



USAID
FROM THE AMERICAN PEOPLE

USAID **50** ANNIVERSARY

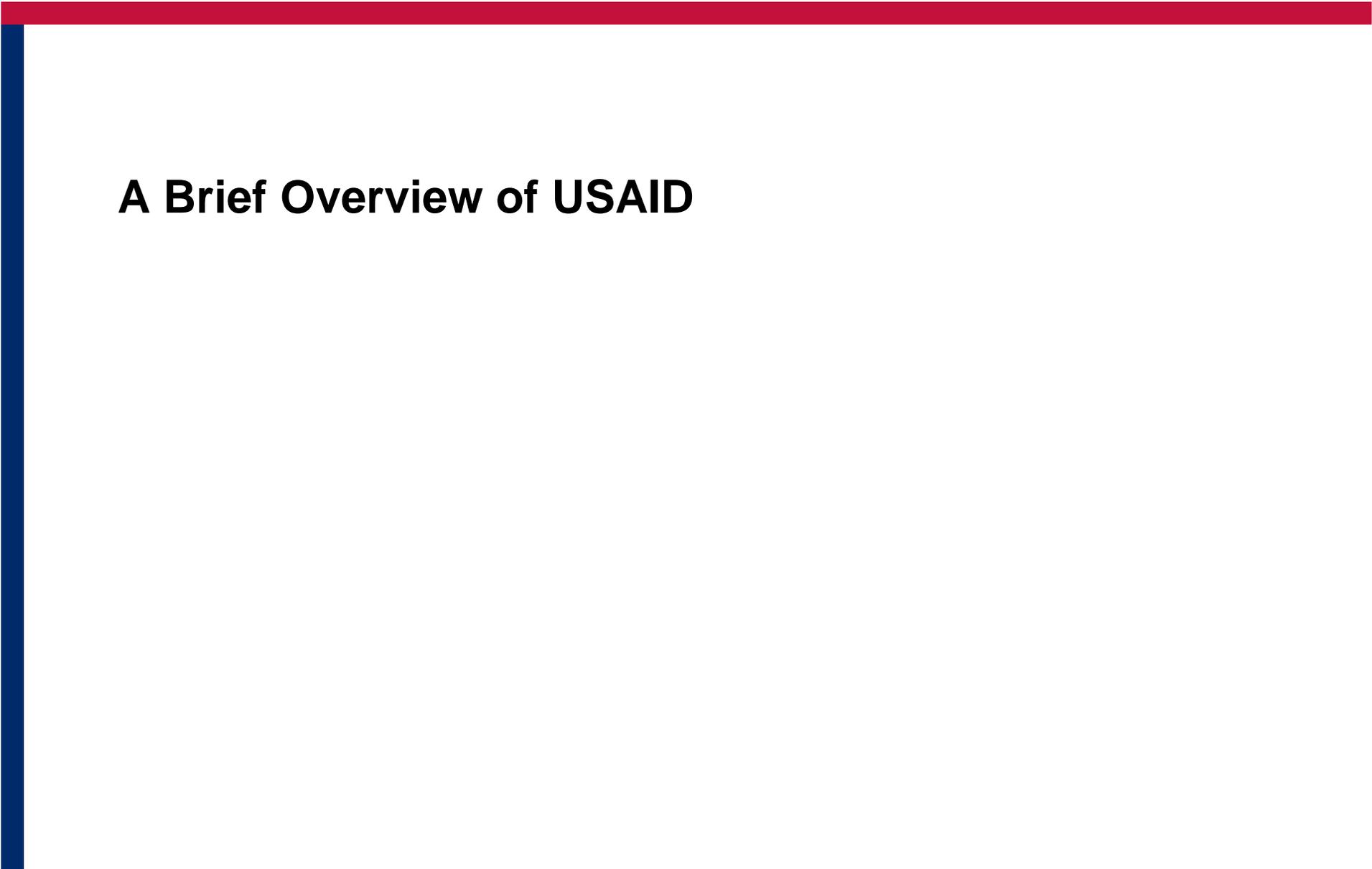
USAID Forward

Doing Business with USAID

Objectives

By the end of the day you will:

- Become familiar with USAID/Cambodia's programs and priorities.
- Be able to identify USAID's internal structures and the nature of working relationships within the Agency and the Mission.
- Determine how your organization can approach and engage the Agency in applying for a grant.
- Understand the elements of a solicitation, a successful proposal, and an award from USAID.



A Brief Overview of USAID

Who's Who: AO, AOR & Controller

Agreement Officer (AO)

- Focus on compliance with award document
- Official approval of
 - Award modifications
 - Scope changes
 - Budget changes
 - Timeline changes
 - Deliverable changes

Controller

- Controls funding
- Makes Payments
- Audits and assesses grantees

AGREEMENT OFFICER's Representative (AOR)

- Focus on monitoring of technical activities and progress towards objectives
- More hands-on involvement
- Normally cannot grant official approval for major scope, budget, or timeline changes

Approaching USAID



Sources of Information

cambodia.usaid.gov

USAID CAMBODIA
FROM THE AMERICAN PEOPLE

Home About Programs News Opportunities Publications and Reports Links Contact Us

MISSION DIRECTOR'S WELCOME

Search this site: Search

Success Story: Out of Hardship, a Health Advocate Is Born

I belong to a generation that has witnessed political upheavals, genocide, civil war, drought, and poverty.

Success Story: Cambodia's HIV/AIDS Efforts Put Women in the Driver's Seat

The exchange of sex for money remains a major driver of the spread of HIV/AIDS throughout Southeast Asia, but the

Latest News

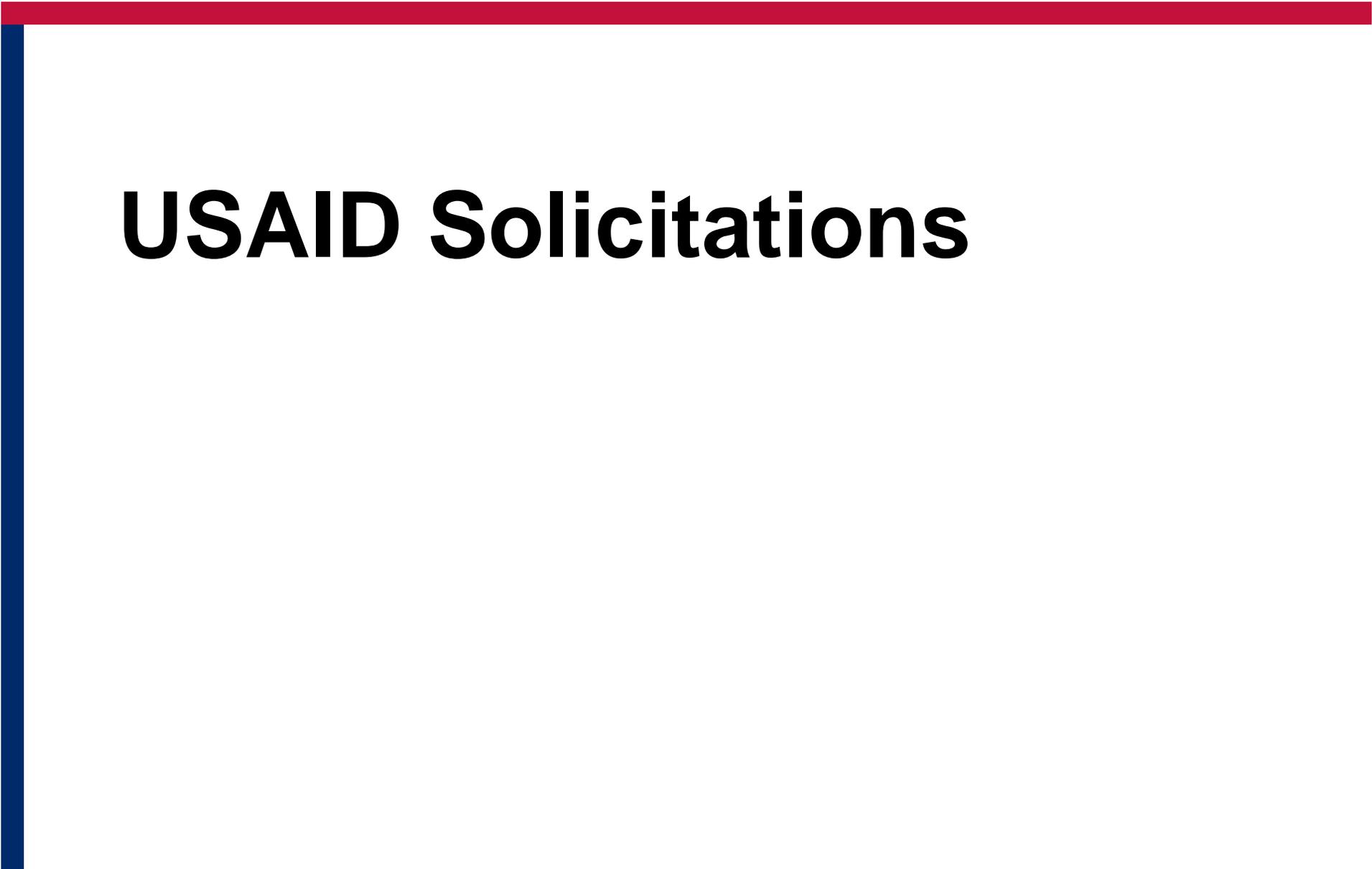
USAID-funded National Workshop on Labor Migration and Trafficking

Sources of Information

www.grants.gov

The screenshot shows the Grants.gov website with the following elements:

- Header:** Grants.gov logo and navigation links (Search, Contact Us, Site Map, Help, RSS).
- Left Sidebar:** A vertical menu with categories: FOR APPLICANTS (Applicant Login, Find Grant Opportunities, Get Registered, Apply for Grants, Track My Application, Applicant Resources, Search FAQs, User Guides, and Site Information), APPLICANT SYSTEM-TO-SYSTEM, FOR GRANTORS, ABOUT GRANTS.GOV, HELP, CONTACT US, and SITE MAP.
- Main Content Area:**
 - Alerts:** A red box warning about system issues at COA and their impact on applicant registration and grant submission.
 - Find. Apply. Succeed.** A heading followed by a paragraph describing Grants.gov as the source for finding and applying for federal grants.
 - Recovery.gov:** A featured section for the American Recovery and Reinvestment Act, highlighting grant-making agencies and providing links to find opportunities and learn more.
 - What's New at Grants.gov:** A section listing recent updates: New Opportunities This Week, the latest "Succeed" newsletter, a stakeholder webcast from February 2, 2011, OMB memoranda for agency use, a FERS role-based training webinar, and security build updates.
- Right Sidebar:** Includes a "Sign-up for our 'Succeed' Quarterly Newsletter", "Quick Links" to the Grants.gov Blog, and sections for "FOR APPLICANTS" (Grant Search, Grant Email Alerts, Get Registered, Applicant Login, Edit POC Login, Track My Application) and "FOR GRANTORS" (Grants Search, New Agency Users, Resources).



USAID Solicitations

USAID Solicitation Mechanisms

RFA - Request for Application

- Used to support a specific type of activity or methodology, often around a theme
 - Example: Drilling wells in rural communities
- Fixed deadlines

APS – Annual program Statement

- Used to to solicit new ideas within a broadly desired result
 - Example: Increased access to safe drinking water
- Specific activities proposed by the applicants
- Rolling deadlines and flexible award amounts

Elements of a Solicitation

Solicitation Element	Description	Points to Consider
Background	Description of the problem to be addressed by the proposal	<ul style="list-style-type: none">• Are you already familiar with this problem?
Eligibility	Detailed list of types of organizations that are/are not eligible for this solicitation	<ul style="list-style-type: none">• Does your organization meet all of the eligibility criteria?
Deadlines for Applications	Indication of either a fixed deadline or a rolling timeframe during which proposals will be accepted	<ul style="list-style-type: none">• Can you write a complete proposal by the deadline?
Maximum Funding and Timeframe	Ceiling budget for the project and the expected timeframe for the project (or “Period of Performance”)	<ul style="list-style-type: none">• What’s the maximum budget for this project and how long should that budget last?

Submission & Evaluation

Solicitation Element	Description	Points to Consider
Application Instructions	Detailed description of what should be included in your proposal	<ul style="list-style-type: none"> • Read this section carefully!
Evaluation Criteria	Criteria by which your proposal will be judged, weighted by points	<ul style="list-style-type: none"> • Based on the point allocation, which criteria are the most important? Is your proposal strong in these areas?
Cost Sharing	Expectation that your organization, or another donor, will contribute to this project. Usually expressed as a percentage of the total budget.	<ul style="list-style-type: none"> • Can you raise the additional funds needed to meet the cost sharing requirement?
Submission Instructions	Detailed description of the format and method by which the proposal should be submitted	11

Types of Awards

Each solicitation will specify the type of award

- Grants
 - Standard
 - Simplified
 - Fixed Obligation
- Cooperative Agreements
 - These are grants with approval rights by the AOR (“substantial involvement) for:
 - Key personnel,
 - Implementation plans
 - Subawards



Standard & Simplified Grants

Standard grants

- For all grant amounts
- Few restrictions on types of activities or procurements

Simplified grants

- Up to \$500,000 per year, for up to 3 years
- More restrictive
 - Advances not allowed
 - No international travel
 - No equipment exceeding \$5,000/unit

- Grantee reimbursed for expenditures with original receipts
 - Partial payments on monthly/quarterly basis

Fixed Obligation Grants (FOGs)

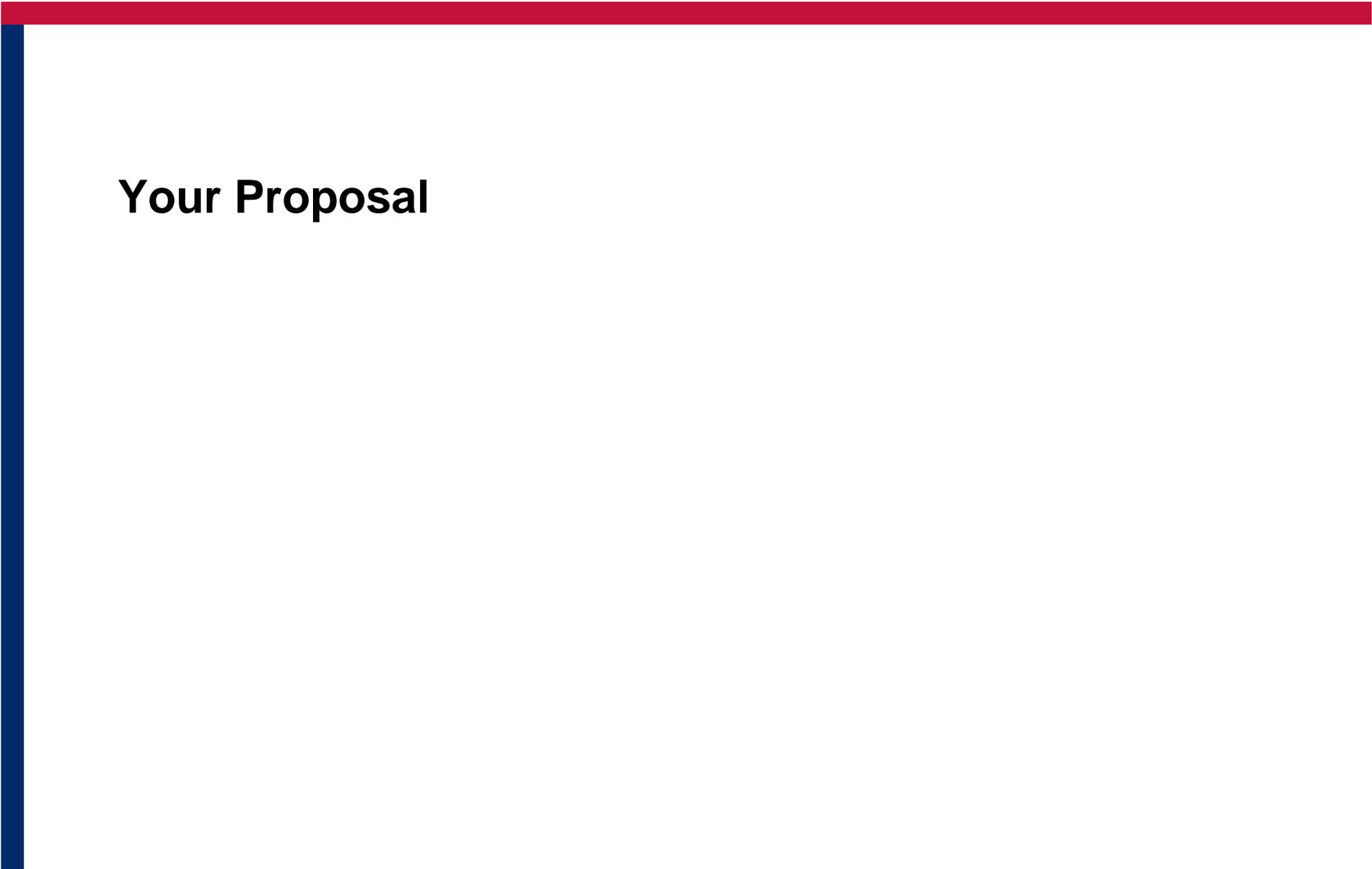
- Grantee given fixed price payments based on achievement of milestones
 - Fully funded, but partial payments,
 - No submission of actual costs or original receipts,
 - Need documentation to verify completion of milestone.
 - May include frequent site visits from USAID



FOG Example

Milestone	Gender Equality Survey	Estimated Due Date	Cost
1	Plan to conduct survey	10 days after grant award	\$4,000
2	Draft report on survey results	4 months after grant award	\$6,000
3	Final report on survey results	6 months after grant award	\$10,000
		TOTAL	\$20,000

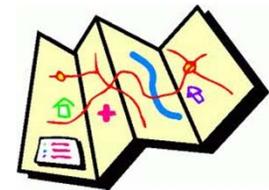
- Up to you to manage your own costs within the fixed payment for each milestone
- Increased costs do not result in higher payments!

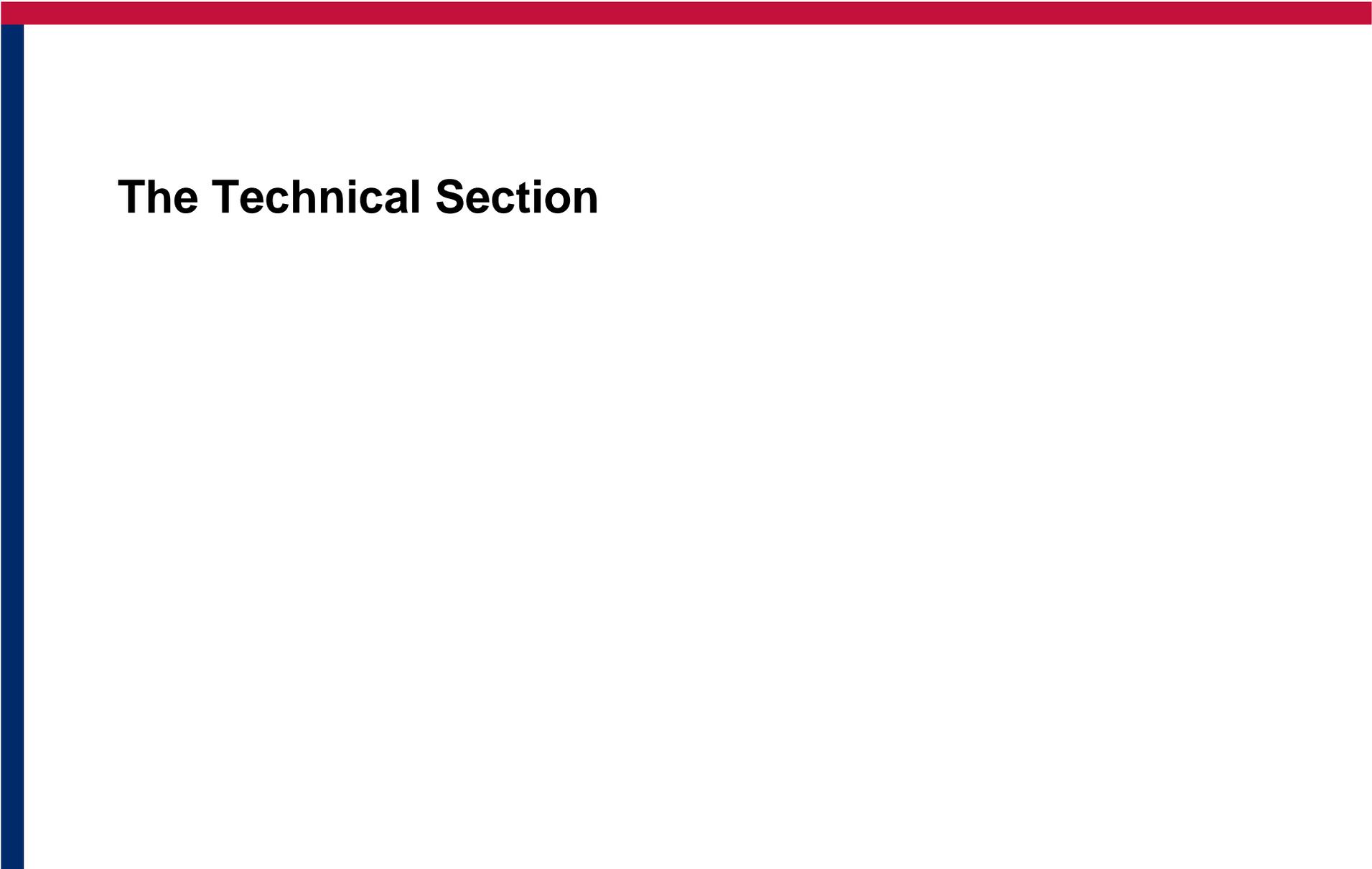


Your Proposal

Components of a Proposal

- **Technical Proposal**
 - Technical Approach
 - Performance Management
 - Capabilities/Past Performance
 - Annexes/Attachments
- **Cost Proposal**
 - Budget and Narrative





The Technical Section

Be clear on the requirements

- Highlight every place in the RFA/APS that defines success:
 - “successful applicants should ensure . . . ,”
 - “applicants are especially encouraged to . . .
”
.”
 - “building partnerships is especially important,”
- Understand the evaluation criteria and priorities from the start

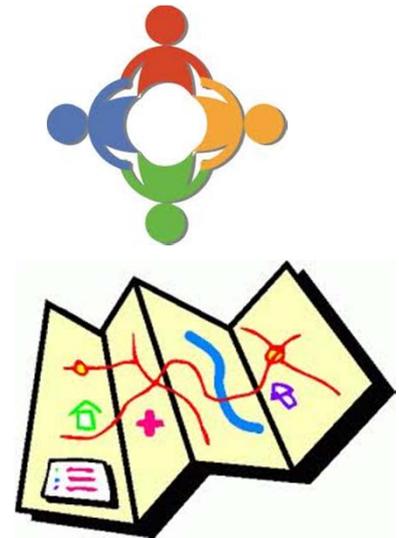
The Technical Section: What, How

- Explains project activities (what, how)
- Demonstrate fit with USAID strategy
- Clearly align your proposed activities with objectives of the solicitation
- No financial info here!!!



Performance Management

- Identify Goals, Objectives, Performance Indicators
- Monitoring and Evaluation Plan
 - Indicators
 - Methodologies
 - Special considerations (e.g., gender)



Capabilities/Past Performance

- Show your breadth and depth of relevant technical experience
- Highlight experience of key personnel
- Build confidence that your organization can effectively and efficiently manage funds
- Demonstrate your comparative advantage e.g., prior successes



USAID TEC

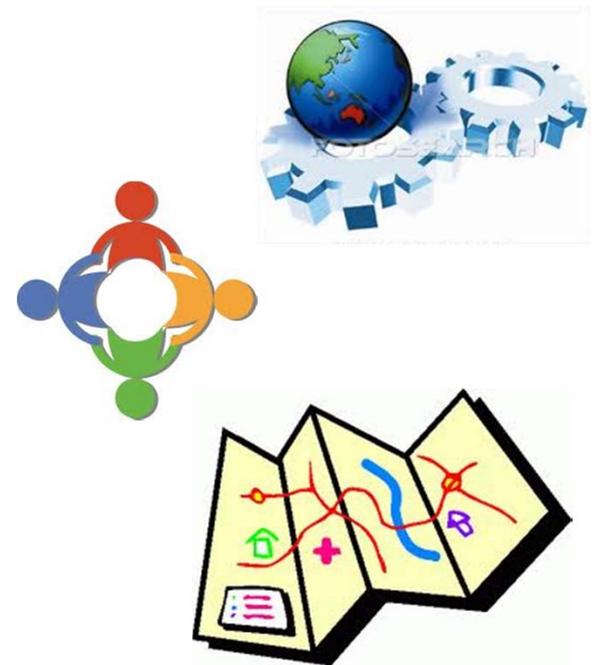
The Audience: The Technical Evaluation Committee (TEC)

- Evaluate all proposals
- Eliminate non-responsive proposals
- USAID and host-country members
- May not be subject experts



Evaluation Criteria

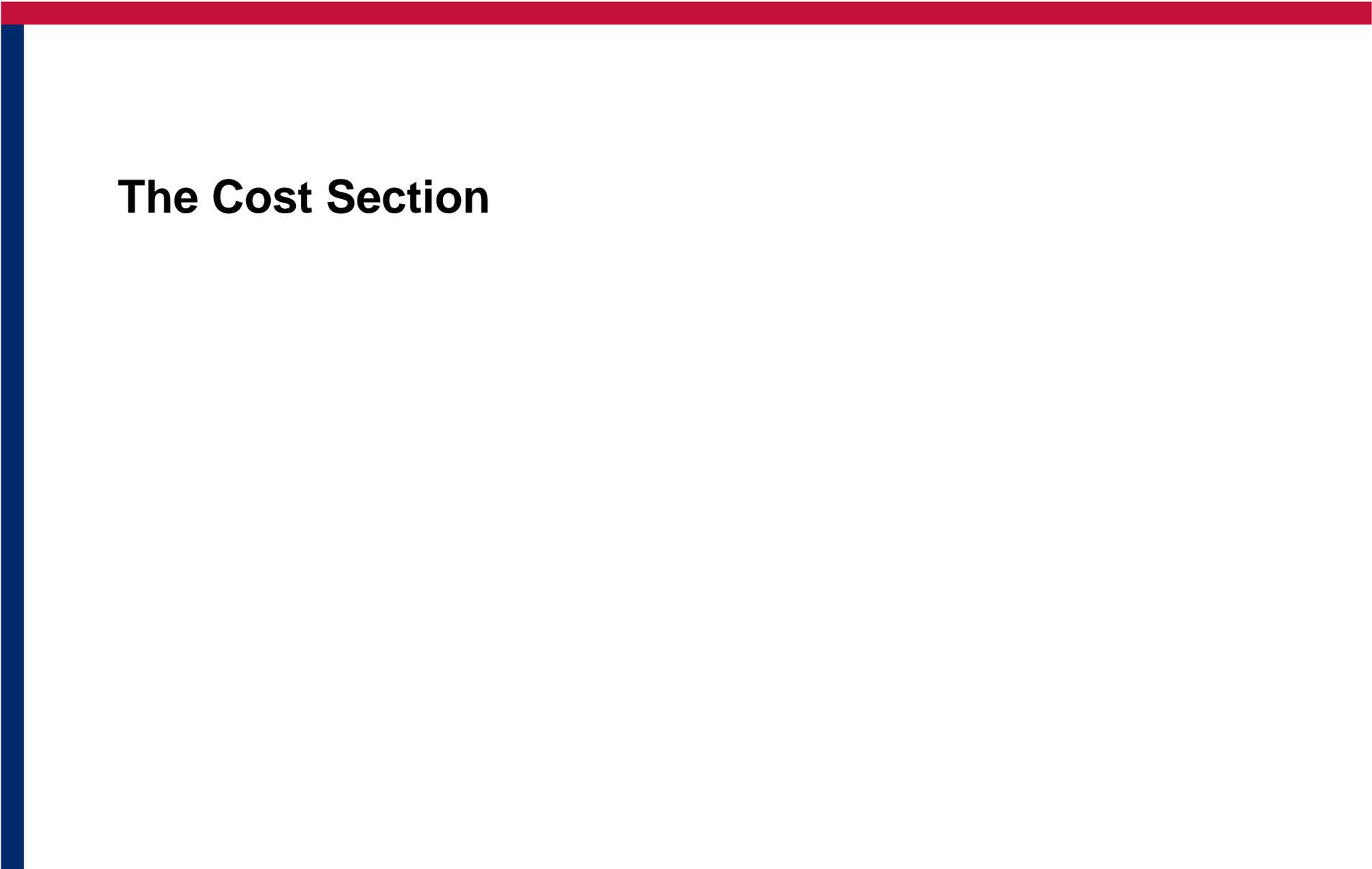
- **Understand how each RFA/APS will evaluate your proposal!**
- Criteria could include:
 - *Technical Approach*
 - *Organizational Effectiveness*
 - *Sustainability*
 - *Cost Effectiveness*
 - *Past Performance*



Technical Proposal Tips

- Stick to the page limits in the instructions
- Use language consistent with the instructions
 - If the RFA/APS asks for a section on Technical Approach, include a section entitled Technical Approach!
- Use the same structure and format outlined in the RFA/APS
- Make sure your proposal is complete





The Cost Section

Description/Role of Cost Proposal

- Separate from Technical proposal but directly supports details proposed.
- Details all costs directly associated with the Implementation and completion of activities.
- SF 424, Application for Federal Assistance
- SF 424A, Budget Information

Description/Role of Cost Proposal

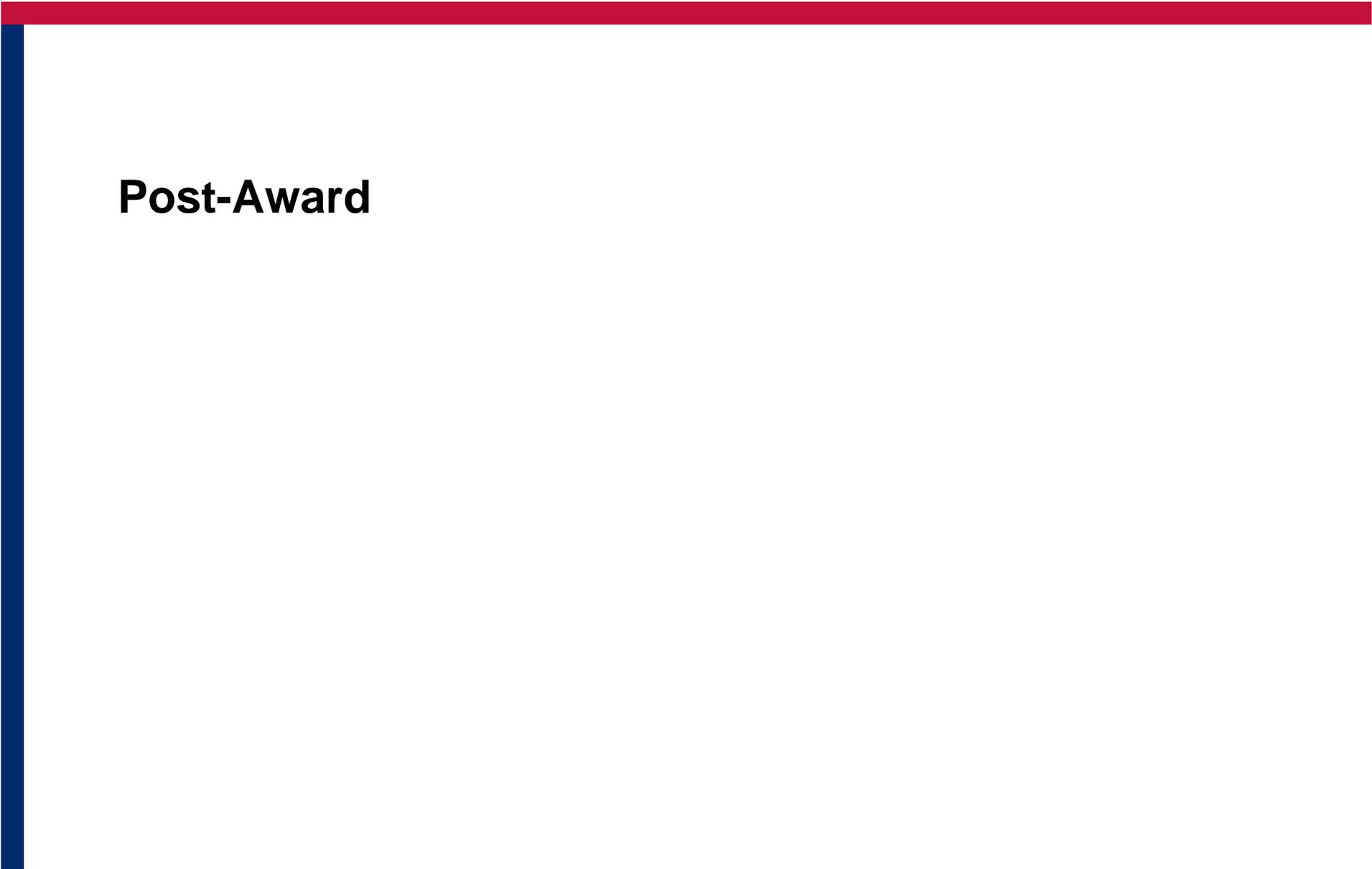
- Evaluation
 - Criteria- “Best Value” or Points Ascribed
 - Cost share requirement
 - Reasonable, allocable and allowable
- Competitive Range
 - ➔ – “Short List” of most eligible applicants
 - Winning vs implementing

Cost Proposal Submission Requirements

- Typically Budget Spreadsheet with tabs; one tab includes a summary;
- Budget should be broken down by years (columns) and types of costs (rows)
- Cost Categories: meaningful groups organized by type
 - Example: Salaries, Full-time, Part-time, etc.
- Follow the format prescribed in the RFA/APS

Certifications

- Be sure to submit the required Information and Certifications:
- Authorized Negotiator
- DUNS No.(Data Universal Numbering System)
- Prevention of Terrorist Financing
- Drug Free Workplace



Post-Award

What Is USAID Expecting?

- Results
- Reports (programmatic, financial)
- Compliance (financial, legal, regulatory)
- Integrity

What to Look For: Delivery/Results

Look for:

“Delivery Schedule” or “Results”

Deliverable

Sector Survey

(Objective #, Task #.1)

Centers of Excellence established (Objective #, Sub-Task #.1.1)

Many more!

Delivery Date

6 months from start of contract

To be completed **before the end of year 2**



What to Look For: Reporting

Look for: *“Reporting Requirements”*

Reports

Delivery Date

1st Annual Workplan

**Within the first 30 days
after the award**

**Annual Performance
Reports**

Within 30 days of the
close of the year

Quarterly Reports

Within two weeks of the
end of the quarter

Others

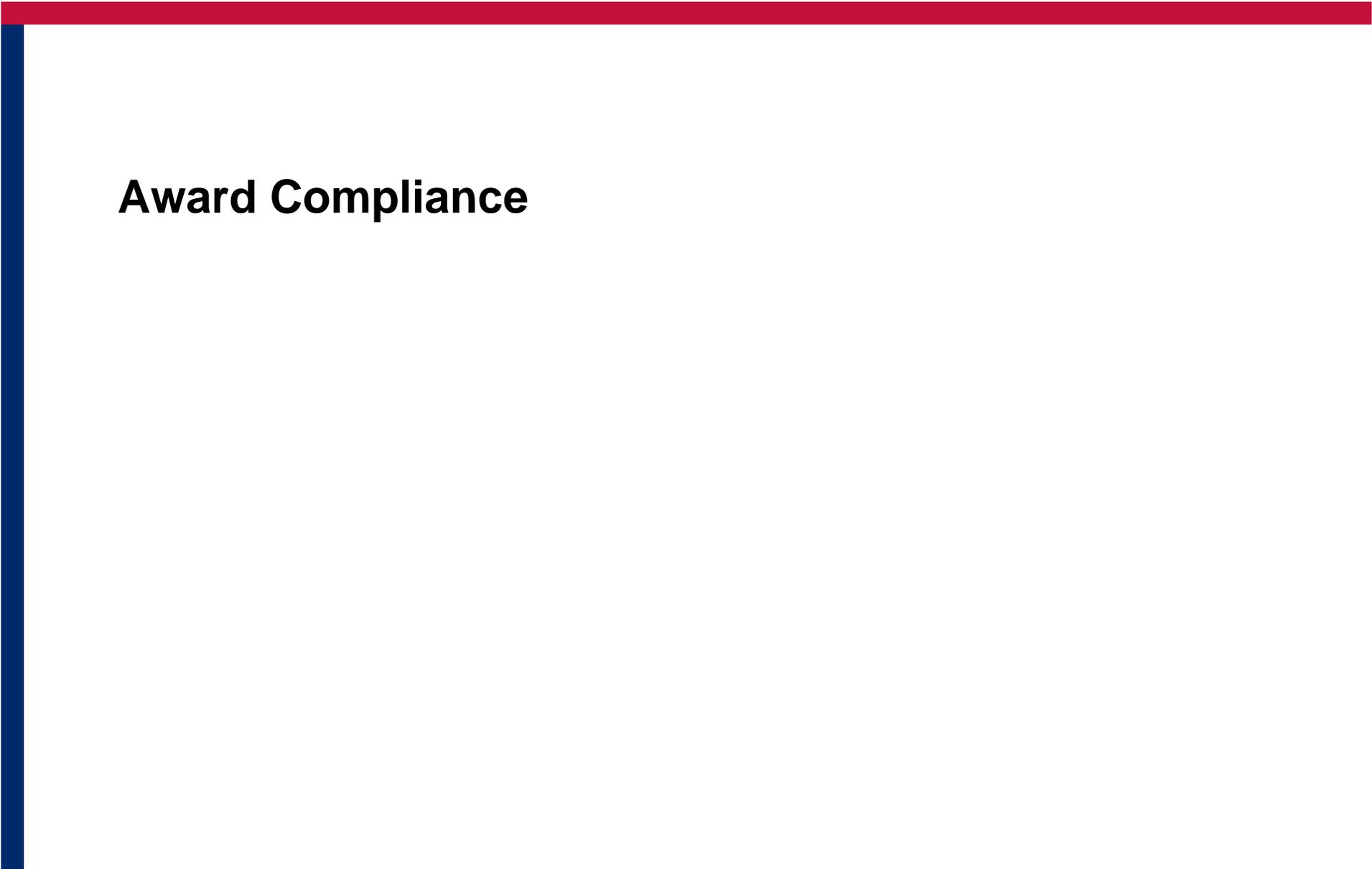
As specified



Reporting

- Key deliverables for USAID and stakeholders
- Clearly link Objectives and Results
- Timetable and accountability





Award Compliance

Compliance

- Compliance isn't just about finances!
 - Strong management structures & policies
 - Oversight of administrative & program functions.
- Understand what you need to comply with
 - Applicable US Government regulations
 - Your organization's internal policies
 - Cambodia law
 - General business standards
- Document everything!

Unique USAID Management Factors



Approvals: Personnel, Procurement
Notification: Communication, Brand
Compliance: Forms, Standards,
Deadlines

Financial Management Overview

- Compliant records
- Cost principles
 - Traceable transactions;
accountable people
- Written policies and procedures



Sample Audit Q: How are the bank account documents (checks, bank books, bank statements, etc.) maintained?

Financial Management

- Signatories on bank accounts
- Approval authority for expenses
- System used to record expenses
- Review of backup documentation
- Reconciliation of cash and bank accounts
- Cash advance and reimbursement policy
- Payroll administration



Accounting

Financial Statements

- Income statement
- Balance sheet
- Statement of cash flows
- Retained earnings statement

Accounting Systems

- Conform to standards and practices (GAAP)
- Consistent treatment
 - Chart of accounts



Personnel Policies

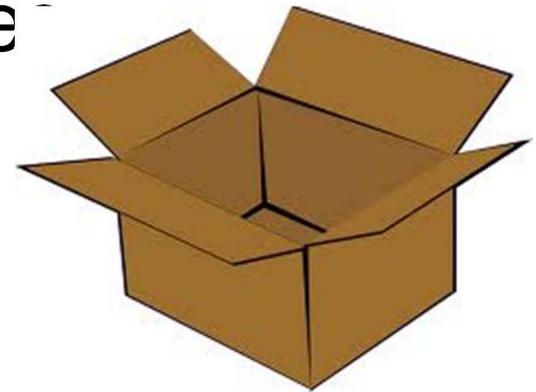
Written HR policies show:

- Conformity with labor law requirements
- Hiring and employment processes
- Office protocol
- Remuneration
- Leave, benefits, and allowances



Procurement

- Written policies and procedure
- Purchase of goods and services
- Traceable transactions
- Management of inventory



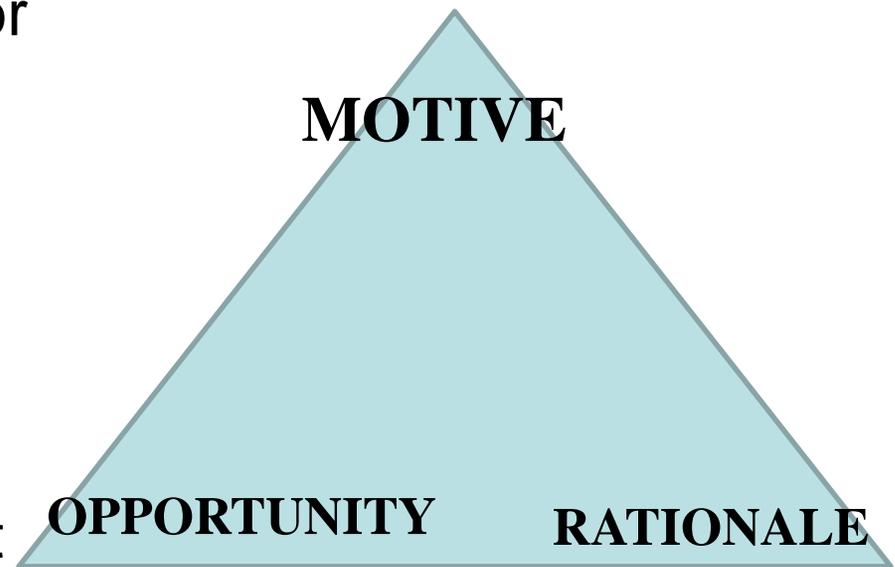
Sample Audit Q: Are the purchase request and purchase order forms prepared in sequential numbers?

Why is Fraud Committed?

“Fraud Triangle”

Consists of three “points”, 99% or more of all fraud cases include:

- **Motive** – *What* caused the person to act
- **Opportunity** – *How* was the person able to perform the act
- **Rationale** – Justify to themselves that it was okay to do it.



Strong internal controls minimize opportunity for fraud!

Audits

- Very common
 - Keep good records
- May be financial or program audits
 - Know the rules



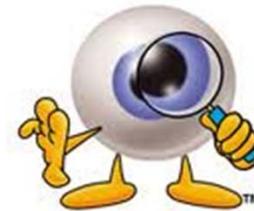
Focus of Audits

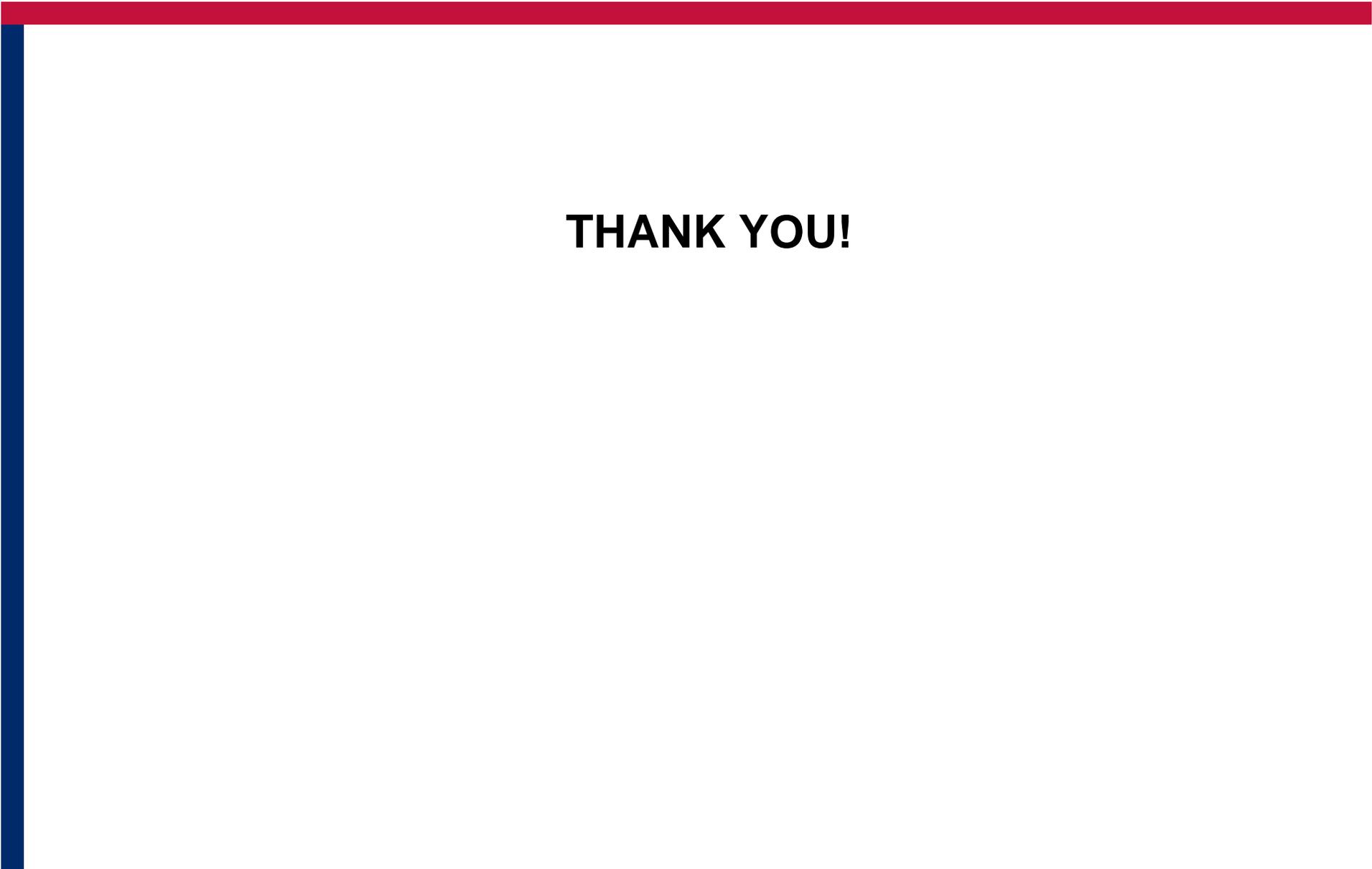
- Activities conducted according to grant agreements?
- Costs are allowable?
- Cash, equipment, real property, procurement management are transparent, accountable?
- Obligations made only within funding period?
- Reports are accurate?
- Beneficiaries and sub-awardees are eligible?
- Sub-recipients are monitored (& documented)?
- Special tests and provisions are met?
- Matching cost share, program income?



Audit Questions

- General internal controls
- Cash and equipment
- Vendors, sub-grantees, contractors, payroll
- Risk mitigation





THANK YOU!