Language Training Center Program

FOREIGN AREA OFFICER REGIONAL SKILL SUSTAINMENT INITIATIVE

REQUEST FOR PROPOSAL AND APPLICATION GUIDELINES

Defense Language and National Security Education Office

DEADLINE FOR RECEIPT OF PROPOSAL:
Friday, May 24, 2019, 4:30 P.M. Eastern Time

A Program Administered By:
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SECTION 1: REQUEST FOR PROPOSAL OVERVIEW

The Institute of International Education (IIE), acting as the administrative agent for the Defense Language and National Security Education Office (DLNSEO), seeks proposals for an initiative under the Language Training Centers (LTC) Program to provide experienced Foreign Area Officers (FAOs) with opportunities to interact with and learn from regional experts to enhance their knowledge of regional and area studies.

The LTC Program is a DoD-funded initiative established in 2011 to accelerate the development of foundational or higher-level expertise in strategic languages and regional studies for DoD personnel by leveraging U.S. institutions of higher education to meet the existing and demonstrated training needs of DoD units, offices, and agencies. Section 529 of the National Defense Authorization Act of 2010 authorized DoD to establish language training centers at accredited universities to increase DoD’s training capacity in strategic languages and regional area studies for DoD personnel.

ELIGIBILITY

Accredited U.S. institutions of higher education with instruction in regional and area studies are eligible to apply. Historically Black Colleges and Universities and Minority Serving Institutions are encouraged to apply. Applicants must demonstrate the capacity to provide instruction in regional and area studies for Foreign Area Officers that addresses U.S. national policy, regional issues, third party influences, culture, communication and negotiation skills. Additionally, applicants must demonstrate the ability to organize and provide seminar sessions outside the continental United States (OCONUS). The Department of the Navy is the primary DoD partner under this initiative and applicants must demonstrate the capacity to work together as a team to support this project. Applicants must also demonstrate the capacity to deliver custom designed training outside the regular academic calendar.

BACKGROUND

Foreign Area Officers are the Department of Defense’s (DoD) uniformed experts that possess a unique combination of strategic focus, regional expertise, cultural awareness, and foreign language proficiency. They provide DoD with a uniformed presence in key countries and regions around the world. FAOs are commissioned officers competitively selected to be in the FAO program by the Military Services (Army, Air Force, Navy and Marine Corps). While each Service manages its FAO program independently, all Service programs are governed by agreed upon policy as articulated in both the DoD Directive 1315.17, “Military Department Foreign Area Officer (FAO) Programs” and the DoD Instruction 1315.20, “Management of Department of Defense Foreign Area Officer Programs.”

FAOs play key roles in the formulation and execution of national security strategy. They serve as senior defense officials, defense/military attachés, security cooperation officers at U.S. embassies,

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1 The Department of Defense Directive 1315.17, “Military Department Foreign Area Officer (FAO) Programs” and the DoD Instruction 1315.20, “Management of Department of Defense Foreign Area Officer Programs” are currently being updated and scheduled to be re-published in 2019.
political-military planners or analysts in Combatant Commands and Defense Agencies, arms control treaty inspectors, and as liaison officers to host nations or allies. There are approximately 2,950 FAOs in the Active Component, Reserves, and National Guard. FAOs currently serve in more than 130 countries across nine regions: Latin America, Europe, South Asia, Eurasia, China, Middle East and North Africa, Northeast Asia, Southeast Asia, and sub-Saharan Africa.

To be designated as a FAO, an officer must:
- be qualified in a principal military specialty to establish military credentials;
- possess a graduate-level education focused on the assigned region;
- have regional duty experience; and
- demonstrate advanced foreign language proficiency for at least one of the dominant regional languages.

The FAO Regional Skill Sustainment Initiative under the LTC Program was established in 2015 in response to Service requests for additional focus on regional and area studies as part of their professional development. The 3-day resident seminars are held in Washington, D.C. or OCONUS (e.g. seminars were held in Germany, which is where U.S. European Command and U.S. Africa Command are located, for a seminar focused in Europe or Africa). At least two seminar courses cover global or trans-regional issues important to FAOs, such as energy security, healthcare, conflict management, border security, or trafficking. The seminars are tailored to emphasize advanced understanding and analysis of regional security affairs as well as focus on the challenges and opportunities that U.S. policymakers face as the U.S. seeks to advance its national security interests. In 2016-2018, approximately 475 FAOs participated in the seminar courses.

Participants in the FAO Regional Skill Sustainment Program are selected by their Services’ FAO Proponent Offices. These offices monitor their FAO cohorts’ training and assignments and are perfectly suited to know which FAOs would benefit most. The course sizes have traditionally been approximately 25 participants who have already completed at least one FAO utilization tour or are currently serving in a FAO position. These officers generally hold the rank of Lieutenant Colonel or Colonel (Army, Air Force, Marine Corps) or Commander or Captain (Navy). The Regional Skill Sustainment Program is not designed for initial FAO qualification. Depending on class size or attendance, opportunities arise for other personnel to attend. This is managed by exception and coordinated through DLNSEO and the Department of the Navy.

The Services or the FAOs’ unit of assignment are responsible for travel and per diem expenses for all FAO participants in the Regional Skill Sustainment Program.

**INITIATIVE GOAL AND OBJECTIVE**

The goal of this initiative is to provide FAOs with advanced understanding and analysis of the most current regional security affairs, and the impact of regional activities on interagency and joint operations in a seminar forum by leveraging regional and area studies programs at U.S. institutions of higher education working with government and private sector experts to meet the existing and demonstrated training needs of DoD units, offices, or agencies.
SECTION 2: PROPOSAL GUIDELINES

The project narrative should outline specific ways in which the applicant intends to develop an intensive, residential seminar curriculum that would advance a FAO’s understanding of regional security affairs and interagency and joint operations.

SPECIFIC GUIDELINES ON CURRICULUM AND INSTRUCTION

Proposals must articulate a curriculum that addresses the following issues:

1) National Policy and Regional Issues – Provide a better understanding of current U.S. government policy towards a significant regional issue or theme. Seminars should cover the perspectives of the Department of Defense, Congress, U.S. Department of State, and the U.S. Department of Homeland Security as well as academic and non-governmental experts.

2) Great Power Competition – The National Defense Strategy published in 2018 emphasized the reemergence of great power competition regarding Russia and China. Provide a better understanding of how the activities of China and Russia affect regional security issues in other parts of the world (Africa, Latin America) as well as on the topics covered in the seminar classes.

3) Third Party Influences in the Region – Provide a better understanding of the various perspectives and concerns of security partners associated with a specified regional issue or theme. Seminars should cover the perspectives of major third-party influences (media, business, religious groups, political parties, nongovernmental organizations, etc.) in the region, their goals, aims and objectives, and the impact these various perspectives have on a regional issue or theme.

4) Culture, Communication and Negotiation Skills – Develop a greater understanding and ability to evaluate key cultural aspects of the region or sub-region under study, and the effect of these influences on U.S. and DoD efforts to build relationships and communicate with host nations and potential partners in that region.

5) FAO Professional Community Issues, Developments and Lessons Learned (in coordination with Service partner) – Provide FAOs the opportunity to engage senior FAOs and discuss their experiences in order to gain feedback on real world operational cases in either a classroom or social environment.

Additionally, the applicant will develop a curriculum that addresses the objectives stated above within the following parameters:

1) Provide no fewer than five in-residence seminars (up to 4 days in length) per fiscal year that will focus on the following geographic commands: European Command, Africa Command, Central Command, Southern Command, and Indo-Pacific Command. In order to maximize FAO participation in the seminars, these seminars will be offered in a geographic command’s area of responsibility reasonably close to a Headquarters location (For example, a seminar focused on the Indo-Pacific Command Region can be held in Hawaii or a country with a HQs/Embassy in the region, e.g. South Korea, etc.). Appendix 1 provides an example of a previous regional area program schedule for Africa.

2) Provide at least two in-residence seminars (up to 4 days in length) annually that cover global or trans-regional issues important to FAOs such as energy security, healthcare, conflict
management, border security, or trafficking. Topics on security cooperation activities should also be considered for these seminars. Appendix 2 provides an example of a previous cross-cutting seminar on energy security.

3) Create flexible, modular curriculum within the seminar that takes into account the participants’ levels of experience and skill sets. Program content will build upon and be similar in scope to that offered to college/university graduate students. This is expected to be more advanced than the regional education provided to FAOs during their accession training.

4) Allocate time in the schedule for FAOs to discuss the current status of the Service FAO programs and to provide feedback on real world operational cases.

5) Invite subject matter experts, policymakers, and practitioners drawn from academia, government, nongovernmental organizations, and the private sector to the seminars. Honoraria for nongovernmental experts must be in compliance with all federal grant regulations. Honoraria may not be provided for active duty military or federal civilian employees.

6) Class size varies and ranges from 20-30 FAOs per seminar class. Seminar participant names will be provided to the grantee by a point of contact at DLNSEO; therefore, advanced planning of seminar courses is highly encouraged to ensure maximum participation of FAOs. DLNSEO along with the Department of the Navy will coordinate the attendee list and prioritize attendance if and when the courses become full.

Applicants should address provisions for classroom seminar space and accommodations in Washington, DC and other locations serving the individual geographic commands. Applicants are encouraged to engage partners to address issues of space and availability of local expertise. FAO attendees are responsible for making hotel reservations; however, applicants are encouraged to have a list of local area hotels that offer per diem rates that they can share with seminar participants.

Applicants are encouraged to establish relationships with other institutions and programs to enhance the development of their curricula, strengthen partnerships and leverage expertise. These relationships may include, but are not limited to, the five DoD Regional Centers: George C. Marshall European Center for Security Studies (http://www.marshallcenter.org/mcpublicweb), Asia-Pacific Center for Security Studies (http://www.apcss.org), William J. Perry Center for Hemispheric Defense Studies (https://www.williamjperrycenter.org), Africa Center for Strategic Studies (http://africacenter.org), and Near East-South Asia Center for Strategic Studies (http://nesa-center.org). These centers share the common goal of building partner capacity by addressing regional and global security issues with strategic-level military and civilian leaders through courses, seminars, workshops, research and dynamic outreach in an educational environment.

**PROGRAM EFFECTIVENESS**

Applicants must present clear plans for assessing or measuring the program’s effectiveness. Seminar participant survey or feedback may be a tool that can be used to evaluate and improve seminar courses and inform future program planning. Successful applicants will explain how their proposed program will build a sustainable framework that will endure regardless of changes to university personnel.
**PROJECT COLLABORATION**

The success of this initiative is dependent on the collaboration and partnership between the Department of the Navy and the selected institution. Applicants are required to participate in a webinar on Wednesday, May 1, 2019 @ 2:30-3:30 p.m. (Eastern Time) to discuss coordination with the Department of the Navy and to address questions regarding cooperation and expectations.

Upon grant award, IIE/DLNSEO will inform the grantee of the Department of the Navy point of contact; direct coordination and planning on agenda topics, possible seminar venues/locations, participant recruitment, and scheduling may commence at that time. The grantee will consult with the Department of the Navy on curriculum and expertise within the government in preparation for the seminars. Additionally, an initial meeting will be held in Washington, DC in August/September timeframe between the grantee, DLNSEO, Department of the Navy representatives, and IIE to discuss the project.

**PROJECT TIMELINES**

IIE anticipates awarding the grant with the effective date on or around August 1, 2019. This will allow the selected institution to plan, develop, implement and manage the program in coordination with the Department of the Navy and to start offering seminar courses from September 2019 – July 2020. Proposals will address important outcomes and timetables encompassing each period.

**FUNDING**

This special initiative under the LTC Program is subject to the availability of funds. Funding will be administered by IIE. IIE anticipates awarding one grant of approximately $850,000 for a 12-month period beginning August 1, 2019 and ending July 31, 2020

Proposal narrative should address comprehensive plans to begin August 1, 2019 and to end on July 31, 2020 and should only submit a 12-month budget.

DLNSEO anticipates that, depending on overall program performance and funding availability, additional funding may be available for subsequent program cycles. Subsequent funding will be contingent on program success and the availability of funding. Programs selected to continue for a second, third or fourth year will be asked to submit budgets for those years at a later point in time and should not submit multi-year budgets at this point in time.

Applicants must adhere to budget guidelines. Specific instructions on preparing the budget can be found in “Section 4: Application Procedures.” When developing the budget, best efforts should be made to include competitive costs and discounts, in order to best leverage federal dollars. While all costs that comply with relevant OMB Circulars will be considered, IIE and DLNSEO reserve the right to reduce, revise, or otherwise adjust proposal budgets in accordance with this special initiative’s needs and goals, and the availability of funds.

IIE expects to notify applicants of this award on or before July 1, 2019.
SECTION 3: MERIT REVIEW PROCESS AND EVALUATION CRITERIA

MERIT REVIEW PROCESS

Proposals will be evaluated by a merit-review panel organized by the Institute of International Education (IIE). The panel, which may include outside evaluators from academia, the private or federal sectors, or other individuals knowledgeable in the field, will rank proposals and make recommendations to IIE. Final award funding decisions will be made by DLNSEO, in consultation with IIE, and will be based on the review panel recommendations, funding availability, and program priorities. Final award funding levels may be lower than those proposed by the selected applicant.

All costs must be allowable, allocable, and reasonable. IIE and DLNSEO will consider whether each proposed budget has the ability to support the proposed project in an efficient and effective way while demonstrating a reasonable and appropriate allocation of funding.

The final award will be made by IIE to the selected institution. IIE may discuss the grant application with the selected applicant, if deemed necessary. IIE also reserves the right to award grants without discussion with any applicant. IIE may reject any or all applications, or cancel the competition, if applications do not sufficiently demonstrate their ability to meet the stated goals of the initiative.

EVALUATION CRITERIA

The proposal and budget will be evaluated based on the following criteria:

1. Effective plan of operation, including: (40 points)
   a. Comprehensive description of project design and plans for implementation, and the adequacy of the resources to undertake the project.
   b. Clear description of seminar offerings to include faculty, staffing, and recruitment of outside experts.
   c. Detailed description of collaboration among departments and programs and institutional partners in the project.
   d. Clear plan for project administration and management and individual responsibilities.
   e. Demonstrate sufficient institutional expertise in both the instructional content and the ability to execute the training proposed.
   f. Demonstrate the ability to organize and provide seminars in CONUS and OCONUS.

2. Impact, institutional support and project sustainment (30 points)
   a. Discussion of the anticipated impact of the initiative on the institution.
   b. Articulate previous experience in development and execution of regional and cultural training.
   c. Provide clear evidence of institutional capacity and commitment in providing high-quality training to FAO personnel and coordination with the Department of the Navy.
   d. Clear description of program effectiveness utilizing different evaluation tools.
3. Strength of key personnel and project team (15 points)
   a. The qualifications of the project director and other key personnel.
   b. Clear description of project team collaboration, including roles, responsibilities, and reporting lines.

4. Budget and cost effectiveness (15 points)
   a. Budget notes must be clear and comprehensive.
   b. Request must be adequate and reasonable to successfully meet grant objectives.

All costs must be allowable, allocable, and reasonable. IIE/DLNSEO will consider whether the budget has the ability to support the proposed project in an efficient and effective way while demonstrating a reasonable and appropriate allocation of funding.

**MINIMUM STANDARDS**

The applicant must meet the minimum standards for receiving federal funds, as defined in 32 CFR 22.415, which states:

To be qualified, a potential recipient must:
   a) Have the management capability and adequate financial and technical resources, given those that would be made available through the grant or cooperative agreement, to execute the program of activities envisioned under the grant or cooperative agreement.
   b) Have a satisfactory record of executing such programs or activities (if a prior recipient of an award).
   c) Have a satisfactory record of integrity and business ethics.
   d) Be otherwise qualified and eligible to receive a grant or cooperative agreement under applicable laws and regulations (see § 22.420(c)).

**GENERAL COMPLIANCE REQUIREMENTS**

The applicant must agree to abide by all federal laws, rules, and regulations regarding performance and financial management, including, but not limited to:

   a) The International Air Transportation Fair Competitive Practices Act (Fly America Act) of 1974 (49 U.S.C. 40118) and the interpretative guidelines issued by the Comptroller General of the United States in the March 31, 1981, amendment to Comptroller General Decision B138942;
   b) DoDGARs Part 32, “Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations, and the OMB Circulars below apply specifically to educational institutions;”
   c) Uniform Guidance: Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards Title 2 CFR Part 200
   d) U.S. Executive Order No. 13224;
   e) The USA PATRIOT Act (Public Law 107-56).
REQUIRED REPRESENTATIONS AND CERTIFICATIONS

Submission of a Proposal constitutes certification that the:

a) Applicant is not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from covered transactions by any Federal Department or Agency. Applicant will comply with the requirements of the Government-wide debarment and suspension (Non-Procurement) 2 CFR 215.13;
b) Applicant is not delinquent on any Federal debt;
c) Applicant will comply with the requirements of the Drug-Free Workplace Act PL 100-690, Title V, Subtitle D;
d) Applicant will comply with the requirements of the Equal Employment Opportunity Act. E.O.11246, as amended by E.O.11375, and as supplemented by regulations at 41 CFR Part 60;
e) Applicant will comply with the requirements of the Clean Air Act (42 U.S.C. 7401 et seq.) and the Federal Water Pollution Control Act (33 U.S.C. 1251 et Seq.), as amended;
f) Applicant certifies that no federally appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of Congress, or an employee of a Member of Congress in connection with this Agreement and will comply with the applicable requirements of 31 U.S.C. 1352, Restrictions on Lobbying, and Standard Form LLL, Disclosure of Lobbying Activities;
g) Applicant will comply with applicable provisions of the national policies prohibiting discrimination, including, but not limited to: Title VI of the Civil Rights Act of 1964, the Age Discrimination Act of 1975, and the Rehabilitation Act of 1973.

All CFR references can be found via the following link: http://www.ecfr.gov/

*As of December 26, 2014, OMB A-21, OMB A-110 and OMB A-133 were consolidated into one single document OMB A-81 and now referred to as “Uniform Guidance: Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards Title 2 CFR Part 200.”
SECTION 4: APPLICATION PROCEDURES

PROPOSAL CONTENT

The sections described above represent the body of the applicant’s proposal submitted to IIE. All guidance above relates to required components of the proposal and must be submitted. Failure to submit the required sections may result in the proposal not being accepted or reviewed.

A successful proposal must include and/or address the following:

1. Transmittal letter from the applicant institution’s Sponsored Projects/Research Office
2. Title page
3. Abstract of no more than 250 words
4. Proposal narrative of no more than twenty (20) pages that respond to the guidance provided in the solicitation and the selection criteria.
5. A list of key personnel directly involved in the development and management of the proposed project, including key partners across the institution. Include complete contact information: mail and email addresses, and telephone and fax numbers.
6. An appendix including short curriculum vitae of no more than three pages for each key personnel involved, with mini-bios for other personnel.
7. Appendix including a timeline for project activities.
8. Appendix including any tables or graphics necessary to present methodology, protocols or to clarify information more effectively.
9. Support letters from appropriate senior university leadership (e.g. president, provost, vice president of academic affairs, deans, department chair) indicating institutional support for the creation of this initiative that serves DoD personnel.

BUDGET CONTENT

1. An itemized budget and
2. A budget notes

A budget and budget notes, which must include only allowable, allocable, and reasonable costs, must follow the instructions below:

   a. The budget must be a detailed, line-item budget using the major cost categories shown on the form in Section 5 of this Request for Proposal. It is not necessary to include in the budget any major cost categories for which there are no proposed costs.
   b. Include a separate note for each line item in the budget.
      • For fringe benefits, a summary description applied to all rates is acceptable as long as back up documentation is provided. Submissions should include a link to the university’s fringe benefits rates and policies and a copy of the relevant documents should be included with the proposal.
   c. Budget notes must be ordered sequentially and must follow the order of the line items in the budget.
   d. Budget notes must be written in clear and formal language and full sentences.
e. Budget notes must describe, in a complete sentence or two, the main project-related responsibilities of each person listed on the budget. If not already listed on the budget, the note must also include the official title or position of the individual. Finally, notes must explain how the cost of the work is being covered, e.g. course buyouts, summer salary, etc.

f. Whenever possible, the basis for estimating the costs should be explained on the actual budget form (not in the note). When space on the form does not allow for an explanation of costs, explain the basis for estimating the costs in the note. Basis for costs should include, whenever possible, an estimated unit cost and the estimated number of units necessary for the project. Do not include the basis for cost estimates in the notes if you have already provided the information on the budget itself.

g. The Services are responsible for travel and per diem expenses for all FAO participants in the program so do not include participant travel and per diem expenses in your budget.

h. Essential, project-related overseas travel will be considered on a case by case basis. Any overseas travel must include the purpose, destination city and country, the number of travelers, and the estimated number of days for the trip.

i. For all international air travel, the Fly America Act will apply and flights should be budgeted accordingly. As funding is through the Department of Defense, the Open Skies Agreement will not apply.

j. For domestic travel, list each trip separately on the budget form.

k. Please provide a link to the university’s negotiated indirect cost rate agreement (NICRA) and include a copy of the relevant documents with the proposal.

APPLICATION FORMAT

1. Margins: 1” on all sides
2. Type face: 12 pt, Times New Roman
3. Spacing: double-spaced throughout
4. Printing: double-sided when possible
5. Binding: binder clip
6. Copies: one (1) signed original and ten (10) copies
7. Pages numbered consecutively, starting with title pages, and in the order specified in “Proposal Content”.

NOTICE: Failure to abide by these requirements or failure to submit a complete proposal will result in disqualification.

APPLICATION QUESTIONS

A webinar will be held to field questions regarding this solicitation:

- Wednesday, May 1, 2019, 2:30-3:30 p.m. Eastern Time

To register for the webinar, please visit https://www.dodltc.org/request-proposal. The applicant will receive a confirmation email with instructions for participation in the webinar.
Following the webinar, FAQs will be posted on the LTC website at http://www.dodltc.org.

**Applicants are required to participate in the webinar.** Additionally, applicants may address questions to **LTC@iie.org** prior to the webinar. Questions will be answered by e-mail and addressed during the webinar. Responses will be posted on the LTC website.

**TRANSMISSION INSTRUCTIONS**

Please send one (1) original plus ten (10) copies of your proposal by U.S. Postal Service or by delivery service (e.g. FedEx) to:

LTC Team  
ATTN: Mr. Lawrence Mason  
Institute of International Education  
1400 K Street, NW  
Washington, DC 20005  
[Telephone for delivery service: 202-898-0600]

The **DEADLINE FOR RECEIPT** is **4:30 p.m. (EST), Friday, May 24, 2019**. The burden of timely delivery is the applicant’s. Proposals received after the deadline will be disqualified. Proposals must be mailed or delivered (e.g., FedEx). Faxed and emailed proposals will not be accepted.
SECTION 5: BUDGET FORM

Applicants are encouraged to use the Excel version of the budget template available online. Please include 2 decimal places in all budget categories that are not whole numbers. Do not use rounding formulas.

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Language Training Center
Date

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8/1/2019 - 7/31/2020
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**SUBTOTAL DIRECT COSTS**     $0.00

**MODIFIED TOTAL DIRECT COSTS** $0.00

**TOTAL INDIRECT COSTS**       $0.00

**TOTAL AWARD AMOUNT**        $0.00
## APPENDIX 1: AFRICA REGIONAL SEMINAR

### TUESDAY, 15 JULY

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>0800-0830</td>
<td>Welcome and Introduction</td>
</tr>
<tr>
<td>0830-1000</td>
<td>Africa’s Arc of Instability</td>
</tr>
<tr>
<td>1000-1015</td>
<td>Coffee Break</td>
</tr>
<tr>
<td>1015-1145</td>
<td>Somalia and Al Shabaab</td>
</tr>
<tr>
<td>1145-1300</td>
<td>Lunch</td>
</tr>
<tr>
<td>1300-1420</td>
<td>The North African Autumn</td>
</tr>
<tr>
<td>1420-1430</td>
<td>Coffee Break</td>
</tr>
<tr>
<td>1545-1615</td>
<td>Regional Issue</td>
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<tr>
<td>1615-1700</td>
<td>FAO Roundtable</td>
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### WEDNESDAY, 16 JULY

<table>
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<th>Time</th>
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<tbody>
<tr>
<td>0830-1000</td>
<td>Africa’s Multi-National Security Structures</td>
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<td>1000-1015</td>
<td>Coffee Break</td>
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<tr>
<td>1015-1145</td>
<td>FAO Panel Service Proponents</td>
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<td>1145-1300</td>
<td>Lunch</td>
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<tr>
<td>1300-1430</td>
<td>French Interventions in Africa</td>
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<td>1430-1445</td>
<td>Coffee Break</td>
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<td>Time</td>
<td>Event</td>
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<td>1445-1615</td>
<td>Can the Leopard Change its Spots? Reform and Resistance in the Congo</td>
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<td>1615-1700</td>
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**THURSDAY, 17 JULY**

<table>
<thead>
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<th>Time</th>
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<tbody>
<tr>
<td>0830-1000</td>
<td>The Aftershocks of Mali</td>
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<td>1000-1015</td>
<td>Coffee Break</td>
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<tr>
<td>1015-1145</td>
<td>Nigeria and Boko Haram</td>
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<tr>
<td>1145-1700</td>
<td>Conclusion Wrap Up</td>
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</tbody>
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**UNIFORM: Business Casual**
APPENDIX 2: ENERGY SECURITY SEMINAR

TUESDAY, 09 September

0800-0830 Welcome and Introduction:
0830-1000 Global Energy Markets: A Primer
1000-1015 Coffee Break
1015-1145 US Energy Security Policy
1145-1300 Lunch
1300-1420 Energy Security and National Security
1420-1430 Coffee Break
1430-1545 Future Energy Trends and Investment Decisions
1545-1615 Energy Security Issue
1615-1700 FAO Roundtable

WEDNESDAY, 10 SEPTEMBER

0830-1000 Climate Change, Geopolitics, and International Security
1000-1015 Coffee Break
1015-1145 Energy Security and Foreign Policy
1145-1300 Lunch
1300-1430 The Politics of Energy in the Persian Gulf and the Middle East
1430-1445 Coffee Break
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>1445-1615</td>
<td>Oil and International Conflict</td>
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<td>1650-1700</td>
<td>FAO Roundtable</td>
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<tr>
<td>0830-1000</td>
<td>Energy Markets and Political Instability</td>
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<td>1000-1015</td>
<td>Coffee Break</td>
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<tr>
<td>1015-1145</td>
<td>National Security Implications of Chinese Investments in World Markets</td>
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<td>1145-1700</td>
<td>Conclusion Wrap Up</td>
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**UNIFORM: Business Casual**