

f. Management and Staffing Plan—YES, INC. has become an expert in managing and staffing major projects like **GQ** during the past 28 years by successfully focusing on lessons learned and utilizing what we have learned to grow and change to meet the targeted goals, objectives, and outcomes of our projects. We have developed management and staffing systems that are first and foremost cost-effective, utilizes time and effort methods to ensure efficiency and allows for the highest-level of flexibility to guarantee results. We have learned to “*keep the main thing, the main thing*” when making daily decisions that impact our project’s success. During the past 28 years, we have consistently increased our capacity and our skill levels to make sure we align our management efforts to our program goals and objectives. Additionally, during our first-ever federal monitoring visit, we earned two (2) commendations for the excellent management of our program records. The recent pandemic allowed us to reach even higher levels of efficiency and effectiveness such that our non-profit can now manage large projects completely virtual, when necessary, along with becoming 100% paperless in our fiscal management systems. We have a lower-than-average daily cost to operate, and this allows us to guarantee that more budgeted funds flow through to program activities rather than administrative or non-program operating costs and increases our ability to help our districts sustain the projects after funding has ceased. The information below details the management structure, processes, approaches that YES, INC. will implement to ensure that the necessary technical and advisory services exist to achieve GQ’s outcomes. Included below is the way the management plan will function with the requisite decision-making authority needed to be a significant partner with the USAID and MINERD in the administration of this project, **GQ**. We believe that it is important to note that most of our funding during the past 12 years, has required us upon notification of funding, to be ready to implement the funded project immediately. This NOFO for Basic Education Recovery Activity, appears to allow up to a 90-day MEL approval plan, before activities can begin to be implementing. Because we can begin on DAY ONE of any project, our timeline for implementing GQ once funded, is to complete as many planning and preparation activities as we

can while the USAID Agreement Officer (AO) is reviewing the final MEL plan we submit per the required deadlines. A sample listing of specific major implementation activities are included below but are not limited to the following after approval of our MEL plan has been received.

Major GQ Implementation Activities

Initial Major Activities	Responsible Individual	Projected Timeline
Schedule initial weekly Steering Committee Meetings for the first 3 – 6 months	Chief of Party	By 12/1/23
Schedule initial weekly Soft Partner Meetings for the first 3 – 6 months	Chief of Party	By 12/1/23
Finalize hiring of two (2) remaining Key Personnel (Training and Comm Dir.)	Chief of Party	By 11/21/23
Complete training and onboarding of Key Personnel	CEOE & CoP	By 12/16/23
Receive approval of MEL plan	Key Personnel	By 12/30/23
Begin finalizing Vendor Partner Contracts for Services that have been procured	CoP	By 12/30/23
Begin GQ Implementation activity with approved regional school directors	Implem. Dir.	By 1/15/24
Finalize schools within the school districts to be part of Year 1 Implementation	Implem. Dir.	By 1/30/24
Finalize schedule of training for identified school leaders	Training Dir.	By 2/15/24
Finalize the process for identifying teacher leaders	Training Dir.	By 2/24/24
Finalize the locations for training and meetings to commence	CoP	By 3/15/24
Finalize the Communications, Marketing and PR plans with the steering comm.	CoP, Com. Dir	By 3/15/204

-Management and Staffing Structure: The structure identified on the organizational chart depicts two (2) main offices. The YES, INC. Head Office in the US and the YES, INC. GQ office in the Dominican Republic. YES, INC.'s head office in the US will manage the major non-programmatic operational activities for the GQ program. This means that the YES, INC. Home Office team members assigned to the GQ project will support the GQ leadership team that will begin operating the program in the Dominican Republic after the MEL is approved by the AO and the steering committee. YES, INC.'s GQ Dominican Republic office will manage and oversee 100% of the direct program activities, and the direct operational activities described in letter "e" above and this section "f". The management structure is further detailed below.

-Organizational Chart: The organizational chart shows the clear relationship between the YES, INC. Home Office, and the GQ Dominican Republic office. Specifically, the Chief of Party (GQ Dominican Republic office) reports directly to the YES, INC. CEO Emeritus (CEOE) because the CEOE is responsible for creating and designing the GQ project, the CEOE is uniquely equipped to provide high-level, on-going training, onboarding, guidance, and support to the Chief of Party. This is important because the Chief of Party is a new position for YES, INC. and to guarantee that there is a seamless implementation protocol, the CEOE will work directly with the Chief of Party as this will enable the Chief of Party to learn best practices in utilizing the

requisite decision-making required to work together on the steering committee with the USAID and MINERD, and to begin working together with our “soft partners” and our vendor partners (*see partnership information in letter “g” below*). The line(s) on the organizational chart shows the relationship between the Chief of Party, the Steering Committee and the YES, INC. head office. Also on the chart is the clear relationship between the Chief of Party and the other key personnel and non-key personnel.

-Four (4) Key Personnel Labor Mix: Page 40 of the application requires the identification of four (4) Key Personnel members to manage the project. The number one key personnel is the Chief of Party. The Chief of Party will supervise the other three (3) key personnel: the #2) Implementation Director, the #3) Training Director, and the #4) Communications Director. Each of the four key personnel is professionally proficient in written and spoken Spanish and English. Additionally, when YES, INC. is selected for funding each of the key personnel will be required to complete Dominican Republic Spanish language courses to be able to speak Dominican Republic Spanish more proficiently. This is important because when we met in the Dominican Republic with our team in September 2023 in preparation for completing this application, there was a very distinct and noticeable difference in our Mexican Spanish dialect and the Dominican Republic Spanish dialect. At that time, we decided that all Key Personnel will be required to become proficient in the Dominican Republic Spanish. We have identified two (2) Key Personnel and their CVs are attached and they are proficient in Spanish and English. When funded, we will need to hire (to be hired TBH) the remaining (2) key personnel. The two (2) Key Personnel that exist at the time of the submittal of this application are the Chief of Party and the Implementation Director. The two (2) Key Personnel to be hired (TBH) once this project is approved for funding are the Training Director and the Communications Director. Each of the two (2) existing key personnel are currently fluent and proficient in Spanish and English and each of the two (2) key personnel to be hired will be required to be proficient in Spanish and English before being selected/hired.

-Key Personnel – Chief of Party, roles and responsibilities: The Chief of Party will be authorized to operate, manage, and oversee the project in the DR as detailed in the requirements on page 40 of the application. Specifically, the Chief of Party will be “responsible for overall and day-to-day management of award activities, involving multiple tasks across multiple locations. The Chief of Party will demonstrate high-level strategic vision for advancing desired outcomes outlined in the PD, demonstrate management skills and leadership of complex projects. The Chief of Party will provide effective technical project management and guidance and overall coordination to the project team and is responsible for the quality of all work products. The Chief of Party will organize, direct, and coordinate the planning and production of all award support activities, effectively leveraging partners’ expertise. The proposed Chief of Party is Consuela Perez. Mrs. Perez has over 50 years of experience in education, managing and leading projects, and overseeing the implementation of complex projects. She has 12 plus years of working in education and 12 plus years of managing and leading international projects as detailed on her CV that is attached and shows that she has the minimum years as requested on page 40 of the application, “in the area of demonstrable experience providing technical and operational management of education programs with managing large teams across multiple partner organizations, particularly in politically sensitive contexts.” She has been working with YES, INC. as a team member for 28 years. She has extensive expertise in managing multiple complex

projects with diverse partners and has been instrumental in the success of our nonprofit in meeting our targeted goals and objectives. As required, she has “evidence of skills in problem solving, leadership, communication, consensus building and coordination of diverse stakeholders including government and local communities. She has the appropriate degrees and multiple educational certifications.

-Key Personnel – Implementation Director, roles and responsibilities: Dr. Flora Jenkins is our proposed Implementation Director. She has over 40 years of experience in educational projects. She has been a college professor, provost and has recently been selected to lead the National Teacher Preservation University as its first President in the Fall of 2025. Her CV details her extensive experience and expertise. Her Implementation Director roles and responsibilities include establishing the ways that we will work with the MINERD in finalizing the selection of the Dominican Republic school districts to begin the project. Once the school districts have been finalized, Dr. Jenkins responsibilities including the planning, preparation, and training of the school district directors and lead staff in the processes and protocols of the GQ project. She will work closely with the school district leaders to ensure that the schools are identified, and the appropriate school employees are trained so that once the MEL plan has been submitted and approved (expected within the first 90 days), she and her team can begin setting up the program structure to begin implementation activities at the school district and school campus level. She will work closely with the Training Director and the Communications Director in all implementation activities.

-Key Personnel Training Director (TBH), roles and responsibilities: When hired, the training director will be responsible for 100% of the implementation of the GQ program (see section “e” above) at the school level. The Organizational chart shows that the Training Director specifically supervises and leads the expert teacher leaders in their role as on-site trainers. The Training Director reports directly to the Chief of Party. The Training Director must have an advanced degree and seven or more years of experience leading, supervising, and training educators. The Training Director will be required to be an excellent communicator and someone willing to continue learning, growing, and changing as they work to become more effective. The training director will be able to foster collaboration and continuous improvement culture among expert teacher leaders, promoting innovation and best practices in teacher training techniques. The training director will implement a robust monitoring and evaluation framework to track the impact of teacher training initiatives, ensuring data-driven decision-making and continuous program enhancement. The training director will possess high intrapersonal communication skills so they can act as an advocate for inclusive education practices, integrating strategies to address diverse learning needs and create equitable opportunities for all educators and students.

Communications Director (TBH), Roles and responsibilities: The Communications Director reports directly to the Chief of Party and implements the marketing and PR plan detailed in the Business cost application. The Communications Director will supervise the Communications Assistant and the interpreters on staff or as a part of a vendor partner contract. The Communications Director must be adaptive, effective, and results oriented. The Communications Director will work with all team members to ensure that GQ communication is open, timely, and effective in achieving the targeted results regarding communicating activities, projects, timelines, major milestones, and other program priorities. The Communications Director will establish and maintain positive relationships with media outlets and influencers, proactively seeking

opportunities for positive program coverage and thought leadership within the education sector. The Communications Director will be able to drive the creation of all compelling multimedia content, including videos, podcasts, and infographics, to effectively convey the program's impact and success stories. The Communications Director will collaborate with external partners and stakeholders to identify opportunities for strategic alliances and co-promotions that enhance program visibility and impact.

-Staffing Plan: The purpose of structuring the management and staffing of the GQ project in the manner described above is to ensure that we can achieve the maximum impact on implementing GQ that will lead us to the highest probability that GQ can be institutionalized and sustained past the planned USAID five-year funding cycle. The staffing plan will support the ability for us to continue to develop “alliances, consortia and other partnering agreements as needed to address potential problems with flexibility and a with a movement towards resolutions of issues that allows the project to continue progressing in implementation activities. The Communications Director will be responsible working with the Chief of Party to ensure that we utilize all available mechanisms for utilizing, communicating, and sharing resources to achieve results.

-Organizational linkages, partner, joint ventures, and sub-awardees decision: As described below in the partnership and sustainability section of this application, YES, INC. is the applicant and will work with the steering committee (*concrete partners*), USAID and MINERD. Also described below in section “g”, is the introduction of our “*soft partners*” that we will work together with to implement GQ. We have a signed MOU agreement with our “*soft partners*” that is available upon request but is detailed below in section “g”. YES, INC. made the decision in July 2023 when initially reviewing and preparing to respond to this application that the most efficient and effective way to manage this type of project was without “sub-awardees”. YES, INC. has a long 12-year history of federal grant work and has not found it advantageous to establish sub-awardee contractual arrangements. The most effective manner that we have found that has worked for us successfully has been non-financial memorandum of understandings between partners and stakeholders working with YES, INC. on projects. This could be because previous funding sources have required memorandum of understandings (MOU) so that YES, INC. became very proficient at development, monitoring and managing multiple partners and stakeholders with the MOUs. Thus, there aren’t any sub-awardees currently identified in our GQ project nor in our planned budget.