

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

### **FY 2018 On-Demand Youth Leadership Program** **Funding Opportunity Number: ECA-ECAPEC-18-032**

#### **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 FY 2018 On-Demand Youth Leadership Program. 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**

The U.S. Department of State's Bureau of Educational and Cultural Affairs (ECA) will support On-Demand Youth Leadership Program to serve special requests from U.S. Embassies and Consulates to meet emerging U.S. foreign policy priorities. The program will support the participation of high school youth and adult educators or community leaders in intensive, substantive three- to four-week exchanges in the United States.

The FY 2018 On-Demand Youth Leadership Program will consist of approximately five exchange projects to be conducted under this cooperative agreement to support approximately 100 foreign high school students and approximately 25 American participants. Each exchange project will be three to four weeks in length and will engage American and foreign high school students (2-3 of the foreign participants will be adult teachers or community leaders who will participate in the program alongside the youth participants). The focus, size and nature of each exchange project will be identified and developed by ECA, in consultation with the Public Affairs Section (PAS) at U.S. Embassies and Consulates overseas and the award recipient during the course of the award period. A central component of each of the five exchanges will be a group of foreign participants who will travel to the United States for an intensive customized program to include approximately five competitively selected Americans per exchange. The award recipient will work closely with PAS, as appropriate, to recruit, screen and select the foreign participants and develop program activities that best address the program goals. The final list of all participants will be approved by ECA prior to offers being extended to finalists. The American participants will be selected in close consultation with ECA through a competitive process. Additional project components, such as regional gatherings of participants overseas, small grants competitions, or other follow-on workshops should be developed, as appropriate, based on scope and goals of the exchange. The follow-on workshops could include some selected American participants from the program.

The exchange activities will introduce the participants to a comprehensive survey of civic education, community service, and youth leadership development. The students and educators or community leaders will participate in workshops, community service activities, meetings with community leaders, and discussion groups and will

have opportunities for substantive interaction with each other and their American peers. The award recipient must demonstrate creativity and flexibility in its program planning. The award recipient should manage and monitor sub-awards to selected host institutions in order to conduct the exchanges simultaneously if needed. No host institution should conduct more than two exchanges; the primary award recipient may choose to conduct up to, but no more, than two exchanges.

In a cooperative agreement, the U.S. Department of State is substantially involved in program activities above and beyond routine monitoring.

The responsibilities of the award recipient for these exchanges will include:

1) Recruitment and selection of U.S. participants

- a) Develop plans for outreach and recruitment that will generate a strong pool of qualified candidates that represent the diversity of the United States.
- b) Develop a competitive application and screening process.
- c) Conduct a merit-based open competitive selection process for U.S. participants, ages 15-18, with clearly identified criteria for the selection.
- d) Recommend the final participants and alternates to the U.S. Department of State.

2) Recruitment and selection of foreign participants

- a) PAS in the selected countries/regions will recruit and screen the participants. ECA and the award recipient will work with the U.S. Embassies to develop criteria for participant selection.

3) Preparation

- a) In collaboration with the PAS, provide exchange participants with program information and pre-departure materials, and gather information about their specific needs.
- b) Hire and train staff, as needed, to accompany participants during the exchange period. Criminal background checks (which must include a search of the Department of Justice's National Sex Offender Public Registry) must be conducted for all program staff.
- c) 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 like those conducted for staff must be completed for members of 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.
- d) Orient host institutions, staff, and families to the goals of the program, and to the cultures and sensitivities of the visitors.
- e) Arrange international and domestic travel for the participants (complying with the Fly America Act).
- f) Enroll participants in ECA's Accident and Sickness Program for Exchanges (ASPE) health benefits plan for the duration of the exchange, and assist with claims as necessary. More information on ASPE is available at <http://www.usdos.sevencorners.com>.

4) Exchange activities

- a) Design, plan, and implement intensive and substantive three- to four-week exchange programs on the stated themes. The programs should be flexible, as exchange dates will be determined in concert with PAS and ECA once the award is made. Exchange activities must promote program goals. Activities

will be school and community-based, as appropriate to the project.

- b) Recruit local peers to engage in activities with the exchange participants.
  - c) Provide opportunities for the adult participants to work with their peers and other professionals, volunteers, and youth advocates with whom they can discuss the support of youth development.
  - d) Arrange appropriate community, cultural, social, and civic activities.
  - e) Engage participants in at least two community service activities during each of the five exchanges. 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 and helps participants see how to apply the experience at home.
  - f) Provide day-to-day monitoring of the participants' well-being, preventing and dealing with any misunderstandings or adjustment issues that may arise in a timely manner.
  - g) Inform ECA and PAS about any significant health or safety issues affecting program participants.
  - h) Provide a welcome orientation to serve as an introduction to the program and its objectives as well as an introduction to the United States.
  - i) Provide a closing session to summarize project activities, prepare participants for their return home, and plan for the future.
- 5) Follow-on activities
- a) Provide guidance and support to the participants to facilitate the implementation of follow-on projects that reinforce values and skills imparted during the exchange program and help them apply what they have learned to serve their schools and communities.
  - b) Present creative and effective ways to address project themes, for both program participants and their peers, as a means to amplify program impact.
  - c) Support alumni in making presentations or preparing articles to share their experiences once they return home.
  - d) Arrange visits by award recipient project staff, workshop/seminar coordinators, or educators, and some selected American participants to one or more of the participating countries for alumni workshops, and to further projects planned or started during the exchange.
- 6) Design and implement an evaluation plan that assesses the impact of the program (See section D.3j. Program Monitoring and Evaluation of the NOFO).
- 7) Work in consultation with ECA in the implementation of the program, provide timely reporting of progress to ECA, and comply with financial and program reporting requirements.
- 8) Manage all financial aspects of the program, including management of sub-award relationships with partner organizations.

The responsibilities of the U.S. Department of State will include:

- 1) Provide advice and assistance in the execution of all program components.
- 2) Manage the recruitment and selection of foreign participants, provide pre-departure briefings, and oversee follow-on activities in coordination with the award recipient.
- 3) Approve the final selection of participants.
- 4) 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. The award recipient must cooperate in the compliance with the J Exchange Visitor Program.

- 5) Facilitate interaction within the U.S. Department of State, to include ECA, regional bureaus, and overseas embassies and consulates.
- 6) Arrange any meetings with U.S. Department of State officials in Washington, D.C. and the participating countries.
- 7) Approve publicity and program materials and final calendar of exchange activities.
- 8) Monitor and evaluate the program through regular communication with the award recipient and possibly one or more site visits.
- 9) Approve key personnel and any key personnel changes

## II.

### PROGRAM SPECIFIC GUIDELINES

Participants: The youth participants will be high school students between the ages of 15 and 18 who have demonstrated leadership aptitude, an interest in community service and the project themes; exhibit flexibility, maturity, integrity, good social skills, and open-mindedness; and have the motivation necessary to be active and successful exchange participants. The delegations of 25 participants each will also include 2-3 adult participants who are teachers, or community leaders who work with youth; exhibit maturity and open-mindedness; are supportive of the teenage participants; and will remain in positions of influence on young leaders. The adults are to be full exchange participants, but will also serve as chaperones to some extent. They will have program sessions with the youth, as well as separate program activities designed just for them. The participants are expected to be proficient in written and oral English.

U.S. based-exchange: The programs should consist primarily of interactive activities, practical experiences, and other opportunities that provide an introduction to the civic, cultural, and educational institutions of the United States. Activities should use hands-on methods to help the participants learn about the fundamentals of civil society and community activism, build their leadership skills, and develop similar activities for their peers back home. ECA urges applicants to present innovative, resourceful, and effective programming ideas. The successful applicant will propose programming that can take place at different times during the year. Applicants should justify their choices by explaining how their program plan will meet the stated goals.

The program activities could include a mix of seminars, workshops, simulations and role-playing, teambuilding exercises, case studies, a volunteer service project, leadership training exercises, meetings, classroom visits, site visits, and social time among peers. Programming should include additional American participants wherever possible. Cultural and recreational activities will balance the schedule. The program will also provide opportunities for the adult educators to work with their peers and other professionals to learn about new topics and methods in education and support for youth activism.

Examples of the kinds of program activities that may be included:

- 1) At least two community service/volunteer activities
- 2) Peer training/education workshops
- 3) Teambuilding exercises

- 4) Leadership development with program coordinators or host organizations Meetings with government, community, and business leaders
- 5) Computer training that emphasizes research, critical thinking, and analysis, and the use of the computer and Internet as resources in education and business
- 6) Exercises related to increasing tolerance and developing strategies for future collaboration and cooperation among participants, including alumni where possible
- 7) Dialogues, simulations, role plays and other activities aimed at helping participants articulate their thoughts about the project's themes
- 8) Visits to historical sites, government and community centers, museums and landmarks that combine learning about principles of government, history, and society
- 9) Sports, drama, fine arts, musical and other extracurricular activities which provide opportunities for participants to work and learn together

The award recipient will conduct a welcome orientation for all participants upon arrival to introduce them to the program and the community. Exchanges will end with a closing session that focuses on summarizing the experience, finalizing action plans for activities at home, and preparing foreign participants for re-entry. The ideas and action plans to be implemented at home should spring from the participants, but program staff should be prepared to encourage, assist and direct participants in developing these plans both during the exchange and during the follow-on period.

Sites: The delegations should spend time in no more than two or three locations so that participants have time to familiarize themselves with a community. Applicants 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. All five exchanges should include a visit to Washington, D.C. Applicants should indicate their ability to arrange a portion of the program in Washington, D.C. In such instances, ECA may facilitate a meeting for the participants at the U.S. Department of State.

Accommodations: Homestays with local families must be arranged for the majority of the exchange period. By spending much of the exchange in the homestay, the participants get to know an American family and to experience daily life in the United States. Short stays in a dormitory, hotel, or other housing with appropriate adult supervision is an acceptable arrangement for other segments of the program, such as the welcome orientation, the closing session, or special workshops, but should not overtake time in the homestay.

Applicants must describe in their proposals a clear and detailed recruitment, screening, and selection process for host families. They must also provide the families with an orientation prior to the arrival of their exchange participants, emphasizing the goals of the program. Screening needs to 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 and sex offender public registry checks must be conducted for members of host families (and others living in the home) who are 18 years of age or older. The orientation will provide families with detailed information on the exchange program, the foreign policy priorities that underpin the 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. They may represent diversity in

family size and structure, race and ethnicity, socio-economic status, religion, and geography. While exchange participants may share a room with someone of a similar age and the same gender, they must have their own beds. Participants may be placed with host families as singles or in pairs. Host families need to have adequate financial resources to undertake hosting obligations.

Follow-on activities: The award recipient will design follow-on activities for alumni, in coordination with the U.S. Embassies. Award recipient should plan to support and mentor youth participants in the implementation of their follow-on projects. This may include the provision of materials, serving as a resource or advisor, and/or working with the Embassies and adult participant alumni to help nurture on-going contact with the participants. Continued engagement among the participants in the form of alumni workshops, seminars, newsletters, and online platforms serves to maximize and extend the benefits of the exchange program. Internet access may be limited in some areas; follow-on plans should take this into account. All alumni contact information gathered by the award recipient on behalf of this program must be made available to the U.S. Department of State. Please refer to the Proposal Submission Instructions (PSI) for additional guidance.

Evaluation: 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. 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 program themes.

Other notes: The award recipient is responsible for all components of the program outlined in this solicitation. In addition, ECA requires the recipient to communicate and consult with ECA and PAS on a regular basis about program activities. The recipient must also inform the ECA Program Officer and Grant Officer Representative of their progress at each stage of the project's implementation in a timely fashion, and will be required to 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 U.S. Department of State's Bureau of Educational and Cultural Affairs. ECA will retain copyright use of and can 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)
- ASCII Text
- 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.

### **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 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 (overall impact)
  - c. Geographic diversity of program, both U.S. and overseas
  - d. Themes covered
  - e. Anticipated results (short and long-term)

#### Narrative

In 20 double-spaced, single-sided pages (size 12 font), provide a detailed description of the project addressing the areas listed below.

- 1) Vision: Describe the project objectives and the desired outcomes, i.e., the knowledge, skills, and/or attitudinal changes that the participants will acquire.
- 2) Participating Organizations: Identify partner organizations for the program, their roles, and the applicant’s plan for monitoring them.
- 3) Project Activities: Describe the components of the exchanges and how they relate to project themes, including project planning, orientations, educational activities, cultural activities, meetings, site visits, community service, and the closing session. Explain how the different components relate to each other to create a cohesive, yet diverse, program. Explain how program themes and sub-themes (if any) are integrated into the program components. A detailed draft outline of the three- to four-week exchanges must be included as an appendix. Describe support for follow-on activities.
- 4) Travel, Housing, and Other Logistics: Detail how international and domestic travel and ground transportation; stipend disbursement; and relevant

- administrative matters will be arranged. Describe the recruitment, screening, and orientation of host families as well as other housing arrangements.
- 5) Participant Monitoring: Detail how the program participants' well-being, safety, and security during all stages of the program will be assured.
  - 6) Program Evaluation: 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 technique.
  - 7) Diversity: Explain how the program managers will proactively support diversity in program design and content, demonstrating how diversity can contribute to a vibrant civil society. Diversity should be defined broadly to include topical, pedagogical, geographic, urban/rural, ethnic, racial, socio-economic, and religious diversity.
  - 8) Institutional Capacity and Project Management: Outline capacity to conduct projects of this nature, focusing on competency in the provision of educational and thematic programs and age-appropriate programming for youth. The proposal should also describe how exchanges occurring at various times during the year will be staff. Describe the program staffing (individuals by name and responsibilities), qualifications, structure, and resources. Include this information for sub-award partner organizations as well.
  - 9) Work Plan/Schedule: Outline the phases of the project planning and implementation for the entire cooperative agreement period. Provide a draft schedule of daily activities of the exchanges in an appendix.

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

#### Detailed Budget

ECA reserves the right to reduce, revise, or increase proposal project configurations, budgets, countries and regions participating, and participant numbers in accordance with the needs of the program and the availability of funds. The available funding will 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 also be included.

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

- Staff travel
- Educational materials
- Participant travel (international airfare, domestic travel within the United States, and local ground transportation)
- Orientations
- Cultural and social activities
- Meeting costs
- Lodging, when not in homestay
- Food (primarily group meals when not in homestay)
- Follow-on activities



- Evaluation
- Pocket money for participants' incidental expenses
- Other justifiable expenses directly related to supporting program activities

Cost sharing is encouraged and will enhance the proposal. Stipends for host families are not allowed as a cooperative agreement-funded or cost-share item. While there is no rigid ratio of administrative to program costs, ECA urges applicants to keep administrative costs as low and reasonable as possible.

In order to budget for international airfare from countries that are not yet identified, please estimate an average cost of \$3,200 per round-trip ticket between the partner country and the United States. Maximum limits on cooperative agreement 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 program participants to travel to the U.S. Embassy for visa interviews and to cover the cost of participants' passports, if necessary. Health coverage is provided by ECA's ASPE Program so should not be included in the budget

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

#### Letters of Endorsement

Include pledges to participate in the program's implementation from significant partner organizations and those receiving a sub-award.

#### Resumes and CVs

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

#### Attachments/Appendices

Please limit attachments/appendices to those materials essential for understanding the proposed program such as a draft schedule of activities, application forms, or evaluation questionnaires.

#### First-Time Applicant Attachments, if applicable

First-time applicant organizations and organizations that have not received an assistance award (grant or cooperative agreement) from ECA during the past three (3) years, must submit as an attachment: (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: ECA

retains the right to ask for additional documentation of those items included on this form.

**Please note:** 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 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, call Program Officer Kofi Obeng-Asiedu at (202) 632-6410; e-mail address: ObengAsieduK@state.gov.**