

## **Project Objectives, Goals, and Implementation (POGI)**

### **FY 2017 INTERNATIONAL SPORTS PROGRAMMING INITIATIVE (ISPI)**

Funding Opportunity Number: ECA-ECAPEC-17-015

*Office of Citizen Exchanges*

*SportsUnited Division (ECA/PE/C/SU)*

The POGI guidelines apply specifically to the Notification of Funding Opportunity (NOFO) issued by the **Office of Citizen Exchanges, SportsUnited Division**, for the **FY 2017 International Sports Programming Initiative**. Proposals must conform to the solicitation letter, 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 NOFO, the NOFO is to be the dominant reference.

#### **I. STATEMENT OF WORK**

In a Cooperative Agreement, the Bureau of Educational and Cultural Affairs (ECA) is substantially involved in program activities above and beyond routine monitoring. The division may request that the recipient make modifications to the program plan and/or exchange components of the program. The recipient will be required to obtain approval of significant program changes in advance of their implementation. These activities and the roles and responsibilities of the U.S. Department of State and your organization are outlined below.

A. Award Recipient Responsibilities for this Cooperative Agreement include:

1. Planning, overseeing, and/or implementing the exchanges including the administration of at least four two-way exchange programs for participants from a selected Region;
2. Planning and conducting up to two of the four two-way exchange programs;
3. Overseeing and monitoring at least two subaward recipient organizations to conduct the remaining two-way exchange programs; however, the selection of the subaward organizations will be determined in consultation with the ECA Program Officer and the warranted Grants Officer after the award has been issued;
4. Conducting a subaward competition for implementing organizations in consultation with the ECA Program Officer and the warranted Grants Officer after the award has been issued;
5. Providing programmatic and administrative oversight of the programs;
6. Coordinating logistical and administrative arrangements for participants such as pre-departure orientation, airport pick-up and drop-off, lodging and meals, international travel, domestic travel, any medical treatment, and the disbursement of program funds;
7. Conducting an evaluation program that links outcomes of the exchange programs to stated program goals and objectives;
8. Coordinating the establishment and implementation of action plans;

9. If possible, issuing participant DS-2019 forms for this program (if Award Recipient is listed as a Designated Sponsor Organization);
10. Making arrangements for interpreters, if necessary;
11. Informing and consulting with ECA about any program or participant problems, emergencies, or other issues as well as the progress of necessary corrective action;
12. Managing ECA and other funds for this activity, including submitting required quarterly and final financial reports to ECA as well as regular updates to the program office, as needed;
13. Providing and monitoring subawards to the organizations conducting the programs; coordinate, in conjunction with subaward recipient, logistical and administrative arrangements for participants; and provide programmatic and administrative management of the programs including ongoing oversight of the subaward recipient organizations;
14. Developing and implementing a media and marketing plan that includes, but is not limited to, program branding, press strategy, press/media packets, program website and social media plan; and
15. Preparing necessary educational and promotional materials that support the program. 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. All ECA Grant Recipients must adhere to the requirements in [ECA's Communications Guidance](#) on the creation of program branding and attribution, websites, social media, and press.

B. U.S. Department of State Responsibilities for this Cooperative Agreement include:

1. Providing assistance to the award recipients including final approvals of key project plans and activities;
2. Providing assistance and feedback to the award recipient in conducting a sub-award competition for implementing organizations;
3. Reviewing all subaward recipient proposals and accept or refuse subaward recipients recommended by the award recipient;
4. Coordinating all communications with participating U.S. Embassies and U.S. Consulates, including coordinating the feedback regarding the recruitment and selection of participants;
5. Providing final approval of the selected candidates and alternates;
6. Reviewing and approving program schedules and materials;
7. If necessary, issuing participant DS-2019 forms for this program (if Award Recipient is not listed as a Designated Sponsor Organization) and issuing the participants' J-1 visas;
8. If the Bureau's Accident and Sickness Program for Exchanges (ASPE) Insurance will be used: Enrolling the participants in an accident and sickness health benefits program for the duration of the exchanges and issuing health benefits identification cards for each participant. The program office will instruct the award recipient how to access informational brochures and claim forms;
9. Reviewing and approving all media engagement, including press releases;
10. Monitoring the programs through regular communication with the recipient organization and participating U.S. Embassies and U.S. Consulates and possibly one or more site visits; and
11. Representing the U.S. Government at exchange events, including opening and closing events, such as orientations and debriefings.

## II. PROGRAM SPECIFIC GUIDELINES

### A. Overview

The Office of Citizen Exchanges, SportsUnited Division, of the Bureau of Educational and Cultural Affairs (ECA) announces an open competition for the FY 2017 International Sports Programming Initiative. Sports Diplomacy programs can be an important tool for advancing foreign policy goals and connecting with audiences with whom traditional diplomacy proves challenging, including at-risk youth, women, minorities, people with disabilities, and non-English speakers. U.S. public and private non-profit organizations meeting the provisions described in Internal Revenue Code section 26 U.S.C. 501(c)(3) may submit proposals for exchange projects designed to reach underserved youth, sports administrators, emerging leaders in the sports sector, and/or coaches who manage youth sports programs. These exchanges between the United States and select countries will be reciprocal exchanges that employ sports to address a specific theme outlined below. The International Sports Programming Initiative uses sports to help underserved youth around the world develop important leadership skills, achieve academic success, promote tolerance and respect for diversity. The focus of all programs must be on both male and female youth and/or their coaches/sports administrators. The NOFO for this competition gives further direction on the substance of the program.

Applicant organizations are invited to submit one application to administer one Cooperative Agreement which consists of at least four two-way exchange programs (four groups of foreign participants traveling to the United States, and four groups of American participants traveling overseas) under the Sport for Social Change theme, as listed in Section A.2. Eligible Theme. Each of the approximately three cooperative agreements will support approximately 90 foreign youth, sports administrators, emerging leaders in the sports sector, and/or coaches from one of the three regions (Sub-Saharan Africa - AF, Europe and Eurasia - EUR, and Western Hemisphere - WHA) and support approximately 75 American youth, sports administrators, emerging leaders in the sports sector, and/or coaches. The foreign participants can come from a designated country or multiple countries from the same regional group. Final country selections will be determined after the award has been issued in consultation with the ECA Program Officer and the Department's Regional Bureaus. See C. Eligible Regions and Countries in the POGI below and C.3. Other Eligibility Requirements in the NOFO for additional information.

The award recipient organization may conduct up to two of the four two-way exchange programs themselves, but is required to oversee and monitor at least two additional subaward recipient organizations to conduct the remaining two-way exchange programs. Through the cooperative agreement, the award recipient organization will be responsible for the management and oversight of the four two-way exchange programs and for the oversight of the subaward recipient organizations that implement the programs. To ensure that award recipients are reaching out to a diverse set of subaward recipients, award recipients must solicit proposals from other U.S. public and private non-profit organizations and/or institutions that will be able to provide subject matter expertise related to the programs being proposed and be able to implement the two-way exchange. The proposal should include a detailed plan to solicit subaward recipients' proposals as well as the types of organizations and/or institutions the applicant intends to recruit. The applicant organization may indicate specific organizations and/or institutions that they intend to work with in their proposal; however, the selection of the subaward organizations will be determined in consultation with the ECA Program Officer and the

warranted Grants Officer after the award has been issued. Letters of support and/or letters of commitment are not required during the application phase as the selection of the subaward organizations will be determined after the award has been issued. The ECA Program Officer and the warranted Grants Officer retain the right to review all subaward recipients' proposals and to accept or refuse subaward recipients recommended by the award recipient.

It is essential that proposals provide a full, detailed, and comprehensive narrative describing how the award recipient and/or subaward recipients will achieve the objectives of the programs. The proposal will be reviewed on the basis of the **review criteria** in the NOFO.

B. Theme:

**Sport for Social Change:** Sports-based people-to-people exchanges are central to building and promoting values of inclusion and open opportunities for people to contribute fully to society, and create opportunities to establish the trust needed to build a more stable, secure, and prosperous world. Exchanges funded under the Sport for Social Change theme will focus on a broad range of audiences and focus on addressing critical social issues. Programs will focus on effective ways that sport can play a role in promoting more stable and inclusive communities, and as an alternative to anti-social behavior. Project goals should include the importance of leadership, responsibility, teamwork, healthy living, and self-discipline to demonstrate how organized sports can encourage youth to stay in school, prevent substance abuse and violence, and mitigate extremist voices. In addition, projects should aim to include the use of sport as a tool to promote tolerance and understanding through organized activities that appeal to youth and youth influencers, and that focus on conflict prevention/resolution. Project goals should include improving the quality of life for persons with disabilities by providing affordable, inclusive sports experiences that build self-esteem and confidence, enhancing active participation in community life, and making a significant contribution to the physical and psychological health of people with disabilities. Programs should emphasize the responsibility of the broader community to support healthy behaviors, and educate young people how to prevent and manage non-communicable diseases, as well as the importance of environmental sustainability, through sports programs. Project goals should include engaging youth and youth influencers at the local level to use sport to highlight and increase environmental awareness with an emphasis on sustainable practices. Programs may address a range of topics including: empowering communities and fighting crime through positive alternatives, clean energy, food security, clean water, clean air, sustainable corporate social responsibility programs, sustainable sporting event and mega-sporting event planning, and/or use of recycled sporting equipment or materials.

The pursuit of academic degrees from U.S. institutions is not an acceptable focus of the International Sports Programming Initiative. Proposals that have only an academic focus will be deemed technically ineligible under C.3. Other Eligibility Requirements and will receive no further consideration in the review process.

Proposals that address themes outside of the Sport for Social Change theme listed in the NOFO, will be deemed technically ineligible under C.3. Other Eligibility Requirements in the NOFO.

### C. Eligible Regions/Countries:

ECA anticipates that participants will be drawn from the following regions and countries:

- **Africa:** (possible countries include: Angola, Benin, Cameroon, Cape Verde, Code d'Ivoire, Djibouti, Democratic Republic of the Congo, Guinea, Malawi, Mauritania, Namibia, Niger, South Sudan, Sudan, Togo, and Zambia)
- **Europe and Eurasia:** (possible countries include: Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Croatia, Estonia, Georgia, Kosovo, Latvia, Lithuania, Macedonia, Moldova, Montenegro, Russia, Serbia, Turkey, and Ukraine)
- **Western Hemisphere:** (possible countries include: Argentina, Bolivia, Brazil, Canada, Chile, Colombia, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, Uruguay, and Venezuela)

ECA reserves the right to amend or modify the list of participating regions and countries should conditions change in the listed countries or if other countries are identified as U.S. foreign policy priorities. Participating countries and regions will be determined by ECA, in coordination with the Department's Regional Bureaus and Public Affairs Sections at U.S. Embassies abroad. Final country selections will be determined after the award has been issued in consultation with the ECA Program Officer and the Department's Regional Bureaus.

Proposals that include or target countries and regions that are not listed as eligible in the NOFO, or that address more than one region, will be deemed technically ineligible under C.3. Other Eligibility Requirements in the NOFO.

### D. Program Administration

Applicants should discuss the award recipient's capacity to successfully manage international exchange programs, including institutional capacity. Proposals should include a staffing pattern that details how staff will share responsibilities. Applicants should designate/identify in their proposal narrative and accompanying budget, a **project director** to oversee all of the programs, coordinate logistical and administrative arrangements, ensure an appropriate level of continuity between the award recipient and the subaward recipient(s) and serve as ECA's primary point of contact. In addition, **project directors** or coordinators will be required to be designated at each subaward recipient organization, once those organizations have been determined in consultation with the ECA Program Officer and the warranted Grants Officer and after the award has been issued, to help facilitate the supervision of the program participants, budgetary, logistical, reporting, and other administrative arrangements. CV's for key personnel should be included in the appendix.

### E. Participants

Proposals must clearly describe the types of persons that will participate in the program, as well as the participant recruitment and selection processes. It is a priority of the Bureau to include female participants in all of its programs. In the selection of foreign participants, the Bureau would like the U.S. Embassies and/or U.S. Consulates (when possible) to be involved in the recruitment and selection processes and the proposal

should state how the applicant organization intends to accomplish this. The Bureau and U.S. Embassies retain the right to review all participant nominations and to accept or refuse participants recommended by the award recipient. Priority for foreign participants will be given to those who have not previously traveled to the United States. In the selection of American participants, the ECA program office should be involved in the final selection process and the proposal should state how the applicant organization intends to accomplish this. When participants are selected the award recipient must provide their names and biographical data, including a brief biography of the participant, to the ECA program office.

The intended audiences are at-risk youth, women, minorities, people with disabilities, and non-English speakers. The program will work with coaches/sports administrators, and non-governmental organizations in communities in the countries/regions specified to reach these intended audiences

#### F. Alumni Outreach/Follow-on Activities

Proposals should provide plans for continued follow-on activity (with minimal ECA support) that ensures that ECA-supported programs are not isolated events. Proposed follow-on activities for alumni must reflect the goals and objectives of the program and must contribute to ECA's mission to foster mutual understanding among the people of other countries and the people of the United States. The proposal should include an outline of follow-on alumni programming (including a timeline), information on how it will be coordinated with existing alumni efforts, and a description of how long-term linkages with alumni will be fostered and maintained. Examples of successful past follow on activities include, but are not limited to, structured mentoring programs, small grant competitions, alumni reunions or workshops, monthly web discussions, reverse exchanges, cooperative publications by participants and their American peers, and distance learning opportunities for alumni. Applicants should incorporate the online community on the International Exchange Alumni website ([Alumni.State.Gov](http://Alumni.State.Gov)) into their alumni outreach plans.

Follow-on activities should be well developed, but also remain flexible enough to allow for changes based on the needs of the participants. Alumni activities should be financed using the line item budgeted for follow-on activities as well as significant cost-sharing by the applicant organization.

Please refer to the Proposal Submission Instructions (PSI) for additional information.

### **III. 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 applicant 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)
- Joint Photographic Experts Group (JPEG images)

Proposals should include the following items under the section headings in the GrantSolutions Application Checklist. All documents should be appropriately and clearly titled.

### **1. 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.

### **2. Program Narrative**

Executive Summary (One page)

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

1. Name of organization
2. Beginning and ending dates of the proposed program(s)
3. Theme
4. Nature of activity
5. Funding level requested from ECA, total program cost, total cost-sharing from applicant and other sources
6. Scope and Goals
  - a. Number and description of participants
  - b. Wider audience benefiting from program(s) (overall impact)
  - c. Geographic diversity of program(s), both U.S. and overseas
  - e. Anticipated results (short and long-term)

Narrative (Not to exceed twenty pages)

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

1. Vision (statement of need, objectives, goals, and benefits)
2. Participating Organizations (Applicant organization and proposed subaward organizations; however, the selection of the subaward organizations will be determined in consultation with the ECA Program Officer and the warranted Grants Officer after the award has been issued)
3. Program Activities (recruitment and selection of participants, program components, pre-departure orientation, cultural program, participant monitoring)
4. Proposed Target Countries (Optional); (Final country selections will be determined

after the award has been issued in consultation with the ECA Program Officer and the Department's Regional Bureaus; however, the applicant may list potential countries that they would like to work with/in within the proposed region)

5. Program Evaluation
6. Follow-on
7. Project Management
8. Work Plan/Time Frame

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

**3. Detailed Budget:** Budgets include, but are not limited to, the following items:

- a. All international and domestic travel for participants and for staff as needed to conduct and support program requirements. International travel for staff should be limited to what is essential for the success of the program, and detailed justification of such must be included in the Budget Narrative.
- b. Administrative costs: Costs necessary for the effective administration of the program may include salaries for award recipient organization employees, fringe benefits, and other direct and indirect costs per detailed instructions in the Application Package.
- c. Pre-Departure Orientation (including materials)
- d. Cultural activities
- e. Clinic/Meeting costs
- f. Alumni/ Follow-on Activities (Including small grants, if utilized)
- g. Interpreters, if necessary
- h. Travel for up to two staff members to participate in a one-day grant orientation in Washington, D.C., facilitated by the program office. Organizations should include costs for the program orientation (travel, local transportation, lodging, per diem) in the budget.
- i. Necessary passport costs if participants are financially unable to pay, and visa costs for American participants travelling overseas. (U.S. visa fees are waived for participants travelling on J-1 visas.)
- j. Other justifiable expenses directly related to supporting program activities

While there is no rigid ratio of administrative to program costs, proposals in which the administrative costs do not exceed 25% of the total requested ECA grant funds will be more competitive under the cost effectiveness review criterion, per item E.1 Review Criteria in the NOFO.

- 4. Budget Narrative:** A budget narrative must be included and provide detailed explanation for each budget line item where the activity purpose or means of calculation may not be clear or require further justification. It should include at minimum: (1) Formulae used to calculate right column totals for multiple or replicated costs, unless clearly noted in the columned budget (e.g., travel and per diem costs for multiple people; training materials and expenses based on participant number, etc.); (2) Supportive explanation and justification for activities and expenses determined essential, but that may not be understood from the narrative or may otherwise be unclear to reviewers (e.g. security expenses, unique training or support needs due to country conditions, etc.); (3) Breakdown of costs associated with relatively high amount line item requests that would reasonably be questionable by reviewers. (e.g., if requesting \$50K for "training materials," or \$100K for "public relations," you must provide justification as well as an itemized breakdown



for the totals to both explain the needs as well as potentially allow for a reduced negotiation if it is deemed that only partial funding is available).

- 5. Calendar of Activities:** The anticipated duration of the cooperative agreement will be up to three years. Provide a monthly plan of action or timetable that demonstrates the timing and organization of your responsibilities as the recipient. These should include, but not be limited to, monitoring subaward recipients, program exchange timeframe; training events; reporting requirements; and dispersal of funds and information).
- 6. Resumes and CVs:** Resumes of all staff working directly with the program should be included in the submission; no resume should exceed two pages.
- 7. Supplemental Materials:** You may include examples of assessment and evaluation tools, training and orientation agendas, application forms, resource materials and handbooks, etc.
- 8. First Time Applicant Materials,** if applicable.

**Please note:** Effective January 7, 2009, all applicants 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, applicants 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 the Office of Management and Budget (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 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: Ryan Murphy, U.S. Department of State, Bureau of Educational and Cultural Affairs, SportsUnited Division, ECA/PE/C/SU, SA-5, Floor 4, 2200 C Street, NW, Washington, DC 20037, tel: (202) 632-6058, [MurphyRM@state.gov](mailto:MurphyRM@state.gov).**