Business Development:
Pre-RFA to Post-Submission Best Practices

16 November 2022

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ASAP II

ACCELERATING SUPPORT TO ADVANCED LOCAL PARTNERS II

Agenda

Topic
Welcome, Introductions, and Overview of the Session
Identifying Opportunities and Making a Go Decision
Pre-Planning for the Opportunity Release
Forming a Winning Consortium
Q&A
Live Proposal Development
Q&A
BREAK
Budget Development and Types of Awards
Q&A
Proposal Finalization and Submission
Sharing Lessons Learned and Q&A


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Goals of the Session

- Share best practices to prepare proposals for USAID and other donors
- Share ideas on ways to increase your competitiveness for winning proposals
- Share examples of tools and templates

Identifying Opportunities from USAID and other Donors

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

Identifying Opportunities

RESOURCES FOR HIV/AIDS

Prepared by Accelerating Support for Advanced Support for Advanced Local Partners

TABLE OF CONTENT

1. FUNDING SOURCES

International HIV funding from donor governments is provided through both bilateral and multilateral channels. International investment in the HIV responses of these countries peaked in 2013 at nearly US$10 billion; it has since declined to around US$8.1 billion in 2016. This decline was due to a number of factors including the depreciation of donor currencies, delays in funding from the USA (the biggest donor), and the decision taken by many to 'front-load' their contributions to the Global Fund – so that they give more earlier on. The USA accounted for the majority of bilateral and multilateral funding from donor governments in 2016 (US$4.9 billion). Contributions by the USA were followed by the United Kingdom (UK) (US$645.6 million), France (US$242.4 million), the Netherlands (US$214.2 million) and Germany (US$182 million). Since 2006, these five countries have accounted for roughly 80% of all HIV funding from donor governments.

1.1 Multilateral Funding

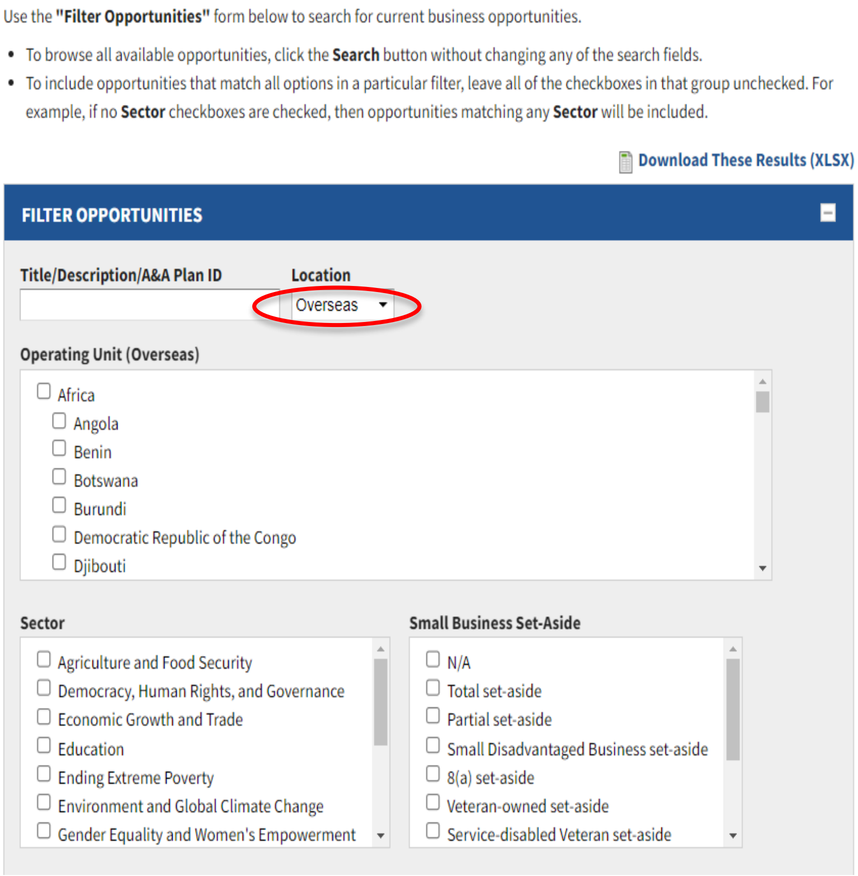
In 2016, a total of US$1.5 billion international HIV assistance was provided through multilateral organizations such as the Global Fund, UNITAID and other United Nations agencies. This is a 22% decrease on 2015 levels (US$1.9 billion), with most of the decrease due to the introduction of a U.S. law, limiting the country's contribution to one-third of total contributions to the Global Fund. However, much of this missing funding was provided later, in 2017. Australia, Norway, France, Germany, Italy, Japan and Canada all provide the majority of their HIV funding through multilateral channels.

International AIDS Society
https://www.iasociety.org/
Founded in 1988, the International AIDS Society (IAS) is the world's largest association of HIV professionals, with members from more than 180 countries working on all fronts of the global AIDS response. The mission of the IAS is to lead collective action on every front of the global HIV response through its membership base, scientific authority, and convening power. IAS advocates and drives urgent action to reduce the global impact of HIV. IAS is also the steward of the world's two most prestigious HIV conferences—the International AIDS Conference and the IAS Conference on HIV Science.

The Global Fund to Fight AIDS, Tuberculosis and Malaria (The Global Fund)
https://www.theglobalfund.org/en/hivaids/

Founded in 2002, the Global Fund is an international financing organization that works in partnership between governments, civil society, the private sector and people affected by HIV, tuberculosis and malaria.32 It provides more than 20% of all international financing for HIV programs, and has disbursed more than US$17 billion for HIV programs in more than 100 countries between 2002 and 2016 (excluding TB/HIV programs).
The Global Fund has three key criteria for allocating its funds, prioritizing: countries with high disease burden, countries where the proportion of key populations is highest, and countries where national health systems lack capacity to respond to HIV. In 2017, it supported programs providing ART to 11 million people and provided 579 million HIV tests. The Global Fund has been instrumental in supporting key populations in a number of ways. It appoints key population representatives to sit on Country Co-ordinating Mechanisms (CCMs), national committees that submit requests for funding on behalf of the entire country and oversee implementation once the request has been granted. It has also been instrumental in funding a large majority of key population programs in many countries. For example, it is the world's largest investor in harm reduction programs for people who inject drugs.

USAID Business Forecast



Use the **"Filter Opportunities"** 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.

Download These Results (XLSX)

FILTER OPPORTUNITIES

Title/Description/A&A Plan ID

Location

Overseas

Operating Unit (Overseas)

- [ ] Africa
  - [ ] Angola
  - [ ] Benin
  - [ ] Botswana
  - [ ] Burundi
  - [ ] Democratic Republic of the Congo
  - [ ] Djibouti

Sector

- [ ] Agriculture and Food Security
- [ ] Democracy, Human Rights, and Governance
- [ ] Economic Growth and Trade
- [ ] Education
- [ ] Ending Extreme Poverty
- [ ] Environment and Global Climate Change
- [ ] Gender Equality and Women's Empowerment

Small Business Set-Aside

- [ ] N/A
- [ ] Total set-aside
- [ ] Partial set-aside
- [ ] Small Disadvantaged Business set-aside
- [ ] 8(a) set-aside
- [ ] Veteran-owned set-aside
- [ ] Service-disabled Veteran set-aside

USAID Business Forecast

- Example:

TBD

A&A Plan ID: AA-323219
NAICS Code: TBD
Fiscal Year of Action: 2023
Last updated: 9/26/2022

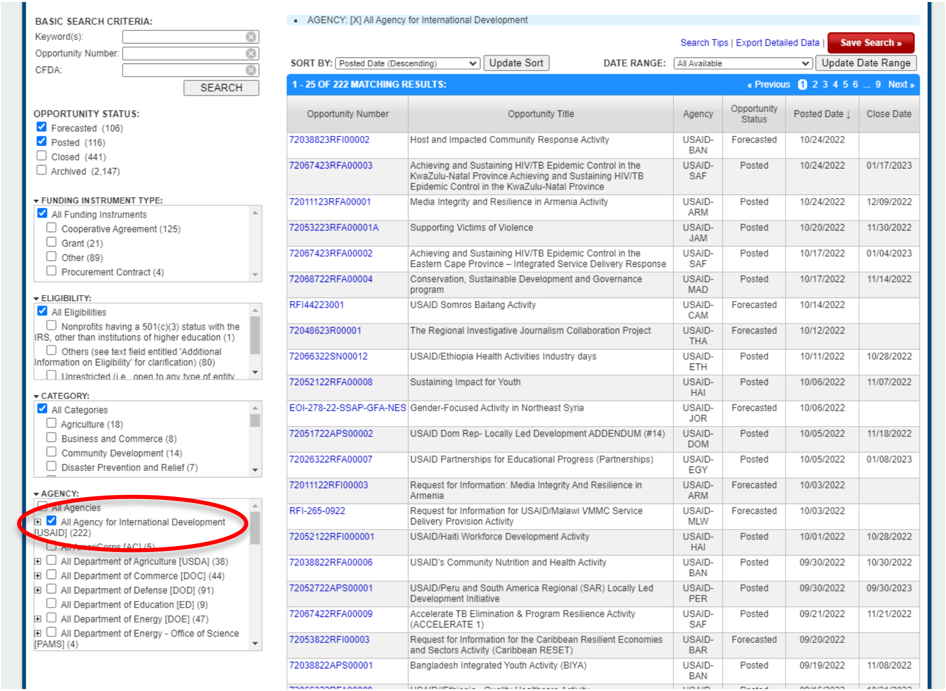
Operating Unit: South Africa
Sector: HIV/AIDS (More than 50% funded by PEPFAR)
A&A Specialist / POC: N. Mangqalaza
Award Length: TBD
Eligibility Criteria: TBD
Principal Geographic Code:
935 - Worldwide (Including Cooperating Country)

Award/Action Type: To Be Determined (TBD)
Category Management Contract Vehicle: N/A
Solicitation Number: TBD
Small Business Set-Aside: TBD
Co-creation: TBD

Anticipated Solicitation Release Date:	Anticipated Award Date:	Total Estimated Cost/Amount Range:
9/30/2023	9/30/2024	$25M - $49.99M

Grants.gov


GRANTS.GOV
FIND. APPLY. SUCCEED.
SEARCH: Grant Opportunities
Enter Keyword...
GO
HOME
LEARN GRANTS
SEARCH GRANTS
APPLICANTS
GRANTORS
SYSTEM-TO-SYSTEM
FORMS
CONNECT
SUPPORT
Convenience

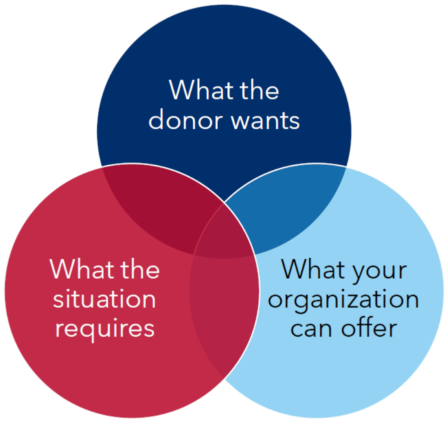

BASIC SEARCH CRITERIA:
Keyword(s):
Opportunity Number:
CFDA:
SEARCH
OPPORTUNITY STATUS:
Forecasted (106)
Posted (116)
Closed (441)
Archived (2,147)
FUNDING INSTRUMENT TYPE:
All Funding Instruments
Cooperative Agreement (125)
Grant (21)
Other (89)
Procurement Contract (4)
ELIGIBILITY:
All Eligibilities
Nonprofits having a 501(c)(3) status with the IRS, other than institutions of higher education (1)
Others (see text field entitled 'Additional Information on Eligibility' for clarification) (80)
CATEGORY:
All Categories
Agriculture (18)
Business and Commerce (8)
Community Development (14)
Disaster Prevention and Relief (7)
AGENCY:
All Agencies
All Agency for International Development [USAID] (222)
All Department of Agriculture [USDA] (38)
All Department of Commerce [DOC] (44)
All Department of Defense [DOD] (91)
All Department of Education [ED] (9)
All Department of Energy [DOE] (47)
All Department of Energy - Office of Science [PAMS] (4)
AGENCY: [X] All Agency for International Development
Search Tips | Export Detailed Data | Save Search »
SORT BY: Posted Date (Descending) Update Sort
DATE RANGE: All Available Update Date Range
1 - 25 OF 222 MATCHING RESULTS:
« Previous 1 2 3 4 5 6 ... 9 Next »
Opportunity Number | Opportunity Title | Agency | Opportunity Status | Posted Date | Close Date
72038823RFI00002 | Host and Impacted Community Response Activity | USAID-BAN | Forecasted | 10/24/2022 |
72067423RFA00003 | Achieving and Sustaining HIV/TB Epidemic Control in the KwaZulu-Natal Province Achieving and Sustaining HIV/TB Epidemic Control in the KwaZulu-Natal Province | USAID-SAF | Posted | 10/24/2022 | 01/17/2023
72011123RFA00001 | Media Integrity and Resilience in Armenia Activity | USAID-ARM | Posted | 10/24/2022 | 12/09/2022
72053223RFA00001A | Supporting Victims of Violence | USAID-JAM | Posted | 10/20/2022 | 11/30/2022
72067423RFA00002 | Achieving and Sustaining HIV/TB Epidemic Control in the Eastern Cape Province – Integrated Service Delivery Response | USAID-SAF | Posted | 10/17/2022 | 01/04/2023
72068722RFA00004 | Conservation, Sustainable Development and Governance program | USAID-MAD | Posted | 10/17/2022 | 11/14/2022
RFI44223001 | USAID Somros Baitang Activity | USAID-CAM | Forecasted | 10/14/2022 |
72048623R00001 | The Regional Investigative Journalism Collaboration Project | USAID-THA | Forecasted | 10/12/2022 |
72066322SN00012 | USAID/Ethiopia Health Activities Industry days | USAID-ETH | Posted | 10/11/2022 | 10/28/2022
72052122RFA00008 | Sustaining Impact for Youth | USAID-HAI | Posted | 10/06/2022 | 11/07/2022
EOI-278-22-SSAP-GFA-NES | Gender-Focused Activity in Northeast Syria | USAID-JOR | Forecasted | 10/06/2022 |
72051722APS00002 | USAID Dom Rep- Locally Led Development ADDENDUM (#14) | USAID-DOM | Posted | 10/05/2022 | 11/18/2022
72026322RFA00007 | USAID Partnerships for Educational Progress (Partnerships) | USAID-EGY | Posted | 10/05/2022 | 01/08/2023
72011122RFI00003 | Request for Information: Media Integrity And Resilience in Armenia | USAID-ARM | Forecasted | 10/03/2022 |
RFI-265-0922 | Request for Information for USAID/Malawi VMMC Service Delivery Provision Activity | USAID-MLW | Forecasted | 10/03/2022 |
72052122RFI000001 | USAID/Haiti Workforce Development Activity | USAID-HAI | Posted | 10/01/2022 | 10/28/2022
72038822RFA00006 | USAID's Community Nutrition and Health Activity | USAID-BAN | Posted | 09/30/2022 | 10/30/2022
72052722APS00001 | USAID/Peru and South America Regional (SAR) Locally Led Development Initiative | USAID-PER | Posted | 09/30/2022 | 09/30/2023
72067422RFA00009 | Accelerate TB Elimination & Program Resilience Activity (ACCELERATE 1) | USAID-SAF | Posted | 09/21/2022 | 11/21/2022
72053822RFI00003 | Request for Information for the Caribbean Resilient Economies and Sectors Activity (Caribbean RESET) | USAID-BAR | Forecasted | 09/20/2022 |
72038822APS00001 | Bangladesh Integrated Youth Activity (BIYA) | USAID-BAN | Posted | 09/19/2022 | 11/08/2022

Making a go decision

Is the opportunity….

- 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?
- Through a mechanism your organization can implement?
- Presenting any risks and if so, can those risks be mitigated?
- Do you have the resources to pull an proposal together in time?

If the answer is yes, then you'll move to the next phase…



Pre-Planning (Capture)

What is Pre-Planning?

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

Forming a Winning Consortium

Things to consider

- Complementary vs. overlapping skills/expertise
- Good reputation/credibility
- Strategic geographic focus
- History of positive performance
- What type of partners are needed - exclusive, non-exclusive, technical assistance, implementation, or resource partners

How to identify

- Research current implementers with USAID and other donors
- Use your networks (employees, former colleagues)
- Attend industry sponsored events (TWGs, project closeout events)
- WorkwithUSAID.org - A resource hub designed for new, current, and future local and international partners to navigate how to work with USAID.

Forming a Winning Consortium

Tools

- Capability statements give a summary of your organization and its technical/geographic expertise, proof of qualifications
- Scope of Work – agree on the partner’s role/responsibilities for proposal preparation and for the project
- Non-Disclosure Agreements (NDA) - is a binding contract between two or more parties that prevents sensitive information from being shared with others.
- Pre-Teaming and Teaming Agreements (PTA/TA) – establishes a formal relationship between your organizations, sets out the parameters under which you’ll work together, details the sub-partners SOW for the project, etc. (can be exclusive or non-exclusive)
  - PTAs are entered into before an RFA is released and are subject to review/adjustment once the RFA is released – these contain draft SOWs and contain NDA language so that organizations can work together before the final RFA is released. Final TAs are entered into upon
  - Do not share any proprietary or competitive information before a signed teaming agreement is in place.
  - Should be signed as soon as possible so that information sharing is not impeded.

Activity: Forming a Consortium

Scenario 1:

- Integrated HIV Care and Treatment Support Activity in the country of Avaliza, concentrated in two provinces (out of nine regions in the country). The budget ceiling is $20M.
- Goal: To contribute to the attainment and sustainability of HIV epidemic control
  - Objective 1: To provide site-level technical assistance that ensures comprehensive implementation of national guidelines, procedures and other standards of practice at service delivery points in order to maintain and/or improve quality of services provided at health facilities for the prevention of new HIV infections.
  - Objective 2: To advance and strengthen strategic information and evaluation for data-driven and evidence-based implementation.

Your organization's expertise is Objective 1 - providing site-level technical assistance, but you have a gap in experience for Objective 2 and do not currently work in the 2 target provinces (but you do in other provinces in the country).

- What do you do?
  - Would you want to prime or sub? Why?
  - What type of orgs would you look for to be on your consortium?
  - How would you reach out to them?

Q&A

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

Live Proposal Development

RFA has been released – what now?

- Get organized!
- Streamline coordination and communication
- Keep people informed
- Allocate the proper resources
- Ensure quality and compliance
- Establish knowledge management

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

Program Title: Integrated HIV Care and Treatment Support Activity

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement from qualified entities to implement the Integrated HIV Care and Treatment Support program. Eligibility for this award is restricted to local organizations as defined in Section C of this NOFO.

USAID intends to make an award to the applicant(s) who best meets the objectives of this funding opportunity based on the merit review criteria described in this NOFO subject to a risk assessment. Eligible parties interested in submitting an application are encouraged to read this NOFO thoroughly to understand the type of program sought, application submission requirements and selection process.

To be eligible for award, the applicant must provide all information as required in this NOFO and meet eligibility standards in Section C of this NOFO. This funding opportunity is posted on www.grants.gov, and may be amended. It is the responsibility of the applicant to regularly check the website to ensure they have the latest information pertaining to this notice of funding opportunity and to ensure that the NOFO has been received from the internet in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion process. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements detailed in Section D.6.f. The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early in the process.

Please send any questions to the point(s) of contact identified in Section D. The deadline for questions is shown above. Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted to www.grants.gov.

Live Proposal Development – what to do first?

1. Read the RFA!
2. Identify/reconfirm your proposal team and make assignments
3. Create/review your calendar
4. Create a compliance matrix to review RFA requirements, evaluation criteria, and compliance
5. Identify/review your partnership configuration
   - Add/drop partners, revise SOWs
   - Keep partners informed and involved in the process
6. Review/reconfirm key personnel/staff candidates and gear up to fill any gaps
7. Read the RFA again!

Proposal Team Functions

Define the roles that are critical for success and how your staff can fill them. Ensure the roles/responsibilities are clear and communicate often!

Functions:

- Organization, communication, and knowledge management
- Technical/M&E
- Budgeting
- HR/Recruitment
- Reviewers (technical, compliance, budget)

Proposal Calendar

Mon	Tue	Wed	Thu	Fri	Sat	Sun
MARCH 8 **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	APRIL 1 **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 Commitment for Key Personnel due	17	18
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
- **Questions** – March 22, 2021, at 3:00PM local time - add submission 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):

Technical Approach	**50 points**
• The quality of the proposed conceptual approach, methodologies and techniques in achieving the stated results of the activity.	
Management and Staffing	**30 points**
• 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.	
Organizational Capacity	**20 points**
• The extent to which the applicant, and proposed sub-grantees, possess the current organizational knowledge, capability, relevant experience and operational systems necessary to implement the desired interventions.	

Compliance Matrix

Application Outline

PAGE # FROM RFA/RFP	SECTION	# OF PAGES	PERSON RESPONSIBLE
TECHNICAL APPLICATION			
Front Matter			
27	**Cover Page** • Name of the organization(s) submitting the application; • Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address); • Program name • Notice of Funding Opportunity number • Name of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations, per USAID's definition of 'local entity' under ADS 303.	1 page (not counted against page limit)	Proposal Manager
29	**Table of Contents** • Include major sections and page numbering to easily cross-reference and identify merit review criteria.	No limit (not counted against limit)	Proposal Manager
	Acronym List – not included in RFA – ask a question?		
29	**Executive Summary** • The Executive Summary must provide a high-level overview of key elements of the Technical Application, management approach, implementation plan, expected results and monitoring and evaluation plan.	1 page (not counted against page limit)	Technical Writer
I. Technical Approach			
30	This section must address the following: • **Conceptual Approach:** Provide a concise background on the specific development challenge or opportunity. Include a problem statement with a brief analysis of the stakeholders and intended beneficiaries involved. Describe the key opportunities as well as the issues and challenges of implementing HIV Care and Treatment interventions in Avaliza. Describe how the proposed approach and illustrative activities are relevant and likely to achieve the expected results. Describe the approach for actively engaging a variety of stakeholders, leading to harmonization, integration and coordination/ collaboration among parties.	15 pages	Technical Writer
	• **Methodology**: Briefly discuss and/or make reference to the evidence base backing the choice of methodologies and describe how the program will implement these particular approaches. Describe the anticipated link between the proposed activities and their intended impact on the objectives in this program. • **Results**: Describe how anticipated results are logically connected to the objectives. The proposed activity must promote and strengthen sustainable practices and changes beyond the life of the award. Discuss how the proposed innovative methodologies can lead to sustained HIV epidemic control in Avaliza. Discuss how this program will build sustainability into activities, so they can be continued after USAID assistance ends.		
II. Organizational Capacity			
30	• In this section, describe the Applicant's organizational and management structure, including how it contributes towards achieving the objectives and results of their proposed technical approach. The applicant should describe the organization's ability to start implementation immediately after award, including a plan that will result in a feasible, efficient and rapid transition strategy. The plan should also include flexibility in programming to be responsive to the state of the COVID-19 or unanticipated situations that could impact implementation. The Applicant should demonstrate a commitment to capacity building of its partners, including training to improve technical, managerial, and financial capacity, specifically the organizational and financial management procedures, with specific benchmarks and goals needed for operations that meet USG	5 pages	Proposal Manager

Questions to the Donor

- When asking USAID or another donor a question on the RFA – some things to consider:
  - Frame the question in a way that the donor can easily answer and answer in the way you'd like to see.
  - Will your question give away your technical approach or strategy?
  - Could the donor answer it in a way that will not help you clarify?
  - Do you need to ask the question, or is it better to assume and proceed?

Activity – Asking Questions

Example 1:

- 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)

- Do we need to ask a question about an acronym list, since it's not listed here?
- If yes, which is the better question to ask?
  - 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.
  - On page 29 of the NOFO, USAID indicates that the cover page, table of contents, executive summary, and appendices do not count towards the 30-page limit. Can USAID please confirm that an acronym list may also be included and will not count towards the 30-page limit?
    - Potential answer: Yes.

Activity – Asking Questions

Example 2:

- For Objective 1, is it okay to engage (through sub grant/service grant) local professional medical associations and staff working at site level?

- Would you want to ask the donor this question? Why or why not?
  - Potential answer: Yes.
  - Potential answer: No.
  - Potential answer: This is up to the Applicant to decide how best to implement the activities at site level.

Technical Approach

Describes your approach and rationale to addressing the challenge or opportunity outlined in the solicitation.

The technical approach is the largest section of your technical proposal—and the one that carries the most weight when the donor is scoring submissions to select a partner.

Be sure that it:

- Demonstrates your understanding of the programming context and stakeholders;
- Describes how you will achieve objectives;
- Includes a plan for monitoring, evaluating, and learning (MEL);
- Provides specific interventions to achieve the overall Activity goal; and
- Outlines how you will test, document, and share best practices and lessons learned.

Management and Staffing Plan

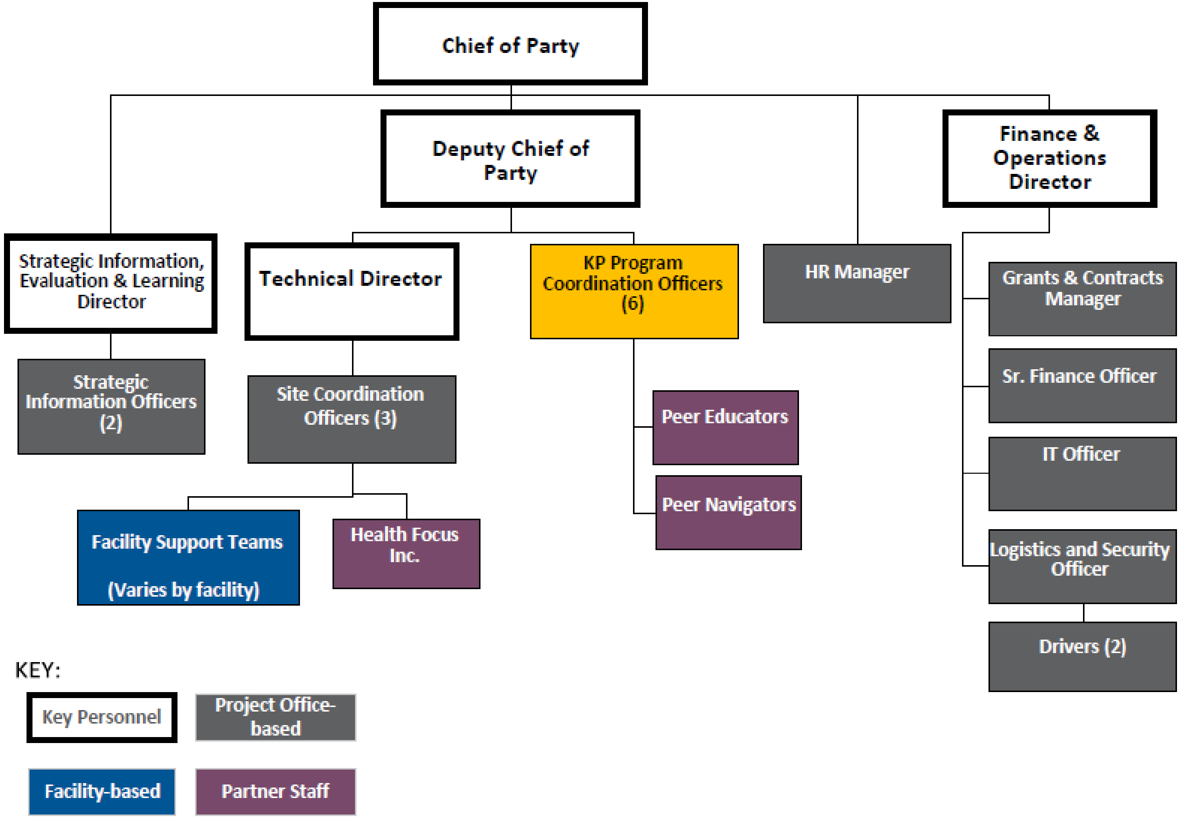
The management and staffing plan describes how you will:

- 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 early and cost it out to ensure the structure is feasible
- Use what assumptions you can to get started
- Staffing needs will vary depending on the type of project – service delivery vs. technical assistance
- Balance the budget to ensure appropriate percentages are going to staff vs. activities

Organizational Chart



Monitoring, Evaluation, and Learning Plan

1. Identify Program Goals and Objectives

2. Define Indicators (output and outcome) – sometimes provided in the RFA, USAID standard indicators, and custom indicators.

3. Define Data Collection Methods and Timeline.

4. Identify M&E Roles and Responsibilities.

5. Create an Analysis Plan and Reporting Templates.

6. 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

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

Cross Cutting Issues

The donor may require that you speak to and address other issues that impact the implementation of the project, for example:

- Gender: Conduct a gender analysis and incorporate activities into the application that will reduce any gender gaps in the expected program outcomes. A gender action plan is required as part of the work plan.

- Youth: Develop and implement youth-friendly service packages and employ a Positive Youth Development (PYD) approach and propose concrete and practical approaches.

Review, review, and review

1. Define your organization’s review milestones at different points in the proposal development process

2. Follow a consistent process for each review, give reviewers instructions

3. Identify staff who can serve as reviewers (separate from the proposal team) and train them in how to review, if needed

Examples of reviews:

- Conduct a review to assess the capture plan and strategy
- Conduct a review to predict competitors’ likely solutions and strategies
- Conduct a review to verify compliance and execution of your win strategy
- Conduct a review to predict how the donor will evaluate your proposal and make improvements to it
- Conduct a review of the budget and approve pricing strategy
- Conduct a review to confirm your proposal incorporates necessary changes from previous reviews and is ready for proposal submission
- Conduct an After-Action Review to record lessons learned and make improvements to your proposal development process

Q&A

30-minute Break

Budget Development

Go back to RFA and review what the cost presentation should look like and use/modify provided templates.

USAID will evaluate your cost proposal* and level of effort on three points.

1. Reasonable: Costs are generally recognized as ordinary and necessary.
2. Allocable: Costs are incurred specifically for the award.
3. Allowable: Costs are not disallowed by the terms of the award.

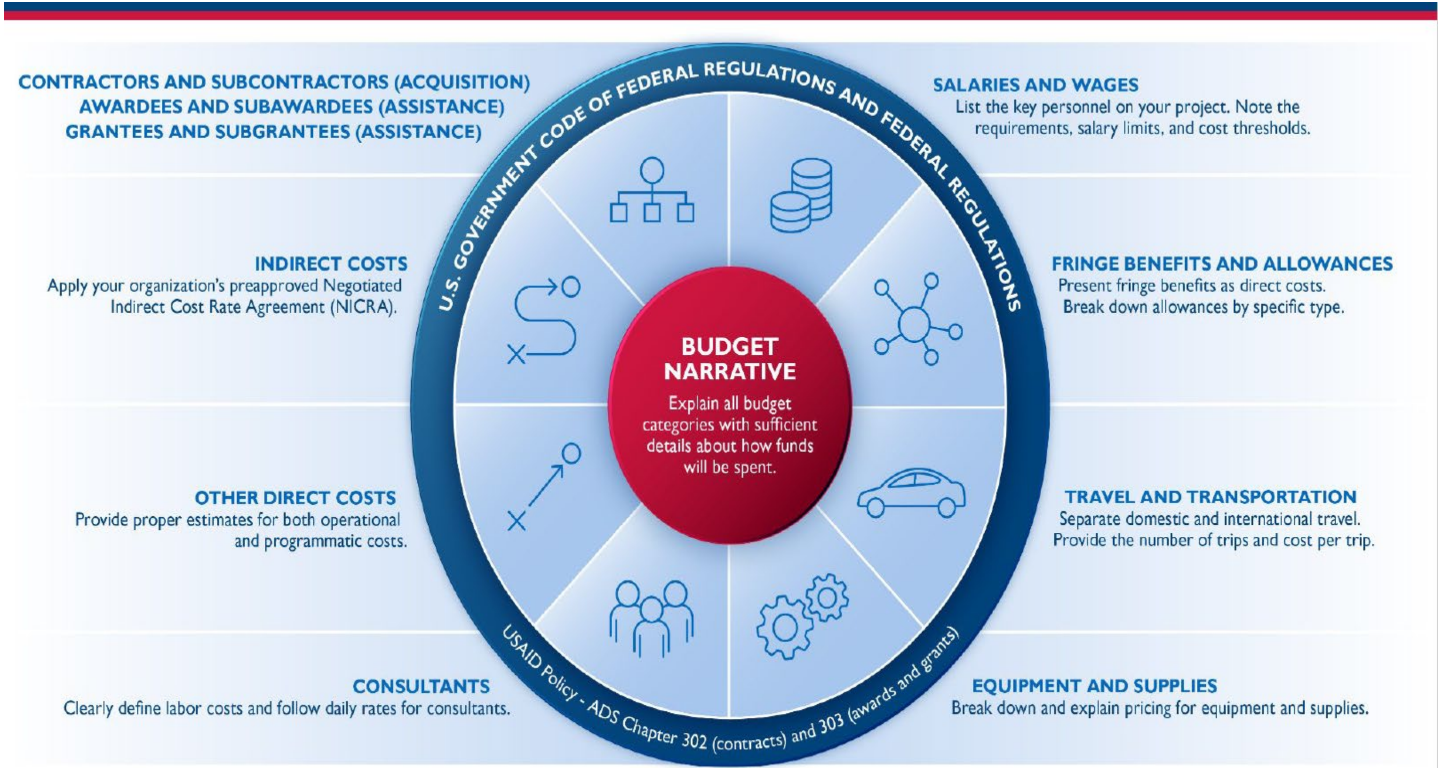
***For you and for each of your sub-partners**

Coordination

As you prepare the budget proposal, coordinate with different teams across your organization.

- With your technical team, ensure that proposed costs match the program design.
- With your human resources team, confirm that labor costs are in line with negotiated costs and your policies.
- With your field offices, ensure that travel, office, and other costs are reasonable and appropriate.

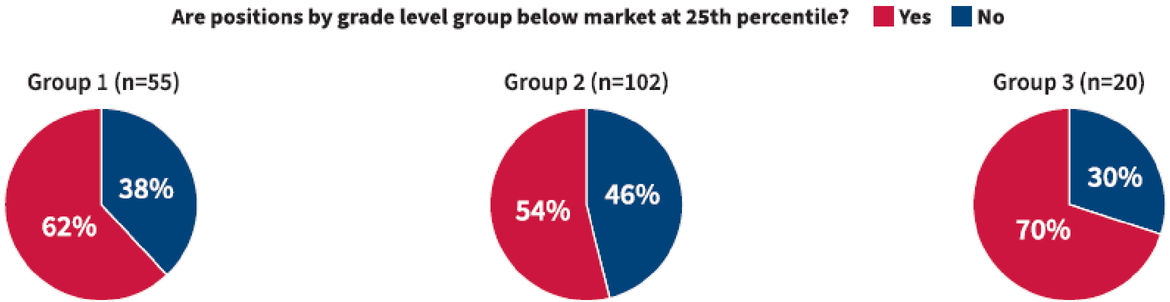
Budget Categories



Salaries and Wages

ASAP Salary Survey: In April 2021, ASAP administered an online salary survey to gather profile information about each local partner, including their number of current staff, staff salaries, salary scales if available, benefits information, and reasons for attrition.

Base Salary Comparisons: As shown in the figure below, most positions paid by local partners are paid below the 25th percentile market rate, according to the Birches Group survey.



Grades 1–4
- Cleaner
- Driver
- Maintenance
- Storekeeper
- Administrative Assistant
- Data Clerk

Grades 5–8
- Accountant
- Finance Officer
- Procurement Officer
- Grants Officer
- Project Officer
- Field Manager
- Health Care Worker
- Lab Technician
- M&E Officer
- Knowledge Management Officer
- QA Officer
- Health Care Specialist
- Midwife
- Project Coordinator
- Area Manager

Grades 9–11
- Director of Programs
- Technical Director
- DIrector of Finance
- Director of HR
- Director of M&E
- Chief of Party
- Deputy Executive Director
- Executive Director

Salaries and Wages

- The key takeaways:
  - Be aware of market standards for different positions and implement actions that will allow you to be competitive within the local job market.
    - Review salary scales and revise
    - do comparisons within the market
    - budget for the positions as needed for new awards
    - advocate with USAID for what is needed to ensure you can hire and retain high caliber staff

Budget

- Make the Excel budget file specific and detailed as required by USAID and to meet the policies of your organization.

USAID
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MANDATORY BUDGET FORMAT
Budget Summary Spreadsheet: Dollar Costs

Please provide the information requested for each year, the totals, and a by-line-item explanation.
All amounts in US $. If more subcontractors are proposed please insert additional worksheets as needed.

ITEM	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5		TOTAL
LABOR											
FRINGE BENEFITS											
ALLOWANCES											
TRAVEL											
EQUIPMENT											
SUPPLIES											
OTHER DIRECT COSTS (Include sub-contracts here)											
SUPPORT FUND											
INDIRECT COSTS											
AWARD FEE POOL											
TOTAL ESTIMATED COSTS											

SUMMARY | DETAIL Prime | DETAIL Subcontractor 1 | DETAIL Subcontractor 2 | Proposed Award Fee Allocation

Budget

USAID FROM THE AMERICAN PEOPLE

MANDATORY BUDGET FORMAT

Please provide the information requested for each year, the totals, and a by-line-item explanation.
All amounts in US $. If more subcontractors are proposed please insert additional worksheets as needed.

	YEAR 1			YEAR 2			YEAR 3			YEAR 4			YEAR 5			
ITEM	Rate	LOE	Total	Rate	LOE	Total	Rate	LOE	Total	Rate	LOE	Total	Rate	LOE	Total	TOTAL
LABOR (rate; level of effort; total)																
Direct Long Term Labor																
Direct Short Term Labor																
Local Staff																
Home Office																
FRINGE																
ALLOWANCES																
TRAVEL																
Assignment to Post and Entitlement																
International Travel																
Local Travel																
Per Diem																
Transportation of HHE etc.																
EQUIPMENT																
Expendable Equipment																
Vehicles & Non Expendable Equipment																
SUPPLIES																
Grants under Contract Program																
Subcontracts to local NGO's																
OTHER DIRECT COSTS																
SUPPORT FUND																
INDIRECT COSTS																
Overhead																
G & A																
Other Indirect Costs																
AWARD FEE POOL																
TOTAL ESTIMATED COSTS																

Indirect Costs

Indirect Costs:
Typically include expenses that cannot be attributed to one activity, such as costs in the head office for implementing multiple activities.

Rates for indirect costs may be submitted in two ways:

- Established partners typically apply preapproved rates from a Negotiated Indirect Cost Rate Agreement (NICRA) with the Agency. Note: If you have a NICRA do not include costs in the budget that are covered by your indirect cost rate.

- New partners without a NICRA may opt to budget costs as “direct costs” or they may propose a rate, such as the 10-percent Modified Total Direct Costs also known as de minimis rate.

10% De Minimis

ORIGIN: December 26, 2013

SOURCE: Federal Register, page 78600

PURPOSE: Provides non-Federally funded organizations that have never had a NICRA, the opportunity to have 10% of Total Modified Budget Cost.

REQUIREMENT: All Prime partners are required to provide 10% De Minimus to eligible subawardees. No supporting documentation is required.

TRACKING: USAID is now tracking on GLASS

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

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

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

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.

1.31.17

Cost Share

Template B3: Cost Share Contributions

1. Partner staff time	[value in USD]	[contributor[1]]	[cost category[2]]	[brief description of the purpose]
3. Office Space	[value in USD]	[contributor]	[cost category]	[brief description of the purpose]
4. Venue	[value in USD]	[contributor]	[cost category]	[brief description of the purpose]
5. Materials/Equipment/Supplies	[value in USD]	[contributor]	[cost category]	[brief description of the contribution and its purpose]
6. Transportation	[value in USD]	[contributor]	[cost category]	[brief description of the contribution and its purpose]
7. Direct monetary contributions (project co-funding)	[value in USD]	[contributor]	[cost category]	[brief description of the purpose]
8. Other		[contributor]	[cost category]	[brief description of the purpose]
COMMENTS/NOTES				

Budget Narrative

A budget narrative includes:

- Explanations of budget categories;
- Descriptions and justifications of each line item; and
- Sufficient detail to allow USAID to assess proposed costs and see precisely how its money will be spent.

To make it easier for reviewers to understand, ensure that your budget narrative follows the exact format of your detailed Excel budget.

Do not describe mathematical transactions; rather, explain the rationale for the proposed costs.

Budget & Narrative Example

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

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.

Types of Awards

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.

Types of Awards

Cost-reimbursement

- USAID has to verify whether the recipient has the proper accounting and reporting systems in place
- The recipient will have to have indirect rate negotiations and incur cost audits

Fixed Amount Awards

- Payments are made when defined milestones are reached.
- There is no maximum amount for fixed amount awards.
- Appropriate only for certain types of activities. Not for infrastructure or construction projects - this applies to all awards under assistance.

1. Milestone. Description of the task, deliverable, or goal to be accomplished.

2. Verification. Description of how the recipient will demonstrate the completion of the task, deliverable, or goal. Verification may include an on-site analysis of written documents (e.g., reports, vouchers, training sign-up sheets), photos, videos, or any other means designed to ensure that activities are satisfactorily completed.

3. Fixed Amount. Dollar amount that USAID will pay the recipient for completion of the milestone.

4. Completion Date. Expected completion date for each milestone and for the entire award, as suitable for the nature of the activity. Specifics of milestone timing and allowable flexibility should be detailed in the Award Schedule.

Types of Awards - FAA

Draft Milestone Payment Plan

Task	Milestone	Deliverables/Documentation	Completion Date	Amount ($)
M.1	Develop and submit a work plan and include M&E plan, Environmental Mitigation and Monitoring Plan (EMMP) as annex	A. Draft work plan and EMMP submitted to AOR	30 days after award	50,174
		B. AOR approved work plan and EMMP	March 31, 2023	10,275
		C. AOR approved work plan and EMMP	March 31, 2024	47,100
	Sub Total			107,549
M.2	Key personnel positions filled	A. Four Key Persons Filled	Within 30 Days of Award	160,000
	Sub Total			160,000
M.3	Submit quarterly M&E progress report towards goals using key performance indicator targets.	Quarterly M&E progress report approved by AOR MUST demonstrate that at least 03 of the KPI were achieved during the quarter.	June 30, 2023	23,000
			September 30, 2023	23,000
			December 30, 2023	23,000
		Quarterly M&E progress report approved by AOR MUST demonstrate that at least 04 of the KPI were achieved during the quarter	March 30, 2024	20,000
			June 30, 2024	20,000
			September 30, 2024	20,000
			December 30, 2024	20,000
		Quarterly M&E progress report approved by AOR MUST demonstrate that at least 04 of the KPI were achieved during the quarter	March 30, 2024	20,000
			June 30, 2025	20,000
			September 30, 2025	20,000
			December 30, 2025	20,000
	Sub Total			203,000

Q&A

Proposal Finalization

On your calendar, leave plenty of time for:

- Copy editing
  - Check for spelling errors, grammar, consistent word use, acronyms, etc.
- Formatting
  - Don’t forget headers, footers, page numbers, signatures, alignment, tables, text boxes, graphics, etc.
- Final compliance check/sign off

Submission

- Submit your application 24 to 48 hours before the deadline
- Ensure the correct email address, copy others at your organization
- Review the solicitation and account for any email size restrictions or other instructions for submission
- Ask for confirmation of receipt from the donor (call the donor if needed)

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

ASAP II

ACCELERATING SUPPORT TO ADVANCED LOCAL PARTNERS II

— Thank you for your time.

This publication is made possible by the support of the American people through the United States Agency for International Development (USAID) and the President's Emergency Plan for AIDS Relief (PEPFAR). The contents are the sole responsibility of IntraHealth International and do not necessarily reflect the views of USAID or the United States Government.

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