PROJECT OBJECTIVES, GOALS, AND IMPLEMENTATION (POGI)

FY 2014 YALI Connect Camps Program in sub-Saharan Africa
ECA/Collaboratory
ECA-ECAA-14-003

The POGI guidelines apply specifically to the Request for Grant Proposals (RFGP) issued by the Collaboratory initiative for the FY 2014 YALI Connect Camps Program in sub-Saharan Africa. Proposals must conform to the RFGP, 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 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 RFGP, the RFGP is to be the dominant reference.

I. STATEMENT OF WORK

The Bureau of Educational and Cultural Affairs (ECA) Collaboratory initiative and the Public Affairs Sections (PAS) of U.S. Embassies and Consulates in the participating countries and territories are supporting the participation of approximately 160 individuals from sub-Saharan Africa, in eight intensive, one-week sub-regional workshops. The workshops will build professional development for Washington Fellowship for Young African Leaders alumni and mentees focusing on innovation and technology-based practices. Specifically, the Connect Camps will integrate mentoring, collaboration, technology, and innovation techniques in active workshops targeting 1) business and entrepreneurship, 2) civic leadership, and 3) public management. Workshops will include lectures and hands-on study of low-bandwidth technology, skills-related networking, and capacity building in the three target tracks. The program will involve approximately two to five participants from each participating country or territory.

The responsibilities of the award recipient will be to organize and run eight sub-regional Connect Camps in four countries over the period from September 2014-March 2016. ECA and PAS will select one country in each of the four regions in sub-Saharan Africa: Central, East, Southern and West. Sub-Saharan Africa regions are delineated here:

Central Africa includes: Burundi, Cameroon, Central African Republic, Chad, Democratic Republic of the Congo, Republic of the Congo, Equatorial Guinea, Gabon, Rwanda, as well as Sao Tome and Principe.

East Africa includes: Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Mauritius, Seychelles, Somalia, Tanzania, and Uganda.

Southern Africa includes: Angola, Botswana, Lesotho, Malawi, Mozambique, Namibia, South
Africa, Swaziland, Zambia and Zimbabwe.

West Africa includes: Benin, Burkina Faso, Cape Verde, Côte d’Ivoire, the Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Senegal, Sierra Leone, and Togo.

Please note there is a Special Envoy for Sudan and South Sudan in AF as well. Sudanese and South Sudanese participants would join the East Africa Connect Camp.

Each Connect Camp will be one week long. Award recipients are encouraged to plan two back-to-back Connect Camps per country. U.S. Embassies and Consulates public affairs sections will identify the countries to host the camps. The responsibilities of the award recipient include the following:

1) Preparation
   a) Provide U.S. Embassy Public Affairs staff with program materials and logistical information for preparation sessions for the pre-departure orientations.
   b) In coordination with ECA and U.S. Embassy Public Affairs Staff, recruit and engage relevant American and African facilitators and experts to conduct Connect Camp sessions.
   c) Develop plans for outreach to Washington Fellowship alumni and their mentees. (Please refer to Section II, “Program Specific Guidelines” under “Participants,” for more detail on the involvement of American participants/peers.)
   d) Enroll foreign participants in a traveler’s insurance plan for the duration of the exchange, and assist with claims as necessary.
   e) Arrange housing for the participants in a dormitory or hotel and provide staff oversight of housing arrangements.
   f) Orient staff and those participating from the host-country communities to the goals of the program and to the cultures and sensitivities of the exchange visitors.
   g) Arrange for international and domestic travel, ground transportation, and group meals.

2) Exchange Activities
   a) Design, plan, and implement intensive and substantive one-week programs on the stated themes. Exchange activities must promote the program goals listed in the RFGP.
   b) Ensure the locations of camps have technical resources, space and capacity for participants, including but not limited to: internet connectivity, multiple computers, projector, tables, and access to food and beverages.
   c) Conduct orientations for participants upon their arrivals in the host country to review project goals, objectives, and expectations.
   d) Arrange appropriate community, cultural, social, or civic activities for networking at the end of the first and last day.
   e) Provide day-to-day monitoring of participants’ well-being, mediating any misunderstandings or adjustment issues that may arise in a timely manner. Inform ECA and PAS about any significant health or safety issues affecting participants.
   f) Make appropriate accommodations and arrangements for participants’ religious
observances (e.g., allotting time for prayer or services, meeting dietary requirements, etc.) and disabilities.

3) Follow-on activities
   a) Support alumni in making presentations or preparing articles to share their experiences once they return home from the sub-regional workshop.
   b) Advise and assist the U.S. Embassies in planning follow-on activities that foster continued engagement among the participants and offer opportunities to reinforce the ideas, values, and skills imparted during the exchange. Assist PAS in planning of follow-on activities until at least March 31, 2016.

4) Design and implement an evaluation plan that assesses the impact of the program. (See section IV.3d.3.)

5) Work in consultation with ECA and Embassy PAS in the implementation of the program, provide timely reporting of progress, and comply with financial and program reporting requirements.

6) Manage all financial aspects of the program, including management of sub-award relationships with partner organizations, if applicable.

The responsibilities of the Department of State will be the following:

1) Provide advice and assistance in the execution of all program components.
2) Oversee pre- and post-exchange activities in each country.
3) Facilitate interaction within the Department of State, to include ECA, the regional African Affairs Bureau, and overseas posts.
4) Approve publicity materials and the final calendar of exchange activities.
5) Monitor and evaluate the program through regular communication with the award recipient and possibly one or more site visits.
6) Select camp participants and the countries in which the camps will be held.

II. PROGRAM SPECIFIC GUIDELINES

Participants:
The award recipient will defer to U.S. Embassies in the participating countries, alumni of the Washington Fellowship for Young African Leaders, ECA and AF/PDPA to recruit, screen, and select the participants for the sub-regional Connect Camps program. Participants for Connect Camps include Washington Fellowship alumni and their mentees.

The participants will be a balance of male and female participants, aged approximately eighteen to thirty-five years old, who have built strong mentoring relationships and already have a demonstrated aptitude and strong interest in the field of technology and innovation. Participants will be proficient in the English language. ECA anticipates selecting approximately two to five participants from each participating country or territory.

Connect Camp participants must be provided with ample opportunity during the program to
interact with their regional peers on the program.

Orientations: The award recipient will provide pre-departure materials and information for the program to help the U.S. Embassies, coordinators, participants, and their families in preparation for participation.

Logistics: Manage all logistical arrangements, including but not limited to: international and domestic travel, ground transportation, accommodations, group meals, and travelers insurance, immunizations and visas, training site, technical equipment and supplies.

Connect Camp Activities: For each Connect Camp, design and provide a week-long creative and substantive professional development program aimed at developing participants’ knowledge and skill base in technology, innovation and social change. The Connect Camps should integrate collaboration, technology and innovation techniques in active workshops targeting social change in the following tracks: 1) business and entrepreneurship, 2) civic engagement, and 3) public sector leadership. Workshops will include lectures and hands-on study of low-bandwidth technology, skills-related networking, and capacity building in the three target tracks. Ideally, 50% of each Connect Camp will focus primarily on practical, hands-on lessons, labs, and individual or team-based projects. The other 50% should provide participants with access to experts in the fields of social change and innovation. Each Connect Camp should engage participants in the three YALI tracks, targeting “how-to” lessons or “best practices,” innovation and collaboration possibilities in the fields of: business and entrepreneurship, civic leadership and public management, as well as support a culture of mentoring.

Through interactive activities, participants will work towards the development of tangible product(s) that they may design together in small teams or individually, depending on participant interests and preferences. Participants’ products can be completed after their respective camps. One product example ECA would recommend is working with an organization that builds open educational resources (OER), and creating OER specifically for the next generation of young African leaders. Alternatively, participants could write a business plan for a project. Each camp should also be complemented by additional activities that may include, but are not limited to, mentoring experiences; community service activities; and social, recreational, and cultural activities.

Potential topics to be covered during the exchange may include the following, in addition to others not mentioned:

**Innovation and Social Change topics:**
1) Leadership development in the three target tracks.
2) Small business plans, grant-writing, community service and social change projects.
3) Collaboration with other partners.
4) Possibilities for connecting with incubators.
**Technical topics:**

5) Mobile communications, low-bandwidth technology and applications for business, civil society leadership and public engagement. For example: e-commerce in rural areas or underserved urban areas.

6) Options for low-bandwidth and no-bandwidth work-arounds using mobile devices and laptops, including Circadence bandwidth optimization technology.

7) Social media engagement and network building, including crowd-source funding, if culturally applicable.

8) Virtual discussions on Google Hangout, ooVoo and Skype, or similar platforms.

9) Graphics/Video production.

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

1) Workshops or exercises targeting design thinking, project design and development.

2) Leadership and mentorship development with workshop trainers or organizations.

3) Meetings with technology, innovation and social change experts.

4) Team-building exercises related to developing strategies for future collaboration and cooperation among participants.

5) Interactive computer labs and classes.

The program staff should host a closing event for participants prior to departure which will focus on summarizing the experience, the next steps participants have committed to taking, and a plan for checking in on participants in the future. The participants should be encouraged and assisted with developing projects and activities to implement on their return home. The ideas and plans should spring from the participants, but the project staff should be prepared to assist and direct the participants in developing these plans.

The Washington Fellowship for Young African Leaders Alumni may also serve as guest speakers or experts on a given panel in specific workshop sessions, as appropriate.

**Accommodations:** Arrange housing for the participants in a dormitory or hotel; provide options for handicap accessible rooms as well as staff monitoring of the housing arrangements throughout the week. If possible, mentors and mentees should share accommodations. In dorm or hotel accommodations, young women can share a two-bed room with their mentees if female, providing each person has her own bed. Young men can share a two-bed room with their mentees, if male, providing each person has his own bed. If mentor/mentee pairs are split, men can still share a two-bed room with other male participants, and women can share with other female participants, as necessary.

The award recipient should be aware of and make an effort to accommodate participants’ dietary and religious needs, which may include making alternative meal options available and
scheduling time within the program agenda for daily prayer and any other religious observances. The award recipient should also fully accommodate participants’ disabilities.

**Monitoring:** Develop and implement a plan to monitor the participants’ safety and well-being over the week, and to create opportunities for participants to make staff aware of potential issues and resolve them promptly. The award recipient will be required to provide proper staff supervision and facilitation to ensure that the participants have safe and pedagogically rich programs.

**Follow-on Activities:** Assist participants throughout the course of the exchange in brainstorming and planning creative ways to address project themes as a means to amplify program impact upon their return home. Examples of follow-on activities may include alumni conducting presentations/workshops that share their Connect Camp experiences and newly acquired knowledge and skills with others in their schools or communities, or engaging the younger generation of students and Young African Leaders in interactive, technology-focused activities aimed at sparking their interest in one of the three YALI tracks. Washington Fellow alumni will be asked to advise and assist the U.S. Embassies in implementing follow-on activities that foster continued engagement among all YALI participants and communities. Washington Fellow alumni should offer additional opportunities to reinforce the ideas, values, and skills imparted during the exchange. Opportunities may include:

1) Virtual networking, access to OER, and virtual Q&A discussions, using mobile devices and computers with bandwidth accelerator software installed.
2) Willingness to serve as a discussion participant, and/or volunteer coordinator at a U.S. Embassy for YALI-related Q&A discussions online.
3) Support in the creation of OER for the next generation of YALI alumni.

U.S. Embassies will engage YALI alumni in follow-on activities, to the greatest extent possible, to further support and encourage YALI alumni networking and development of mentor relationships.

**Evaluation:** The Government Performance and Results Modernization Act (GPRA) of 2010 requires that federal agencies measure the results of their programs in meeting performance goals. The proposal should demonstrate the award recipient’s plan to measure the medium-term and long-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 the Connect Camp. The U.S. award recipient is required to collaborate with the participating U.S. Embassies in these efforts.

Alumni tracking is crucial for the evaluation of the program and for the implementation of follow-on programs. All alumni contact information gathered by the award recipients on behalf of this program must be made available to the Department of State.

**Other notes:** The recipient organization is responsible for all components of the program
outlined in this document. In addition, the Bureau requires award recipient organizations to communicate with ECA and PAS on a regular basis about program activities. The organization must also inform the ECA Program Officer of their progress at each stage of the project’s implementation in a timely fashion, and will be required to obtain written 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. The Bureau will retain copyright use of materials related to this program and can distribute materials them as it sees fit.

**PROPOSAL CONTENTS**

Applicants should submit a 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:

**Online Forms**
- SF-424, “Application for Federal Assistance”
- SF-424A, Budget Information – Non-Construction Programs
- SF-424B, “Assurances - Nonconstruction 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) Identification of applicant and any significant participating organizations, if applicable.
2) Tentative beginning and ending dates of the Connect Camps.
3) Nature of activity and venues.
4) Funding level requested from the Bureau, program cost, total cost-sharing from applicant and
other sources.

**Narrative**

In 20 double-spaced, single-sided pages, provide a detailed description of the project addressing the areas listed below. In the narrative, applicants should not only describe major program activities but also explain and justify their programmatic choices.

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 any partner organizations for the program, their roles, and the applicant’s reasons for including them.

3) **Program Activities:** Describe the components of the Connect Camp, including program planning, orientations, manifestation of the program theme, educational and cultural activities, meetings, site visits, the closing workshop, and follow-on activities, such as community service or mentorship projects. A detailed outline of the one-week Connect Camp lesson plans must be included as an appendix.

4) **Travel, Lodging, and Other Logistics:** Detail how the applicant will arrange international and domestic travel; arrangements for lodging in dormitories or hotels; ground transportation; stipend disbursement; and any other relevant administrative matters.

5) **Program Monitoring and Evaluation:** Describe plans for monitoring and ensuring the participants’ safety and well-being while participating in the program. A monitoring plan should include the following:
   a) The information provided in pre-departure orientation materials on safety and the avenues for participants to communicate concerns to staff;
   b) The staff supervision provided when the participants are in hotels or dormitories.
   c) An emergency action plan.

   The progress of the cooperative agreement should be monitored closely, and ECA and PAS must be kept informed of activities. Proposals 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.

6) **Diversity:** Explain how the program managers will proactively support diversity in the selection of African participants for the Connect Camp in program design and content, demonstrating how diversity can contribute to a vibrant civil society. Diversity should be defined broadly to include differences in geographic, urban/rural, ethnic, racial, socio-economic, gender, and religious backgrounds, as well as participants with differing physical abilities.
7) **Institutional Capacity and Project Management:** Outline the applicant organization’s capacity to conduct projects 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 the region. Describe the program staffing (individuals by name and responsibilities), qualifications, structure, and resources. If applicable, include this information for partner organizations as well.

8) **Follow-on Activities:** Describe a plan to assist the U.S. Embassies in providing follow-on activities for Washington Fellow alumni who participated in the Connect Camps.

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**

The level of funding available for this program is approximately $485,000 for approximately 8 African sub-regional Connect Camps, for approximately 20 participants each. 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 also be included. For clarification, an applicant may provide separate sub-budgets for each program component, phase, location, or activity.

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

1) Staff travel.
2) Participant travel. (International and domestic travel, as well as ground transportation within the host country.)
3) Honoraria for speakers.
4) Educational materials.
5) Promotional materials.
6) In-person expenses related to technical training and exercises.
7) Software and equipment such as digital cameras, computers, webcams, etc. to support online project work. Applicants should primarily seek out donations or acquisition of equipment through outside source.
8) Administrative expenses: The award funds may be used to pay reasonable costs for program administration, technical support, and other administrative needs. Cost sharing in these areas is strongly encouraged.
9) Person to person networking activities.
10) Lodging.
11) Food (primarily group meals).
12) Follow-on activities.
13) Monitoring and evaluation.
14) Connect Camp site rental.
15) Technical equipment rental and internet access fees.
16) Other justifiable expenses directly related to supporting program activities.

Please refer to the Solicitation Package (PSI) for complete budget guidelines and formatting instructions.

**Important:** Applicants should plan for approximately 20 individuals to participate in each of the eight Connect Camps. Award recipients must include the costs of international and domestic travel of participants when planning use of the funds.

Significant cost-sharing is expected 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 cooperative agreement funding are as follows: books and educational materials allowance - $50 per participant; Conference room rental costs - $250 per day per room; consultant fees and honoraria - $250 per day; per diem – based on the standard government rates of per diem for the particular host countries; evaluation costs - 3% of the cooperative agreement. Organizations are encouraged to cost-share any rates that exceed these amounts.

Applicants should budget for participants’ visas and traveler's insurance, where needed.

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

Calendar of activities/itinerary

Letters of commitment. Include pledges to participate in the program’s implementation from significant partner organizations, particularly those receiving a sub-award.

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

Attachments/appendices (please limit to those materials essential for understanding the proposed program such as a draft schedule, application forms, or evaluation questionnaires).

First Time Applicant Attachments, 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 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.

Include other attachments, if applicable, i.e. the SF-LLL form, etc.

APPLICATION SUBMISSION
The RFGP 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 on the program or the proposal submission, contact the Senior Advisor for Innovation, Amy Storrow, at (202) 632 6042 or StorrowA@state.gov.