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

USAID/Accelerating Support to Advanced Local Partners II (ASAP II)
WEBINAR SERIES

January 26, 2023

A FEW QUICK NOTES

1. Welcome Local Partners – **tell us where 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 **three polls** during the webinar today.
4. The presentation for today's webinar will be saved on ASAP's website at **www.intrahealth.org/asap-resources**

Rapidly prepare Local Partners to have the capabilities and resources to serve as Prime Partners for USAID/PEPFAR programming, in compliance with USAID and PEPFAR procedures, for PEPFAR program implementation in FY 2022 and 2023.

70% of USAID PEPFAR funding to local prime partners.

STRATEGIC OBJECTIVES

1. Strengthen Local Partners as they transition to receive PEPFAR funding as a USAID Prime Partner to comply with regulations.
2. Prepare Local Partners to directly manage, implement, and monitor PEPFAR programs, and maintain consistent PEPFAR program achievement and quality.

STRATEGIC OBJECTIVES

SO1

1. Organizational Assessments
2. Financial Management
3. Fraud prevention, detection & management
4. Compliance
5. Risk Management
6. Human Resources (HR)
7. Business Development/Sustainability
8. Governance and Leadership for NGOs
9. Government-to-Government (G2G)

SO2

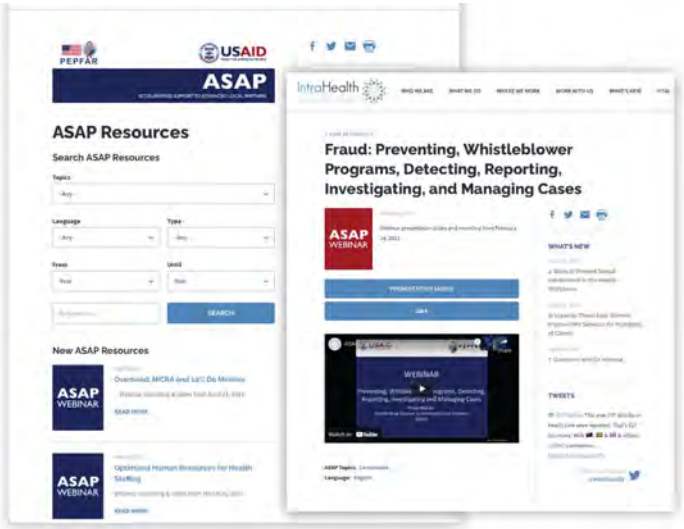
1. Organizational Assessments
2. NUPAS Plus data entry, analysis, & visualization
3. Program Management & Monitoring Tools
4. AMELPS for NGOs
5. Collaborate, learn, and adapt (CLA)
6. Data quality assessment
7. Online surveys
8. Communications and knowledge management
9. Gender Equity & Social Inclusion

KEY RESULTS from ASAP I & II

ASAP has supported
89 local organizations
in 18 countries

84 local partner organizations

5 local government partners



ON-DEMAND WEBINARS

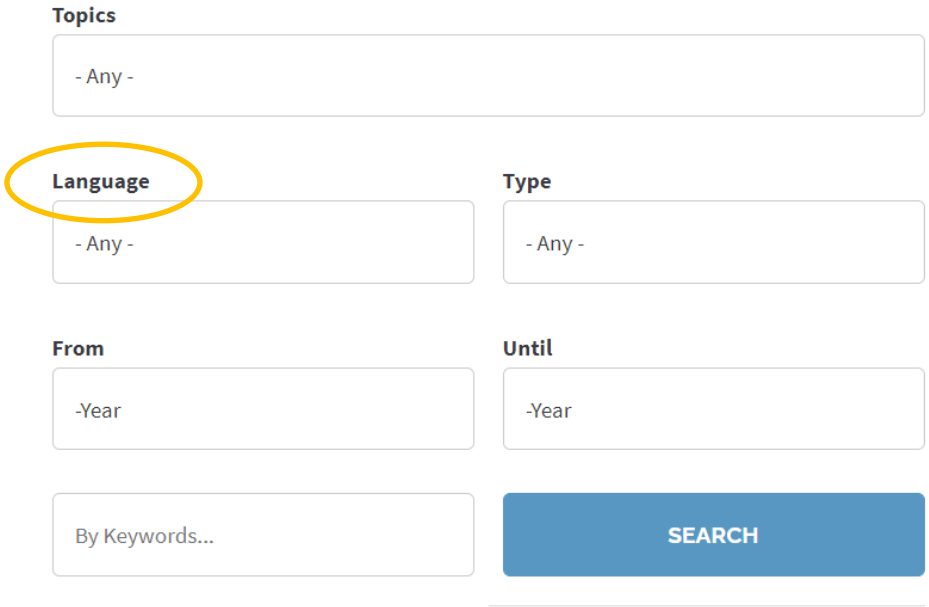
USAID/ASAP has broadcasted **77 webinars** for **more than 16,000+ attendees**.

- Find past webinars on ASAP's web page **www.intrahealth.org/asap-resources**

AVAILABLE IN 3 LANGUAGES

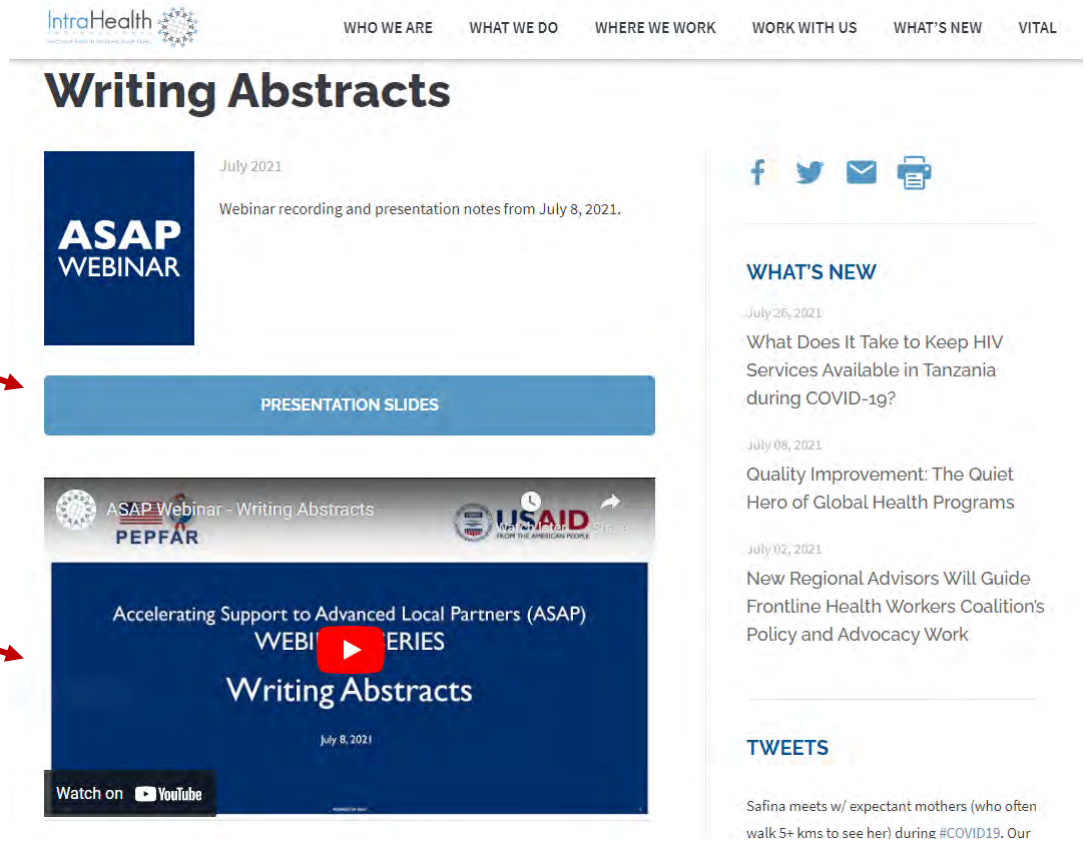
Choose your **language or topic.**

Featuring webinars in **French, English, and Portuguese.**



Download a pdf
of the presentation.

Watch a recording
of the webinar.



UPCOMING WEBINARS

FEBRUARY

French-language webinars:

Business Development

Highly Effective Boards

MARCH

Visualizations for Effective Program Performance Tracking:
How to Choose the Right Visuals to Achieve Targets

Bringing program data to life:
Data Processing Overview and a Demonstration in PowerBI

Click for upcoming ASAP Webinars

Today's webinar and this publication have been 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.

TODAY'S PRESENTER

Rebecca Boler

Business Development Sr. Manager
IntraHealth International
USAID/ASAP II Prime Partner

*Presenter at the 4th Annual
USAID Global Health Local Partner Meeting

Q&A Support

Jennifer Bartlett

Director, Business Development | *IntraHealth International*

Agenda

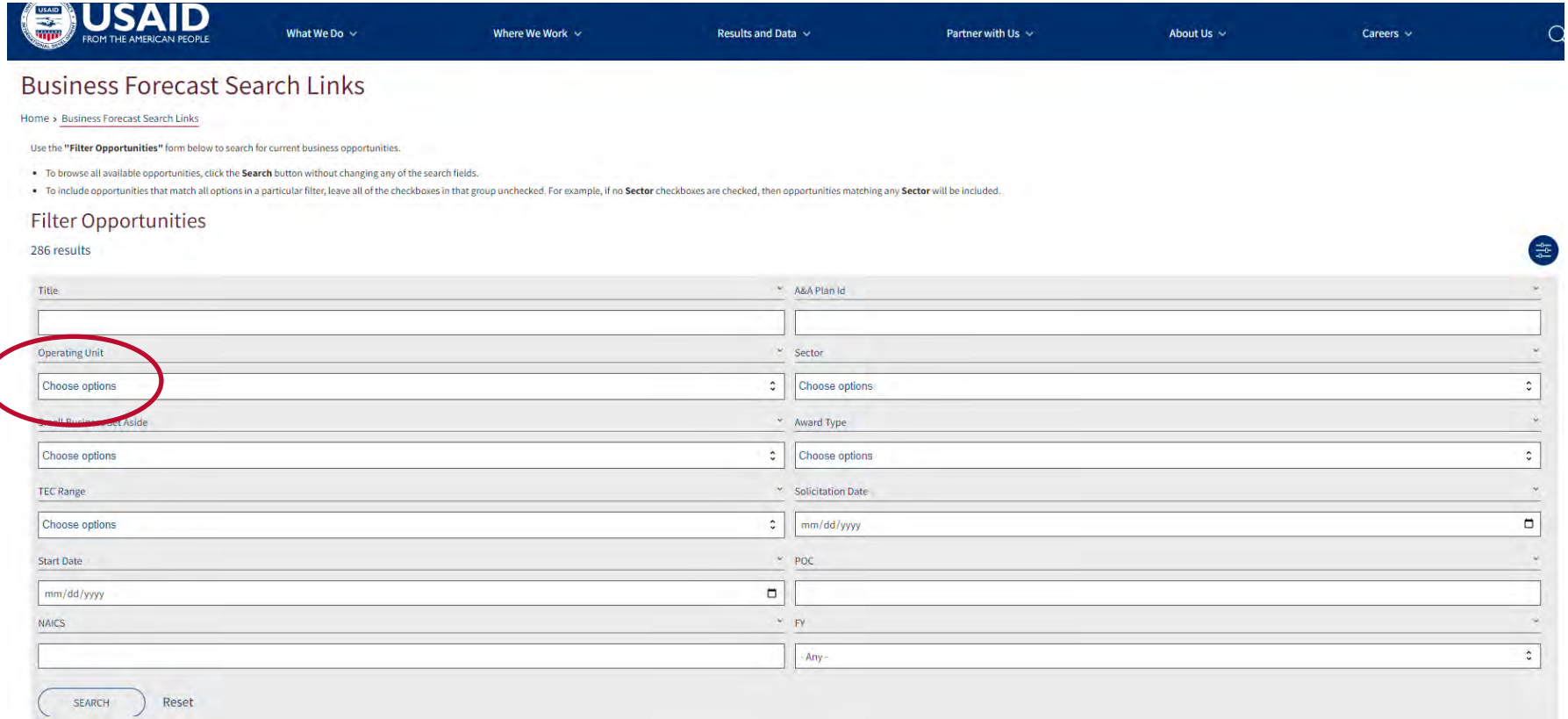
Topic
Identifying Opportunities and Making a Go Decision
Pre-Planning for the Opportunity Release
Forming a Winning Consortium
Live Proposal Development
Q&A
Live Proposal Development, cont.
Budget Development
Proposal Finalization, Submission, and Post-Submission
Q&A

POLL

Identifying Opportunities from USAID and other Donors

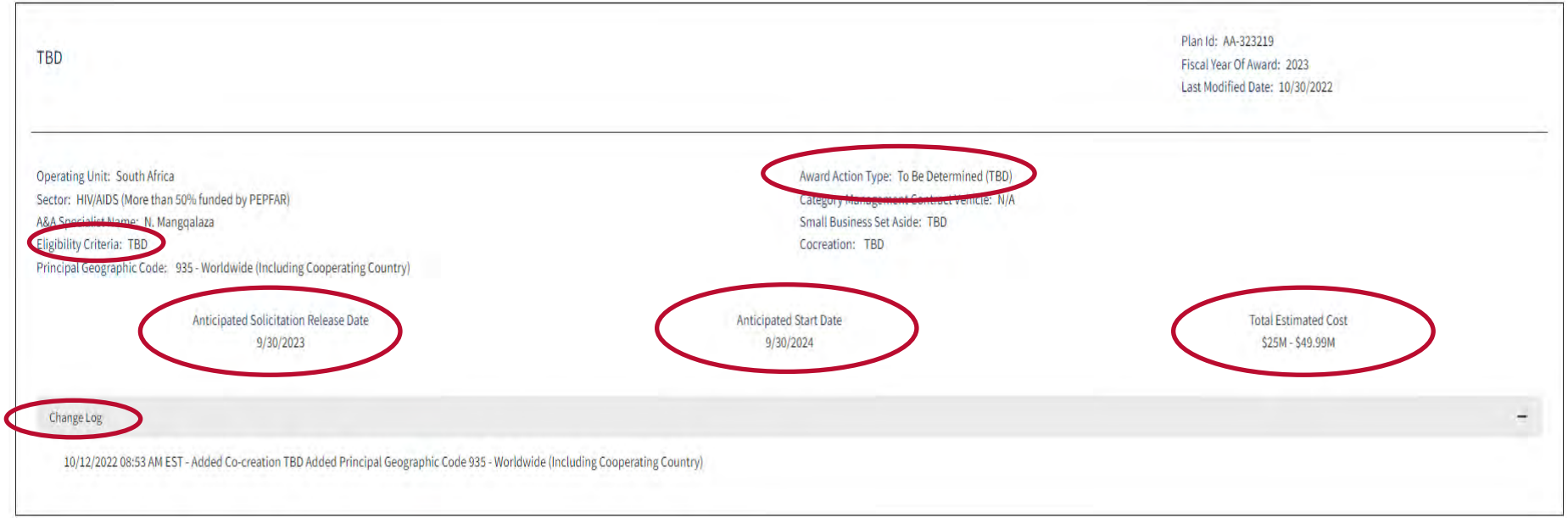
- Direct outreach from the donor
- Become familiar with USAID's Country Development Cooperation Strategy (CDCS) for your country
- Word of mouth through your networks (colleagues, donors, stakeholders, etc.)
- USAID Business Forecast
- Grants.gov for grant and cooperative agreement (assistance) opportunities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

USAID Business Forecast



USAID Business Forecast

Example:



TBD

Plan Id: AA-323219
Fiscal Year Of Award: 2023
Last Modified Date: 10/30/2022

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

Award Action Type: To Be Determined (TBD)
Category Management Contract Vehicle: N/A
Small Business Set Aside: TBD
Cocreation: TBD

Anticipated Solicitation Release Date
9/30/2023

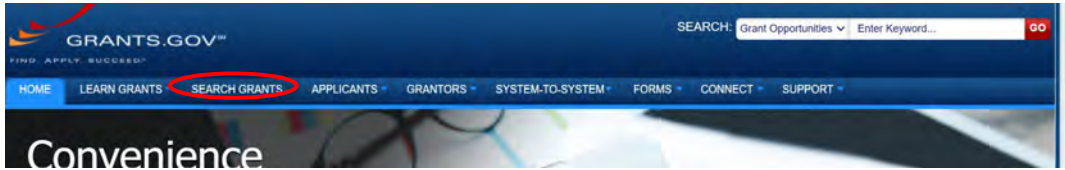
Anticipated Start Date
9/30/2024

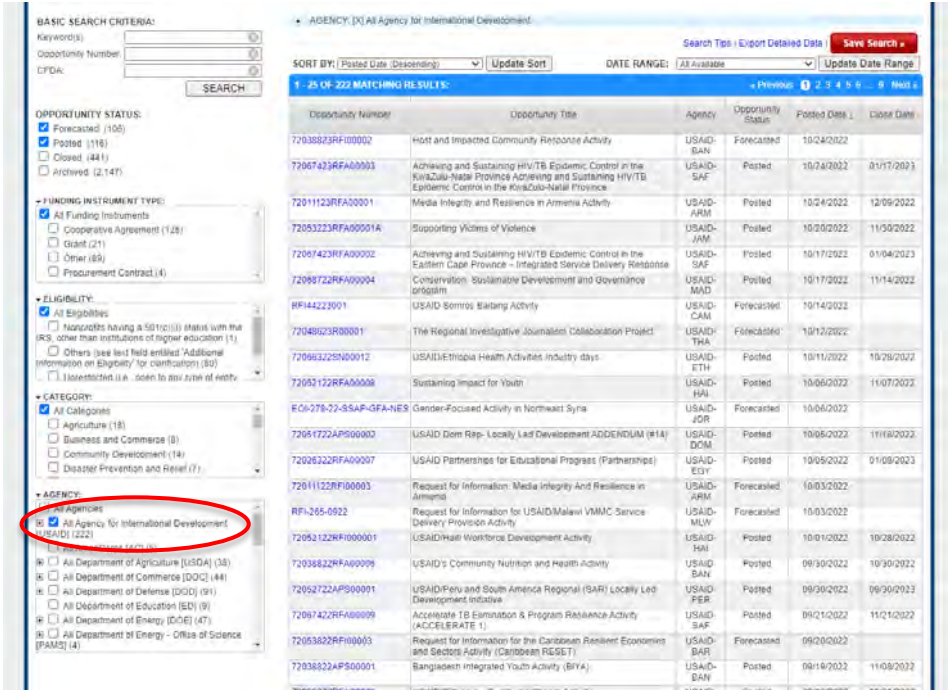
Total Estimated Cost
$25M - $49.99M

Change Log

10/12/2022 08:53 AM EST - Added Co-creation TBD Added Principal Geographic Code 935 - Worldwide (Including Cooperating Country)

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 (128)
Grant (21)
Other (89)
Procurement Contract (4)
ELIGIBILITY:
All Eligibilities
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
72088722RFA00004
Conservation Sustainable Development and Governance program
USAID-MAD
Posted
10/17/2022
11/14/2022
RFI44223001
USAID Somros Eatang Activity
USAID-CAM
Forecasted
10/14/2022
72048923RI00001
The Regional Investigative Journalism Collaboration Project
USAID-THA
Forecasted
10/12/2022
72063225N00012
USAID/Ethiopia Health Activities Industry days
USAID-ETH
Posted
10/11/2022
10/29/2022
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-/DR
Forecasted
10/06/2022
72051722APS00002
USAID Dom Rep- Locally Led Development ADDENDUM (#14)
USAID-DOM
Posted
10/05/2022
11/18/2022
72026222RFA00007
USAID Partnerships for Educational Progress (Partnerships)
USAID-EGY
Posted
10/05/2022
01/09/2023
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
72053622RFI00003
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?
- Being awarded 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 a high-quality proposal together in time?

If the answers are "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.

Live Proposal Development

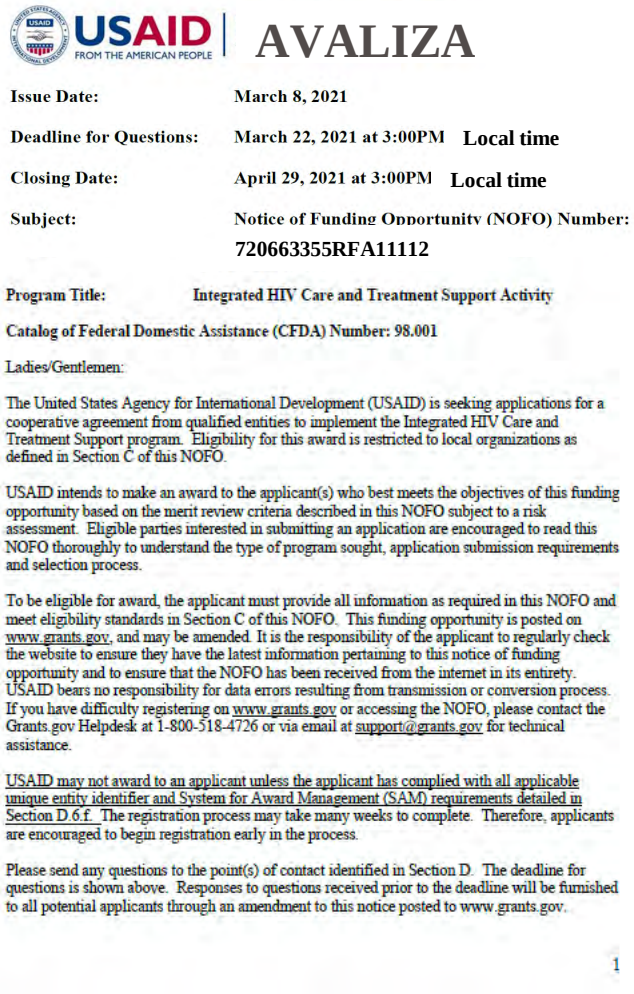
USAID FROM THE AMERICAN PEOPLE | AVALIZA

Issue Date:	**March 8, 2021**
Deadline for Questions:	**March 22, 2021 at 3:00PM Local time**
Closing Date:	**April 29, 2021 at 3:00PM l 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.

1

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	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 5pm**			

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

PAGE # FROM RFA/RFP	SECTION	# OF PAGES	PERSON RESPONSIBLE
	• **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?

Q&A – 10 minutes

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.

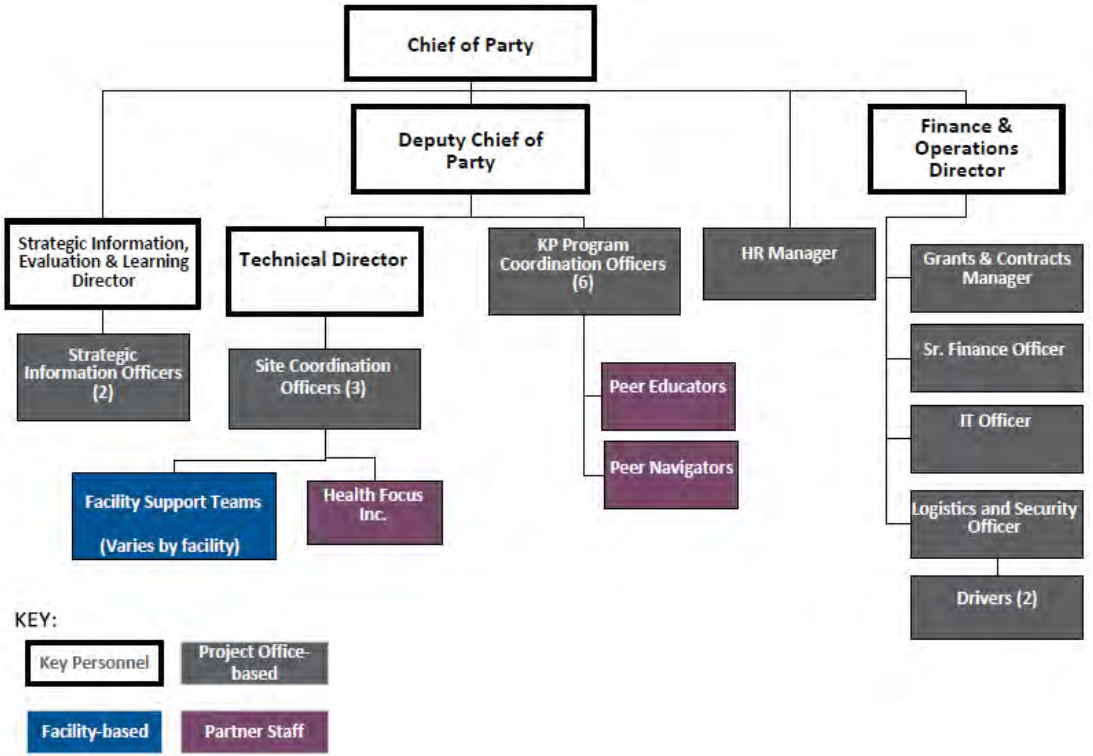
Management and Staffing Plan

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



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:

- To assess the pre-planning strategy/goals
- To predict competitors' likely solutions and strategies
- To verify compliance and execution of your win strategy
- To predict how the donor will evaluate your proposal and make improvements to it
- Review of the budget and approve pricing strategy
- To confirm your proposal incorporates necessary changes from previous reviews and is ready for proposal submission
- After-Action Review to record lessons learned and make improvements to your proposal development process

Budget Development

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

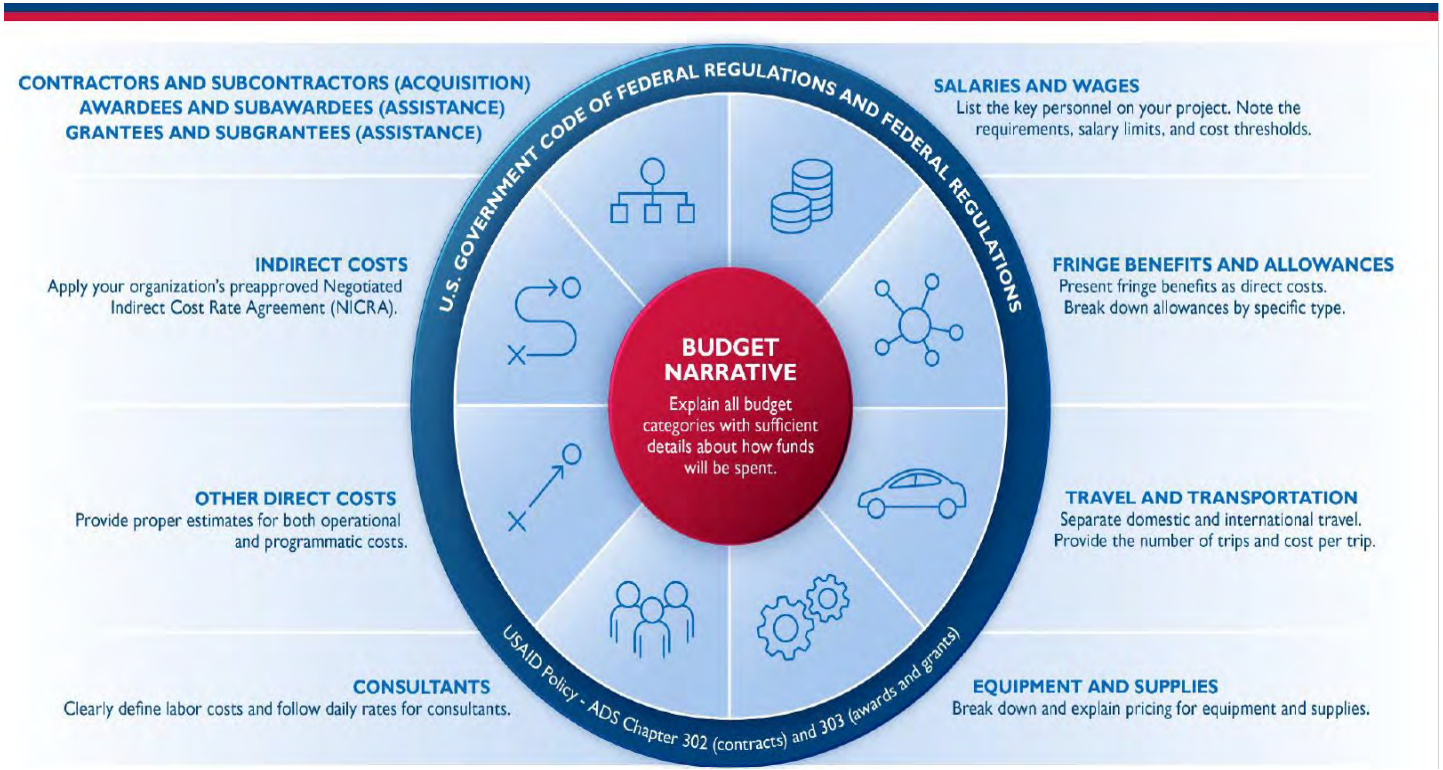
USAID will evaluate your cost proposal* and level of effort on three points.

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.

Coordination with other teams is key to successful budget development!

*For you and for each of your sub-partners

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

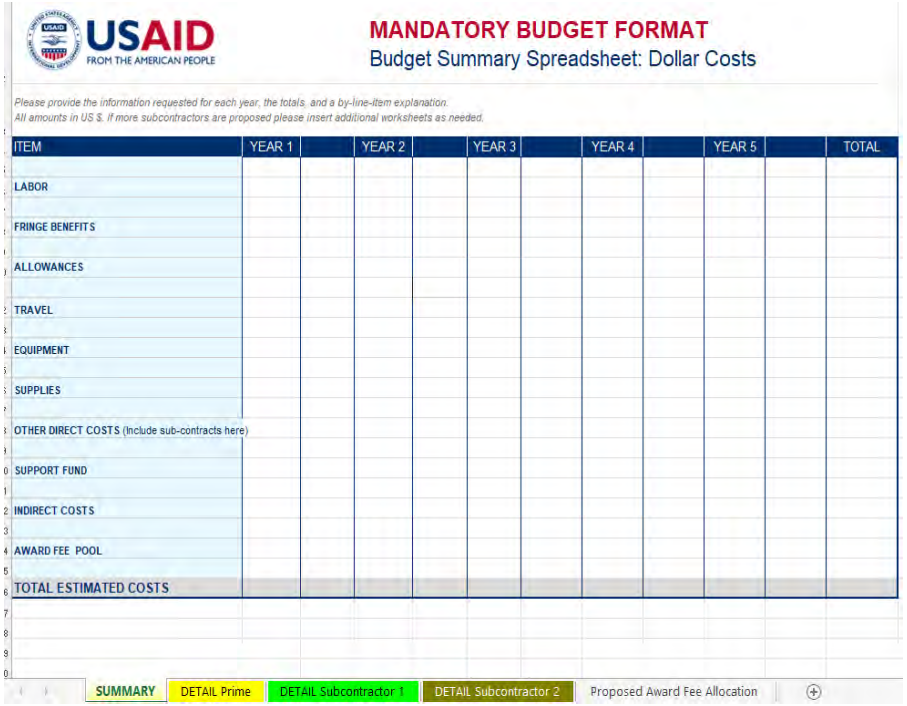
Grades 9–11
- Director of Programs
- Technical Director
- Director of Finance
- Director of HR
- Director of M&E
- Chief of Party
- Deputy Executive Director
- Executive Director

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.



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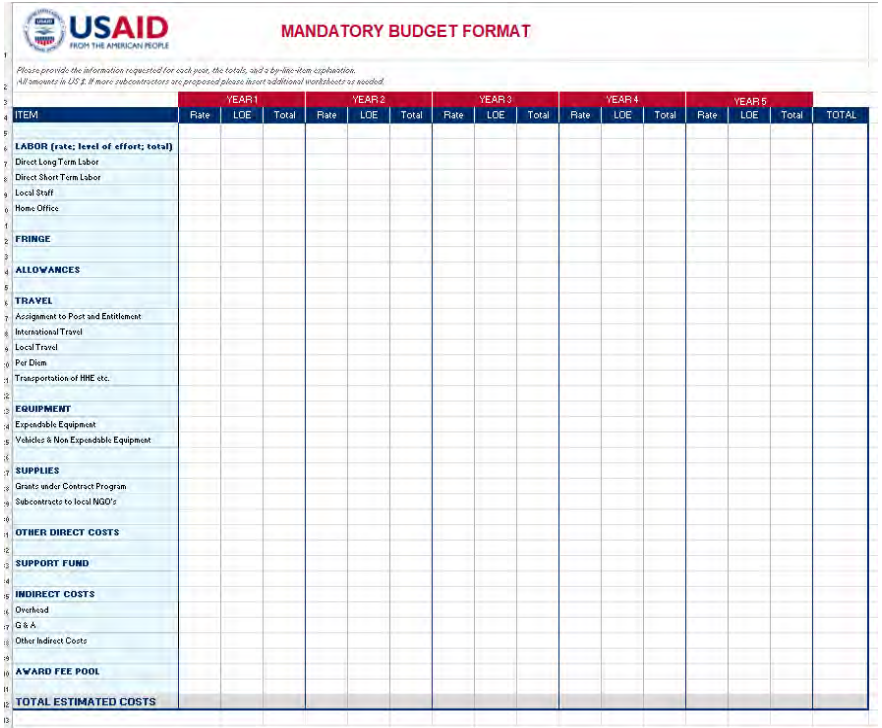
MANDATORY BUDGET FORMAT
Budget Summary Spreadsheet: Dollar Costs

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



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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.

ITEM	YEAR 1			YEAR 2			YEAR 3			YEAR 4			YEAR 5			TOTAL
	Rate	LOE	Total	Rate	LOE	Total	Rate	LOE	Total	Rate	LOE	Total	Rate	LOE	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.
  - All Prime partners are required to provide 10% De Minimus to eligible subawardees. No supporting documentation is required.

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, but be aware of the risks.

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 calculations; 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 3 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.

Proposal Finalization and Submission

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.

POLL

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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