

Project Objectives, Goals, and Implementation (POGI)

FY 2017 Sports Visitor and Sports Envoy Program

Funding Opportunity Number: ECA-ECAPEC-17-031

Office of Citizen Exchanges

Sports Diplomacy Division (ECA/PE/C/SU)

The POGI guidelines apply specifically to the Notification of Funding Opportunity (NOFO) issued by the **Office of Citizen Exchanges, Sports Diplomacy Division**, for the **FY 2017 Sports Visitor and Sports Envoy Program**. 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 Sports Diplomacy 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:

Sports Visitor Program Specific Responsibilities of the Award Recipient:

1. Plan, oversee, and implement approximately seven to ten coach and/or administrator visitor programs for a total of approximately 90 adult coaches and/or administrators;
2. Plan, oversee, implement, and/or sub-contract for approximately three to four, two to four week, thematic sports camps for a total of approximately 80 non-elite youth athletes;
3. Coordinate logistical and administrative arrangements for participants such as airport pick-up and drop-off, lodging and meals, international travel, domestic travel, any medical treatment, and the disbursement of program funds;
4. Develop pre-departure orientation materials and detailed program schedules for each program well ahead of program start date;
5. Coordinate the establishment, implementation, and monitoring of action plans;
6. If possible, issue participant DS-2019 forms for this program (if Award Recipient is listed as a Designated Sponsor Organization);
7. Make arrangements for interpreters and disburse program funds as necessary; and
8. Inform and consult with ECA about any program or participant problems, emergencies, or other issues

as well as the progress of necessary corrective action.

Sports Envoy Program Specific Responsibilities of the Award Recipient:

1. Arrange orientations and/or calls to provide pre-travel briefings for Sports Envoys and create educational materials that explain and give context on the Sports Envoy role;
2. Contact with Sports Envoys before individual travel to provide them with program information, pre-departure materials, and to solicit information regarding specific requirements (dietary, medical, etc.);
3. Arrange for all Sports Envoy U.S. domestic and international travel, assisting with passport, visa, immunizations, and other pre-travel preparations. Purchase round-trip international travel (complying with the Fly America Act) for the participants. In certain instances, Sports Envoys may require business class seating;
4. Ship critical sports and other equipment to U.S. embassies and consulates, as needed;
5. Advise U.S. embassies and consulates on best practices for Sports Envoy programming when necessary. Advise on required equipment for workshops, clinics, and outreach;
6. Develop creative ways to document and cover the Sports Envoy Program in real time through video, photography, social media, and traditional media; and
7. Arrange a de-briefing session for purposes of evaluation, program improvement, and to summarize the project activities at the conclusion of Sports Envoy Program.

Sports Visitor and Sports Envoy Program Responsibilities of the Award Recipient:

1. Provide programmatic and administrative oversight of the programs;
2. Develop educational and programming materials including (but not limited to): Sports Envoy Program best practice guidelines for U.S. embassies and consulates, pre-departure Sports Envoy educational materials, and a thematic-based curriculum for the Sports Visitor Program camps;
3. Conduct an evaluation program that links outcomes of the exchange programs to stated program goals and objectives;
4. Assist ECA and U.S. embassies and consulates with possible follow-on program development and implementation;
5. Manage 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;
6. Clearly outline and describe the roles and responsibilities of all proposed partner organizations in terms of project logistics, management, and oversight;
7. If applicable, provide and monitor subawards to the organizations conducting the programs; coordinate, in conjunction with subaward recipient(s), logistical and administrative arrangements for participants; and provide programmatic and administrative management of the programs including ongoing oversight of the subaward recipient organizations;
8. Disperse, support, and monitor small grants, if utilized;
9. Develop and implement a media and marketing plan that includes, but is not limited to, program branding, press strategy, press/media packets, program website, blog posts, video reports, media pitches, and social media plan; and
10. Prepare 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 Award 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:

Sports Visitor Program Specific Responsibilities of the U.S. Department of State:

1. Coordinate participant selection with U.S. embassies and consulates;
2. Approve the design and direction of programming activities and agendas;
3. Provide a pre-departure orientation and program debrief to include preparation materials developed by the award recipient; and
4. Approve small grants projects.

Sports Envoy Program Specific Responsibilities of the U.S. Department of State:

1. Arrange and fund all in-country costs and logistics including Per Diem, accommodations, and in-country travel;
2. Implement in-country programming including (but not limited to): identifying partners, sites, participants, and equipment;
3. Provide program schedules in English; and
4. Oversee Sports Envoy recruitment and provide final approval on Sports Envoys.

Sports Visitor and Sports Envoy Program Responsibilities of the U.S. Department of State:

1. Provide assistance to the award recipient including guidance on all programming activities and final approvals of key project plans and activities;
2. Review all subaward recipient proposals and accept or refuse subaward recipients recommended by the award recipient;
3. Identify participating countries and facilitate interaction within the Department of State, to include ECA, the regional bureaus, and U.S. embassies and consulates;
4. Coordinate all communications with participating U.S. embassies and consulates;
5. Approve program schedules and materials (digital and print);
6. Approve of decisions related to special circumstances or problems throughout duration of program;
7. If necessary, issue participant DS-2019 forms for this program (if Award Recipient is not listed as a Designated Sponsor Organization) and issue the participants' J-1 visas;
8. If the Bureau's Accident and Sickness Program for Exchanges (ASPE) Insurance will be used: Enroll the participants in an accident and sickness health benefits program for the duration of the exchanges and issue health benefits identification cards for each participant. The program office will instruct the award recipient how to access informational brochures and claim forms;
9. Review and approve all media engagement, including press releases;
10. Monitor the programs through regular communication with the recipient organization and participating U.S. embassies and consulates and possibly one or more site visits; and
11. Represent the U.S. government at exchange events, including opening and closing events, such as orientations and debriefings.

II. PROGRAM SPECIFIC GUIDELINES

A. Overview and Objectives

Sports diplomacy programs are an effective way to engage priority audiences, including at-risk youth, women, minorities, people with disabilities, and non-English speakers. The Sports Visitor and Sports Envoy programs use sports to support U.S. foreign policy goals and promote key U.S. values on and off the field about the importance of education, community engagement, and respect for diversity. The focus of all programs must be on both male and female Sports Envoys, non-elite youth athletes, coaches, and/or administrators. The NOFO for this competition gives further direction on the substance of the program.

The Sports Visitor and Sports Envoy Program is designed to achieve the following goals:

- a) Showcase and enhance American expertise, leadership, and lessons learned in the sporting arena, from community-based recreational youth play to professional levels;
- b) Increase and deepen understanding of U.S. society, culture, and history, and dispel stereotypes;
- c) Promote cross-cultural and mutual understanding, and appreciation for diversity, between U.S. peers and communities and program participants;
- d) Cultivate leadership and develop capacity for participants to build stable communities in the U.S. and abroad; and
- e) Address U.S. foreign policy goals.

In designing the Sports Visitor and Sports Envoy Program, applicants should demonstrate their understanding of, and commitment to, the following guiding principles:

- Demonstrating an original and flexible program design that is balanced with consistently high quality implementation;
- Designing an expandable model that allows for U.S. embassies and consulates or other partners to buy-in, increasing participant numbers, above and beyond those afforded through this NOFO;
- Planning for a cost efficient program that builds on effective sport for development and sports diplomacy initiatives;
- Valuing the narrative power of sports and promoting the exchanges through multiple media formats;
- Demonstrating leadership, expertise, and strong networks with American and international sport based youth development organizations; and
- Maximizing peer-to-peer interaction and creating opportunities for meaningful engagement with, and for, a diverse array of U.S. populations, especially outside of the D.C. metro area (specifically for the Sports Visitor Program).

The applicant is invited to integrate these goals and guiding principles into a Sports Visitor and Sports Envoy Program, in close coordination with ECA and U.S. embassies and consulates. Sports Visitor Program participants will represent all regions of the world, based on consultations with the regional bureaus, and will be selected by U.S. embassies and consulates in coordination with ECA. Sports Envoys will likewise travel to all six regions of the world (Africa, East Asia and Pacific, Europe and Eurasia, Near East and North Africa, South and Central Asia, and the Western Hemisphere), based on ECA consultations with the regional bureaus.

Sports Visitor Program

The Sports Visitor Program is a sports-based international exchange that represents American excellence, leadership, and key lessons learned in sports broadly – from playgrounds to professional leagues. All programs must include sessions, site visits and/or other content that will deepen participants’ understanding of U.S. society, culture, government, current affairs, and history. Specific topics to be addressed will include an overview of sports in America from the grassroots community level to the Olympics, Paralympics, and professional leagues, as well as background and legacies of the Civil Rights Movement, Title IX and the Americans with Disabilities Act, and their impact on sports in America. All programs must include opportunities for peer to peer engagement between participants and Americans, and there must be at least one substantive opportunity for home hospitality where participants will gain an understanding of the lives of every day Americans. Programs will also address volunteerism in America and provide participants with opportunities for community service.

The Sports Visitor Program will be delivered in two tracks designed for distinct audiences – coaches and/or administrators of youth sports teams/organizations (approximately 23 years old and above) and non-elite youth athletes (approximately 15 years old and above).

Coaches and/or Administrators

The first track will bring approximately 90 adult coaches and/or administrators to the U.S. from all six regions of the world (Africa, East Asia and Pacific, Europe and Eurasia, Near East and North Africa, South and Central Asia, and the Western Hemisphere) for an approximately two-week exchange program in one to two U.S. cities. Approximately seven to ten exchanges will be conducted over the duration of the base period of the award. These coach and/or administrator exchanges will focus primarily on exposing participants to knowledge, skills, and networks to leverage for positive impact in underserved communities upon return to their home country.

Non-elite Youth Athletes

The second track of the Sports Visitor Program will bring approximately 80 non-elite youth athletes to the U.S. from all regions of the world for a two to four week thematic based sports camp. Three to four camps may take place in one or multiple locations in the U.S. over the period of the award. In selecting locations, applicants are encouraged to leverage existing camp models and maximize interaction with American non-elite athlete peers.

Each camp will have a specific theme and sport. The participant’s experience will be split (40%/60%) between time on the field in sport specific training and off-the-field in classroom workshops, community engagement, home hospitality, and or site visits that deepen participants’ understanding of Americans and the United States, and dispel stereotypes or misinformation. Thematic content may also include, but is not limited to: inclusion and disability sports, girls and women’s empowerment, resilience and discipline, conflict resolution, English language training and education (promoting U.S.-based education), and sustainable development/entrepreneurship. The applicant may propose other themes for which it has expertise. Additionally, ECA reserves the right to modify the themes based on foreign policy priorities or other circumstances.

Sports Envoy Program

Sports Envoys are U.S. citizen current or retired professional and amateur athletes and coaches who travel overseas to engage audiences that do not normally have access to American sporting icons, values, and best practices. Sports Envoys lead youth clinics and team building activities, as well as share lessons learned on and off the playing field about the importance of education, community engagement, and respect for diversity. Sports Envoys travel for approximately five to seven days including travel time.

Each Sports Envoy Program will primarily involve a single country. As deemed appropriate by ECA and the Department's regional bureaus, programs may be composed of multiple countries and/or regions.

The Sports Diplomacy Division, in consultation with professional sports leagues, national governing bodies, and the U.S. Olympic Committee, will coordinate the selection of Sports Envoys. The award recipient may also be asked to suggest Sports Envoy candidates from among its contacts or networks.

The applicant will manage logistical arrangements, envoy preparation, and follow-up for approximately 30 Sports Envoys over the duration of the FY17 award. In certain instances, Sports Envoys may require business class seating.

Partners and/or Sub-award Recipients

The applicant may identify partners and/or sub-award recipients to leverage their expertise in any portion of the Sports Visitor and Sports Envoy Program. The applicant is encouraged to include letters of support and/or letters of commitment from partners and/or sub-award recipients in their proposal. The ECA Program Officer and the warranted Grants Officer retain the right to review all proposed sub-award recipients and to accept or refuse sub-award 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. Regions/Countries:

Participating countries and regions will be determined by ECA, in coordination with the Department's regional bureaus and Public Affairs Sections (PAS) 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. ECA reserves the right to amend or modify participating regions and countries should conditions change in countries or if other countries are identified as U.S. foreign policy priorities.

ECA anticipates that foreign Sports Visitor participants will be drawn from, and American Sports Envoys will be sent to, all six regions of the world (Africa, East Asia and Pacific, Europe and Eurasia, Near East and North Africa, South and Central Asia, and the Western Hemisphere).

C. Program Administration

Applicants should discuss their 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 any partners or subaward recipients 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 proposal appendix.

D. Participants

Participants in the Sports Visitor Program are coaches and/or administrators of youth sports teams/organizations (approximately 23 years old and above) and non-elite youth athletes (approximately 15 years old and above). Participants for the Sports Visitor Program will travel on J-1 visas and be nominated and selected by the U.S. Department of State. Priority for foreign participants will be given to those who have not previously traveled to the United States.

Sports Envoys are U.S. citizen current or retired professional and amateur athletes and coaches. Sports Envoys will be selected by the Sports Diplomacy Division, in consultation with professional sports leagues, national governing bodies, and the U.S. Olympic Committee. The recipient organization may also be asked to suggest Sports Envoy candidates from among its contacts or networks.

Both U.S. and foreign participants will represent the full range of diversity in terms of ethnic, gender, cultural, racial, and disability.

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) 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
4. Program Evaluation
5. Follow-on
6. Project Management
7. 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. In certain instances, Sports Envoys may require business class seating.
 - 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. Lodging and Per Diem
 - d. Orientations (including materials)
 - e. Cultural and outreach activities
 - f. Clinic/Meeting costs
 - g. Alumni/ Follow-on Activities (Including small grants, if utilized)
 - h. Interpreters, if necessary
 - i. Translation of materials
 - j. Visa costs for American participants travelling overseas
 - k. Small grants of \$1,000 to \$3,000, totaling approximately \$50,000
 - l. Other justifiable expenses directly related to supporting program activities

While there is no rigid ratio of administrative to program costs, administrative costs should be kept as low as possible.

- 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 approximately 18 months. A monthly plan of action or timetable that demonstrates the timing and organization of your responsibilities as the recipient should include, but is 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: 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: Matt Ferner, 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) 632-9325, FernerMM@state.gov.