



# Business Development:

## *Pre-RFA to Post-Submission Best Practices*

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22 February 2024

Rebecca Boler

Business Development Consultant

**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 **3 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](http://www.intrahealth.org/asap-resources)**



## ASAP Resources

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By Keywords...

SEARCH

### New ASAP Resources

April 2021  
**ASAP WEBINAR**  
Overhead, NICRA and 10% De Minimis  
Webinar recording & slides from April 21, 2021.  
[READ MORE](#)

March 2021  
**ASAP WEBINAR**  
Optimized Human Resources for Health Staffing  
Webinar recording & slides from March 25, 2021.  
[READ MORE](#)



WHO WE ARE WHAT WE DO WHERE WE WORK WORK WITH US WHAT'S NEW VITAL

4 ASAP RESOURCES

## Fraud: Preventing, Whistleblower Programs, Detecting, Reporting, Investigating, and Managing Cases



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

PRESENTATION SLIDES

Q&A



ASAP Topics: Compliance  
Language: English



### 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 @JGPollock: This year 227 attacks on health care were reported. That's 227 too many. With 🇺🇸 🇪🇺 & 🇺🇸 & others, @WHO commensate...  
<https://t.co/8DpaudATV>

23 hours 36 mins ago  
[@intrahealth](#)

# VISIT

[www.intrahealth.org/asap-resources](http://www.intrahealth.org/asap-resources)

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

Topics

- Any -

Language

- Any -

Type

- Any -

From

-Year

Until

-Year

By Keywords...

SEARCH

# AVAILABLE IN 3 LANGUAGES

# UPCOMING WEBINARS

English:

February 28: Procurement and Property Management Compliance Issues

March 5: USAID Financial Policies, Internal Controls and Compliance

# COMMUNITIES OF PRACTICE

## Active CoPs:

- Monitoring and Evaluation (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 FACILITATORS



## **Rebecca Boler**

Business Development Consultant

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

# OBJECTIVE & AGENDA

**Objective:** This webinar will provide best practices for identifying potential funding opportunities, preparing for and responding to USG-funded opportunities, and undertaking post-submission activities to better position your organization for the future. A link to the webinar recording and presentation materials will be shared afterward.

## Agenda

- Identifying Opportunities and Making a Go Decision
- Pre-Planning for the Opportunity Release
- Responding to the technical application requirements and meeting the evaluation criteria
- Q&A
- Responding to the cost application requirements
- Finalizing and submitting your application
- Incorporating post-submission best practices
- Q&A





# IDENTIFYING OPPORTUNITIES FROM USAID AND OTHER DONORS


- Direct outreach from the donor
- Word of mouth through your networks (colleagues, donors, stakeholders, etc.)
- Become familiar with USAID's Country Development Cooperation Strategy (CDCS) for your country
- Official USAID sites:
  - [USAID Business Forecast](#)
  - [Grants.gov](#) for grant and cooperative agreement (assistance) opportunities
  - [Sam.gov](#) for contract (acquisition) opportunities
- Websites for foundations, corporations, INGOs, etc.

# USAID BUSINESS FORECAST

Business Forecast Search | U.S. / x +

usaid.gov/business-forecast/search

An official website of the United States government [Here's how you know](#)

 **USAID**  
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What We Do ▾ Where We Work ▾ Results and Data ▾ Partner with Us ▾ About Us ▾ Careers ▾

Search

## Business Forecast Search

Home > Business Forecast > [Business Forecast Search](#)

Use the form below to search for current business opportunities.

- To browse all available opportunities, click the **Search** button without changing any of the search fields.
- To include opportunities that match all options in a particular filter, leave all of the checkboxes in that group unchecked. For example, if no **Sector** checkboxes are checked, then opportunities matching any **Sector** will be included.
- [Click here](#) to download our Business Forecast template to format your search results.

Displaying 1 - 10 of 237 results.

[Download these results \(CSV\)](#)



Title/Description	A&A Plan Id		
<input type="text"/>	<input type="text"/>		
Operating Unit	Sector		
<input type="text" value="Choose options"/>	<input type="text" value="Choose options"/>		
Small Business Set-Aside	Award Type		
<input type="text" value="Choose options"/>	<input type="text" value="Choose options"/>		
TEC Range	Solicitation Date		
<input type="text" value="Choose options"/>	<input type="text" value="mm/dd/yyyy"/>		
Anticipated Award Date	POC		
<input type="text" value="mm/dd/yyyy"/>	<input type="text"/>		
NAICS	Sort by	Order	Items per page
<input type="text"/>	Updated Date	Desc	10

SEARCH

# USAID BUSINESS FORECAST

## South Africa Free State Provincial HIV/TB Care & Treatment Activity

Plan Id: AA-330141

Fiscal Year Of Award: 2024

Last Modified Date: 2/14/2024

Operating Unit: South Africa

Sector: HIV/AIDS (More than 50% funded by PEPFAR)

A&A Specialist Name: Ildiko Huhn

Award Length: 5 years

Eligibility Criteria: restricted to local competition

Principal Geographic Code: 935 - Worldwide (Including Cooperating Country)

Award Action Type: Cooperative Agreement

Category Management Contract Vehicle: N/A

Solicitation Number: 72067424RFA00008

Small Business Set Aside: TBD

Cocreation: Request for Information (RFI)/Sources Sought Notice

Anticipated Solicitation Release Date

2/13/2024

Anticipated Award Date

10/31/2024

Total Estimated Cost

\$50M - \$99.99M

Integrated HIV and TB service delivery to attain and sustain HIV epidemic control and support elimination of TB in the Free State Province in South Africa

Change Log



# GRANTS.GOV



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## SEARCH GRANTS



### BASIC SEARCH CRITERIA:

Keyword(s):

Opportunity Number:

CFDA:

[Search](#)

SORT BY:

[Update Sort](#)

DATE RANGE:

[Update Date Range](#)

### OPPORTUNITY STATUS:

Forecasted (158)

Posted (123)

Closed (468)

Archived (2,395)

1 2 3 4 ... 10 Next

Opportunity Number	Opportunity Title	Agency	Opportunity Status	Posted Date	Close Date
<a href="#">72067424RFA00008</a>	Achieving and Sustaining HIV/TB Epidemic Control in the Free State Province	USAID-SAF	Posted	02/13/2024	04/04/2024
<a href="#">72067024RFISS00001</a>	USAID/Libya RFI and Sources Sought: Engagement with Voters for Equitable Representation (EVER)	USAID-GER	Forecasted	02/13/2024	
<a href="#">72067424RFA00005</a>	Bokamoso Activity	USAID-SAF	Posted	02/12/2024	03/12/2024
<a href="#">720674RFA00006</a>	USAID/Lesotho Bophelo Bo Botle (Good Health) Activity	USAID-SAF	Forecasted	02/12/2024	

### AGENCY:

- All Agencies
- All Advanced Research Projects Agency for Health [ARPAH] (1)
- All Agency for International Development [USAID] (281)
- All AmeriCorps [AC] (2)
- All Denali Commission [DC] (1)
- All Department of Agriculture [USDA] (68)
- All Department of Commerce [DOC] (57)

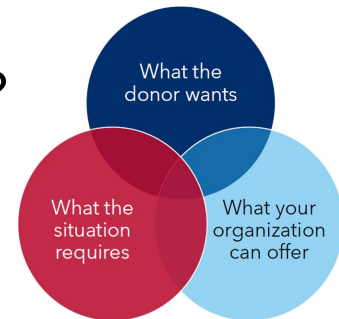
[Search Tips](#)

# MAKING A “GO” DECISION

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?



# PRE-PLANNING (CAPTURE)

What is Pre-Planning (or Capture)?

It is an opportunity-specific process following a go decision that continues until the opportunity is released (for competitive opportunities)

It includes:

- A thorough assessment of the opportunity
- An analysis of the competition
- An assessment of your organization's technical capabilities
  
- To then inform and begin:
  - Your strategy to resource the proposal effort and identify your proposal team
  - Your partnering strategy and begin to build your consortium
  - Your Initial technical, management, and budgeting strategies
  - Your recruitment of key personnel

# 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



# LIVE PROPOSAL DEVELOPMENT



**USAID**  
FROM THE AMERICAN PEOPLE

**AVALIZA**

**Issue Date:** March 8, 2021

**Deadline for Questions:** March 22, 2021 at 3:00PM Local time

**Closing Date:** April 29, 2021 at 3:00PM Local time

**Subject:** Notice of Funding Opportunity (NOFO) Number:  
**720663355RFA11112**



# REVIEWING DOCUMENTS

Reviewing the Application Requirements and Organizing Your Team

Read and review the documents from top to bottom



# REVIEWING DOCUMENTS

**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



# PROPOSAL CALENDAR



Mon	Tue	Wed	Thu	Fri	Sat	Sun
<b>MARCH 8</b> RFA Released by USAID	9	10 Kick off meeting with proposal team	11	12 Partner packets distributed	13	14
15 Technical Strategy Sessions as needed → Key personnel interviews start	16	17	18	19 Submit questions to USAID by 5pm	20	21
22 Questions due to USAID by 3pm	23 First draft proposal due, team reviews for feedback	24	25	26 Technical draft sent to reviewers Final Key Personnel candidates selected	27	28
29 CVs for Key Personnel formatting and editing	30 Technical Review 1 - meeting to discuss reviewer feedback	31	<b>APRIL 1</b> Budget Review 1 - meeting to discuss reviewer feedback	2 Final CVs for Key Personnel due for review	3	4
5	6 Technical Review 2 - meeting to discuss reviewer feedback	7	8	9	10	11
12 Final budgets due	13	14	15 Final Budget Review	16 Final CVs and Letters of	17	18
				Commitment for Key Personnel due		
19	20 Final technical, budget, and annexes due	21 Copy editing and formatting →	22	23	24	25
26 Final review and sign off	27 Submit application to USAID by 5pm	28	29 Application due to USAID by 3pm			

# COMPLIANCE MATRIX

Integrated HIV Care and Treatment Support Activity  
NOFO 720663355RFA11112

## Compliance Matrix

### Deadlines

- **Final** – April 29, 2021, at 3:00PM local time – email to [proposalcontact@usaid.gov](mailto:proposalcontact@usaid.gov)
- **Questions** – March 22, 2021, at 3:00PM local time - add submission [proposalcontact@usaid.gov](mailto:proposalcontact@usaid.gov)

### Proposal Specifics

- Page limit – 30 pages for Technical Application
- Written in English
- Use standard 8 ½" x 11", single sided, single-spaced, 12 point Times New Roman font, 1" margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant's name.
- 10 point font can be used for graphs and charts. Tables, however, must comply with the 12 point Times New Roman requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The estimated start date identified in Section B of this NOFO must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the applicant's discretion, however, the official cost application submission is the unlocked Excel version.
- 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, acronym page, executive summary, and appendices); Pages in excess of this limit will not be considered.



### Proposal Evaluation Criteria (PAGE 47):

<b>Technical Approach</b>	<b>50 points</b>
<ul style="list-style-type: none"><li>• The quality of the proposed conceptual approach, <u>methodologies</u> and techniques in achieving the stated results of the activity.</li></ul>	
<b>Management and Staffing</b>	<b>30 points</b>
<ul style="list-style-type: none"><li>• The quality and appropriateness of the proposed management approach and key personnel and the extent to which the applicant proposed an efficient organization that will effectively implement the activity.</li></ul>	
<b>Organizational Capacity</b>	<b>20 points</b>
<ul style="list-style-type: none"><li>• The extent to which the applicant, and proposed sub-grantees, possess the current organizational knowledge, capability, <u>relevant experience</u> and operational systems necessary to implement the desired interventions.</li></ul>	

# QUESTIONS TO THE DONOR

- 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 (1 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.

# TECHNICAL APPLICATION

## 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 APPROACH

- 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

# TECHNICAL APPROACH

- 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? Which specific staff will lead or support?
  - When – when will the activity take place, in Month 1 or Year 3?

**Ensure your technical activities are feasible within the allocated budget!**

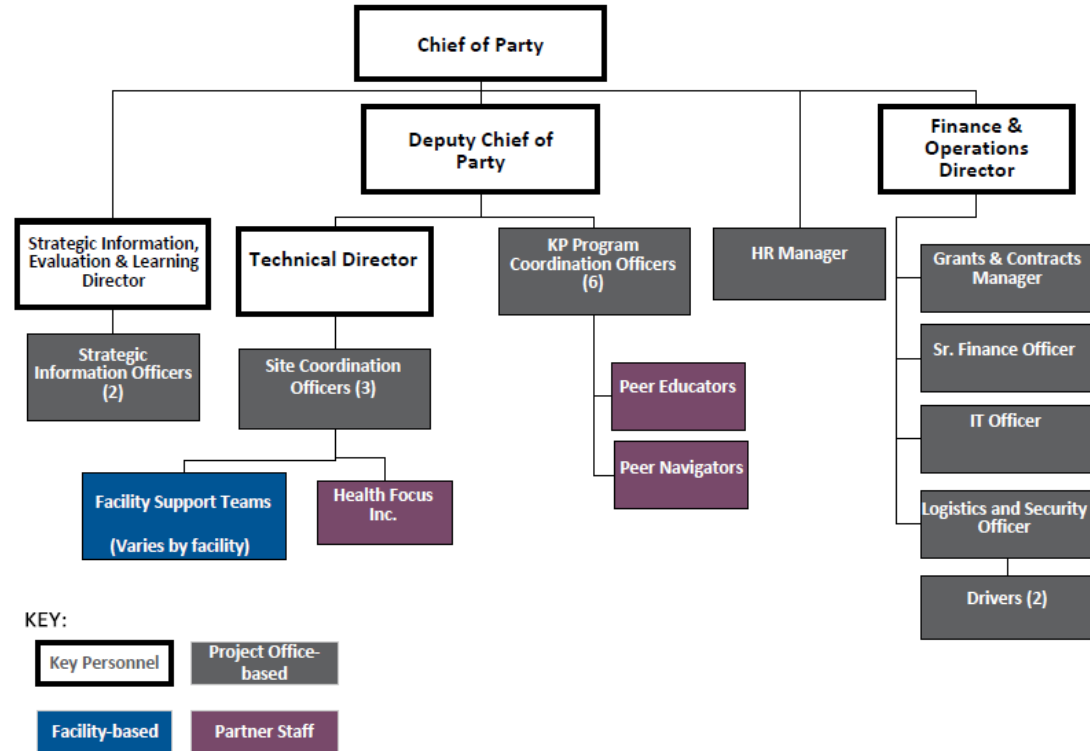
# MANAGEMENT AND STAFFING PLAN

The management and staffing plan describes how you will:

- Identify and work with partners or subrecipients
- Establish lines of authority, communication, and reporting
- Assign staff to key roles and obtain additional technical expertise as needed
  - Including Key Personnel and non-key staff that are essential to the project
  - CVs for Key Personnel are usually requested in the Annex and must describe and demonstrate their qualifications and meeting the requirements.

# ORGANIZATIONAL CHART

- Develop your org chart as early as possible and cost it out to ensure that the structure is feasible.
- Show key positions that will be held by both your organization and consortium partners.
- Display in which office the staff will be based (using the Key).
- Adjust the staffing configuration according to the type of project (service delivery vs. technical assistance).
- Ensure that appropriate proportions of funding are going to staff vs. activities.



# MONITORING, EVALUATION, AND LEARNING PLAN

- Identify Program Goals and Objectives
- Define Indicators (output and outcome) – sometimes provided in the RFA, USAID standard indicators, and custom indicators.
- Define Data Collection Methods and Timeline.
- Identify M&E Roles and Responsibilities.
- Create an Analysis Plan and Reporting Templates.
- Plan for Dissemination and Donor Reporting.

# ORGANIZATIONAL CAPACITY AND HISTORY OF PERFORMANCE

## Organizational Capacity

- Appears as a narrative within the Technical Application.
- Demonstrates that you can perform the SOW of the opportunity by describing past and current work related to the SOW of the opportunity.
- Include experience of the prime and the consortium partners.

## History of Performance/Past Performance

- Appears in the Annexes
- Using the template provided by USAID/donor, describes specific projects that you've recently implemented related to the SOW of the opportunity.
- USAID will contact staff who are familiar with your work and can speak to your performance.
- For the prime and consortium partners.

### HISTORY OF PERFORMANCE

<b>1. Award Number:</b>
<b>2. Agency or Entity Providing the Funding:</b>
<b>3. Description of the Program Including Complexity/Diversity of Tasks:</b>
<b>4. Primary Location(s) of Program:</b>
<b>5. Period of Performance:</b>
<b>6. Skills/Expertise Required:</b>
<b>7. Dollar Value:</b>
<b>8. Type of Award:</b>
<b>9. Contact Information for Two Persons, Including Name, Job Title, Mailing Address, Phone Numbers, and Email Address</b>

# REVIEW THE APPLICATION

- Define your organization's review milestones (1<sup>st</sup> draft, 2<sup>nd</sup> 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





# COST APPLICATION

- 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!**

# BUDGET & NARRATIVE EXAMPLE

3. Travel						
<b>3.1 International Travel</b>						
<b>3.1.1 Long-term Technical Assistance (LTTA) Flights</b>						
Mobilization/Demobilization - One Way	to/from	/one way	\$350.00	4	\$	1,400
<b>3.1.2 Short-term Technical Assistance (STTA) - HQ</b>						
International Airfare - Washington DC to Almaty	Almaty	/RT	\$1,500.00	5	\$	7,500
<b>3.1.3 Short-term Technical Assistance (STTA) - Consultants</b>						
International Airfare - Washington DC to Almaty	Almaty	/RT	\$1,500.00	3	\$	4,500
<b>3.1.4 Per Diem (Lodging and M&amp;IE) &amp; Ground Transport</b>						
<b>International Travel Per Diem</b>						
Lodging and M&IE - Per Diem (Almaty)		/days	\$316.00	112	\$	35,392
Ground Transport	Almaty	/trip	\$150.00	8	\$	1,200
<b>3.2 Regional Travel</b>						
International Airfare - (Regional)		/RT	\$350.00	24	\$	8,400
Lodging and M&IE - Per Diem Dushanbe		/days	\$320.00	40	\$	12,800
Lodging and M&IE - Per Diem Ashgabat		/days	\$282.00	40	\$	11,280
Lodging and M&IE - Per Diem Tashkent		/days	\$279.00	40	\$	11,160
Ground Transport		/trip	\$150.00	24	\$	3,600
<b>3.3 Local Travel</b>						
Local Transportation		/month	\$500.00	12	\$	6,000
<b>Sub-total Travel</b>						<b>\$103,232</b>

## 3.1.3 Short-term Technical Assistance (STTA) Expatriate/Consultants Flights

The budget includes 15 round-trip airfares at \$1,500 on average per airfare from U.S. city to Almaty for consultants' travel to post. Airfare costs are based on current Fly America-compliant, refundable economy-class airfare quotes from our in-house travel agent from U.S. city to Almaty Kazakhstan. Three trips per year are budgeted for each program year.

## 3.1.4 Per Diem (Lodging and M&IE) and Ground Transport

Per diem is budgeted based on the rates provided in the Department of State Standardized Regulations (DSSR), Chapter 925. The following assumptions have been budgeted per diem: a) *International Travel Per Diem*: Lodging and M&IE is budgeted at \$316/day per the DSSR for international HQ, STTA, and consultants traveling to Kazakhstan. Each trip is budgeted for 14 days inclusive of travel days. We calculated per diem days based on the LOE budgeted under personnel for HQ, STTA, and international consultants. b) *Ground Transport*: \$150 per trip is budgeted for ground transport for HQ, STTA, and consultant travel to Kazakhstan.

# 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.

# COST SHARE

- Cost share or "matching" refers to the resources a recipient contributes to the total cost of an agreement.
- It becomes a condition of an award when it is part of the approved award budget, is verifiable from the recipient's records, and must be reported on throughout the life of the project.
- Only non-USG funds can count towards cost share.
- Cost share can/should be flowed down to sub-partners.

# COST SHARE

## Spotlight on Cost Share



There is no legislative requirement that assistance awards include cost share, but it is an important part of the USAID-recipient relationship.

If USAID chooses to require cost share in an award, it must:

- NOT use a set formula to determine the amount; and
- the cost share requirements **MUST** be stated in the announcement.



If cost-share is included in the award document, the AOR is responsible for monitoring compliance.

If a recipient doesn't meet its cost share requirement, the AO may:

- apply the difference to reduce the amount of USAID funding for the following funding period;
- require the recipient to refund the difference to USAID if the award has expired or has been terminated; or
- for non-U.S. NGO's only: reduce the amount of cost share required under the award.



### Type of Cost Share Contribution

### Valuation

Volunteer Services	Rates for volunteer services must be consistent with those paid for similar work.
Donated Employee Time	Employee's regular rate of pay.
Donated Supplies	Fair market value of the supplies at the time of donation.
Cash Contributions	Cash value.
Donated equipment, building or land	Fair market value or rental value at the time of the donation, as established by an independent appraisal.
Project co-funding	Actual cost incurred.

### Where Can I Learn More?

#### Cost Share

ADS 303.3.5.3 Solicitation Format  
ADS 303.3.10 Cost Share  
ADS 303.3.12 Negotiation of the Award  
ADS 303.3.18 Award Administration  
2 CFR 200.306 Cost sharing or matching  
2 CFR 700.10 Cost sharing or matching

#### Leverage

ADS 303.3.27 Public-Private Partnerships  
GDA website: <https://www.usaid.gov/gda>  
Acquisition and Assistance Policy Directive (AAPD) 04-16: Public-Private Alliance Guidelines & Collaboration Agreement

#### Program Income

ADS 303.3.5.3 Solicitation Format  
ADS 303.3.10 Cost Share  
ADS 303.3.18 Award Administration  
2 CFR 200.307 Program Income

Developed by USAID/India's Regional Financial Management Office and Regional Office of Acquisition and Assistance and the Central and South Asia Acquisition and Assistance Innovation Lab in support of Local Capacity Building.

# COOPERATIVE AGREEMENTS

## Cooperative Agreements

- Cooperative agreements provide for substantial involvement between the Agency and recipient during implementation of an Activity.
- Substantial involvement may include:
  - Approval of implementation plans;
  - Approval of key personnel; and
  - Collaboration between USAID and the partner.
- Examples: selection of advisory committee members, sub-awards, and review of the partner's monitoring and evaluation plans.

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



# APPLICATION FINALIZATION

- 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

- 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.

# POST-SUBMISSION

- Debrief with your team and discuss how you might improve the process for the next time you apply for an award.
- Prepare for USAID to come back with questions/clarifications on your application.
- If USAID notifies you that you weren't successful, request in writing a debrief or a copy of USAID's evaluation of your response (within 10 days of notification from USAID)
- Use this feedback to build expertise, enhance systems, and reassess alignment with donor priorities.

# Sharing Lessons Learned and Q&A





# CONTACT INFORMATION

## For more details on ASAP

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[www.intrahealth.org/asap-resources](http://www.intrahealth.org/asap-resources)



# Thank You!

## ASAPI II

ACCELERATING SUPPORT TO ADVANCED LOCAL PARTNERS II



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