

CE3 Draft Scope of Work Template

Red text indicates content that must be entered by the applicant.

Applicant/Recipient Name	Name of Organization
Federal Assistance Listing Number	19.665
Period of Performance	24 months
Project Location	Global
Estimated Budget	\$1 million

A1. Background

Recognizing that a trained, diverse, and robust cybersecurity workforce is central to any country's ability to implement and maintain its national cybersecurity and digital security strategies, the CE3 Cyber Exercises and Experiential Education (CE3) program is intended to bolster low-to-middle-income countries' cybersecurity workforce. CE3 programming **must** be tailored toward two key groups – university students and current regional policy professionals – and **must** rely on non-traditional, scenario-based, and/or other highly creative and interactive methods of teaching: examples might include scenario-based programming, competitions, technical challenges, table-top scenarios, and more.

CE3 will build on the legacy of the Digital Connectivity and Cybersecurity Partnership (DCCP) workforce development initiatives, which are targeted toward a broad array of stakeholders. CE3 will distinguish itself by its specific focus on student recruitment, training, and retention and its non-traditional pedagogical methods.

A2. Strategic Program Goals and Objectives

This project should contribute to the following CDP strategic goal and objectives outlined in the **Functional Bureau Strategy**:

Bureau Goal 1: Advance cyber and digital policies that align with U.S. national interests and foreign policy objectives.

Objective 1.1: Deepen relationships with existing U.S. allies and partners, forge new partnerships, and engage with a range of countries to advance a common vision for the Internet and digital technologies.

Objective 1.2: Leverage key multilateral fora to build relationships, advance U.S. policy priorities, and guard against positions that are counter to U.S. approaches to the Internet and digital technologies.

Objective 1.5: Implement public messaging and public diplomacy programs to expand key audiences' understanding and support of U.S. cyber and digital policies.

This project should contribute to the following DCCP Pillar:

Pillar 4: Enhance Cybersecurity by increasing adoption and implementation of cybersecurity best practices.

A3. Project Goals, Objectives, Expected Outcomes, Activities, Indicators, and Sustainability

The section below identifies the project goal and objectives and details how the project will achieve its objectives through activities designed to achieve specific outcomes in accordance with overarching CDP and DCCP strategic goals and objectives. In awarding funds for this project, CDP expects that the activities and milestones listed below will be accomplished within the project's period of performance.

This project should be designed to achieve the following high-level goal:

Bolstering the cybersecurity workforce of host beneficiary countries by targeting non-traditional and innovative methods of instruction toward students; providing opportunities for continuing education for current cybersecurity policy leaders; and creating networking opportunities to foster connections between key stakeholder groups across the country and region.

Project Objective 1: The creation of five or six (5-6: please specify in project application) in-person engagements that offer a hands-on, immersive / scenario-based cybersecurity policy-learning experience. These engagements should feature sessions that simulate a cyber crisis or event, offering participants the chance to develop their skills in policy analysis, decision-making, and crisis management. These 5-6 engagements should be distributed over the course of the next 2 years and targeted at university students or young professionals (under age 30).

Expected Outcomes

Achievement of Project Objective 1 is expected to result in the following outcomes:

- Increased participant awareness of challenges in cyberspace / cybersecurity policy and governance by means of direct opportunities for student research, study, practice, or other personal investment into cybersecurity problems and solutions.
- Increased student interest in, awareness of, and access to viable pathways into careers in cybersecurity.
- Increased student understanding of the role that effective cybersecurity plays in advancing economic prosperity and human security and wellbeing in their region and globally.
- Improved knowledge and skillsets for current professionals and additional exposure to new best practices, including international norms for responsible behavior in cyberspace, best practices for strategy and policymaking, and standards-setting

Activities

To achieve the expected project outcomes, the project **must** include the following:

- Engagements targeted specifically at local and regional university students, and that are designed and conducted in coordination with local governments, academia, industry, and civil society – the goal is to bolster the capability of the local society to develop and sustain future opportunities after the period of performance ends.
- Knowledge and skill-building opportunities for mid-career professionals and practitioners – such that current policymakers are exposed to what the students are learning and/or receive their own development opportunities. (For example, policy professionals may serve as advisors, observers, teachers, facilitators. They may also benefit from continuing education, training, research opportunities, etc.)

Please outline, in approximately one to two pages, how you will approach the above objectives and execute the related program activities.

Project Objective 2: Offer or facilitate access for all participants to fora and/or opportunities for professional connection, alumni engagement, communication, socialization, research, and networking amongst relevant personnel on a regional basis.

Expected Outcomes

Achievement of Project Objective 2 is expected to result in the following outcomes:

- Professional growth opportunities and improved knowledge of how to access or apply for cyber career opportunities.
- Catalyzation of affinity groups or other closely networked groups throughout target regions.
- Opportunities for participants in other CDP-funded initiatives (e.g., Global Emerging Leaders in International Cyberspace Security ([GEL-ICS](#)) and Women in Cyber ([WiC](#)) fellowships) to get involved in events taking place in those participants' home countries or regions.

Activities

To achieve the expected project outcomes, the project **must** include the following:

- Build and maintain an alumni network of participants for follow-up coordination.
- Establish communication channels to facilitate ongoing engagement and collaboration among alumni, such as social media groups, online forums, and/or newsletters. These channels can also be used to share information on upcoming events, training opportunities.
- Ensure personnel development opportunities in conjunction with the 5-6 specified engagements, such as industry fairs or networking opportunities.

Please outline, in approximately one to two pages, how you will approach the above objectives and execute the related program activities.

KEY TERMS AND DEFINITIONS

Activity: A specific action undertaken over a specific timeframe through which inputs are mobilized to produce specific outputs. An activity can be a sub-component of a program, project, or process.

Goal: The highest-order outcome or end state to which a program, project, process or policy is intended to contribute.

Monitoring: An ongoing system of gathering information and tracking performance to assess progress against established goals and objectives. Monitoring provides an indication of progress against goals and indicators of performance, reveals whether desired results are occurring, and confirms whether implementation is on track.

Objective: A statement of the condition or state one expects to achieve toward accomplishing a program or project goal.

Outcome: A result or effect that may be *contributed to* by the program or project, or *attributable to* the program or project. Outcomes may be short-term or long-term, intended or unintended, positive or negative, direct or indirect.

Performance Indicators: Performance indicators measure a particular characteristic or dimension of a project's outputs or outcomes. Outputs are directly attributable to the project activities, while outcomes typically represent longer-term results to which a given program contributes but for which it is not solely responsible.

Program: A set of activities or projects that are typically implemented by several parties over an unspecified timeframe and may cut across sectors, themes, and/or geographic areas.

Project: A set of activities intended to achieve a defined product, service, or result within specified resources and implementation schedules. A set of projects makes up the portfolio of a program.