



USAID
FROM THE AMERICAN PEOPLE

WEBINAR ON PROPOSAL DEVELOPMENT FOR HUMAN RIGHTS GRANTS

Presenter: Rebecca
Boler, Business
Development Consultant
Date: January 12, 2024

ASAPII
ACCELERATING SUPPORT TO ADVANCED LOCAL PARTNERS II

A FEW QUICK NOTES

1. Welcome Local Partners – **tell us your name, job position, and what organization you're from in the chat.**
2. Please use the **Q&A Box to ask any questions** and the **Chat Box for answering questions** asked by the presenters.
3. We have **2 polls** during the webinar today.
4. The presentation for today's webinar will be saved on ASAP II's website at **www.intrahealth.org/asap-resources**



ASAP Resources

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Topics

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New ASAP Resources

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Overhead, NICRA and 10% De Minimis
Webinar recording & slides from April 21, 2021.
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Webinar recording & slides from March 25, 2021.
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ASAP RESOURCES
Fraud: Preventing, Whistleblower Programs, Detecting, Reporting, Investigating, and Managing Cases

February 2021
ASAP WEBINAR
Webinar presentation slides and recording from February 24, 2021.

PRESENTATION SLIDES
Q&A

WATCH ON

WHAT'S NEW
April 26, 2021
4 Ways to Prevent Sexual Harassment in the Health Workforce

April 14, 2021
In Uganda, These Four Women Improve HIV Services for Hundreds of Clients

April 09, 2021
7 Questions with Dr. Makasa

TWEETS
RT @JPHPhoto: This year 227 attacks on health care were reported. That's 227 too many. With & others, @WHO commences...
<https://t.co/8pau5d7Y>
22 hours 36 mins ago
 @intrahealth

ASAP Topics: Compliance
Language: English

VISIT

www.intrahealth.org/asap-resources

USAID/ASAP has broadcasted over **100 webinars** for more than **21,000 attendees** in **76 countries**.

Topics

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AVAILABLE IN 3 LANGUAGES

UPCOMING WEBINARS

- **January 16:** Your Role in Reporting Fraud
- **January 25:** Leadership and Governance Manual Training Part 1
- **January 30:** Leadership and Governance Manual Training Part 2
- **February 1:** USG Rules and Regulations: Cost Principles

COMMUNITIES OF PRACTICE

Active CoPs:

- Monitoring and Evaluation (English)
- English Leadership and Governance (English)
- Finance, Management and Compliance (French)
- Leadership and Governance (French)
- Finance, Management and Compliance (Portuguese)
- Monitoring and Evaluation (Portuguese)

Link to register: <https://foundation.eventsair.com/usaid-asap/II-cop-2023-intake/Site/Register>

TODAY'S CO-LEADS



Rebecca Boler

Business Development Consultant

Presenter at the 4th Annual USAID Global Health Local Partner Meeting in Johannesburg (2022)

Shawn Aldridge

Senior Program Manager | *IntraHealth International*



Q&A Support

Vickie Hayes-McGee

Contracts & Grants Manager
| *IntraHealth International*

Abdallah Mashausi

Regional Finance Advisor | *ASAP II*

POOL

The word "POOL" is rendered in a playful, modern font where each letter is contained within a colorful speech bubble. The 'P' is in an orange bubble, the 'O' is in a pink bubble, the first 'L' is in a blue bubble, and the second 'L' is in a green bubble. The bubbles are arranged in a slightly overlapping, staggered fashion. Surrounding the letters are several semi-transparent circles in various colors (orange, yellow, pink, green, blue, teal) of different sizes, creating a bubbly, energetic atmosphere. The entire graphic is set against a white background, framed by a red bar at the top and a dark blue bar at the bottom.

OBJECTIVE & AGENDA

Objective: This webinar will provide practical tips and suggestions for reviewing and responding to human rights-related funding solicitations and developing human rights grant proposals. A link to the webinar recording and presentation materials will be shared afterward.

Agenda

- Best practices for reviewing application requirements and organizing your team
- Best practices for responding to the technical application requirements and meeting the evaluation criteria
- Q&A
- Best practices for responding to the cost application requirements
- Best practices for finalizing your application
- Best practices for submitting your application
- Q&A

REVIEWING DOCUMENTS - BEST PRACTICES

Best Practices for Reviewing the Application Requirements and Organizing Your Team

Read and review the documents from top to bottom



REVIEWING DOCUMENTS - BEST PRACTICES

In reviewing the solicitation documents, take note of:

- Important dates/deadlines
- The award information and eligibility requirements to ensure you're eligible to apply
- Application instructions
 - Format, font size, outline of the required sections, page limits, etc.
- Evaluation criteria
 - Ensure your application meets these criteria and the reviewers can easily see them in your application
- Other considerations?



MAKING A “GO” DECISION – BEST PRACTICES

Is the project....

- Within your experience/expertise? If there are any gaps in your expertise, geographic presence, etc., are there partners you can work with to fill them?
- Strategic for the growth/expansion of your organization and its mission?
- Being awarded through a mechanism your organization can implement?
- Presenting any risks and if so, can those risks be mitigated?

Finally, do you have the internal resources to pull a high-quality application together by the deadline?



IDENTIFYING YOUR TEAM - INTERNALLY

Identify staff who can lead/support different functions:

- Process management
- Creating the outline and writing
- Technical expertise, including M&E, as needed
- Developing the budget
- Operations and human resources
- Reviewers for the technical and budget

FORMING A TEAM (CONSORTIUM) – EXTERNALLY

Considerations for partnerships

- Things to consider:
 - Do you want to prime or sub?
 - What are the complementary vs. overlapping areas of technical expertise and/or geographic presence to consider?
 - Does the organization have a good reputation? Do they have credibility doing this work in the community?
 - Have they worked with the donor/funder before?
- Have meetings with potential partners to discuss impressions of the solicitation and potential areas of collaboration – agree on partnership terms and formalize the relationship

ORGANIZE TO ASSEMBLE THE APPLICATION

Organize yourselves

- Create your calendar with deadlines from the donor/funder and your internal deadlines/milestones
- Give your staff assignments and deadlines for deliverables
- Include your partners in activities and get their inputs/contributions, if applicable



QUESTIONS TO THE DONOR – BEST PRACTICES

- Use this opportunity to clarify any instructions or information that is unclear or contradictory.
- Frame the question in a way that the donor can easily answer.
- Don't ask a question that will give away your technical approach or strategy, or other important information (competitive bids).
- Ask yourself - do you need to ask the question, or can you make your best assumption and move forward?



QUESTIONS TO THE DONOR – ACTIVITY

Example:

- The Technical Application must be consecutively numbered on each page and must not exceed thirty (30) pages (not including the cover page, table of contents, executive summary, and appendices);
 - Cover Page
 - Table of Contents
 - Executive Summary (one page)
 - Technical Approach (30 pages)
- Should we ask a question about an acronym list, since it's not listed here?
- If yes, which is the better question to ask?
 1. Which sections of the Technical Application do not count toward the 30-page limit?
 - Potential answer: See page 29 of the NOFO.
 - Potential answer: Appendices do not count toward the page limit.
 2. On page 29 of the NOFO, it says that the cover page, table of contents, executive summary, and appendices do not count towards the 30-page limit. Can you please confirm that an acronym list may also be included and will not count towards the 30-page limit?
 - Potential answer: Yes or no.



EXAMPLE EVALUATION CRITERIA

CRITERIA	Points
TECHNICAL APPROACH: <ul style="list-style-type: none">• The technical approach is clear, complete, and responsive to requirements of the scope of work of the project.• The technical approach is innovative, based on best practices, and is likely to achieve the project's objectives.• The applicant demonstrates an understanding of the context and expertise on the subject matter.• The technical approach clearly articulates what activities will be conducted, how, where, and by whom and when	50
MONITORING AND EVALUATION PLAN: <ul style="list-style-type: none">• The M&E approach responds to the technical strategy.• The applicant proposes effective and high-quality methods for monitoring activities, measuring results and using M&E data to improve performance.• The applicant demonstrates current capacity to collect and analyze data and monitor and evaluate project performance	15
MANAGEMENT AND STAFFING PLAN: <ul style="list-style-type: none">• The management structure and staffing plan demonstrates the capability to rapidly startup and achievement of the project's objectives.• The key personnel are experts in their fields and meet the minimum requirements of the job descriptions.	20
ORGANIZATIONAL CAPACITY: <ul style="list-style-type: none">• The applicant's organizational vision, mission, goals, and objectives are in line with the project.• The applicant has implemented similar projects in the past and has included clear examples and results.• The applicant has successfully managed donor funds.• The applicant has worked in the geographic area previously and has included clear examples and results.	15
TOTAL	100

TECHNICAL APPLICATION - BEST PRACTICES

Best practices for responding to the technical application requirements and meeting the evaluation criteria

Create an outline/template

- Create an outline in Word, and ensure it meet the font type/size, margins, and other requirements.
 - For example – 12 point, Calibri, with 1-inch margins, each page should be numbered consecutively
- Create headings for each required section and note the page limits
 - For example – Technical Approach (10 pages), M&E (3 pages), Management and Staffing Plan (4 pages), and Organization Capability (3 pages)

TECHNICAL PROPOSAL – BEST PRACTICES

- What – what is the activity/task?
- How – how will the activity/task be completed? What stakeholders or other factors need to be taken into account?
- Where – where will the activity geographically take place?
- Who – which organization is leading the activity, will partners support in any way?
- When – when will the activity take place, in Month 1 or 6?

Ensure your technical activities are feasible within the allocated budget!



TECHNICAL PROPOSAL – BEST PRACTICES

- Hold in-person meetings with technical experts, partner staff, operations, finance, and HR staff to discuss
 - context of the issues
 - root causes of challenges
 - potential solutions to address those root causes
 - activities or tasks to operationalize the solutions
 - staff needed to implement the activities
 - monitoring indicators to show progress
- Use sticky notes, white boards, chart paper to collect ideas
- Group them according to objectives of the project



REVIEW THE APPLICATION – BEST PRACTICES

- Define your organization's review milestones (1st draft, 2nd draft, final).
- Please remember that the donor can review only what is in the application and not based on if/how they know your organization.
- Follow a consistent process for each review; give reviewers instructions.
- Identify staff who can serve as reviewers (separate from the proposal team).

Examples of reviews:

- Confirm your application is compliant with the donor requirements.
- Predict how the donor will evaluate your proposal and how to make improvements to make sure you'll get the maximum number of points for each section.
- Review the budget for accuracy and reasonableness of costs.
- Confirm your application is finalized and ready for submission.
- Perform an After-Action Review to discuss lessons learned and how to make improvements to your processes.



Q&A



BUDGET – BEST PRACTICES

- Go back to the solicitation and review what the budget should include and use provided templates
 - Excel for the budget – to show and calculate costs (use formulas)
 - Word for the budget narrative – to provide an explanation and rationale for the costs
- The donor will evaluate your cost proposal and level of effort on three points.
 - Reasonable: Costs are generally recognized as ordinary and necessary.
 - E.g. The rental rate for a venue to conduct a training is average.
 - Allocable: Costs are incurred specifically for the award.
 - E.g. Project staff use 25% of office space; project pays 25% of office rent.
 - Allowable: Costs are not disallowed by the terms of the award.
 - E.g. Alcohol and entertainment not allowed, so they cannot be covered by the grant.

Close coordination with technical, HR, & operations teams is the key to successful budget development!



10% DE MINIMIS

- Local partners that don't have a negotiated indirect cost rate may choose to use a de minimis rate of 10% of modified total direct costs (MTDC).

Computation of Modified Total Direct Costs (MTDC)

- **MTDC includes** all direct salaries and wages, applicable fringe benefits, materials and supplies, services, travel, and up to the first \$25,000 of each subaward (regardless of the period of performance of the subawards under the award).
- **MTDC excludes** equipment, capital expenditures, charges for patient care, rental costs, tuition remission, scholarships and fellowships, participant support costs and the portion of each subaward in excess of \$25,000.

Direct Costs for “ABC NGO”

	Category	Expense Amt
1	Salaries	750 000
2	Travel	150 000
3	Equipment	100 000
	- Equipment purchases (including vehicles) *	55 000
	- Refurbishment of clinic	45 000
4	Training	115 000
	- Accommodation, per diems, car rental	60 000
	- Conference venues (including meals)	45 000
	- Participant support costs	10 000
5	Sub-recipients	175 000
	- Sub-recipient A	110 000
	- Sub-recipient B	45 000
	- Sub-recipient C	20 000
6	Other Direct Costs	200 000
	- Rent	74 000
	- Communication costs	10 000
	- HIV Test Kits (Supplies)	100 000
	- Legal fees	16 000
	Total Direct Costs	1 490 000

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	Total Direct Costs	1 490 000

MTDC and 10% De Minimis Calculation for “ABC NGO”

10% De Minimis Calculation			
			Amount
	Total Direct Costs		1 490 000
Less	MTDC Exclusions (insert reason)		- 289 000
	Equipment purchases	55 000	
	Clinic construction & repairs	45 000	
	Participant Support Costs	10 000	
	Subrecipient > \$25k	105 000	
	Rent	74 000	
	Total MTDC		1 201 000
	Indirect Costs (10% De Minimis)		120 100
	TOTAL COSTS		1 321 100

FIXED AMOUNT AWARDS-FAA

- Fixed Amount Awards are appropriate when the program scope has specific and measurable goals and objectives and there's adequate data to estimate costs and develop the budget.
- FAAs do not require the prime to monitor actual costs incurred, as all costs are covered by agreed upon by “milestone” payments.
- Milestone = description of the task, deliverable, or goal to be accomplished.

FIXED AMOUNT AWARDS-FAA (CONT.)

- Sample 6-month Project Budget for FAA
- Project: Identify best soup recipes in 5 provinces; train people to make them

Line Item	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	TOTAL
Salaries and Wages	3500	3500	3500	3500	3000	2380	19,380
Fringe Benefits	875	875	875	875	750	595	4,845
Consultants							-
Travel and Transportation	575	700	700	700	650	400	3,725
Equipment							-
Supplies	250	150	150	150	150	150	1,000
Contractual							-
Other Direct Costs:							-
Activity 1-Survey (Jan-Mar)	3000	2500	2000	0	0	0	7,500
Activity 2-Training (Apr-May)	0	0	0	5500	3500	0	9,000
Total Direct Cost	8200	7725	7225	10725	8050	3525	45,450
Indirect Costs (10%)	820	773	723	1073	805	353	4,545
Total Estimated Cost	9,020	8,498	7,948	11,798	8,855	3,878	\$ 49,995

FIXED AMOUNT AWARDS-FAA (CONT.)

How to Develop Milestones:

- Generally, a milestone/payment schedule includes: milestone, verification, fixed amount, completion date. Award document should contain additional detail on what is expected for each milestone, as well as what documentation is needed to show it has been completed.
- Example (based on the sample budget):

Milestone	Verification Documentation	Fixed Amount	Completion Date
1. Implementation plan	Implementation plan approved	\$25,500	January 15, 2024
2. Five surveys completed (1 per province)	Survey report	\$18,000	March 31, 2024
3. Five training sessions completed (1 per province)	Training materials and signed attendance sheets	\$4,000	May 31, 2024
4. Final report	Final report approved	\$2,495	June 30, 2024

FIXED AMOUNT AWARDS-FAA (CONT.)

How to Develop Milestones:

- May be critical to provide the subrecipient with upfront funds to start or continue activities. Initial milestone should be established early in the award period (e.g. 14 days after award start date, but no later than 30 days).
- Structure milestones to ensure the subrecipient has adequate cash flow to achieve subsequent milestones.
- The milestones should provide an incentive for the subrecipient to complete activities through the end of the award. For example, the last milestone payment may be smaller in terms of amount or percentage than other milestones, but still sufficient to ensure that the final milestone is completed.

APPLICATION FINALIZATION - BEST PRACTICES

- 1-2 days before submission, conduct a final review of the:
 - format to ensure it is correct and within the page limit (font size, paper size, page numbers, margins, etc.)
 - content to ensure compliance with what the solicitation is asking for and meets the evaluation criteria.
- 1 day before submission, conduct a final copy edit for correct spelling and grammar.
- Submit at least one business day before the deadline to ensure it is received on time.
- Be sure to build these final steps into your calendar!



APPLICATION SUBMISSION – BEST PRACTICES

- Ask for confirmation of receipt in your submission emails.
- Turn on delivery receipts (if possible) to get immediate confirmation the email was sent (check your outbox/sent mail).
- On the submission email, cc others at your organization who can confirm the email was received.
- Ensure the attachments are less than the MB size limit, if they are over that limit, submit them via multiple emails and label them accordingly.



Q&A



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CONTACT INFORMATION

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www.intrahealth.org/asap-resources



Thank You!

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