

The Association Liaison Office for University Cooperation in Development  
*Promoting Higher Education Partnerships for Global Development*



**2003 Special Request for Applications  
Institutional Partnerships in Higher Education  
for International Development**

Date Issued: September 8, 2003  
Closing Date: November 4, 2003



The United States Agency for International Development (USAID) awarded in September 1997 a Cooperative Agreement to the American Council on Education (ACE), with the American Association of Community Colleges (AACC), the American Association of State Colleges and Universities (AASCU), the Association of American Universities (AAU), the National Association of Independent Colleges and Universities (NAICU), and the National Association of State Universities and Land-Grant Colleges (NASULGC).

The Agreement (HNE-A-00-97-00059-00) seeks to mobilize the resources of American higher education in support of international development cooperation. One portion of the Agreement supports partnerships between higher education institutions in the United States and in cooperating countries to demonstrate how they can apply their expertise collaboratively to development challenges, and to increase the capacity of institutions in USAID-assisted countries to contribute to development.

These partnerships, which may involve the institutions' private and public sector partners, expand ways in which universities, colleges, and community colleges may meet their mandate of service to include the development of the local community, the region, the nation, and another part of the world. The program is administered by the Association Liaison Office for University Cooperation in Development (ALO).

### **Institutional Partnership Program Objectives**

ALO and USAID seek to support American academic institutions as they engage with higher education associations and institutions in crisis, transition, developing countries to:

- collaboratively address an array of complex economic, social, educational, and development issues and challenges;
- strengthen their respective capacities for conducting the educational missions of teaching, research, and service to address development priorities including the improvement of basic and higher education;

- contribute to the preparation of a responsible citizenry and a skilled workforce engaged in a global marketplace;
- increase attention to and understanding of international education and development issues on campuses and among the institutions' constituencies; and
- disseminate information and share results of development cooperation both abroad and in the United States.

### **Where and How USAID Works**

Through the Institutional Partnership Program, ALO links the technical and human capacity-building strengths of higher education institutions in the United States with their counterparts abroad to address USAID's goals:

- to encourage broad-based economic growth and agricultural development;
- to strengthen democracy and good government;
- to build human capacity through education and training;
- to stabilize world population and to protect human health;
- to protect the world's environment for long-term sustainability; and
- to reduce suffering associated with natural or man-made disasters and to re-establish conditions necessary for political and/or economic development.

USAID typically works in countries that have committed to achieving sustainable development and to cooperating with the United States. USAID also supports cooperative efforts to prevent crisis and bring stability to affected countries. Institutions submitting applications for partnerships are responsible for determining eligibility of the host country for USAID funds.

For further information on USAID's country-specific strategic objectives, see the USAID web site: [www.usaid.gov](http://www.usaid.gov).

## **2003 Special Request for Applications (RFA)**

### **Institutional Partnerships in Higher Education for International Development**

ALO in cooperation with USAID is issuing this call for applications for higher education partnerships that focus on one of the following six areas of strategic interest: (1) higher education leadership and administrative transformation; (2) workforce development and community colleges; (3) agriculture and environment; (4) management of private and public sector institutions in countries severely affected by HIV/AIDS; (5) improving the quality of teacher training colleges and institutions; (6) MBA programs and private sector development; and (7) ALO and USAID also invite applications for higher education partnerships that address other critical development needs targeted towards the strategic objectives of USAID missions or that reflect emerging policy and technical solutions to development problems. In the latter instance, applicants must provide endorsement or concurrence by the appropriate USAID technical officers.

#### **(1) Higher Education Leadership and Administrative Transformation**

USAID seeks to improve the administrative, managerial, and operational capacities of higher education institutions in developing countries through sustainable partnerships with U.S. colleges, community colleges, and universities. This interest responds to the expressed needs of overseas institutions as they consider improved models of management and organization to best serve their communities and support their academic mission. Applications should demonstrate strong U.S. institutional capacity to provide appropriate models and administrative consultation, as well as a clear sense of the potential for mutual benefit. Examples of partnership objectives and activities may include but are not limited to:

- Enhancing institutional planning, budgeting, and management.
- Establishing protocols and incentives for sponsored research and applied technology with private and public sector entities.
- Developing a contracts and grants office to build institutional capacity to seek and compete for funding opportunities.
- Establishing linkages with private sector entities to increase the employment of graduates.

- Providing administrative skills upgrading through seminars, short-courses, and mentoring, “job shadowing,” or “twinning” programs.
- Using information technology applications to improve and extend course offerings.
- Implementing viable strategies to increase access to higher education and to develop recruitment efforts, particularly with regard to underserved groups.
- Addressing quality assurance concerns such as increases (or decreases) in student enrollment, academic performance, evaluation of faculty, and academic integrity.
- Establishing service learning programs, internships, and other community outreach programs.
- Developing an alumni organization and other professional associations and service opportunities for graduates.

Applicant U.S. institutions should provide evidence of their leadership in the areas of chosen collaboration, and have engaged in exemplary and effective management and operational reforms themselves. They should have successful experience in the use of appropriate technology and management information systems and in administrative, managerial and operational training at their own institutions. Partner institutions in USAID-assisted countries should provide evidence that the proposed collaboration addresses their priorities and indicate the impact anticipated.

#### **(2) Workforce Development and Community Colleges**

USAID seeks to promote economic growth in countries it assists by ensuring the availability of an educated and skilled workforce. The Agency recognizes that U.S. community colleges are uniquely positioned to assist in providing models of demand-driven, market-relevant training and education. By closely monitoring the local job market and adjusting their course offerings accordingly, U.S. community colleges have established themselves as leaders in vocational and continuing education. Increasingly more so, community colleges are negotiating direct contract agreements with companies to train current and future employees.

USAID seeks to enlist the expertise and resources of community colleges and their business and industry partners to respond to the need of developing countries for education models capable of preparing a skilled workforce and providing on-going professional training and education. There is particular interest in community college-led partnerships, with links to the private sector and local NGOs, that can demonstrate how secondary and tertiary education systems can be created or

reformed to provide socioeconomically disadvantaged people, especially women and youth, with skills and knowledge needed to secure viable employment. Applicants should address how the approaches introduced can be replicated in other parts of the host country. Applicant U.S. institutions should provide evidence of their leadership in the areas of proposed collaboration, and have engaged in exemplary and effective workforce development programs themselves. They should have successful experience in the use of appropriate information communication technologies and management information systems to increase the reach and impact of workforce training programs. Partner institutions in USAID-assisted countries should provide evidence that the proposed collaboration addresses their priorities and indicate the impact anticipated.

### **(3) Agriculture and Environment**

USAID recognizes that in many crisis, transition, and other developing countries, the agriculture and the environmental sectors are essential for promoting economic growth and sustaining livelihoods. These sectors need continued support to better manage existing natural resources and develop sound food security programs for current and future generations.

USAID seeks higher education institutional partnerships and networks that can assist in: 1) teaching, conducting research, applying technology, and providing extension and other services for the benefit of society; 2) applying appropriate agriculture and environmental practices that provide food for the near-term while planning for the next growing seasons; 3) maintaining biodiversity while planning appropriate use of natural resources for the medium- and long-term; 4) seeking private sector and agribusiness support to preserve, fortify, and distribute food products for the near- and medium-term; and 5) strengthening agricultural secondary and tertiary institutions through curricula development and reform linked to agribusiness, cooperatives, business, and the productive sectors.

Applicant U.S. institutions should provide evidence of their leadership in the areas of chosen collaboration. They should have successful experience in the use of appropriate technology and management information systems to generate and disseminate knowledge and increase economic growth in developing countries. Partner institutions should provide evidence that the proposed collaboration addresses their priorities and indicate the impact anticipated.

### **(4) Management of Private and Public Sector Institutions in Countries Severely Affected by HIV/AIDS**

USAID realizes that HIV/AIDS is depressing the economy in many developing countries and is undermining human capital at an alarming rate - particularly in the sectors of education, agriculture, environment, democracy, commerce and trade. As the disease affects more of the adult population in its most productive years, it destroys the social fabric of whole communities and thwarts the efforts of governments to provide basic social services and sustained economic development. The accelerated loss of national productive capacity in countries ravaged by HIV/AIDS is eroding institutions and policies that are crucial for economic growth.

USAID recognizes that human capacity development through education and training is fundamental for countries seeking to develop stable democratic systems with thriving market economies and a healthy, well-educated workforce. The Agency seeks partnerships between U.S. colleges, community colleges, and universities with institutions of higher education in countries severely affected by HIV/AIDS to bring their resources to bear to identify and employ effective, low-cost models of rapid human capital development. The Agency is interested in partnerships that will encourage managers to realign strategies, policies, funds, and institutional management practices to address rapidly changing needs.

Applications for partnering in Management of Private and Public Sector Institutions in Countries Severely Affected by HIV/AIDS should address the economic impact of HIV/AIDS on human capacity development. Successful partnerships will create or enhance existing management training programs that:

- Identify the risks of the impact of HIV/AIDS in a particular sector in terms of costs/profits, labor and operations management, worker training and replacement.
- Assess the scope of corporate/public sector responsibilities for prevention and treatment of a firm's/institution's workers and others affected by HIV/AIDS.
- Develop or draw on an inventory of successful management principles and practices.
- Draw on case studies of innovative company/public sector practice.
- Develop model curricula for private sector/public sector executive training programs.

- Formulate guidelines for successful private-public sector partnerships among business, government and NGOs to foster capacity building.
- Foster networks among business, government and NGOs to engage in ongoing collaboration on the issues.

Applicant U.S. institutions should provide evidence of their leadership in the areas of chosen collaboration and in the use of appropriate technology and management information systems to rapidly increase the reach and impact for human and institutional capacity development. Partner institutions should provide evidence that the proposed collaboration addresses their priorities and indicate the impact anticipated.

### **(5) Improving the Quality of Teacher Training Colleges and Institutions**

USAID seeks to encourage higher education institutional partnerships and networks to build the capacity and improve the quality of teacher training colleges and institutions—especially in countries that have lost significant numbers of teachers due to conflict and the HIV/AIDS pandemic. Building on its significant investments in basic education, USAID is interested in the rapid scaling-up of certified teachers for primary and secondary schools in developing countries. The Agency also is interested in efforts to improve the quality of teacher training colleges through the design and delivery of programs that reflect best practices for skills training in critical thinking, inquiry, and reflection to encourage the acquisition of competencies relevant to social and economic development needs.

Preference will be given to partnership applications that respond to concrete needs and opportunities as articulated by host country strategic plans, policymakers, and education officials, including immediate short-term needs for replacement of teachers to maintain the supply, and long-term needs to ensure stability and quality of the supply.

USAID is particularly interested in partnerships and networks that will inform policymaking and practice to:

- improve the quality and cost-effectiveness of teacher training;
- increase the number of individuals seeking and obtaining a high quality teaching degree or certification;
- decrease the time required to acquire certification and job placement;
- establish appropriate accreditation standards for teacher training at the primary and secondary levels;

- create and strengthen outreach services for in-service teacher training and;
- increase the resources available for teacher training.

Successful applications will propose innovative approaches and strategies that:

- develop, implement and evaluate rapid teacher training programs that meet a country’s immediate need for teacher replacement;
- provide opportunities for continual teacher upgrading through in-service training to maintain quality;
- propose new approaches for outreach services to in-service teachers, particularly those in rural areas;
- assess and propose certification and accreditation standards for primary and secondary teacher training;
- increase output from teacher training colleges by; e.g., revising the curriculum and reducing the length of formal training;
- increase teacher training rates including through use of distance education programs for teacher development;
- recruit new teachers from non-traditional sources; and
- propose innovative approaches to teacher training for education of underserved groups; e.g., girls and out-of school youth.

Applicant U.S. institutions should provide evidence of their leadership in the areas of chosen collaboration and in the use of appropriate technology and management information systems to rapidly increase the reach and impact for improving the quality of teacher training. Partner institutions should provide evidence that the proposed collaboration addresses their priorities and indicate the impact anticipated.

### **(6) MBA Programs and Private Sector Development**

USAID considers management skills as vital to economic growth. Many countries lack sufficient managers to lead private sector development in a global economy. This is due, in part, to the lack of institutional education and training programs that develop the requisite knowledge and skills for a reliable supply of personnel.

To address this need, the Agency seeks applications for cost-effective partnerships that develop and institutionalize a short- and long-term capacity to train managers whose skills in administration, strategic planning, and financial management can foster the development of a dynamic private sector. There is

particular interest in collaborations that involve business schools and private sector partners, along with appropriate NGO and public sector organizations.

Applications should demonstrate how the collaborating parties will have a near-term impact on private sector needs in the host country, and demonstrate how they will affect the country's long-term ability to develop a growing cadre of managers equipped to lead local private sector enterprises in the domestic and international economy.

USAID is especially interested in partnerships that will develop MBA programs in cooperating countries and emphasize the following:

- program designs and approaches that reflect particular challenges and opportunities facing the concerned country;
- the design of a curriculum that targets the needs of the private sector in the country;
- the development of program linkages with private sector companies;
- the engagement of trainees in practical cases and activities;
- the incorporation of distance education approaches as appropriate; and
- affiliation and collaboration with a U.S.-based MBA program.

Applications that present alternative models and approaches are also welcome, as the Agency is aware that there have been many changes in the field of executive and management education in recent years and alternatives to the MBA program, which may be especially well-suited or readily adaptable to the needs of developing countries.

Applicant U.S. institutions should provide evidence of their leadership in developing and institutionalizing short- and long-term capacity to develop cadres of managers equipped to foster private sector development, and in the use of appropriate technology and management information systems to increase the reach and impact for the training. Partner institutions should provide evidence that the proposed collaboration addresses their priorities and indicate the impact anticipated.

#### **(7) Institutional Partnerships to Address Other Critical Development Needs**

USAID recognizes that higher education institutions are mindful of critical development needs and emerging development issues beyond those already listed here.

ALO  
The Association Liaison Office  
for University Cooperation in Development

The Agency welcomes applications for partnership activities that reflect emerging policy and technical solutions to development problems. Applications in this category should identify the specific development challenge, how this relates to the goals and strategic objectives of USAID with particular attention to specific country or regional missions, and how the partnering institutions in the United States and one or more USAID-assisted countries will collaborate to address it, the expected results, and their impact.

Applicant U.S. institutions should provide evidence of the interest of USAID technical officers in the areas of the applicant institutions' chosen collaboration and in the use of appropriate technology and management information systems to increase collaborative research and training, particularly with students and colleagues in USAID-assisted countries. Partner institutions should provide evidence that the proposed collaboration addresses their priorities and indicate the impacts anticipated.

#### **Terms of the Solicitation**

Contingent upon the obligation of USAID funds, ALO plans to conduct a peer-reviewed competition to make eighteen (18) awards of up to \$100,000 each to implement cooperative partnerships, over a two-year period, between higher education institutions in the United States and in USAID assisted countries to address one of the six areas of strategic interest or other critical development needs as discussed in this RFA. Activities under an award are anticipated to commence by February/March 2004 and be completed over a two-year period.

Successful applications will be characterized by the scope of the collaboration and the significance of the development results to be achieved. ALO encourages applications from or involving institutions that have not previously won an ALO award or that have not previously collaborated with USAID. A list of previous ALO awardees may be found on the ALO Web site at [www.aascu.org/alo](http://www.aascu.org/alo). ALO also encourages partnerships in USAID-assisted developing countries that have not previously been engaged in an ALO collaboration. **For the purpose of this special request for applications, ALO will not make awards for applications that supplement, sustain, or expand upon existing or prior ALO partnership awards. Proposed collaborations comprised of the same U.S. and overseas personnel involving the same institutions working towards partnership objectives similar to those of the existing or prior award will not be considered eligible.**

Applications must identify clearly: (1) Support for USAID's goal of "Building Human Capacity through Education and Training" and the strategic objective that "the contribution of host-country institutions of higher education to sustainable development increases;" (2) the area of strategic interest or critical development need, as specified in this request for applications, to be pursued; (3) the rationale for the collaboration, including alignment with the country's expressed needs and with related initiatives in the country (including through USAID and other donors), and the strengths and mutual interests of the partners to undertake the initiative; (4) the activities to be accomplished and the outcomes to be achieved in each year of the partnership; (5) a monitoring and evaluation plan that indicates in quantifiable and objective terms the expected development outcomes; (6) USAID Mission or Regional Bureau interest, via the USAID Mission/Regional Response Form contained in this RFA; (7) the schedule of activities by year; (8) the budget summary, annual budgets, and budget narrative. Applicants should budget funds (travel and per diem) to cover the required participation of at least one representative each from the U.S. institution and the overseas institution in ALO's Annual Meeting in Washington, D.C., during each year of the partnership under ALO funding. A maximum of four representatives per year may attend the conference using award funds. Applications must also include an abstract (3 pages maximum) summarizing items (1) through (8).

**Applications must indicate a total cost sharing of at least 25 percent from the U.S. institution(s).**

Additional cooperating institutions, private sector partners, and other U.S. institutions are also encouraged to contribute resources. Both the quality and the quantity of cost sharing and other contributions proposed in the application will be taken into account by the peer reviewers toward determining the most competitive and highest ranked applications for USAID funding. Applicants should itemize all cost sharing on the budget form, including waivers of tuition and other academic costs, faculty release time, stipends, professional development funds, travel, supplies, equipment, other direct costs, indirect costs, etc., and indicate other contributions, in cash or in-kind, on the accompanying "Statement of Contributions." In the past, applications with a total cost share that significantly exceeds 25 percent have been found to be the most competitive.

Cash and in-kind contributions will be accepted as part of the applicant's cost sharing when such contributions are: (a) verifiable from the applicant's records; (b) not included as contributions for any other federally-assisted program; (c) reasonable for the accomplishment of

partnership objectives; and (d) not paid by the federal government under another grant.

Contributions that do not meet the above definition of cost share should be indicated on the Statement of Contributions. These may include the cooperating institutions' contributions of personnel and other direct and indirect costs in support of the development efforts.

Applications must be received at ALO **by 5:00 p.m., Eastern Standard Time (EST), November 4, 2003.** Faxed or electronically transmitted applications will not be accepted. Peer review of applications is slated for early December 2003. USAID Mission(s) and/or Bureaus, will be asked to provide concurrence before ALO announces awards. Notification about awards is expected in January 2003.

Awards will be executed as subagreements between the lead U.S. university, college, community college, or consortium, and the American Council on Education (ACE), through the Association Liaison Office for University Cooperation in Development (ALO), under USAID Cooperative Agreement HNE-A-0097-00059-00. Institutions recommended for awards will receive a draft version of a subagreement to review, and a revised draft subagreement will be submitted to USAID for approval. Subagreements are slated for full approval in February/March 2004, and work is expected to begin immediately thereafter. No ALO award or any cost share funds may be expended prior to a fully executed (i.e., signed by both parties) subagreement between ACE/ALO and the lead U.S. institution.

Award funds for the partnership will be disbursed to the lead institution in the United States, based on the applicant's implementation of the work plan, stated budget, and submission to ALO of financial reports and narrative progress reports. It is the lead U.S. institution's responsibility to provide disbursements (reimbursements) for its collaborating partner in accordance with the agreed-upon activity schedule and budget.

USAID requires overseas participants to enter the United States for training and related partnership activities on J-1 exchange visitor visas. USAID expects the lead U.S. institution to use the USAID J-1 visa procurement system known as TraiNet. USAID expects that institutions would not use the SEVIS system to issue DS-2019 documents for participants partially or wholly funded by USAID. U.S. institutions should allow at least 6-8 weeks for the processing of visas when planning activities in the United States.

## Eligibility and Review of Applications

ALO welcomes applications from the member institutions of ACE, AACC, AASCU, AAU, NAICU, and NASULGC, and from other regionally accredited, degree-granting, U.S. higher education institutions. Institutions with current awards are eligible to present new applications from other academic departments or with a different development focus. Partnerships between U.S. and Mexican universities are encouraged to submit an application under the next RFA for the Training, Internships, Exchanges, and Scholarships (TIES) initiative.

Applications will be reviewed by panels of higher education experts in international development. Awards will be made on the basis of the reviewers' recommendations of merit and USAID concurrence. There will not be a set number of awards by area of strategic interest or critical development need.

### Application Review Guidelines

Peer reviewers will use the following criteria to evaluate the applications:

#### I. Development Challenge and USAID Interests 20 points

Compelling and clearly defined development challenge(s); alignment with an area of strategic interest as specified in this special solicitation or other critical development need; alignment with the development priorities and/or needs of the host country and complementary to existing assistance programs and other donor initiatives where applicable; concurrence and support of the USAID Mission or Regional Office.

#### II. Partnership Design and Potential Results 25 points

Strength, appropriateness, and feasibility of the partnership; quality of the implementation plan and timetable; potential to achieve important development results and positive impacts on the partnering institutions; likelihood of achieving demonstrable milestones in each year of the partnership; cost-effectiveness of the proposed partnership activities.

#### III. Mutuality and Sustainability of the Partnership 25 points

Fit with existing strengths and mutual interests of the partnering institutions; extent of institutional commitment (engagement of faculty, students, and/or administrators) including participation by the host-country institution; level of commitment to cost sharing by partnering institutions; quality of plans for partnership sustainability; involvement and commitment of other

development partners (other higher education institutions, businesses, community organizations, and/or other government agencies).

#### IV. Plan for Monitoring and Assessing Results 15 points

Strength of plan for monitoring and reporting on partnership activity; plan for measurement of interim performance and assessment of educational development outcomes; appropriateness of instruments for detailing how the capacity of individuals, the institution, and the wider community has been affected by the partnership.

#### V. Overall Presentation and Budget 15 points

Overall quality, cohesion, and substance of the partnership application narrative; appropriateness and adequacy of budget plan and narrative in relation to the breadth and scope of the proposed collaboration; accuracy of budget figures.

**Total Points: 100 points**

### Application Format

The contents of the application should be provided in the order listed below:

**Title page** (see form included), *Key Personnel*, total *Award Amount* requested, *Cost Sharing* (U.S. institutions), *Total Cost of Partnership*, *Signatures* of authorized officials.

#### Table of Contents

**Abstract** (not to exceed 3 typed, double-spaced pages, 12-point font)

**Narrative** (not to exceed 20 typed, double-spaced pages, 12-point font) of the proposed partnership describing:

- The specific **Area of Strategic Interest or Critical Development Need** to be addressed; the potential of the partnership to contribute to achievement of USAID's **Strategic Objectives**.
- The **Rationale** for and **Design** of the collaboration.
- **Strengths, Mutual Interests of the Partnering Institutions, Sustainability of Partnership, and Benefits** to the cooperating institutions.
- **Activities** to be accomplished over the course of the partnership.
- **Anticipated Results/Development Outcomes**.
- **Methodology and Instruments for Assessment of Development Outcomes**. Results indicators, methodology, and instruments for assessment of development outcomes and reporting of progress.

**Appendices** (*Attachments beyond the stated appendices will not be read nor taken into consideration*):

- **Summary Budget Form and Annual Budget Forms** to be completed for each year of activity indicating costs of personnel, fringe benefits, travel, equipment, supplies, other direct costs, and indirect costs requested for award and contributed as cost sharing.
  - A detailed **Budget Narrative** to explain the basis for the calculations of the figures presented in the summary budget and annual budgets; i.e., cost computations and explanation for personnel, fringe benefits, travel expenses including transportation and per diem, equipment, supplies, other direct costs, and indirect costs.
  - **Statement of Contributions** other than “cost share,” from other partners.
  - **Schedule of Planned Activities** for two years of funding, with completion dates by year, of all proposed activities, specifying components of the partnership and anticipated development outcomes.
- 1-2 page **Résumés**, of the proposed lead U.S. and cooperating institution director(s) and other expert personnel.
  - **Signed Letters of Support** from the presidents, chancellors, or other chief executive officers of the cooperating institutions in the United States and overseas, in addition to the signature of the proposed U.S. partnership director and letters of support from other participating organizations.
  - **Signed Letter from Appropriate Official at Applicant Institution** verifying that all costs cited conform to established institutional policies and practices.
  - Signed **USAID Mission/Regional Bureau Response Form**. For assistance in ascertaining USAID mission contacts, inquiries may be directed to Mr. Gary Bittner, USAID, email: [gbittner@usaid.gov](mailto:gbittner@usaid.gov).

## **Application Summary**

### **2003 Special Request for Applications Institutional Partnerships in Higher Education for International Development**

**Deadline:** Applications must be received by **November 4, 2003, 5:00 p.m. (EST)** from a U.S. college or university. Faxed or electronically submitted applications will **not** be accepted.

**Eligible Applicants:** All members of the American Council on Education (ACE), the American Association of Community Colleges (AACCC), the American Association of State Colleges and Universities (AASCU), the Association of American Universities (AAU), the National Association of Independent Colleges and Universities (NAICU), and the National Association of State Universities and Land-Grant Colleges (NASULGC), and other regionally accredited, degree-granting, U.S. higher education institutions.

**Award Period:** Two years. Activities funded through this competition are expected to commence immediately after the final subagreement has been fully executed.

**Award Amount:** Up to \$100,000 over a two-year period. Applications that request more than the stipulated amount will not be reviewed. Partnership awards are contingent upon expected obligation of funds by USAID.

**Cost Sharing:** The minimum 25 percent total cost sharing of the award amount must be met by the U.S. institution(s). Evidence of cash or in-kind support from public or private sources is required. This may include waivers of tuition and other academic costs, faculty release time, stipends, professional development funds, travel, supplies, equipment, other direct costs, indirect costs, etc.

**Commitments:** Successful applicants will collaborate with ALO, USAID, and Institutional Partnership participants. One representative from the U.S. partner institution, and one representative from the overseas institution must attend the Annual ALO Meeting in Washington, D.C. Partners share resource materials with Institutional Partnership Program colleagues and other interested parties.

Financial expenditure and cost sharing reports must be submitted at least quarterly and narrative progress reports semi-annually. Within 30 days of completion of activities under the award, partners must submit a final report to ALO to be forwarded to USAID, and agree to its broad dissemination throughout USAID and the higher education community.

**Note:** Once an application has been received, there is to be no contact with the ALO office until the completion of the peer review process in order to ensure fairness to all parties concerned. Letters of communication from members of the U.S. Congress in support of an application are discouraged as these may be thought to prejudice the peer-review process. Upon final announcement of the award, all applicants are invited to request copies of their peer reviewers' scores. Neither personal reviews nor comparative score tabulations will be shared.

## Application Title Page

### 2003 Special Request for Applications Institutional Partnerships in Higher Education for International Development

Please refer to the electronic version (in Word) on the ALO Web site at [www.aascu.org/alo](http://www.aascu.org/alo).

1. U.S. institution: \_\_\_\_\_

2. Cooperating institution: \_\_\_\_\_ Country: \_\_\_\_\_

3. Name of proposed partnership: \_\_\_\_\_

4. Strategic Interest (Check one box only):

1) Higher Education Leadership and Administrative Transformation

2) Workforce Development and Community Colleges       3) Agriculture and Environment

4) Management of Private and Public Sector Institutions in Countries Severely Affected by HIV/AIDS

5) Improving Teacher Training Colleges and Institutions       6) MBA Programs and Private Sector Development

7) Other Critical Development Needs (specify: \_\_\_\_\_)

5. Key personnel:

U.S. partnership director's name: \_\_\_\_\_

Title: \_\_\_\_\_ Dept.: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-mail address: \_\_\_\_\_

Cooperating institution partnership director's name: \_\_\_\_\_

Title: \_\_\_\_\_ Dept.: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-mail address: \_\_\_\_\_

**6. Other cooperating U.S. institution(s) and director(s), if any (add sheets as necessary):**

**Institution:** \_\_\_\_\_

Co-partnership director's name: \_\_\_\_\_

Title: \_\_\_\_\_ Dept.: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-mail address: \_\_\_\_\_

**7. Other partners (e.g., other higher education institutions, business, foundations, community-based organizations, NGOs, government agencies) (add sheets as necessary):** \_\_\_\_\_

\_\_\_\_\_

**8. Funds requested of ALO: \$** \_\_\_\_\_

**9. Cost sharing from the U.S. institutional partner(s): \$** \_\_\_\_\_ (Percentage of Award: \_\_\_\_\_)

**10. Total cost of partnership activity: \$** \_\_\_\_\_

**11. Abstract of the partnership activity and anticipated results (attach 3 separate pages).**

**12. One sentence description of partnership** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**13. Please list any other U.S. federal agencies where you have submitted this particular application or any similar/overlapping application for funding. Also, if this application is a component of a larger project that has been funded or for which funds are being sought, please explain.**

**14. Signatures:** An officer from each cooperating institution must authorize this application (add pages as necessary).

----- U.S. Institution Partnership Director Name	----- Signature	----- Date
----- U.S. Institution Partnership Director Title		
----- U.S. Institution CEO (or designee) Name	----- Signature	----- Date
----- U.S. Institution CEO (or designee) Title		
----- Cooperating Institution Partnership Director Name	----- Signature	----- Date
----- Cooperating Institution Partnership Director Title		
----- Cooperating Institution CEO (or designee) Name	----- Signature	----- Date
----- Cooperating Institution CEO (or designee) Title		

## Budget Instructions and Forms

Applications must include a line-item summary budget and annual budgets for each year of the partnership together with a narrative explanation of the budget figures. Clearly indicate the method of cost computation and how the total charge for each budget item was determined for the ALO award, the cost sharing by the applicant institution, and contributions from other partners. The items on the five-column budget form are: (1) Personnel (wages and salaries); (2) Fringe Benefits; (3) Travel; (4) Equipment (if applicable; typically a cost shared item); (5) Supplies; (6) Other Direct Costs; (7) Total Direct Costs; (8) Indirect Costs; and (9) Totals.

All of the items listed in the five column budget, whether supported by ALO award monies or cost sharing contributions, must be reasonable, necessary to accomplish partnership objectives, allowable in terms of the applicable federal cost principles, auditable, and incurred during the award period. U.S. Institutional cost sharing must meet the minimum 25 percent requirement.

**1. Personnel (Line I).** Personnel includes all individuals involved in the partnership who are employed by the applicant institution. Stipends for any individuals not employed by the applicant institution are usually listed and documented under Other Direct Costs. The detailed budget narrative must provide the position, title, and the method of cost computation of the actual wages/salary, including summer salary, for each individual. Calculations should be shown as a percentage of academic year or annual salary and must conform to established institutional policies and practices.

Example 1.	ALO Award	Applicant Institution Cost Share
Partnership Director: 10% time x \$75,000/yr.		\$7,500
Partnership Coordinator: 20% time x \$60,000/yr.	\$12,000	
Graduate Student Assistant: 10% time x \$24,000/yr.		\$2,400
Administrative Assistant: 50% time x 4 wks x 40 hrs./wk x \$10/hr. = \$800		\$800

Example 2.	ALO Award	Applicant Institution Cost Share
The Partnership Director will spend 10% time during the academic year and one month each in summer 200X and summer 200Y based on a 9-month salary of \$75,000/yr. Calculation: $\$75,000/9 = \$8,333 \times 2 = \$16,666$ .	\$16,666	\$7,500

**2. Fringe Benefits (Line II).** Fringe benefits may include established institutional contributions for social security, employee insurance, pension plans, etc. Only those benefits which are not included in the institution's indirect cost pool may be considered direct costs. Fringe benefits are calculated on the basis of a certain percentage of annual salary. Where more than one fringe benefit rate is used, include each as appropriate.

Example:	Applicant Institution Cost Share
Partnership Director: 25% x \$75,000/yr.	\$18,750

**3. Travel (Line III).** In compliance with the “Fly America Act” (for reference, see <http://www.tvlin.com/resources/FlyAct.html>), all international air travel rates must be based on the use of U.S.-registered carriers and/or international carriers “code-shared” with U.S. carriers when available. In the latter instance, travelers must have tickets issued by a registered U.S. carrier. Provide the actual calculations for each trip (domestic and international) by specifying the trip origin, trip destination(s), the number of individuals traveling, the length of the trip in days, and the per diem for each of the destination(s). For international travel per diems, refer to: <http://www.state.gov/m/a/als/prdm>. For domestic travel per diems, refer to <http://policyworks.gov/org/main/mt/homepage/mtt/perdiem/travel.shtml>.

Example:

ALO  
Award  
\$4,121.60

The partnership director and coordinator will make an initial visit to the overseas partner institution in Year 1. All rates are calculated using U.S. carriers and per diem according to the most recent U.S. Department of State rates for foreign travel.

Travel from City of Origin to Final Destination:

Transportation: 2 travelers x \$1000 (round-trip on Airline Name) = \$2,000

Lodging, Meals and Incidental Expenses (M&IE): 2 travelers x 10 days x \$100/day  
(no more than the maximum per diem for Destination City) = \$2,000

Ground transportation: From (place of origin) to airport (city of origin),  
2 travelers x 30 mile roundtrip @ .36/mile = \$21.60

From airport (destination city) to hotel, 2 travelers by taxi = \$100

Total = \$4,121.60

**N.B.** Applicants must budget for attendance at ALO’s annual 2½ day conference in Washington, DC for each year during the award period. Partnerships are expected to send one representative from the U.S. institution(s) and one representative from the international institution(s). A maximum of four partnership representatives may be funded with ALO award monies to attend the conference each year (Additional project personnel may attend, subject to approval by ALO, if they are funded by other sources).

**4. Equipment (Line IV).** Permanent equipment is defined as non-expendable personal property with a useful life of more than one year and an acquisition cost of \$5,000 or more per unit. ALO discourages the use of award monies for equipment-related costs. In-kind equipment contributions, however, are appropriate and encouraged.

**5. Supplies (Line V).** Supplies include consumable supplies, materials to be used by the partners and items of expendable equipment; i.e., items costing less than \$5,000 and with an estimated useful life of less than one year. The detailed budget narrative must list the types of supplies with accompanying approximate total costs and indicate the approximate cost per unit, where applicable.

Example:

Paper, notebooks, pencils, pens, and magic markers: \$80

20 books x \$5/book = \$100

Total: \$180

**N.B.** Supplies consumed by the partnering overseas institution under a subaward from their partner U.S. institution should appear under Other Direct Costs (below).

**6. Other Direct Costs (Line VI).** Give the cost of all training activities including instruction, participant and travel costs per person and per activity. Indicate costs charged to the ALO award (USAID) and cost share by the applicant institution and other partners. Indicate training costs as unit costs per participant as well as totals, as in Example 1 below as appropriate. This information is required by the USAID J-1 visa procurement system (TraiNet).

**N.B. All ALO award monies to be expended by cooperating institution(s), under a subaward, must be itemized and explained in this section.**

The cost of photocopying and printing, long-distance phone calls, equipment rental, postage, and other services related to partnership activities, which are not included under other budget categories or under indirect costs should be included in this category.

Example 1:

*3-Week Short – term Training Program in the United States*

*a) Instruction Costs:*

Type	Per Participant Cost	Number of Participants	USAID Costs <i>ALO Award</i>	Non-USAID and other Contributions		Total Cost
				Applicant Institution	Cooperating Institution	
<i>Books</i>	\$35.00	6	\$210	\$0	\$0	\$210
<i>Supplies</i>	\$0	6	\$0	\$0	\$0	\$0
<i>Course Materials</i>	\$30.00	6	\$180	\$0	\$0	\$180
<i>Academic Tuition</i>	\$1,000	6	\$3,000	\$3,000	\$0	\$6,000
<i>Registration Fees</i>	\$75.00	6	\$0	\$450	\$0	\$450
<b>TOTAL COSTS</b>	<b>\$1,140</b>	<b>N/A</b>	<b>\$3,390</b>	<b>\$3,450</b>	<b>\$0</b>	<b>\$6,840</b>

Total USAID Instruction Costs: \$3,390

Total Applicant Institution Instruction Cost Share: \$3,450

Total Cooperating Institution Instruction Cost Share: \$0

*b) Participant Costs:*

Type	Per Participant Cost	Number of Participants	USAID Costs <i>ALO Award</i>	Non-USAID and other Contributions		Total Cost
				Applicant Institution	Cooperating Institution	
<i>Per Diem *</i>	\$1,600	6	\$9,600	\$0	\$0	\$9,600
<i>Medical Examinations</i>	\$100	6	\$600	\$0	\$0	\$600
<i>Visa Fees</i>	\$100	6	\$600	\$0	\$0	\$600
<i>Taxes (Income, Federal and State)</i>	\$0	6	\$0	\$0	\$0	\$0
<b>TOTAL COSTS</b>	<b>\$1,800</b>	<b>N/A</b>	<b>\$10,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,800</b>

Total USAID Participant Costs: \$10,800

Total Applicant Institution Participant Cost Share: \$0

Total Cooperating Institution Participant Cost Share: \$0

\*Lodging, meals and incidental rate per locality as stipulated by the U.S. Department of State or other rate used by sponsoring institution. In the case of the latter, give a brief explanation. For domestic travel and per diem rates, refer to <http://policyworks.gov/org/main/mt/homepage/mt/perdiem/travel.shtml>.

\*\* U.S. Department of State per diem rate for X city, X state is \$80. \$80 x 20 days = \$1,600

c) Travel Costs:

Type	Per Participant Cost	Number of Participants	USAID Costs <i>ALO Award</i>	Non-USAID and other Contributions		Total Cost
				Applicant Institution	Cooperating Institution	
Airfare from <i>X City of Origin</i> to <i>Y Final Destination</i>	\$650	6	\$3,900	\$0	\$0	\$3,900
Ground Transportation: From (place of origin) to airport (city of origin)	\$30	6	\$180	\$0	\$0	\$180
Local travel	\$40	6	\$0	\$240	\$0	\$240
<b>TOTAL COSTS</b>	<b>\$720</b>	<b>N/A</b>	<b>\$4,080</b>	<b>\$240</b>	<b>\$0</b>	<b>\$4,320</b>

Total USAID Travel Costs: \$4,080

Total Applicant Institution Travel Cost Share: \$240

Total Cooperating Institution Travel Cost Share: \$0

Example 2:

Stipends for any individuals not employed by the applicant institution should be listed in this section.

Dr. X will be the outside evaluator. He will spend 3 days during each of two years on the partnership. His established fee is \$400/day x 3 days/year x 3 years.

ALO Award: \$3,600

Example 3:

Telephone: long-distance \$25/month x 18 months

ALO Award: \$450

**7. Total Direct Costs (Line VII).** Provide accurate calculation of total for Direct Costs. Total Direct Costs are calculated by adding lines I through IV (Personnel + Fringe Benefits + Travel + Equipment + Supplies + Other Direct Costs = Total Direct Costs)

**8. Indirect Costs (Line VIII).** Indirect costs are calculated by applying a negotiated indirect cost rate (NICRA) to a distribution base (usually some or all of the direct costs of the partnership; e.g., salaries plus fringe benefits). The budget narrative must state the applicant institution's NICRA and that of other collaborating U.S. institutions.

Example:

The Applicant Institution's current federally negotiated indirect cost rate is 26 % of salaries and fringe benefits.  
Calculation: 26% of \$60,000 = \$15,600

Applicant Institution  
Cost Share

\$15,600

**9. Totals (Line IX).** Provide accurate calculation of Totals. Totals are calculated by adding Direct and Indirect Costs (Lines VII and VIII).

**N.B.** Cost sharing by the applicant institution should be clearly stated in the budget as the applicant's contribution. Preference is given to applicants proposing to waive or substantially cost share indirect costs in order to utilize the highest possible proportion of award monies for direct partnership costs.

Upon completing the detailed budget narrative, applicants should double-check to ensure that the figures in the budget detail and narrative are consistent with those on the budget forms, are correct, and that all costs included in the application conform to established institutional policies and practices before the application is submitted to ALO.

Association Liaison Office for University Cooperation in Development  
Promoting Higher Education Partnerships for Global Development

**Summary Budget  
(Totals for Years 1 and 2)**

*Please refer to the electronic version of this form and budget forms for Years 1 and 2  
(in Excel) on the ALO Web site [www.aascu.org/alo](http://www.aascu.org/alo).*

(Mth/Yr to Mth/Yr)	ALO (Award)	Applicant Institution (Cost Share)	Cooperating Institution (Cost Share)	Other (Cost Share)	Total
I. Personnel	_____	_____	_____	_____	_____
II. Fringe Benefits	_____	_____	_____	_____	_____
III. Travel	_____	_____	_____	_____	_____
IV. Equipment*	_____	_____	_____	_____	_____
V. Supplies	_____	_____	_____	_____	_____
VI. Other Direct Costs**	_____	_____	_____	_____	_____
VII. Total Direct Costs (=I+...+VI)	_____	_____	_____	_____	_____
VIII. Indirect Costs***	_____	_____	_____	_____	_____
IX. Totals (= VII+VIII)	_____	_____	_____	_____	_____

\* Institutions are discouraged from requesting award monies for equipment.

\*\* Amounts budgeted for training, which include instruction, participant and travel costs, should be itemized in the budget narrative under Other Direct Costs. These costs should be indicated as unit costs per participant as well as totals.

\*\*\* Institutions are encouraged to contribute indirect costs as part of their cost sharing.

**Note: If the contributions of the cooperating institution, or others, do not meet the terms of “cost share,” do not include on this form. Provide detail in a separate statement in the Appendices.**

Association Liaison Office for University Cooperation in Development  
*Promoting Higher Education Partnerships for Global Development*

### Budget Form Year 1

*Please refer to the electronic version of this form and budget forms for Summary and Year 2  
 (in Excel) on the ALO Web site [www.aascu.org/alo](http://www.aascu.org/alo).*

(Mth/Yr to Mth/Yr) <b>Year 1 of 2</b>	ALO  (Award)	Applicant Institution (Cost Share)	Cooperating Institution (Cost Share)	Other  (Cost Share)	Total
I. Personnel	_____	_____	_____	_____	_____
II. Fringe Benefits	_____	_____	_____	_____	_____
III. Travel	_____	_____	_____	_____	_____
IV. Equipment*	_____	_____	_____	_____	_____
V. Supplies	_____	_____	_____	_____	_____
VI. Other Direct Costs**	_____	_____	_____	_____	_____
VII. Total Direct Costs (=I+...+VI)	_____	_____	_____	_____	_____
VIII. Indirect Costs***	_____	_____	_____	_____	_____
IX. Totals (= VII+VIII)	_____	_____	_____	_____	_____

\* Institutions are discouraged from requesting award monies for equipment.

\*\* Amounts budgeted for training, which include instruction, participant and travel costs, should be itemized in the budget narrative under Other Direct Costs. These costs should be indicated as unit costs per participant as well as totals.

\*\*\* Institutions are encouraged to contribute indirect costs as part of their cost sharing.

**Note: If the contributions of the cooperating institution, or others, do not meet the terms of “cost share,” do not include on this form. Provide detail in a separate statement in the Appendices.**

Association Liaison Office for University Cooperation in Development  
*Promoting Higher Education Partnerships for Global Development*

### Budget Form Year 2

*Please refer to the electronic version of this form and budget forms for Summary and Year 2  
 (in Excel) on the ALO Web site [www.aascu.org/alo](http://www.aascu.org/alo).*

(Mth/Yr to Mth/Yr) <b>Year 2 of 2</b>	ALO (Award)	Applicant Institution (Cost Share)	Cooperating Institution (Cost Share)	Other (Cost Share)	Total
I. Personnel	_____	_____	_____	_____	_____
II. Fringe Benefits	_____	_____	_____	_____	_____
III. Travel	_____	_____	_____	_____	_____
IV. Equipment*	_____	_____	_____	_____	_____
V. Supplies	_____	_____	_____	_____	_____
VI. Other Direct Costs**	_____	_____	_____	_____	_____
VII. Total Direct Costs (=I+...+VI)	_____	_____	_____	_____	_____
VIII. Indirect Costs***	_____	_____	_____	_____	_____
IX. Totals (= VII+VIII)	_____	_____	_____	_____	_____

\* Institutions are discouraged from requesting award monies for equipment.

\*\* Amounts budgeted for training, which include instruction, participant and travel costs, should be itemized in the budget narrative under Other Direct Costs. These costs should be indicated as unit costs per participant as well as totals.

\*\*\* Institutions are encouraged to contribute indirect costs as part of their cost sharing.

**Note: If the contributions of the cooperating institution, or others, do not meet the terms of “cost share,” do not include on this form. Provide detail in a separate statement in the Appendices.**

## **USAID Mission/Regional Bureau Response Form**

### **2003 Special Request for Applications Institutional Partnerships in Higher Education for International Development**

USAID's Office of Education, within the Bureau for Economic Growth, Agriculture, and Trade (EGAT/ED), the principal funding unit, seeks to ensure that institutions submitting applications to ALO include indication of the Mission's concurrence. This requirement does not mean that the full proposal, which is proprietary and will be submitted to a peer-review panel, need be shared with the Mission. An Abstract of the partnership, including results linked to USAID's country or regional bureau strategic objectives, should suffice. The institution submitting an application to ALO provides the information below. The USAID Mission is asked to reply on this form and to return it to the submitting institution, which will include it with its application. Questions about this concurrence requirement may be directed to the Chief Technical Officer, Gary Bittner, at [gbittner@usaid.gov](mailto:gbittner@usaid.gov).

In September 1997, USAID awarded a Cooperative Agreement to the American Council on Education (ACE), with the American Association of Community Colleges (AACCC), the American Association of State Colleges and Universities (AASCU), the Association of American Universities (AAU), the National Association of Independent Colleges and Universities (NAICU), and the National Association of State Universities and Land-Grant Colleges (NASULGC).

The Agreement (HNE-A-00-97-00059-00) seeks to mobilize the resources of American higher education in support of international development cooperation. One portion of the Agreement supports partnerships between higher education institutions in the United States and in cooperating countries to demonstrate how they can apply their expertise collaboratively to development challenges, and to increase the capacity of institutions in USAID-assisted countries to contribute to development. The applications undergo a rigorous peer-review process to qualify for funding.

ALO in cooperation with USAID is issuing this call for applications for higher education partnerships that focus on one of the following six areas of strategic interest: (1) higher education leadership and administrative transformation; (2) workforce development and community colleges; (3) agriculture and environment; (4) management of private and public sector institutions in countries severely affected by HIV/AIDS; (5) teacher training (6) MBA programs and private sector development; and (7) ALO and USAID also invite applications for higher education partnerships that address other critical development needs targeted towards the strategic objectives of USAID missions or that reflect emerging policy and technical solutions to development problems. In the latter instance, applicants must provide endorsement or concurrence by the appropriate USAID technical officers. The complete RFA, with detail on the areas of interest, may be found on the ALO web site: [www.aascu.org/alo](http://www.aascu.org/alo).

Awards will be for \$100,000, for two years. These funds may be complemented by additional Mission support, although this is not expected or required. The partnerships involve the institutions' private and public sector partners, and expand ways in which universities, colleges, and community colleges may meet their mandate of service to include the development of the local community, the region, the nation, and another part of the world. The program is administered by ALO.

1. U.S. institution: \_\_\_\_\_

2. Cooperating institution: \_\_\_\_\_ Country: \_\_\_\_\_

3. Name of proposed partnership: \_\_\_\_\_

4. Strategic Interest (Check one box only):

1) Higher Education Leadership and Administrative Transformation

2) Workforce Development and Community Colleges       3) Agriculture and Environment

4) Management of Private and Public Sector Institutions in Countries Severely Affected by HIV/AIDS

5) Improving Teacher Training Colleges and Institutions       6) MBA Programs and Private Sector Development

7) Other Critical Development Needs (specify: \_\_\_\_\_)

5. Key personnel:

U.S. partnership director's name: \_\_\_\_\_

Title: \_\_\_\_\_ Dept.: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-mail address: \_\_\_\_\_

Cooperating institution partnership director's name: \_\_\_\_\_

Title: \_\_\_\_\_ Dept.: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-mail address: \_\_\_\_\_

6. Other cooperating U.S. institution(s) and director(s), if any (add sheets as necessary):

Institution: \_\_\_\_\_

Co-partnership director's name: \_\_\_\_\_

Title: \_\_\_\_\_ Dept.: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-mail address: \_\_\_\_\_

7. Other partners (e.g., other higher education institutions, business, foundations, community-based organizations, NGOs, government agencies) (add sheets as necessary): \_\_\_\_\_  
\_\_\_\_\_

8. Funds requested of ALO: \$ \_\_\_\_\_
9. Cost sharing from the U.S. institutional partner(s): \$ \_\_\_\_\_ (Percentage of Award: \_\_\_\_\_ )
10. Total cost of partnership activity: \$ \_\_\_\_\_
11. Abstract of the partnership activity and anticipated results (attach 3 separate pages).
12. If this application is selected for possible funding through the peer-review process, would you concur with that decision?
- Yes     No    With reservations (explain):

13. Mission and/or Regional Bureau Comments about the application:

14. Mission Officer (e.g. sector or strategic objective team leader or designee)

(PLEASE PRINT NAME CLEARLY): \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Title: \_\_\_\_\_

**USAID Missions and/or Regional Bureaus please return this form to the institution that sent it to you.  
Please do not send it to ALO or EGAT/ED.**

## Application Checklist

### 2003 Special Request for Applications Institutional Partnerships in Higher Education for International Development

Please use this checklist to ensure completeness of the application:

- \_\_\_ **Title Page** (form with all required signatures)
- \_\_\_ **Table of Contents**
- \_\_\_ **Abstract** (3 double-spaced, 12-point font pages maximum)
- \_\_\_ **Narrative** (20 typed, double-spaced, 12-point font pages maximum, excluding appendices)
- \_\_\_ **Appendices** (*Attachments beyond the appendices below will not be read nor taken into consideration*):
  - \_\_\_ **Summary Budget** and **Two Annual Budgets** (maximum of 3 forms)
  - \_\_\_ **Detailed Budget Narrative**
  - \_\_\_ **Statement of Contributions**, other than “cost share,” from cooperating and other partners
  - \_\_\_ **Schedule of Planned Activities**
  - \_\_\_ **Résumés** 1-2 pages only
  - \_\_\_ **Signed Letters of Support**
  - \_\_\_ **Signed Letter from Official at Applicant Institution**
  - \_\_\_ **USAID Mission/Regional Bureau Response Form**

**Send the original application, and seven (7) hard copies of the complete application package (all on loose-leaf paper, clipped together — no three-ring binders, staples, or plastic bindings), and a diskette or CD (Microsoft Word/Excel for PCs) containing the entire application, including the all budget forms, detailed budget narrative, and other appendices to:**

Institutional Partnership Program  
Association Liaison Office for University Cooperation in Development  
1307 New York Avenue, N.W., Suite 500  
Washington, D.C. 20005-4701  
(Tel. 202-478-4700)

**Deadline: Receipt at ALO by 5:00 p.m. (EST), November 4, 2003.  
Faxed and electronic applications will not be accepted.**

The Association Liaison Office  
for University Cooperation in Development  
1307 New York Avenue, N.W., Suite 500  
Washington, D.C. 20005  
Phone: (202) 478-4700  
Fax: (202) 478-4715  
E-mail: [alo@aascu.org](mailto:alo@aascu.org)  
[www.aascu.org/alo](http://www.aascu.org/alo)