

## U.S. Middle East Partnership Initiative (MEPI)

with

### The Association Liaison Office for University Cooperation in Development

*Promoting Higher Education Partnerships for Global Development*



## 2004 Special Request for Applications U.S. - Middle East University Partnerships Program

**Date Issued: April 1, 2004  
Closing Date: June 15, 2004**

The U.S.-Middle East Partnership Initiative (MEPI) and the Association Liaison Office for University Cooperation in Development (ALO), in cooperation with the United States Agency for International Development (USAID) and the U.S. Department of State, are issuing a call for applications for the U.S.-Middle East University Partnerships Program.

USAID awarded in September 1997 a five-year 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-00-07-00059-00), in effect through September 2007, 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 usually 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 ALO.

### U.S. - Middle East University Partnerships Program

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

- 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;
- collaboratively address an array of complex economic, social, educational, and development issues and challenges; and
- disseminate information and share results of development cooperation both abroad and in the United States.

### U.S. - Middle East Partnership Initiative Objectives

The U.S. - Middle East Partnership Initiative (MEPI), announced by Secretary of State Colin Powell on December 12, 2002, provides a framework and funding for the United States to work together with governments and people in the Arab world to expand economic, political, and educational opportunity, especially for women and girls. More information about MEPI can be found online: [www.MEPI.state.gov](http://www.MEPI.state.gov).

The MEPI Education Pillar supports education systems that enable all people, especially girls, to acquire the knowledge and skills necessary to compete in today's economy and improve the quality of their lives and that of their families. Within the Education Pillar, MEPI is concentrating in the following three areas:

- Access - expand access to basic and post secondary education for all people, especially women and girls;
- Quality - improve the quality of basic and post-secondary education including teacher training, curriculum content, community empowerment, and digital readiness; and
- Skills Development - promote the development of employable skills.

Specifically, MEPI seeks to:

- improve the quality of faculty instruction, independent student research, and materials available at Arab universities;
- enhance Arab universities' administrative and managerial capacity;
- expand partnerships between U.S. and Arab universities and their private sector and civil society partners; and
- increase private sector employment of Arab university graduates.

## 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 governance;
- **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 re-establish conditions necessary for political and/or economic development.

## 2004 Special Request for Applications (RFA)

ALO seeks applications for higher education partnerships to strengthen Arab universities' programs in one of the following disciplines: (1) American Studies; (2) Business Administration and Economics; (3) Teacher Education; (4) Information and Communication Technologies; and (5) Media and Journalism.

Each program should address the MEPI Education Pillar's six key components of excellence in education: (1) curriculum development; (2) standards, assessment, and certification; (3) teacher training and certification; (4) administration (management and leadership); (5) parental participation and private sector support; and (6) technology utilization. Examples may include:

- cooperation between universities to help them identify and adopt new curricula that will enable them to meet the goals of each discipline;
- developing standards of what skills and knowledge students should gain in each discipline, and methods of assessment and certification, for both practical and academic work, using written or oral testing, research papers, or presentations;
- impart innovative teaching techniques and training for educators and professors in the relevant subject areas;
- work with universities to strengthen departmental administration of faculty and students, as well as the universities' management of various departments;
- establish internship programs and professional recruiting mechanisms with the private sector; and
- open computer labs to allow skills development and regular access to computers and the Internet.

## American Studies

Applications for partnering in American Studies should address Arab university faculty and undergraduate understanding of the United States and its institutions. Successful partnerships will create or expand existing academic degree programs that:

- expand awareness of how democratic values are reflected in the ways Americans live and govern themselves;
- increase knowledge of U.S. political institutions, systems of governance, and underlying political philosophies;
- garner appreciation for facets and underlying trends of U.S. society, including the role of civil society institutions and affiliations;
- explain America's tradition of free and independent media and its impact on popular culture;

- share America’s literary tradition including classic and modern texts; and
- impart knowledge of U.S. history with a special emphasis on American engagement in world affairs and diplomacy.

Successful applications will give faculty and students the knowledge base and tools to objectively compare America’s institutions and system of governance with that of other nations, and to translate what they learn in American studies into their own cultural context. Successful applications will encourage a collaborative approach to instruction among faculty so that independent subject areas become mutually reinforcing.

### **Business Administration and Economics**

Applications for partnering in Business Administration and Economics (including agribusiness) should address Arab universities’ mission of preparing students to succeed in the private sector marketplace and contribute their entrepreneurial talent in ways beneficial to economic growth. Successful partnerships will create or enhance existing academic degree programs that:

- utilize a practicum approach that engages students in helping local businesses;
- develop students’ business strategy and planning skills through interactive and practical training methods;
- increase students’ knowledge of finance and capital markets;
- enhance students’ understanding of free market systems and the drivers and impacts of globalization;
- encourage adoption of high codes of personal business conduct, business ethics, and corporate responsibility;
- provide students with a private sector internship opportunity prior to graduation; and
- provide students with local business mentors and career counseling.

In the area of agribusiness, successful applications will also address the skills and knowledge required to help an economy’s agricultural sector move up the value chain of product differentiation, food processing, branding, distribution, and so on.

### **Teacher Education**

Applications for partnering in Teacher Education should address the need for teachers at all grade levels who are well-versed and well-trained in the most up-to-date concepts, approaches, and research findings in pedagogy, teaching tools, and materials, and who are prepared to

transfer teaching methods and skills to others through in-service train-the-trainer programs. Successful applications will encourage higher education institutional partnerships and networks that build the capacity and improve the quality of teacher training colleges and institutions. Successful partnerships will create or enhance existing teacher-training programs that:

- provide students with practical classroom experience for credit prior to graduation;
- give students a working knowledge of western pedagogy;
- help students learn and model classroom management styles that promote independent, active, and participatory learning;
- sensitize students to gender-specific classroom behavior;
- enhance students’ abilities to develop lesson plans and introduce innovations in utilizing existing curricula;
- help students develop negotiation skills required to work successfully with their Ministries and local school administrators;
- help students develop outreach and communication skills necessary to create an inclusive learning environment that extends to parents and other members of the community;
- increase students’ comfort level with assessment tools, classroom performance evaluation, and standards of learning;
- develop tools necessary to identify and teach to students at varying skill levels; and
- increase students’ familiarity and proficiency in utilizing information and communication tools.

### **Information and Communication Technologies**

Applications for partnering in Information and Communication Technologies (ICT) should address Arab universities’ mission of developing a workforce proficient in and based on information technology. Successful partnerships will create or enhance existing ICT degree programs that:

- graduate students who meet or exceed international standards for skill and competency in the ICT profession;
- provide students with an internship opportunity in an ICT position with a local business prior to graduation;
- provide students with a mentor and a framework for career development in ICT;
- help students develop the requisite business and organizational management skills to create an ICT start-up, provide ICT training to others, and

otherwise contribute to the development of their country's IT sector;

- familiarize students with regulatory and policy issues supporting commercially viable technology development and deployment;
- sensitize students to issues related to content management and supervision, such as privacy, censorship, and free flow of information; and
- ensure students are well-versed in a wide range of ICT applications, such as GIS, long-distance education, or telemedicine, and technology platforms such as visualization tools and informatics.

## Media and Journalism

Applications for partnering in Media and Journalism should address Arab universities' mission to support independent journalism, professionalize media institutions, and increase adherence to journalistic standards. Partnerships in Media and Journalism should contribute to strengthening the role of free and independent media in society. Successful partnerships will create or enhance existing media and/or journalism degree programs that:

- utilize a practicum approach to hone their craft;
- graduate students who meet or exceed journalistic standards for skill and competency;
- provide students with negotiation skills required to advance their professional viewpoints within media organizations;
- develop students' communication and listening skills to become effective interviewers;
- sensitize students to the ethical canons governing the field of journalism;
- provide students with an internship opportunity in an appropriate media outlet;
- provide students with a mentor and career path counseling;
- expose students to a variety of journalism "beats" such as political campaign coverage, economic reporting, or international affairs reporting;
- help students develop the requisite business and organizational skills to manage an independent media outlet, find employment with a publishing house, or work as a freelance journalist; and
- increase students' bilingual (Arabic/English or French/English) ability to gather information and report on events.

## Terms of the Solicitation

ALO will conduct a peer-reviewed competition to award up to eight (8) grants of up to \$100,000 each over a two-year period to implement cooperative partnerships between higher education institutions in the United States and Arab universities located in Algeria, Bahrain, Egypt, Jordan, Kuwait, Lebanon, Morocco, Oman, Qatar, Saudi Arabia, Tunisia, the United Arab Emirates, the West Bank and Gaza, and Yemen. Arab institutions in several of the focus countries have expressed interest in partnering in specific areas. A list of these institutions and their contact information is attached to this RFA. Partnerships with these institutions are encouraged, but are not required for eligibility. MEPI and ALO encourage applications from institutions that seek to forge new partnerships, as well as applications to expand existing informal and formal linkages with Arab universities. Successful applications will be characterized by the scope of the collaboration and the significance of the educational development results to be achieved.

Awards are expected to commence in September 2004, and continue for a two-year period, through August 2006.

Applications must identify clearly: (1) support for MEPI's goal of enhancing the quality of Arab education and the MEPI key components of excellence specific to education as listed on page 2 of this RFA; (2) the discipline to be pursued; (3) the rationale for the partnership, including fit with the country's educational, economic, and civil society objectives; (4) the strengths and mutual interests of partnering institutions; (5) the activities to be accomplished and the outcomes to be achieved over the course of the partnership; (6) partnership milestones with accompanying schedule and interim performance metrics; (7) strategy for sustaining and strengthening the partnership; and (8) the summary budget, annual budgets, and budget narrative, including cost-sharing and other leveraging of contributions from the partner institutions, the private sector, and other parties. Travel and per diem for at least one representative from each proposed partner to attend ALO's annual meeting during summer 2005 and 2006 should be included in the budget. Applications must also include an abstract (4 pages) summarizing items (1) through (8). A copy of the abstract must also be submitted in electronic form (on diskette or CD, PC Word or equivalent). MEPI and USAID program representatives may share the abstracts with U.S. Embassy and USAID Mission officials for opinion in advance of the peer review process.

**Applications must indicate a total cost sharing of at least 25 percent from the U.S. institution.** Applicants are encouraged to propose a cost share to the extent they deem feasible, as peer reviewers will take into consideration level of cost sharing and other leveraging of contributions from the partner institutions, the private sector, and other parties. Both 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.

In-kind contributions may include, but are not limited to: waivers of tuition and fees for Arab students participating in academic exchanges; donation of library and classroom materials to the Arab partner; ICT infrastructure and Internet Service Provider subscription subsidy for the Arab partner and exchange students; faculty salaries; travel and/or per diem for Arab faculty and administrators to participate in professional exchange and development programs; provision of internships for Arab students hosted by the U.S. partner and American students hosted by the Arab partner; and indirect costs. Contributions not meeting the terms of "cost share" should also be described, especially those of the overseas partner institution.

Award funds for the partnership will be disbursed to the lead or coordinating institution, consortium, or association 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(s) in accord with the agreed-upon activity schedule and budget.

Applications must be received by ALO by 5:00 p.m., EDT June 15, 2004. Faxed or electronically transmitted applications will not be accepted. Peer review of applications is slated for late July 2004. U.S. Embassies will be asked to provide concurrence on the applications recommended for awards before MEPI and ALO announce final selection. Notification about partnerships selected for awards is expected in August 2004.

The 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-A0097-00059-00. U.S. Middle East Partnership Initiative (MEPI)

Institutions recommended for awards will receive a draft version of the subagreements to review. The subagreements are slated for full approval in September 2004.

Partnership directors must notify ALO in advance of all travel. ALO, through MEPI, will inform the appropriate U.S. embassy/consulate of the travel. Grantees must make themselves available to the U.S. embassy/consulate, as requested, for the purpose of coordination and consultation. In addition, partnering institutions must acknowledge MEPI in all publications and make information about this award available to MEPI for appropriate announcement and publication.

## **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 and consortia that are committed to creating institutional partnership programs between U.S. and Arab institutions of higher learning. Institutions with current ALO/MEPI awards are eligible to present new applications from other academic departments or with a different focus.

Applications will be reviewed by a panel including higher education and international development experts and a Department of State MEPI officer. Awards will be made on the basis of reviewers' recommendations of merit, and USAID, the U.S. Department of State, and U.S. Embassy concurrence. ALO has not established a set number of awards for any of the countries or five disciplines listed in this RFA.

## **Application Review Guidelines**

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

**I. Educational Need and MEPI Goals** (20 points)  
Compelling and clearly defined need for enhanced quality of higher education in a particular country in the Middle East — in particular, need for creation, expansion, or enhancement of existing academic degree programs within one of the disciplines specified in the RFA; and, potential to contribute to achievement of MEPI's education objective to expand Arab economic, political, and educational opportunity, especially for women and girls.

**II. Project Design and Potential Results of the Partnership** (20 points)  
Strength, appropriateness, and feasibility of the partnership design; quality of the proposed new or

U.S. Department of State

enhanced academic (degree) program in the identified discipline; quality of the implementation plan and timetable and likelihood of achieving demonstrable milestones; and, experience and qualifications of the individuals responsible for managing the partnership.

### **III. Reciprocity and Sustainability of the Partnership** (20 points)

Extent of institutional commitment (engagement of faculty, students, and/or administrators) including participation by the host-country institution; amount of cost sharing, including expected cash or in-kind contributions from all partners, and “other contributions” from overseas partners as indicators of cost-effectiveness; fit with existing strengths and mutual interests of the partnering institutions; and, quality of plans for partnership sustainability beyond the period of the award.

### **IV. Mutual Understanding and Relationships with Private Sector and Civil Society Partners** (15 points)

Extent to which the application provides for cultural and professional exchange between students, faculty and administrators; degree of collaboration in implementing activities; and, extent of relationship building with private sector and civil society partners (other higher education institutions, businesses, NGOs, community organizations, and/or other public/private agencies).

### **V. Plan for Monitoring and Assessment** (15 points)

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

### **VI. Overall Presentation and Budget** (10 points)

Overall quality, cohesion, and substance of the proposal and abstract; and, appropriateness and adequacy of the budget and budget narrative, and correlation between the budget and proposed partnership activities.

**TOTAL POSSIBLE POINTS 100 points**

## **Application Format**

**Please provide the contents of the application in the following order:**

**1. Abstract** (4 pages maximum, double-spaced pages, 12-point font, attached separately). The abstract should contain a summary of items listed on p. 4 of this RFA. Abstracts must be submitted in electronic form (on diskette or CD, PC Word or equivalent).

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

### **3. Table of Contents**

**4. Narrative** (not to exceed 20 typed, double-spaced, one-sided pages, 12-point font,) addressing all of the elements listed in Application Review Guidelines I-VI.

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

- **Schedule of Planned Activities** over the funding period, with completion dates by year, of all proposed activities, specifying components of the partnership and anticipated development outcomes. Activities must extend over a two-year period.
- **Summary Budget and Annual Budgets** indicating costs of personnel, fringe benefits, travel, equipment, supplies, other direct costs, and indirect costs requested for award and contributed as cost sharing.
- A **Budget Narrative** (no more than 3 pages) to explain the basis for the calculations of the figures presented in the summary budget. N.B. Additional tables and charts will not be reviewed.
- **Statement of Contributions** other than “cost share” from other partners.
- 1-2 page **Résumés**, of the proposed 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.

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## Application Summary

### 2004 Special Request for Applications U.S.- Middle East University Partnerships Program

**Deadline:** Applications must be received by the **deadline 5:00 PM, Eastern Daylight Time, June 15, 2004**. Faxed or electronically submitted applications will not be accepted. All elements of the application must be received by the deadline. Faxed copies of the application title page and letters that include all necessary signatures may be used as a placeholder in the application, provided signed originals are received at ALO within seven (7) calendar days of the deadline.

**Eligible U.S. Applicants:** All members of the American Council on Education (ACE), 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), and other regionally accredited, degree-granting, U.S. higher education institutions.

**Eligible Partnerships:** Partnerships between higher education institutions in the United States and Arab universities located in Algeria, Bahrain, Egypt, Jordan, Kuwait, Lebanon, Morocco, Oman, Qatar, Saudi Arabia, Tunisia, the United Arab Emirates, the West Bank and Gaza, and Yemen are eligible for awards under the U.S.-Middle East University Partnerships Program. Several Arab institutions have indicated interest in partnering in specific areas. A list of these institutions is attached to this RFA. Partnerships with these institutions are encouraged, but are not required for eligibility. MEPI and ALO encourage applications from institutions that seek to forge new partnerships, as well as applications to expand existing informal and formal linkages with Arab universities. Institutions with current ALO/MEPI awards are eligible to present new applications from other academic departments or with a different focus.

**Award Period:** Activities funded through this competition are expected to commence immediately after the final subagreement has been fully executed and last approximately two years. The application should not seek funding for partnership efforts beyond September 30, 2006.

**Award Amount:** Up to \$100,000 each. Applicants should not request more than the maximum award amount.

**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. In-kind contributions may include, but are not limited to: waivers of tuition and fees for Arab students participating in academic exchanges; donation of library and classroom materials to the Arab partner; ICT infrastructure and Internet Service Provider subscription subsidy for the Arab partner and exchange students; faculty salaries; travel and/or per diem for Arab faculty and administrators to participate in professional exchange and development programs; provision of internships for Arab students hosted by the U.S. partner and American students hosted by the Arab partner; and, indirect costs.

**Commitments:** Successful applicants must collaborate with ALO, the U.S. Department of State, USAID, and U.S.-Middle East University Partnerships Program participants. One representative from the coordinating U.S. institution(s) and one representative from a participating Middle East institution (up to a partnership maximum of four representatives) must attend the Annual ALO Meeting during summer 2005 and 2006. (Additional partnership personnel may attend if they are funded by other sources.)

U.S. - Middle East University partners must agree to share resource materials with Institutional Partnership Program colleagues and other interested parties and to submit monthly program updates and semi-annual progress reports via e-mail to ALO to be forwarded to the U.S. Department of State and USAID. Financial expenditure and cost sharing reports must be submitted at least quarterly. In addition, partners must maintain proactive and sustained collaboration with ALO, the U.S. Department of State, USAID, and other Institutional Partnership Program colleagues. Within 30

days of completion of activities under the award, partners must submit to ALO a final report to be forwarded to the U.S. Department of State and USAID, and agree to its broad dissemination throughout the Department of State, USAID, and the higher education community. Partnership directors must notify ALO in advance of all travel. ALO, through MEPI, will inform the appropriate U.S. embassy/consulate of the travel. Grantees must make themselves available to the U.S. embassy/consulate, as requested, for the purpose of coordination and consultation. In addition, partnering institutions must make information about this award available to MEPI for appropriate announcement and publication.

**Note:** Once an application has been received, there is to be no contact with the ALO office until after the peer review process has been completed in order to ensure fairness to all parties. 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. Such letters WILL NOT be forwarded to peer reviewers. Upon final announcement of awards, the person named in the application as partnership director may submit a written request for copies of the peer reviewers' scores for their application. No personal reviews will be granted, and no comparative score tabulations will be shared.

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**Application Title Page**

**2004 Special Request for Applications  
U.S. – Middle East University Partnerships Program**

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

1. **Applicant institution:** \_\_\_\_\_
2. **Partnering Middle East institution:** \_\_\_\_\_
3. **Name of proposed partnership:** \_\_\_\_\_
4. **Discipline (Check one box only):**  1) American Studies  2) Business Administration and Economics  
 3) Teacher Education  4) Information and Communication Technology  5) Journalism and Media

**5. Key personnel:**

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

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

Street address: \_\_\_\_\_

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

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

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

Middle East partnership director's name: \_\_\_\_\_

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

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

City: \_\_\_\_\_ Postal Code: \_\_\_\_\_ Country: \_\_\_\_\_

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: \_\_\_\_\_



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## Budget Instructions and Forms

Applications must include a line-item summary budget together with a narrative explanation of the budget figures for each year of the partnership. 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 in the narrative. 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 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.	\$6,000	\$6,000
Graduate Student Assistant: 25% time x \$16,000/yr.		\$4,000
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: $\$75,000/9 = \$8,333$ . $\$8,333 \times 2 = \$16,666$ .	\$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 that 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 (10% time x \$75,000/yr)	\$1,875
Partnership Coordinator: 25% x (20% time x \$60,000/yr)	\$3,000

**3. Travel (Line III).** In compliance with the “Fly America Act” (<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/mt/perdiem/travel.shtml>.

Example:

ALO  
Award  
\$4,062.50

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 @.37.5/mile = \$22.50

From airport (destination city) to hotel, 2 travelers by taxi = \$40

Total = \$4,062.50

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

a) 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 i.e., per participant costs as well as totals as this information is required by the USAID J-1 visa procurement system (TraiNet).

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

Example:	ALO Award
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.	\$3,600

c) 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:	ALO Award
TeleTel: long-distance \$25/month x 12 months	\$300

**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:	Applicant Institution Cost Share
The Applicant Institution's current federally negotiated indirect cost rate is 26 % of salaries and fringe benefits. Calculation: 26% of \$60,000 = \$15,600	\$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 budget, applicants should double-check to ensure that the figures in the budget and narrative are consistent, are correct, and that all costs included in the application conform to established institutional policies and practices before the application is submitted to ALO.

U.S. Middle East Partnership Initiative (MEPI) with the  
 Association Liaison Office for University Cooperation in Development  
*Promoting Higher Education Partnerships for Global Development*

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

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

(Mo/Yr to Mo/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** (= VII+VIII)	_____	_____	_____	_____	_____

\* Institutions are discouraged from requesting award monies for equipment.  
 \*\* 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 on a separate sheet and include with the Appendices.

U.S. Middle East Partnership Initiative (MEPI) with the  
 Association Liaison Office for University Cooperation in Development  
*Promoting Higher Education Partnerships for Global Development*

**Annual Budgets**

*(A separate form is required for each twelve-month period of the partnership)*

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

(Mo/Yr to Mo/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.

\*\* 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 on a separate sheet and include with the Appendices.

U.S. Middle East Partnership Initiative (MEPI) with the  
Association Liaison Office for University Cooperation in Development  
*Promoting Higher Education Partnerships for Global Development*

## Application Checklist

### 2004 Special Request for Applications U.S. – Middle East University Partnerships Program

Please use this checklist to ensure completeness of the application:

- \_\_\_ **Abstract** (4 pages typed double-spaced, 12-point font, one copy must be submitted electronically)
- \_\_\_ **Title Page** (form with all required signatures)
- \_\_\_ **Table of Contents**
- \_\_\_ **Narrative** (20 pages typed—excluding appendices—double-spaced, one-sided, 12-point font)
- \_\_\_ **Appendices** (*Attachments beyond the appendices below will not be read nor taken into consideration.*)
  - \_\_\_ **Schedule of Planned Activities**
  - \_\_\_ **Summary Budget and Annual Budgets** (3 forms in total)
  - \_\_\_ **Budget Narrative with explanation of costs** (3 pages maximum)
  - \_\_\_ **Statement of Contributions**, other than “cost share,” from cooperating and other partners
  - \_\_\_ **Résumés** 1-2 pages only
  - \_\_\_ **Signed Letters of Support** from U.S. and Middle East partners
  - \_\_\_ **Signed Letter from Official at Applicant Institution**

**Send one abstract, the original application plus seven (7) hard copies of the complete application package containing title page, table of contents, narrative and appendices (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 abstract and entire application, including all budget forms, budget narrative, schedule of planned activities, and other appendices to:**

2004 Special Request for Applications: MEPI  
Association Liaison Office for University Cooperation in Development  
1307 New York Avenue, NW, Suite 500  
Washington, DC 20005-4701

**Deadline: Receipt at ALO by 5:00 p.m. (EDT), June 15, 2004**  
**Faxed and electronic applications will not be accepted.**

Association Liaison Office for University Cooperation in Development (ALO)  
1307 New York Avenue, NW, Suite 500  
Washington, DC 20005  
Tel: (202) 478-4700; Fax: (202) 478-4715  
E-mail: alo@aascu.org Web site: www.aascu.org/alo

**Interested Middle East University Partners**  
**2004 Special Request for Applications**  
**U.S.- Middle East University Partnerships Program**

*Below are examples of universities in the region that have an interest in forging ties with U.S. universities. Partnerships with these institutions are not required for eligibility. An institution's primary interest(s), if provided, is listed in italics following its contact information. Please note: subject listings are not exhaustive. Listed universities may be interested in collaborating on a wide range of subjects. **Applicants are encouraged to check the current version of this list on the ALO website for any subsequent amendments** (<http://www.aascu.org/alo/RFPs/mepi04/mepi04.htm>).*

**Egypt**

**Cairo University - Fayoum Branch**

Prof. Abdel Fattah El Shershahi, Vice President  
Tel/Fax: 20-2-572-8779

**Cairo University - Beni Sueif Branch**

Prof. Mohamed Anas Gaafar, Vice President  
Tel: 20-2-573-5334  
Fax: 20-2-568-3111

**Cairo University - Giza**

Prof. Nagib El Helaly, President  
Tel: 20-2-572-7943  
Fax: 20-2-568-8884

**Ain Shams University**

Abbasiya, Cairo Prof. Saleh Hashem, President  
Tel: 20-2-684-7818  
Fax: 20-2-682-6107

**Helwan University**

Helwan, Cairo Prof. Amr Salama, President  
Tel: 20-2-556-9061  
Fax: 20-2-556-5820

**Alexandria University Alexandria**

Dr. Mohamed Abdellah, President  
Tel: 20-3-591-0096  
Fax: 20-3-591-0720

**Minya University**

Minya  
Prof. Maher Mostafa Kamel, President  
Tel: 20-86-361-443  
Fax: 20-86-342-601

**Suez Canal University - Ismailiya Branch**

Prof. Farouq Abdel Qader, President  
Tel: 20-64-327-125  
Fax: 20-64-325-208

**South Valley University - Qena Branch**

Prof. Abdel Matiin Mousa, President  
Tel: 20-96-211-717  
Fax: 20-96-211-279

**American University - Cairo**

Mr. David Arnold, President  
Tel: 20-2-797-5161  
Fax: 20-2-794-1830

**Nile Technology University**

Giza  
Dr. Ahmed H. Ismail, Project Manager Nile Tech Project  
Tel: 20-2-761-7888  
Fax: 20-2-760-6694  
*Information and Communication Technologies*

**Alexandria Institute of Technology**

Mr. Mohamed Ragab, Chairman  
Tel: 20-3-487-6902  
Fax: 20-3-484-6831  
*Information and Communication Technologies*

**JORDAN**

*Public Universities*

**University of Jordan**

Amman  
Dr. Abdullah Al Musa  
President  
Tel: 962-6-535-5544; 535-000 ext. 2110  
Fax: 962-6-535-5533  
Email: [almusaa@ju.edu.jo](mailto:almusaa@ju.edu.jo)  
*Business Administration and Economics*  
*Information and Communication Technology*  
*American Studies*

**Al Hashemite University**

Zarka

Dr. Hakam Al Hadidi

President

Tel: 962-5-3826600

Fax: 962-5-3826613

Email: huniv@amara.nic.gov.jo

*American Studies**Business Administration and Economics**Information and Communication Technology***Yarmouk University**

Irbid

Dr. Fayez Khasawneh

President

Tel: 962-2-721-1111

Fax: 962-2-4654061

Email: webmaster@yu.edu.jo

*American Studies**Media and Journalism**Business Administration and Economics***Al Al Bayt University**

Mafrq

Dr. Salman Albdour

President

P.O. Box 130040

Mafrq 25113 Jordan

Tel: 962-6-487-1101; 534-0190

Fax: 962-6-487-1232; 534-6721

Email: info@alalbait.aabu.edu.jo

*Business Administration and Economics***Mu'tah University**

Karak

Dr. Eid Dahiyat

President

P.O. Box 7

Karak, Jordan

Tel: 962-3-237-2380, 461-7860, 461-7890

Fax: 962-3-237-5543, 565-4061

Web: www.mu,tah.jo

*Teacher Education**Information and Communication Technology***Al Hussein Bin Talal University**

Ma'an

Dr. Adel Tweissi

President

Tel: 962-3-213-3020

Fax: 962-3-213-3025

*Information and Communication Technology**Teacher Education***Jordan University for Science and Technology**

Dr. Wajeh Owais

President

Irbid

Tel: 962-2-729-5111

Fax: 962-2-709-5123

Email: just@just.edu.jo

Web: www.just.edu.jo

*Information and Communication Technology***Balqa Applied University**

Salt

Dr. Abdul Halim Wraikat

President

Tel: 962-05-355-7519

Fax: 962-5-355-7518, 05-355-8078

Web: www.bau.edu.jo

*Information and Communication Technology**Business Administration and Economics**Teacher Education***Private Universities****Amman National University**

Amman

Dr. Abdulrahim Hamdan

President

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Fax: 962-5-533-5169, 533-3315

Email: info@amman.edu

Web: www.amman.edu

*Business Administration and Economics**Information and Communication Technology***Philadelphia University**

Amman

Dr. Adnan Badran

President

Tel: 962-2- 630-0200, 02-637-4444

Fax: 962-2-637-4440, 02-637-4372

Email: philad@go.com.jo

Web: www.philadelphia.edu.jo

*Teacher Education**Information and Communication Technology***Princess Sumayeh University**

Amman

Dr. Hisham Al Ghassib

President

Computer Science and Applied Engineering for Electrical Maintenance

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Fax: 962-6-534-7295

Email: dean@psut.edu.jo

Web: www.psut.edu.jo

**Petra University**

Amman  
 Dr. Amin Mahmoud  
 President  
 Tel: (962) 571-5553, 571-5561  
 Fax: (962) 571-5570, 571-5561  
 Email: preident@uop.edu.jo  
 Web: www.university-of-petra.com  
*Media and Journalism, Teacher Education  
 Business Administration and Economics*

**LEBANON****Lebanese University**

Beirut  
 Dr. Ibrahim Kobeissi  
 President  
 Tel: 961-1-612-624  
 Fax: 961-1-612-572  
 Email: bas@ul.edu.lb  
*Media and Journalism, Teacher Education  
 English*

**Notre Dame University**

Louaize  
 Dr. George Eid  
 Provost  
 Phone/Fax: 961-9-224-517  
 Email: geid@ndu.edu.lb  
*American Studies, Teacher Education,  
 Journalism/communications*

**Kaslik University of Beirut**

Kaslik  
 Father Dr. Karam Rizk  
 President  
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*Business Administration*

**St. Joseph University**

Beirut  
 Dr. Henri Awit  
 Secretary General  
 Tel: 961-1-426-456  
 Fax: 961-1-611-773  
 Email: service.academique@usj.edu.lb  
*Economics/Political Science*

**University of Balamand**

Northern Lebanon  
 Dr. Elie Salem  
 President  
 Tel: 961-3-229-197  
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 Email: president@uob.edu.lb  
*Business/Economics  
 Information and Communication Technologies  
 U.S. Middle East Partnership Initiative (MEPI)*

**American University of Beirut**

Beirut  
 Dr. Peter Heath  
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*American Studies*

**Lebanese American University**

Beirut/Byblos  
 Dr. Abdallah Sfeir  
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 Tel: 961-9-547-254 ext. 2210  
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*Political Science/American Studies*

**MOROCCO****Mohamed V University**

Sale  
 Mohammed Benallal, Dean, School of Law  
 Tel: 212-37-83-35-78  
 Fax: 212-37-83-06-01  
*American Studies*

**Institut Supérieur de Commerce et d'Administration des Entreprises**

Casablanca  
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*Business/Economics*

**University Mohamed I**

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Agadir

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Tangier

Mr. Houdaifa Ameziane, Director  
Ecole Nationale du Commerce et de Gestion  
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Tetouan

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*American Studies***Faculty of Letters and Human Sciences,  
University Hassan II Ben M'Sick**

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**Majan College**

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**Muscat College of Management**

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**Fire Safety Engineering College**

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**Modern College for Business and Sciences**

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**Al-Zahra College**

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**Higher College of Technology**

Tel: 968-684-080

**Oman Medical College**

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**Sur University College**

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 Fax: 968-444-210, 968-440-737  
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**QATAR****University of Qatar**

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*Interested in all areas*

**SAUDI ARABIA****Dammam Technical College**

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*Business Administration/Economics, Info. and  
 Communication Technology*

U.S. Middle East Partnership Initiative (MEPI)

The Association Liaison Office  
 for University Cooperation in Development

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**Prince Mohammed University**

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*Education*

**College of Business Administration**

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**Dar Al-Hekma College**

Jeddah  
 Dr. Ibtissam Fakhani, Dean  
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 Fax: 00966-2-630-3333 ext. 108  
 Email: daralhekma@ecollege.edu.sa  
*Education, Science*

**Effat College**

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 Dr. Haifa Jamal Al-Lail  
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*Education, Administration*

**King Abdulaziz University**

Jeddah  
 Dr. Mohammed Nour Yaseen Fetani, Vice President for  
 Graduate Studies and Scientific Research  
 Tel: 0966-2-695-2015  
 Fax: 0966-2-695-2441  
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*Education, Business Administration/Economics, Info. and  
 Communication Technology*

**Prince Sultan University**

Riyadh  
 Dr. Ahmad Al-Saif, Rector  
 Tel: 00966-1-454-8350

U.S. Department of State

United States Agency  
 for International Development

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Email: dean@psc.edu.sa  
Web: www.psc.edu.sa/  
*Teacher Education, Business Administration/Economics,  
Information and Communication Technology*

**Al Yamamah College**  
Riyadh  
<http://www.alyamamah.edu.sa/>  
*Business Administration/Economics  
Communication Technology*

## TUNISIA

**South Mediterranean University  
Mediterranean School of Business**  
M. Mahmoud Triki  
Tel: 71-237-100/71-961-333  
Fax: 71-237-877  
Email: msb.edu@planet.tn  
*Business (all subjects taught in English)*

**Universite de la Manouba  
Institut de Presse et des Sciences de l'Information  
(IPSI)**  
Tunis  
M. Mohamed Hamdane, Director  
Tel: 71- 600-355 or 71-600-980, 71-600-298  
Fax: 71- 600-465  
*American Studies  
Business/Economics  
Information and Communication Technologies  
Media and Journalism*

**Universite de Tunis El Manar  
Faculte des Sciences Economiques et Gestion de Tunis**  
Tunis  
M. Mohamed Haddar, Dean  
Tel: 71-870-277/71-874-121  
*Business/Economics*

**Universite de Tunis El Manar  
Institut Supérieur des Sciences Humaines de Tunis**  
Tunis  
M. Mohamed Mahjoub, Director  
Tel: 71-561-439  
Fax: 71-571-911  
*Education  
Information and Communication Technologies*

**Universite du Centre**  
Faculté des Lettres et des Sciences Humaines de Sousse  
Hedi Jatlaoui, Dean  
Tel: 73-301-800/73-301-902  
Fax: 73-301-903  
*American Studies Education*

**Universite du Centre  
Faculté des Lettres et des Sciences Humaines de  
Kairouan**  
Kairouan  
M. Mohamed Sahbi El Allani, Dean  
Tel: 737-323-638  
Fax: 737-323-926  
*American Studies Education*

**Universite du 7 Novembre de Carthage  
Institut Supérieur des Langues de Tunis (ISLT)**  
Tunis  
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