

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

### **Turkish, Armenian and American Journalist Development Project: New Media, New Challenges: Reporting Best Practices for a New Age**

The POGI guidelines apply specifically to the Request for Grant Proposals (RFGP) issued by the U.S. Embassies in Ankara and Yerevan with respect to the Turkish, Armenian and American Journalist Development Project. The proposal must conform to the RFGP, the Guidelines stated in this document, and the standard Proposal Submission Instructions (PSI). An application not adhering to the conditions set forth herein may be deemed technically ineligible. These guidelines are specific to the program mentioned above and are IN ADDITION TO the guidelines outlined in the PSI. If there is a perceived disparity between the standard and program specific guidelines and the program information supplied in the accompanying RFGP, the RFGP is to be the dominant reference.

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

Responsibilities for this program include:

- 1) Provide pre-exchange program on-line activities that will prepare the participants for their U.S. exchange experience.
- 2) Design and planning of professional seminar and internships at American newspapers, television outlets or online news outlets that provide a substantive 4 week U.S.-based program featuring hands-on immersion into the typical worklife of an American journalist grappling with daily ethics and reporting realities. Programming must maximize interaction among the Turkish, Armenian and American participants.
- 3) Design and planning two three day reporting seminars, held back to back in Turkey and Armenia for up to 15 Armenian and Turkish reporters during which US exchange participants will share lessons learned on tradecraft and be engaged in dialogue on journalism ethics, cross border communication and Turkey-Armenia reconciliation, among other issues. Representatives of the six sponsoring US media outlets will be invited to participate in the seminars, along with two experts in American journalism as lecturers.
- 4) Opportunities to forge lasting links among the Turkish, Armenian and American participants that will help serve to dispel misunderstandings and create mutually beneficial collaborative relationships that can be further developed after participants return to their homes;
- 5) Logistical arrangements
  - a) Seminar Training Center and/or educational institution
  - b) Homestays in US, Turkey and Armenia
  - c) Professional internships
  - d) Disbursement of stipends/per diem
  - e) Local travel
  - f) Travel between sites
  - g) Enrollment of the participants in the Department's accident and sickness insurance program
- 6) A welcome orientation that provides an introduction to the program and its objectives as well

as an introduction to the United States.

- 7) A closing workshop to summarize the project's activities and prepare participants for their return home.
- 8) Design and implementation of an evaluation plan that assesses the impact of the program.
- 9) Follow-on activities in Turkey and Armenia that serve to reinforce the program's stated goals and maintain contact among the participants from the three participating countries.
- 10) Timely reporting of progress to the U.S. Embassies in Ankara and Yerevan.
- 11) Fiscal management of all accounting and contractual relations.
- 12) Financial and program reporting.

The grantee organization will need to prepare all necessary documentation (e.g. DS 2019 forms) for visas for entry to the United States. The participants will travel on J-1 visas (J Exchange Visitor Program).

## **II. PROGRAM SPECIFIC GUIDELINES**

The Offices of Public Affairs of the US Embassies in Turkey and Armenia announce the Turkish, Armenian and American Journalist Exchange Program "New Media-New Challenges: Reporting Best Practices for a New Age" open competition. Public and private non-profit organizations meeting the provisions described in Internal Revenue Code section 26 USC 501(c)(3) may submit proposals to conduct a professional development program for Turkish and Armenian journalists, with two components: a four-week US-based program featuring a seminar and a professional internship for six Turkish and six Armenian journalists; and a best practice reporting conference to be held in Ankara and Yerevan for approximately 15 Turkish and 15 Armenian journalists, including twelve reporters from the earlier US exchange and their six sponsors.

The program ideally will be administered by an NGO with media development expertise or a university school of journalism with similar experience. The goal of the program is to explore reporting tradecraft used in reporting on regional issues of mutual concern -- such as the Turkey-Armenia reconciliation process or energy issues -- while exposing and improving participants understanding of high quality journalism ethics that are vital to a free society. The US exchange program will include a seminar week and 3-4 weeks of hands-on reporting experience at American media outlets. Home stays will be incorporated. The conference in Turkey will bring together working journalists for dialogue and tap into expertise offered by recent Humphrey, Fulbright, Murrow and other US exchange alumni now working in both countries. Turkish and Armenian participants in the US phase of the program will join the staff of the US grantee in organizing the conference, which will feature up to two US speakers from the the American journalism world. The US phase of the program should take place during a typically quiet period for the media in June-September or during major holiday periods. The Armenian and Turkish exchange portions of the program should be scheduled during a mutually convenient time for about 3 days in each country 3-6 months following the US-based exchange program

The goals of this program are: 1) to explore relevant aspects of reporting tradecraft best deployed in covering regional issues, within the context of the Turkey-Armenia reconciliation process;. 2) to provide opportunities for Turkish, Armenian, American and other participants to learn about

each other's cultures, perceptions, and values; 3) to examine the role of the journalist in society and broaden the understanding of Western journalism ethics and investigative reporting tradecraft that reflects solid journalistic decision making and respect for the ideals of transparency and accountability in democratic societies; 4) to encourage professional networking among the Turkish, Armenian and American participants that will help serve to dispel misunderstandings and create mutually beneficial collaborative relationships; 5) to prepare participants with new skills and tools for application and implementation of cross-border projects in their home communities.

Selection and Orientation: The Public Affairs Sections (PAS) of the U.S. Embassies in Ankara and Yerevan will screen and select the participants. Participants will be ages 25-35 and currently working as professional journalists with five years of experience. Graduate students who are former journalists will be considered. Up to six journalists from each country (12 total), divided equally between males and females will be selected. Participants will be selected for their leadership aptitude and flexibility, maturity, integrity, social skills, open-mindedness and English language proficiency. Participants will be selected from throughout Turkey and Armenia from a diverse cross section of media organizations. PAS-Ankara and PAS-Yerevan will also provide a pre-departure orientation for the participants. The grantee organization will provide information for selected participants and their families on their U.S. program activities and host families via email.

International travel: The grant recipient will arrange and pay for the exchange participants' international travel. Applicants should indicate the arrival airport in their proposals. The grant recipient will consult with PAS-Ankara and PAS-Yerevan about specific dates and travel itineraries when the exchange draws closer.

Sites: The participants should spend their time in the United States in no more than two locations so that they have time to familiarize themselves with a particular community while, at the same time, forming a community among themselves. One of these locations should be a seminar-type facility (or training center) which allows participants to engage in a variety of academic and non-academic activities designed to address the program's stated objectives. Applicants should describe the rationale for their location selections. PAS-Ankara and PAS-Yerevan encourage applicants to consider proximity to state capitals and other sites of historical or cultural interest, access to organizations that can conduct appropriate workshops or offer internships, and representation of the geographic and ethnic diversity of the United States. In Turkey and Armenia, all the participants should gather in one central location at the beginning and/or end of their three day stay. Time in both countries should be spent as homestays in the host country participants' homes.

Housing: Housing in the US at the training facility site can be in the form of dormitories, student housing facilities, bungalows or other appropriate non-mobile housing. At some juncture during the program, short homestays with local families or home visits are required. A dormitory, hotel, or other housing is an acceptable arrangement for brief segments of the program when visiting cities or other cultural/educational sites. In Turkey, housing for the program taking place in a central location can be in the form of student housing facilities,

dormitories or low budget hotels.

Program Content: The program should focus primarily on interactive activities, practical experiences, and other hands-on opportunities to learn about the fundamentals of Western journalism tradecraft, investigative techniques, journalism ethics, community service, conflict resolution, American, Turkish and Armenian society and culture and building leadership skills. The program should also include activities that not only bring participants from Turkey, Armenia and the U.S. together but are designed to help them draft joint projects that they can collaboratively implement upon return to their homes. Post physical exchange communication and collaboration can be facilitated via the internet..

All programming should include substantive and continuous interaction among the Turkish, Armenian and American participants. Cross-cultural communication, journalism ethics, conflict resolution, group formation and cultural sharing should be infused throughout the program. Cultural and recreational activities will balance the schedule. Some components of the program need not be specifically arranged for the participants from Turkey and Armenia; that is, arranging for them to participate in a pre-established camp or workshop is acceptable. If this is proposed, however, it needs to fulfill all of the stated objectives or do so in conjunction with other activities scheduled just for this delegation.

Additional suggestions include leadership component, exercises or simulations related to journalism tradecraft and ethics; ways of reporting on societal problems (e.g., the environment, development, drug abuse prevention, human rights, politics); workshop on new media tradecraft and development; cross-cultural communication and conflict resolution; meetings with working journalists, community and business leaders and educators to see real-life examples of tradecraft in action; team-building exercises; computer training for access to Internet resources and for follow-on communication; and cultural and historical tours. Community-based volunteer work is also encouraged.

The grant recipient will conduct a welcome orientation for the participants upon arrival in the United States to introduce them to the program and the community. The program staff will also host a closing workshop for them just prior to departure that will focus on summarizing the experience, developing plans for activities at home, and preparing for re-entry.

The delegation should be divided into smaller groups for most activities so that participants receive adequate personal attention and logistics are easier to manage. Groups should be mixed by nationality, gender and hometown during the US program. These media outlets selected should be akin to media outlets in Turkey and Armenia, most likely second tier media from throughout the United States should be selected. The participants should be assisted with developing projects to present at the seminar in Turkey as well as joint reporting projects that could be implemented on their return home with the aim of broadening and deepening cross border understanding of the reconciliation process and its importance to international peace. The ideas and plans should spring from the participants and should be of interest to all members of the group. Project staff should be prepared to assist the participants in developing these plans both during the U.S.-based project and during the follow-on visit.

Program in Turkey/Armenia: The grant recipient will also conduct 3 day "lessons learned" seminar in Ankara and Yerevan where US participants will be able to share their experience with local journalists approximately 3-6 months after the completion of the US program. The in-country programs should focus on sharing information on tradecraft, new reporting techniques, and ethical considerations as well as providing opportunities for participants to share and experience aspects of each other's cultures and home lives. The activities should also focus on reinvigorating, focusing, and inspiring the participants and assisting them in furthering their journalist networking ability and plans. The program could also include additional seminars on practical skills training, although that will be secondary to reinforcing the topics of the U.S. program. The post will provide some logistical assistance for these follow-on activities. The grantee organization must forward to the Program Officers at the U.S. Embassy-Ankara and U.S. Embassy-Yerevan an in-country program plan, including logistical arrangements and a schedule at least eight weeks before departure for Turkey.

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 long-term impact of the program. The follow-on trips to Turkey and Armenia will provide an opportunity to assess the impact of the U.S. project on the participants, to determine how their attitudes have changed, and to evaluate the acquisition of knowledge and skills associated with leadership and civil society.

Note: All printed materials and formal oral communications should acknowledge the role of the Public Affairs Sections of the U.S. Embassies in Ankara and Yerevan and the U.S. Department of State. Drafts of printed materials developed for this program should be submitted to PAS-Ankara and PAS-Yerevan for review and distribution as they see fit. Copies of materials given to and prepared by the students should be provided to the Embassy program officer in a timely fashion.

## **PROPOSAL CONTENTS**

An applicant should submit a complete proposal describing the program in a convincing and comprehensive manner. The proposal should respond to the criteria set forth in the solicitation and other guidelines as clearly as possible.

The proposal should address succinctly, but completely, the elements described below and must follow all format requirements. It should include the following items:

*TAB A - Application for Federal Assistance Cover Sheet*

*TAB B - Executive Summary*

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

1. Name of applicant organization and participating institutions
2. Beginning and ending dates of the program
3. Nature of activity and venues

*TAB C - Narrative*

Within 20 double-spaced, single sided pages, 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 attitudinal and behavioral changes 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 preparations for the arrival of the delegation, such as selecting and orienting host families, as well as the program activities, including the orientations, educational program, site visits, cultural and community service components, and closing workshop.
4. **Schedule**  
Provide a proposed schedule/itinerary of the project that outlines daily activities during the U.S. exchange. A more detailed schedule may be included as an appendix under Tab E.
5. **Follow-on Activities**  
Describe the plan to support the participants' follow-on activities. Include both Embassy-funded and privately-funded activities.
6. **Program Monitoring and Evaluation**  
Applicants should indicate how they would monitor the project and the progress of the participants. Applicants must also include a plan describing how success in meeting the stated goals of the program will be measured and reported. PAS-Ankara and PAS-Yerevan recommend that the proposal include a draft survey questionnaire or other technique.
7. **Diversity**  
Explain how the program will highlight American diversity [geographic (urban/rural), ethnic, racial, religious, socio-economic, etc.] and demonstrate how diversity can contribute to a vibrant civil society.
8. **Institutional Capacity and Project Management**  
Outline the applicant organization's capacity for doing projects of this nature, focusing on three areas of competency. Describe the program staffing (individuals and responsibilities), qualifications, structure, and resources.
9. **Work Plan/Time Table**  
Outline the phases of the project planning and implementation.

*TAB D - Budget Submission*

The Bureau anticipates awarding one grant in the amount of approximately \$525,000 to support the program and administrative costs necessary to implement the U.S.-based components of this program and the orientation and follow-on visits by staff. Please submit a comprehensive line item budget, as stated in the Proposal Submission Instructions. An explanatory budget narrative must also be included. For clarification, applicants may provide separate sub-budgets for each program component, phase, location, or activity.

The budget must cover all participant expenses in the United States. Grant funds may be used to cover staff and participant transportation to and within the United States (both within and between cities), lodging, meals, educational materials, cultural activities, meeting costs, reasonable stipends for participants (pocket money for incidentals while in homestays), American participant U.S. staff travel expenses to participate in program activities in Turkey, transportation within Turkey and Armenia, expenses related to holding seminars and workshops in and other justified expenses directly related to supporting program activities. The budget also must also include orientation expenses for participants (transportation, meals, lodging, materials), ground transportation to and from the departure airports in Turkey, Armenia and America, international airfare, and a travel allowance.

Significant cost sharing is expected. Payments for homestays are not allowed as a grant-funded or cost-share item. Administrative expenses should be modest and justified in the budget narrative.

*TAB E*

*Letters of endorsement from partner organizations and/or sub-contractors*

*Resumes*

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

*Attachments that support the Narrative, e.g., program schedules, forms, surveys (please limit)*

*TAB F*

*Copy of IRS notification of current tax-exempt status*

*SF-424B*

*Other attachments, if applicable*

**REVIEW PROCESS**

PAS-Ankara and PAS-Yerevan will review all proposals for technical eligibility. Proposals will be deemed ineligible if they do not fully adhere to the guidelines stated herein and in the Solicitation Package. All eligible proposals will be reviewed by PAS-Ankara and PAS-Yerevan.

Eligible proposals will be subject to compliance with Federal and Department regulations and guidelines. Proposals may also be reviewed by the Office of the Legal Adviser or by other Department elements. Final funding decisions are at the discretion of the Department of State's Assistant Secretary for Educational and Cultural Affairs. Final technical authority for assistance awards resides with the Department's Grants Officer.

**REVIEW CRITERIA**

Technically eligible applications will be competitively reviewed according to the criteria stated below.

**1. Quality of the program idea:** Objectives should be reasonable, feasible, and flexible. The proposal should clearly demonstrate how the institution will meet the program's objectives and

plan. The proposed program should be creative and well developed, respond to the design outlined in the solicitation, and demonstrate originality. It should be clearly and accurately written, substantive, and with sufficient detail.

**2. Program planning:** A detailed agenda and work plan should clearly demonstrate how objectives would be achieved. The agenda and plan should adhere to the program overview and guidelines described above. The substance of workshops, seminars, presentations, school-based activities, and/or site visits should be described in detail.

**3. Support of diversity:** The proposal should demonstrate the recipient's commitment to promoting the awareness and understanding of diversity in program content. Applicants should demonstrate readiness to accommodate participants with physical disabilities.

**4. Institutional capacity and track record:** Proposed personnel and institutional resources should be adequate and appropriate to achieve the program goals. The proposal should demonstrate an institutional record, including responsible fiscal management and full compliance with all reporting requirements for past State Department grants as determined by the Department's Office of Contracts. The Department will consider the past performance.

**5. Follow-on activities:** Proposals should provide a plan for an Embassy-supported follow-on visit by project staff to Turkey, plus a plan for continued follow-on activity, not necessarily with Department support, that ensures that this program is not an isolated event.

**6. Program evaluation:** The proposal should include a plan to evaluate the program's success, both as the activities unfold and at the end of the program. The proposal should include a draft survey questionnaire or other technique plus description of a methodology to use to link outcomes to original project objectives. Please see Section IV.3d.3. of this announcement for more information.

**7. Cost-effectiveness and cost sharing:** The applicant should demonstrate efficient use of Embassy funds. The overhead and administrative components of the proposal, including salaries and honoraria, should be kept as low as possible. All other items should be necessary and appropriate. The proposal should maximize cost-sharing through other private sector support as well as institutional direct funding contributions.

## **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 please contact U.S. Embassy in Turkey's Public Affairs Section.

Contact Information: IO Deborah Guido-O'Grady; e-mail: [guidodl@state.gov](mailto:guidodl@state.gov); telephone: +90-312-457-7312; fax: +90-312-457-7366; address: 110 Ataturk Blvd., 06100 Kaviklidere, Ankara, Turkey. Applicants may also contact AIO David Avery at the US Embassy in Ankara at [averyd@state.gov](mailto:averyd@state.gov), telephone: 90-312-457-7328.