

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



**2004 Special Request for Applications
Higher Education Assistance for Afghanistan:
Balkh University Agriculture Faculty Development**



**Date Issued: December 10, 2004
Closing Date: February 15, 2005**

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

The Agreement (HNE-A-00-97-00059-00) seeks to mobilize the resources of American higher education in support of international development cooperation. One portion of the Agreement supports higher education policy, technical and advisory assistance for Missions and other USAID operating units. The activities under the cooperative agreement are administered by the Association Liaison Office for University Cooperation in Development (ALO).

ALO and USAID

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

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

For further information about USAID, see their web site: www.usaid.gov.

2004 Special Request for Applications (RFA) Higher Education Assistance for Afghanistan: Balkh University Agriculture Faculty Development

ALO, in cooperation with USAID/Afghanistan, is issuing this RFA for assistance to Balkh. Balkh University, established in 1998, with 4,000 students is the second largest of eight universities in Afghanistan. Balkh University has Faculties of Medicine, Engineering, Economics, Journalism, Literature, Law, Science, and a recently established Faculty of Agriculture. The president of the university, Engineer Habibullah Habib, has requested assistance to strengthen the Faculty of Agriculture.

The goal of the Faculty of Agriculture is to contribute to the development of the country by training students of agriculture who will work as skilled agriculturalists in the field and/or as teachers of agriculture. There are three departments in the Faculty of Agriculture: Plant Science, Animal Science, and Forestry/Horticulture. Faculty are currently engaged in activities such as farm demonstrations and soybean and wheat research. In addition to the Dean, Mr. Ansari, there are now 14 lecturers/professors: four have masters and 10 have bachelors degrees. Some are recent graduates of the Faculty of Agriculture and others are more experienced. The Faculty has approximately 300 students of which about 20 are female.

Balkh University is located in Mazar-e-Sharif, about 300 km northwest of Kabul, and is accessible by plane from Kabul. There are presently representatives of USAID and the U.S. Departments of Agriculture and State in Mazar-e-Sharif.

The contact for USAID/Afghanistan concerning this RFA is:
James McCloud
Senior Education Advisor
Social Sector Development/Education Office
USAID/Afghanistan
Tel: 234-233 ext. 4946; Mobile: 070-234-223

Balkh University has close relations with the University of Kabul Faculty of Agriculture, which provides support with books and on academic matters. The physical facilities of the Balkh Faculty of Agriculture are limited. It needs new buildings, laboratories, equipment, computers, library resources, and textbooks. They lack farm animals for experiments, and faculty has not had opportunities to update content knowledge or teaching skills.

The assistance will be directed at helping the faculty develop knowledge in their respective technical areas and adopt more modern teaching skills, as well as increasing their resource materials and textbooks to replace the outdated materials currently used. It may also include working with the faculty on planning curriculum and seeking additional support for future development of the Faculty of Agriculture. Because the faculty has limited fluency in English, the program will probably need to provide for interpreters in some cases. Some members of the faculty do speak English, and there is access to e-mail at the university. Training may take place in Mazar-e-Sharif, the United States, or a third country.

Terms of the Solicitation

ALO plans to conduct a peer-reviewed competition to make **one (1) award of up to \$120,000** to design and implement a program of assistance over an approximately one-year period, from a higher education institution or consortium in the United States. Activities are expected to commence in April 2005. Prospective applicants should notify ALO of their intent to submit an application by January 12, 2005.

Applications must include a narrative with: (1) a clear statement of the goals of the program; (2) how the program will provide technical assistance to the Balkh University Faculty of Agriculture; (3) the strengths and mutual interests of the institutions to undertake the program; (4) the activities to be accomplished and the outcomes to be achieved by the end of the award period; and (5) a monitoring and evaluation plan that indicates in quantifiable and objective terms the expected outcomes. The appendices must contain: (6) the schedule of activities; (7) the budget summary and budget narrative (no more than 3 pages of explanation) that includes cost sharing and other leveraging of contributions from the higher education institutions, the private sector, and other parties; (8) statement of contributions, other than cost share, from cooperating institutions; (9) brief résumés of key personnel; (10) signed letters of support from the higher education institutions and other partners; and (11) a signed letter from an official at the applicant institution verifying conformity with institutional policies and practices. Applications must also include an abstract (3 pages maximum) summarizing items (1) through (7).

Applications must indicate a total cost sharing of at least 25 percent from the U.S. institution(s). Additional cooperating institutions, private sector partners, and other institutions are also encouraged to contribute resources. The quality of cost sharing and other contributions proposed in the application will be taken into account by the peer reviewers toward determining the most competitive and highest ranked application for USAID funding. Applicants should itemize all cost sharing, including waivers of tuition and other academic costs, faculty release time, stipends, professional development funds, travel, supplies, equipment, other direct costs, indirect costs, etc. Other contributions, cash or in-kind, should be indicated on the accompanying Statement of Contributions.

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.

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

Applications must be received at ALO by **5:00 pm, Eastern Standard Time (EST), February 15, 2005**. Faxed or electronically transmitted 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.

Applicants should submit the original application plus seven (7) hard copies of the complete application package containing title page, abstract, 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 (with files saved as Microsoft Word/Excel for PC) containing the abstract and entire application, including all budget forms, budget narrative, and other appendices.

Peer review of applications is slated for late February 2005. Notification of award is expected in March 2005.

The award will be executed as a subagreement between the lead U.S. university, college or community college, and the American Council on Education (ACE), through the Association Liaison Office for University Cooperation in Development (ALO), under USAID Cooperative Agreement HNE-A-0097-00059-00. The institution recommended for award will receive a draft version of the subagreement to review.

The subagreement is slated for full approval by March 2005, and work is expected to begin immediately thereafter. **No ALO award or any cost share funds designated in the application may be expended prior to a fully executed (i.e., signed by both parties) subagreement between ACE/ALO and the lead U.S. institution.**

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

Applicants must budget funds (travel and per diem) to cover the required participation of at least one representative in ALO's Annual Meeting in Washington, D.C. during the year of the partnership under ALO funding. Awardees are encouraged to brief USAID/Afghanistan on program activities and share the semi-annual and final reports.

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. Consortia of colleges and universities are eligible to apply, and ALO encourages the inclusion of private sector partners. Minority serving institutions are encouraged to apply.

Applications will be reviewed by a panel comprised of higher education experts in agricultural development and the region and an officer of USAID. The award will be made on the basis of the reviewers' recommendations of merit and final concurrence of USAID.

Application Review Guidelines

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

I. Development Need and Applicable Expertise

30 points

Soundness of the case made for addressing the need identified by USAID/Afghanistan to develop the Faculty of Agriculture at Balkh University and relevance to the development of human capacity in the agricultural sector in Afghanistan; applicability of expertise and management experience of personnel; knowledge or experience of Afghanistan or region, or similar experience in other parts of the world.

II. Program Design and Potential Results

20 points

Design for activities and coherence, appropriateness, and feasibility of technical assistance in relation to individual and sectoral needs; well-conceived implementation plan, timetable and likelihood of achieving development results.

III. Mutuality and Commitment

20 points

Extent of institutional commitment (engagement of faculty, students, and/or administrators) including participation by the host-country institution and private sector partners; fit with existing strengths and mutual interests of the institutions involved.

IV. Innovation and Cost Efficiency of Technical Assistance

20 points

Multi-faceted and innovative approaches to addressing the development need; creativity of design and cost-effectiveness of proposed activities.

V. Indicators of Development Results

10 points

Effectiveness of methodology for collection of baseline data and appropriateness of indicators for measurement of activity results; clear and appropriate benchmarks of progress and appropriateness of instruments for determining how the capacity of individuals, institutions and the wider community will be affected by the training.

TOTAL POSSIBLE POINTS: 100 points

Application Format

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

1. **Title page** (ALO form with all required signatures)

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

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 through V.

5. **Appendices** (*Attachments beyond the stated appendices will not be read or taken into consideration*):

- **Schedule of Planned Activities** over the funding period, with completion dates, of all proposed activities, specifying components of the partnership and anticipated development outcomes.
- **Summary Budget** indicating costs of personnel, fringe benefits, travel, equipment, supplies, other direct costs, and indirect costs requested for award and contributed as cost sharing (use the provided form).
- A **Budget Narrative** to explain the basis for the calculations of the figures presented in the summary budget. **No more than 3 pages of text are required.** N.B. Additional tables and charts will not be reviewed. See page 9 for budget instructions and forms.
- **Statement of Contributions** other than “cost share,” from cooperating institutions.
- **Résumés** of each of the proposed lead U.S. and cooperating institution director(s) and other expert personnel, not to exceed 2 one-sided pages per person.
- **Signed Original 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 Original Letter from Appropriate Official at Applicant Institution** verifying that all costs cited conform to established institutional policies and practices.

Send the original application plus seven (7) hard copies of the complete application package containing title page, abstract, 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 (with files saved as Microsoft Word/Excel for PC) containing the abstract and entire application, including all budget forms, budget narrative, and other appendices.

Application Summary

2004 Special Request for Applications Higher Education Assistance for Afghanistan: Balkh University Agriculture Faculty Development

Notification to ALO of Intent to Submit an Application: U.S. higher education institutions intending to submit an application should notify ALO by January 12, 2005, providing contact name, title, address, e-mail, and telephone number. Such persons will be notified of any changes to this RFA. Any changes or clarifications will also be posted to ALO's website: www.aascu.org/alo

Deadline: Applications must be received from a U.S. college or university by **5:00 pm Eastern Standard Time (EST), February 15, 2005**. 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 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 or consortia

Award Period: Approximately one year. Activities funded through this competition are expected to commence immediately after the final subagreement has been fully executed.

Award Amount: Up to \$120,000. Applications that request more than the stipulated amount will not be reviewed. Partnership awards are contingent upon expected obligation of funds by USAID.

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

Commitments: One representative from the program must attend the Annual ALO Meeting in Washington, D.C. Partners also share resource materials with ALO, USAID, Institutional Partnership Program colleagues, and other interested parties. Awardees are encouraged to brief USAID/Afghanistan and country missions on partnerships activities and share progress reports.

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

Application Title Page

2004 Special Request for Applications Higher Education Assistance for Afghanistan: Balkh University Agriculture Faculty Development

Please refer to the electronic version on the ALO Web site: www.aascu.org/alo.

1. **Lead U.S. institution:** _____
2. **Name of proposed program:** _____
3. **Key personnel:**
U.S. program director's name: _____
Title: _____ Dept.: _____
Street address: _____
City: _____ State: _____ Zip: _____
Telephone: _____ Fax: _____
E-mail address: _____
4. **Other cooperating U.S. institution(s) and director(s), if any (add sheets as necessary):**
Institution: _____
Co-director's name: _____
Title: _____ Dept.: _____
Address: _____
City: _____ State: _____ Zip: _____
Telephone: _____ Fax: _____
E-mail address: _____
5. **Other partners in the private sector (add sheets as necessary):** _____

6. **Funds requested of ALO:** \$ _____
7. **Cost sharing from the U.S. institution:** \$ _____ (Percentage of ALO funds: ____)
8. **Cost sharing from cooperating partner(s):** \$ _____
9. **Total cost of activity:** \$ _____ (Add lines 6 through 8)

10. One sentence description of program: _____

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

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

U.S. Institution

Program Director Name

Signature

Date

Title

CEO (or designee) Name

Signature

Date

Title

Budget Instructions and Forms

Applications must include a line-item summary budget together with a narrative explanation of the budget figures. Clearly indicate the method of cost computation and how the total charge for each budget item was determined for the ALO award, the cost sharing by the applicant institution, and contributions from other partners 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 program 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 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
Director: 10% time x \$75,000/yr.	\$7,500	
Coordinator: 20% time x \$60,000/yr.	\$12,000	
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 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
Director: 25% x \$75,000/yr.	\$18,750

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/mtt/perdiem/travel.shtml>.

Example:

ALO
Award
\$4,122.50

The 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 = \$100

Total = \$4,122.50

N.B. Applicants must budget for attendance at ALO's annual 2½ day conference in Washington, DC for each year during the award period.

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 1:

Dr. X will be the outside evaluator. He will spend 3 days on the program. His established fee is \$400/day x 3 days

ALO Award: \$1200

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 2:

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

ALO Award: \$450

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

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

Example:

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.

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

Summary Budget

Please refer to the electronic version of this form (in Excel) on the ALO Web site 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 in a separate statement in the Appendices.

**Application Checklist
2004 Special Request for Applications**

**Higher Education Assistance for Afghanistan:
Balkh University Agriculture Faculty Development**

Please use this checklist to ensure completeness of the application:

Notify ALO of intent to submit by January 12, 2005.

___ **Title Page** (ALO form with all required signatures)

___ **Abstract** (3 pages maximum, typed double-spaced and one-sided, 12-point font)

___ **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 or taken into consideration.*)

___ **Schedule of Planned Activities**

___ **Summary Budget** (use provided form)

___ **Budget Narrative with explanation of costs** (3 pages maximum)

___ **Statement of Contributions**, other than “cost share,” from cooperating institutions

___ **Résumés** (not to exceed 2 one-sided pages per person)

___ **Signed Original Letters of Support** from U.S. institution and Cooperating partners

___ **Signed Original Letter from Official at Applicant Institution**

Send the original application plus seven (7) hard copies of the complete application package containing title page, abstract, 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 (with files saved as Microsoft Word/Excel for PC) containing the abstract and entire application, including all budget forms, budget narrative, and other appendices to:

HEAA: Balkh University
Association Liaison Office for University Cooperation in Development
1307 New York Avenue, N.W., Suite 500
Washington, D.C. 20005-4701

Deadline: Receipt at ALO by 5:00 pm (EST), February 15, 2005.

Faxed and electronic 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.

Association Liaison Office for University Cooperation in Development (ALO)
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