

ATTACHMENT M – AWARD LIFECYCLE AND POST AWARD REQUIREMENTS

Table No. 1: Pre- Award Milestones - Example (Subject to Change)

Pre-Award Milestone	Anticipated Date
APS Posted on grants.gov	4/21/2017
Pre-application Conference in Tel Aviv	5/9/2017
Pre-application Conference in Ramallah	5/10/2017
Due date for Receipt of Q&A	5/14/2017
Amendment for Q&A posted	5/22/2017
Initial Due Date for Applications	6/11/2017
USAID Reviews Applications	June-August 2017
Internal Deliberations Within USAID	September-October 2017
USAID sends letters to unsuccessful Applicants	November – December 2017
USAID Requests Full Applications from Finalists (if necessary)	November – December 2017
Due date for receipt of Full Applications	January 2018
US Interagency review and approval	January – February 2018
Discussions with Finalists commence	February – March 2018
Pre-Award Risk Assessments (if applicable)	March – June 2018
Anticipated Award Date	July – September 2018

Table No. 2 – Post Award Milestones / Training Sessions – Example (Subject to Change)

Training Session	Anticipated Timeline
Mission Order No. 21 Training	Conducted within 1-2 months from date of Award
Ge-MIS Training	Conducted within 1-2 months from date of Award
Trainet Training	Conducted within 1-2 months from date of Award
Public Relations & Communications Training	Ad Hoc basis
Technical Capacity Building Training	Ad Hoc basis / as needed
Financial and Capacity Building Training	Ad Hoc basis / as needed

Table No. 3 – Post Award Reporting Requirements for Standard Assistance Awards

The below reporting requirements are not applicable to Fixed Amount Awards. Following the table is a narrative description of the program reporting expected under the Standard Assistance Awards.

Type of Report/ Deliverable	Due Date
Quarterly Financial Report	30 work days of the end of each calendar quarter
Implementation Plan (IP)	First IP within 60-90 days after award. Subsequent IPs are due no later than 30 days <u>before</u> the anniversary of the award effective date
Performance Monitoring Plan	Within 60-90 days and should be attached to the Implementation Plan
Quarterly Performance Reports	30 work days after the end of each calendar quarter
Annual Performance Report	Should be submitted in lieu of the fourth quarterly performance report
Demobilization Plan	Not less than three months prior to the completion date of the award
Final Report	90 calendar days after the expiration or termination of the award
Geographic Management Information System Reporting-Geo-MIS Reporting	30 days from approval of the implementation plan with follow on quarterly reports.

1. WORK PLANS / IMPLEMENTATION PLANS

Timing: Within 60-90 days following award, the Recipient shall submit the first annual work plan. Attached to the initial work plan, the Recipient will provide a Performance Management Plan (PMP). USAID will provide written comments to the Recipient. The Recipient will revise and submit the revised work plan no later than 15 days after receipt of comments. If acceptable, the USAID Agreement Office Representative (AOR) will provide a written approval of the final work plan to the Recipient. Failure to have an approved work plan in place may be viewed as a failure to comply with essential terms and conditions of the award. Significant revisions to the approved work plan will require the additional written approval of the AOR (and may require a revision to the approved PMP).

Subsequent Annual Work Plans: Subsequent annual work plans are due no later than 30 days before the anniversary of the award effective date, to ensure that the new work plan will be in place prior to commencement of the new contract year. These plans will follow the same format as the initial work plan and should also include an updated PMP, if appropriate. In addition, the subsequent annual work plan shall

include program adjustments reflecting lessons learned from prior year implementation.

Purpose: The work plan details how the Recipient will use this time effectively to achieve the award's objectives. The work plan serves as a detailed guide to program implementation and, once approved, represents an agreement as to the nature and timing of discrete tasks and interventions. Discrete tasks include training events, workshops and seminars, outreach events, and information dissemination activities such as publications and reports. It is essential that the document be concise so as to ensure that it will be a simple reference tool for the implementer to track progress against the approved implementation schedule, and for USAID to monitor and evaluate performance through the work plan year and to ensure that award objectives are accomplished on time, on budget, and in accordance with expectations. Each annual plan will form the basis for an annual management review conducted by USAID and program staff to assess program directions, priorities, achievements, and prior year implementation results, as well as management and implementation impediments, and to make recommendations for revisions, as appropriate.

Work Plan Standards: Work plans will identify a logical sequence of steps to be undertaken to implement each program component and must include an associated timetable. The Recipient may not include activities in the work plan that fall outside the parameters of the statement of work. The Recipient's annual work plan will describe how the Recipient intends to organize the year's work including setting project priorities and how the Recipient will organize responsibilities amongst Recipient staff to ensure accomplishment of the tasks. The work plan will address how the Recipient will make effective use of any time during which counterparts are not readily accessible or actively engaged such as holidays.

The work plan, at a minimum, is to include:

1. A systematic presentation (i.e., Gantt chart) of activities to be accomplished under the different components and sub-components, on a monthly basis;
2. The proposed location of the activity;
3. The anticipated outputs and outcomes from each activity conducted;
4. The anticipated level of effort required from program technical staff and financial resources required to complete the tasks;
5. The identification of any assumptions used in preparing the work plan, as well as suggested alternatives if necessary;
6. The anticipated risks with regard to achieving the anticipated objectives of the award and how they will be mitigated; and
7. Any specific award terms or conditions that interfere with maximizing the developmental impact of the award.

2. PERFORMANCE MANAGEMENT PLAN (PMP)

Purpose: The Recipient is required to have a PMP capable of tracking and documenting progress against program components. The PMP reflects the award progress over the life of the project and is a critical tool for planning, managing,

documenting, and evaluating performance. The PMP should be reviewed and validated annually, and revised if appropriate.

The PMP will include:

1. A Results Framework (RF) and simplified Foreign Assistance Framework that reflect the objectives described in the award;
2. The indicators that will be used to assess progress towards the project goals and intermediate results;
3. The data sources and method and frequency of data collection, review, analysis and reporting;
4. The parties responsible for data collection;
5. The baseline data or the plan and timeline for gathering the baseline data;
6. The estimated cost associated with implementing this PMP;
7. Targets for each indicator year;
8. The Data Quality Assessment (DQA) plan and procedures; and
9. The Evaluation Plan and how the evaluation results will be used to inform project implementation.

3. QUARTERLY PERFORMANCE REPORTS:

Timing: Reports are to be submitted 30 work days after the end of each calendar quarter.

Purpose: The Recipient will submit brief quarterly performance reports and financial allocation summaries to USAID to reflect progress and activities of the preceding quarter. The report shall describe the tasks completed in the last quarter relative to what was anticipated by the approved work plan, and will assess overall project impact to date relative to the performance indicator targets.

The quarterly reports will highlight any issues or problems affecting the schedule or impact of services provided by the Recipient. The reports will include financial information on the expenses incurred, available funding for the remainder of the activity and any variances from planned expenditures. All data and output reporting will disaggregate data by gender.

Quarterly performance reports will present progress on all project activities and will include the following information, at a minimum:

1. Brief outline of program purpose and program approach;
2. Overall status of program progress towards program objectives (narrative);
3. Status of overall program progress per the approved indicators as defined in the PMP;
4. Summary of completed activities and progress towards results under this award during the timeframe of the report;
5. List of reports/deliverables completed in the reporting period;
6. Explanation of quantifiable outputs of the tasks, if appropriate and applicable;
7. Reasons why established targets were not met, if appropriate;
8. Description of any short-term consultants' progress and observations, identifying any significant issues, and a description of follow-on activities;

9. Status of budget expenditures and analysis of any cost overruns or high unit costs (the recipient shall immediately notify USAID of developments that have a significant impact on award-supported activities);
10. Identification of problems, delays or adverse conditions that impair the ability to meet the objectives of the award, including a statement of the action taken or contemplated, and any assistance needed to resolve the situation;
11. List of major activities planned for the next quarter;
12. The use of Small and Disadvantaged Business relative to the target identified;
13. Any relevant constraints or impediments that have affected or will affect program performance, including any terms and conditions contained in the award;
14. Projected USAID approvals, waivers or deviation requests anticipated during the next quarter;
15. Confirmation that TraiNet reporting requirements are up to date and that relevant activities and data have been entered in to Geo-Mis (a list of activities added or updated in Geo-Mis during the quarter should be attached); and
16. The status of required audit processes including for sub-awardees, if applicable.

4. ANNUAL REPORTS

Timing: The Recipient shall submit annual reports in lieu of the 4th quarterly report each year to the AOR and to the Agreement Officer. The annual report should be submitted no later than 90 days after the end of each award year other than the last, when the final report will be submitted.

Purpose: The annual report will cover all of the items included in the quarterly reports, with a focus on project results over the entire contract year. The annual report will be used by USAID to assess the status of the project in relation to the time remaining for performance. Each annual report will include an assessment as to whether the objective of the award will be accomplished within the remaining time and available resources.

In addition, the Recipient should include an assessment as to the effectiveness of the PMP in measuring program impact including:

1. The status of evaluation activities including the establishment of baseline data;
2. The appropriateness of the data collected to measure project impact;
3. The identification of unanticipated challenges in the collection of evaluation data;
4. The appropriateness of the overall PMP to measure impact and any proposed revisions thereto;
5. Practical or political factors that should be considered when analyzing the performance data; and
6. The effectiveness of the evaluation activities to inform programming.

5. RAPID MOBILIZATION PLAN

Timing: The Recipient shall submit a Rapid Mobilization Plan (RMP) to the AOR for approval within 10 days of award.

The RMP shall include a plan for a rapid start-up of activities covering the first 90 days of the award. It shall also address benchmark technical, management, and logistical (vehicle, office space, etc.) requirements that include: planning and schedule for the prompt mobilization of the Chief of Party (COP), other expatriate staff, and other key personnel.

6. DEMOBILIZATION PLAN

Timing: Not less than three months prior to the completion date of the award, the Recipient shall submit a Demobilization Plan.

The Plan will include, at a minimum, an illustrative Property Disposition Plan addressing all requirements under contractual and local law for the transfer of property; a plan for the phase out of in-country operations; a delivery schedule for all reports or other deliverables required under the award; and a timeline for completing all required actions in the Demobilization Plan, including the submission date of the final Property Disposition Plan to the Agreement Officer. Both the illustrative and final Property Disposition Plans shall include the inventory schedule required by 2 CFR 200, a plan for the disposition of property to eligible parties and a timeline for the disposition of such property. In addition, the Recipient will describe how all required prime and sub-award audits will be conducted after the demobilization of the Recipient. The Demobilization Plan shall be approved in writing by the AOR.

7. FINAL REPORT

Timing: The final performance report is due 90 calendar days after the expiration or termination of the award.

The final report shall provide a summary description of all work performed under the award and a substantive discussion of results achieved (as measured by performance indicator). The final report should include the final status of each component objective, the status of indicators relative to the established targets, lessons learned, ways to resolve any constraints identified, any opportunities for further refinement, enhancement, logical extension, or expansion of the completed work and how it fits into USAID's strategic objectives and any perceived problems, vulnerabilities, or weaknesses in the assistance provided, with recommendations for addressing the identified weaknesses.

The final report shall also contain an index of all reports and informational products produced under this contract. Along with the Final Report, a CD-ROM depository shall be submitted, containing all written documents, reports and presentations. The depository shall be organized in a user-friendly and searchable manner.