Nature of activities and venues
4. Funding level requested from the Bureau, total program cost, total cost-sharing from applicant and other sources
5. 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. Themes covered
  - e. Anticipated results (short and long-term)

### **Narrative**

Within 20 double-spaced, single-sided pages, provide a detailed description of the project addressing the areas listed below:

- 1) **Vision and Motivation:** Describe the program objectives, goals, and the desired outcomes, i.e., the knowledge, skills, and/or attitudinal changes that the participants will acquire.
- 2) **Participating Organization(s):** Identify critical partner organizations (and/or consultants) for the program, their roles, and the reasons for including them. Applicants must describe their working relationship with the partner organization(s) and detail the division of program responsibilities between the award recipient and the partner organization(s).
- 3) **Project Activities:** Describe the components of the exchange and how they relate to program themes, including program planning, orientations, educational and cultural



activities, meetings, site visits, community service, and the closing session. A detailed outline of the four-week exchange should be included as an appendix. Also, describe support for follow-up activities.

- 4) **Travel, Housing, and Other Logistics:** Detail international travel arrangements (in compliance with the Fly America Act); domestic travel; homestays (be specific about the recruitment, screening, and monitoring processes) and other housing arrangements; ground transportation; stipend disbursement; and relevant administrative matters.
- 5) **Participant Monitoring:** Detail a plan for the well-being, safety, and security of program participants during all stages of the program. A competitive monitoring plan should include the following:
  - a) information provided in pre-departure orientation materials on safety and the avenues for youth to communicate concerns to staff
  - b) staff supervision plan when the participants are in hotels and/or dormitories (if relevant)
  - c) host family screening plan, which includes criminal background checks for all household members over the age of 18
  - d) participant monitoring plan for homestays
  - e) a comprehensive emergency action plan
- 6) **Program Evaluation:** In the submitted proposal, applicants should include a plan describing how success in meeting the stated goals of the program will be measured and reported. ECA recommends that the proposal include a draft survey questionnaire or other evaluation tool.
- 7) **Diversity:** Explain how the program managers will proactively support diversity in program content, demonstrating how diversity can contribute to a vibrant civil society. Diversity should be defined broadly to include geographic, urban/rural, ethnic, racial, socio-economic, sexual orientation, and religious diversity.
- 8) **Institutional Capacity and Project Management:** Outline the applicant's capacity to conduct programs of this nature, focusing on three areas of competency: provision of educational and thematic programs, age-appropriate programming for youth, and any previous work in Southeast Asia. Describe the program staffing (individuals by name and responsibilities), qualifications, structure, and resources. If applicable, include this information for partner organizations as well.
- 9) **Work Plan/Schedule:** Outline the phases of the project planning and implementation for the entire award period. Provide a draft schedule of daily activities of the exchanges in an appendix.
- 10) **Non-Competitive Continuations:** Applicants should provide a brief commitment to implement the program for the base year, plus two additional non-competitive continuations, pending successful program performance and the availability of funds.

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

#### Detailed Budget

The ECA level of funding available for the Youth Leadership Program with Burma for the FY 2019 base year is up to \$190,000, pending the availability of funds. The Bureau anticipates supporting one cooperative agreement.

**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.**

The available funding may be used to support the program and administrative costs necessary to implement the program as described in this solicitation. Please submit a comprehensive line item budget, as stated in the Proposal Submission Instructions. An explanatory budget narrative must be included.

Suggested program costs include, but are not limited to, the following:

- Staff travel
- Participant travel (international, domestic, ground transportation, passport fees)
- Orientations
- Cultural and social activities
- Meeting costs
- Lodging, when not in homestay
- Food (primarily group meals)
- Follow-on activities
- Evaluation
- Pocket money for participants' incidental expenses
- Other justifiable expenses directly related to supporting program activities

Stipends for homestays or for host families **are not** allowed.

Significant cost-sharing is encouraged and will enhance the proposal. While there is no rigid ratio of administrative to program costs, the Bureau urges applicants to keep administrative costs as low and reasonable as possible. Proposals should show strong administrative cost-sharing contributions from the applicant and other sources.

Maximum limits on funding are as follows: Books and educational materials allowance – \$100 per participant; Conference room rental costs – \$250 per day per room; Consultant fees and honoraria – \$250/day; Cultural allowance – \$150 per participant; Per diem – standard government rates; Evaluation costs – 3% of the cooperative agreement. Organizations are encouraged to cost-share any rates that exceed these amounts.

Please note that there are no fees for the J-1 visas that foreign participants will use to enter the United States. Applicants should budget for foreign program participants to travel to the applicable U.S. embassy for visa interviews and should budget to cover the cost of participants' passports, if necessary.

Exchange participants will be enrolled by the awardee in the Bureau's Accident and Sickness Program for Exchanges (ASPE). This cost of the ASPE coverage does not need to be included in the budget. More information on ASPE is available at: <http://www.usdos.sevencorners.com>.

Please refer to the PSI for allowable costs and complete budget guidelines and formatting instructions.

### Letters of Commitment

Include pledges to participate in the program's implementation from significant partner organizations and any receiving a sub-award. Letters from elected officials are generally not advised.

### Resumes

Resumes of all program staff should be included in the submission. No one resume should exceed two pages.

### Attachments/Appendices

Please limit those materials essential for understanding the proposed program, such as a draft schedule or evaluation questionnaires, to no more than 20 pages (in addition to the 20-page narrative). Extensive attachments will detract from your proposal.

### First Time Applicant Attachments, if applicable

First time applicant organizations and organizations which have not received an assistance award (grant or cooperative agreement) from the Bureau during the past three (3) years, must submit as an attachment to this form the following: (a) one copy of their Charter OR Articles of Incorporation; (b) a list of the current Board of Directors; and (c) current financial statements. Note: The Bureau retains the right to ask for additional documentation of those items included on this form.

## **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, contact the Youth Programs Division program officer Pamela Rasmussen (202) 632-6079 or RasmussenP@state.gov.