



USAID/Southern Africa Information Session

Anticipated USAID/Southern Africa Orphans and Vulnerable Children
Activity in Free State Province

April 25, 2023

Agenda

- 08:30 - 09:00 Registration
- 09:00 - 09:15 Welcome and Introductions
- 09:15 - 09:45 Working with USAID
- 09:45 - 10:00 Overview of USAID Southern Africa Mission Development Agenda
- 10:10 - 10:15 PEPFAR South Africa Overview
- 10:15 - 11:00 OVC Draft Program Description
- 11:00 - 11:15 **Tea Break**
- 11:15 - 12:00 Partner Getting to Know You Exercise
- 12:00 - 12:30 RFI - Draft Notice of Funding Opportunity (NOFO) - Technical Application
- 12:30 - 13:30 **Lunch**
- 13:30 - 14:30 RFI - Draft Notice of Funding Opportunity (NOFO) - Business Application
- 14:30 - 15:00 Pre-Award Survey
- 15:00 - 15:15 **Tea Break**
- 15:15 - 15:30 Partnering Arrangements
- 15:30 - 16:00 What is next? Concluding Remarks, Questions and Answers

Purpose and Ground Rules

- Help organizations learn more about working with USAID
- Share information about a planned activity in Free State Province
- Solicit feedback from YOU
 - During this meeting - pause for Q&A + feedback
 - Will share Q&A with participants after this meeting
 - Through this [Request for Information](#)
 - If we publish a Notice of Funding Opportunity, there will be a questions and answers period



Welcome and Introductions

9:00-9:15 AM



Let's get to know each other
before we start the day!

Tell us your:

- Name
- Organization
- Title



Working with USAID

09:15 - 09:55

Ross Barnard, Contracting and Agreement Officer

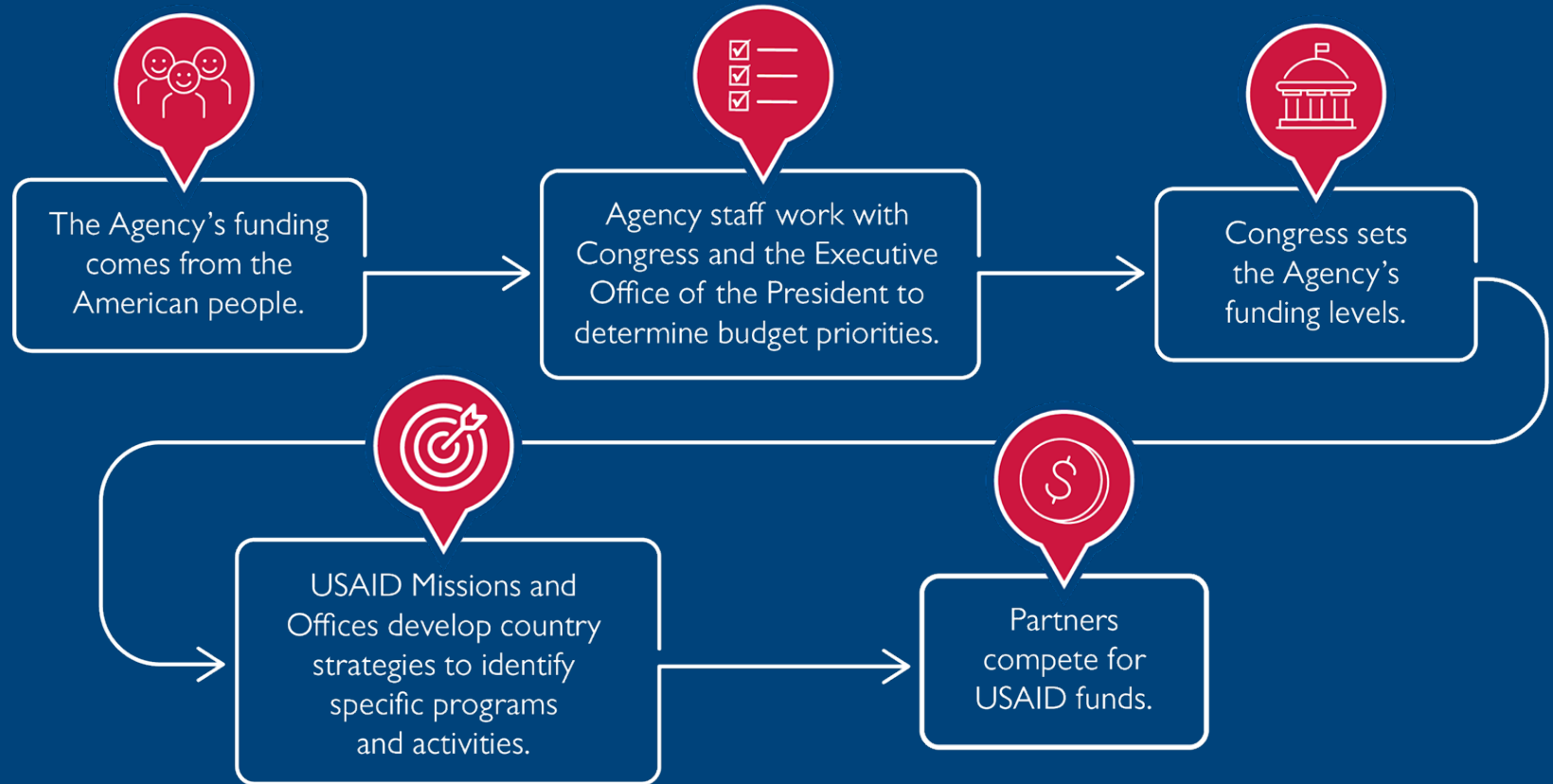
Boitumelo Mahlomoje, Acquisition and Assistance Specialist

Regional Office of Acquisition and Assistance (ROAA)

USAID/Southern Africa



HOW WE FUND OUR WORK





PARTNERING WITH USAID



OUR PARTNERS

We partner with **more than 3,500** U.S. and non-U.S. organizations around the world.

- Non-governmental organizations (NGOs)
- Charitable organizations
- Colleges and universities
- For-profit companies (including U.S. small businesses)
- Researchers, scientists, and innovators
- Diaspora groups
- Faith-based and community organizations
- Other governments
- U.S. Government agencies
- Bilateral and multilateral donors



USAID BUSINESS FORECAST

The latest information about current and future funding opportunities updated daily.

Search open and planned opportunities through different filters, including sector, location, and award types.

South Africa North West Province Children, Adolescents, and Families in the HIV Epidemic			Plan Id: AA-324577
			Fiscal Year Of Award: 2023
			Last Modified Date: 3/9/2023
Operating Unit: South Africa		Award Action Type: Cooperative Agreement	
Sector: HIV/AIDS (More than 50% funded by PEPFAR)		Category Management Contract Vehicle: TBD	
A&A Specialist Name: Nompumelelo Mangqalaza		Solicitation Number: TBD	
Award Length: 5 years		Small Business Set Aside: TBD	
Eligibility Criteria: Restricted to local South Africa organizations		Cocreation: Draft Scope of Work/Draft Program Description	
Principal Geographic Code: 935 - Worldwide (Including Cooperating Country)		Request for Information (RFI)/Sources Sought Notice	
		Request for Concept Papers Pre-solicitation Conferences	
Anticipated Solicitation Release Date		Anticipated Award Date	Total Estimated Cost
3/1/2023		9/1/2023	\$10M - \$24.99M
The Activity's goal is to improve the health, well-being, and protection of children and adolescents (and their families) living with, affected by, and vulnerable to HIV through high-impact service delivery and district-level social service system strengthening to sustain an effective response for children, adolescents, and their families.			

Visit: [usaid.gov/business-forecast](https://www.usaid.gov/business-forecast)



HOW WE AWARD OUR FUNDS

The majority of the Agency's funds are awarded through competitive process.

ACQUISITION

The purchase of goods and services through a **contract**.

ASSISTANCE

Financial support from the U.S. Government to an organization, through a **grant** or **cooperative agreement**, to help carry out a project that benefits the community.

FIND FUNDING OPPORTUNITIES

SAM.GOV

USAID contracts available for bidding are posted as Requests for Proposals (RFPs).

GRANTS.GOV

USAID cooperative agreements and grants are posted as Notices of Funding Opportunities (NOFOs).

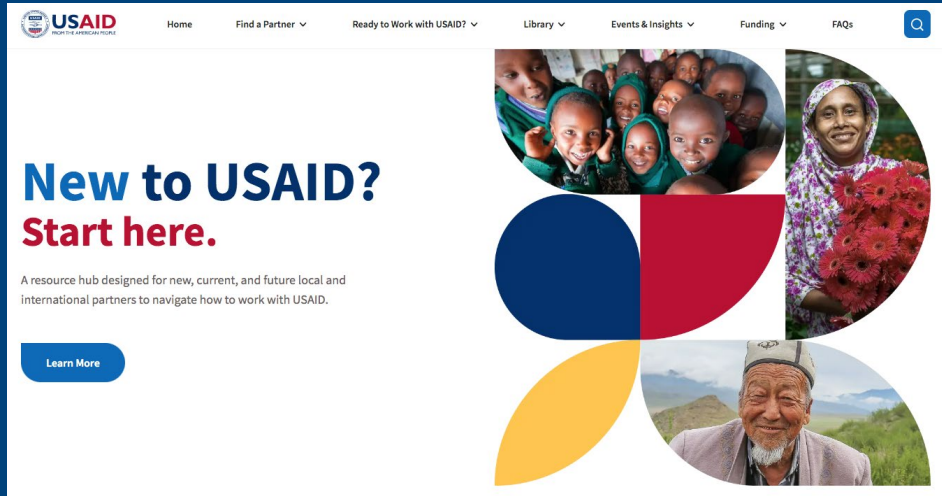


ARE YOU REGISTERED?

To be eligible to apply for U.S. funding (grants or contracts), entities need to obtain two registrations:

1. **SAM:** System for Award Management, Unique Entity ID (a 12-character alphanumeric ID assigned to an organization).
1. **CAGE or NCAGE:**
 - Commercial and Governmental Entity (CAGE) five-digit code—for U.S. entities—automatically generated by SAM
 - NATO Commercial and Governmental Entity (NCAGE) five-character code—for non-U.S. entities—required before registering for SAM.

WorkwithUSAID.org



Take Action Today!

- Download the **Start Here** checklist
- Join the **Partner Directory**
- Take the **Pre-Engagement Assessment**
- Build your capacity through our **Library Resources**
- Learn about **USAID events**
- Gain partnering insights on the **Blog**
- Check out the extensive **FAQs**

Our Door is Open

- Sign up for our [Work with USAID newsletter](#).
- Follow us on Social Media: Twitter, Facebook, and YouTube [@WorkWithUSAID](#)
- Join our LinkedIn group: [Work with USAID](#)
- Visit [WorkwithUSAID.org](#) to navigate the USAID partnership process
- Contact us at IndustryLiaison@usaid.gov
- [USAID Southern Africa website](#)

[Seven Ways to Introduce Yourself to USAID](#)



Overview of the USAID/Southern Africa Mission Development Agenda

09:55 - 10:00

Claudious Chikozho
Regional Program & Project Development Office (RPPDO)





Our History



- In 1995, USAID Regional Center for Southern Africa established in Gaborone, Botswana
- Mandated to design, implement & manage devt initiatives in Southern Africa.
- The Regional Office moved to Pretoria, RSA, in 2008.
- Seeking a more economically & socially integrated region & improved quality of life for all people in Southern Africa.
- Partnerships with local & regional orgs key to delivering our Agenda – **5-Yr Strategic Cycles**

Results Framework

Vision/Goal: A Prosperous, Self-reliant, and Integrated Southern Africa Region

**RDO1: Inclusive
Economic Growth
Catalyzed**

**RDO2: Governance
Strengthened**

**RDO3: Resilience of
People and Systems
Advanced**

IR 1.1: Trade
Increased

IR 1.2:
Investment
Increased

IR 1.3: Private
Sector
Expanded

IR 2.1:
Institutional
Performance
and
Accountability
Increased

IR 2.2: Rule of
Law and
Justice System
Strengthened

IR 3.1:
Management of
Transboundary
Ecosystems
Improved

IR 3.2:
Equitable
Provision of
Quality Health
and Other
Services
Improved

IR 3.3: Citizen
Participation
and
Leadership
Increased

Cross-Cutting: South Africa's Strategic Advantage Leveraged

Results Framework Continued

RDO3: Resilience of People and Systems Advanced

IR 3.1: Management of
Transboundary Ecosystems
Improved

IR 3.2: Equitable Provision of Quality Health and
Other Services Improved

IR 3.3: Citizen
Participation
and Leadership
Increased

Sub-IR 3.1.1:
Wildlife
Trafficking
Countered

Sub-IR 3.1.2:
Natural Resources
Security Enhanced

Sub-IR 3.2.1:
Access to Quality
Services Improved
(e.g. Energy,
WASH)

Sub-IR 3.2.2:
Capacity of
Education
Institutions
Improved

Sub-IR 3.2.3:
Capacity to
Effectively
Manage
Infectious
Diseases
Increased

Sub-IR 3.3.1: Civic
Advocacy,
Oversight and
Engagement
Improved



Regional Program and Project Development Office (RPPDO)

- ☐ **Support & guide** all Technical Teams & Country Offices in program design, implementation, M&E.
- ☐ **Receive** unsolicited proposals & work with relevant Technical Teams to support Implementing Partners through the Project/ Activity design & funding award processes.
- ☐ **Monitor compliance** with USAID's ADS 201 & ADS 204 guiding documents – including env. compliance procedures, gender & inclusivity, localization, climate change, pvt sector participation, etc.





USAID Environmental Compliance Procedures

- ❑ We deploy **Env. & Social Impact Assessments** to predict the potential effects of our Projects/ Activities – we seek to safeguard people & natural resources.
- ❑ Includes devt of **mitigation measures** & monitoring processes to avoid, minimize, reduce, remediate or offset expected negative impacts.
- ❑ Results of **EIAs** inform decision-making, leading to more sustainable actions.





Collaborating, Learning, and Adapting - Philosophy



Collaborating intentionally happens when USAID, partners & stakeholders identify areas of shared interest & potential cooperation, avoid duplication of efforts, share knowledge about what works & what needs adjustment [**Co-creation & Co-Learning**].



Learning systematically happens when USAID, partners & stakeholders utilize performance monitoring data, take time to pause & reflect on implementation, & review & synthesize relevant assessments & evaluations [**MEL TEAM**].



Adapting effectively happens when USAID & partners apply learning & make iterative course-corrections & improvements during implementation to accelerate the impact of development assistance.

PEPFAR South Africa Overview

10:00 - 10:15

Onica Diamond, Orphans and Vulnerable Children Specialist
USAID/SA Bilateral Health Office



PEPFAR

U.S. President's Emergency Plan for AIDS Relief

PEPFAR South Africa



PEPFAR South Africa Implementing Agencies



PEPFAR's Strategy | Program Goals



1. **Reach global 95-95-95** treatment targets for all ages, genders, and population groups.
2. **Reduce new HIV infections dramatically** through effective prevention and treatment, in support of UNAIDS targets.
3. **Close equity gaps** for priority populations, including adolescent girls and young women, key populations, and children.
4. Transform the PEPFAR program toward **sustaining HIV impact and long-term sustainability** by strengthening the capabilities of governments to lead and manage the program, in collaboration with communities, the private sector, and local partners.
5. Make **measurable and sustainable gains in partner country public health systems and health security** to strengthen public health prevention, data, and response capabilities for HIV and other health threats.

PEPFAR's Strategy | 5 Strategic Pillars & 3 Enablers



PEPFAR's Strategy | Pillar 1: Health Equity

~ PEPFAR is deeply committed to ensuring all ages, genders, and population groups at risk for infection know their HIV status, receive life-saving HIV prevention and treatment services, and are virally suppressed if they are living with HIV~

1. Advancing gender-equitable programming
2. Launching a youth-focused movement to prevent HIV acquisition for the next generation
3. Leading the global movement to end AIDS in children
4. Transforming key population (KP) service delivery through key population leadership
5. Doubling down on a holistic combination prevention approach
6. Dismantling structural barriers to HIV/AIDS care



How should PEPFAR support to South Africa evolve to align with the alarming need to close equity gaps in key populations, children, and AGYW?

What will it take to fully close the equity and incidence gaps for Priority Populations?



PEPFAR's Strategy | Pillar 2: Sustaining the Response

~ Partner governments to lead and manage the response – by articulating and acting on their own vision; working with development partners to rethink the structure of their operations to effectively use local capacity, improving alignment across donors and partner governments, finding efficiencies, and supporting country visions ~

1. Developing a country-led sustainability roadmap
2. Accelerating integration of HIV service delivery into local health systems
3. Sustaining impact through local and regional organization implementation
4. Engaging in integrated national planning



How should the mix of PEPFAR investments evolve to support NSP and a roadmap for sustainability?

What does it really mean to embed sustainability across the program?



PEPFAR's Strategy | Pillar 3: Public Health Systems and Security

~ While maintaining focus on HIV as PEPFAR's core mission we will leverage and build upon PEPFAR's assets to help strengthen country public health systems to contribute to their ability to address ongoing public health threats, as well as to detect, prevent, and respond to novel health threats. ~

1. Strengthening National Public Health Institutions (NPHIs)
2. Strengthening the Health Workforce
3. Catalyzing Regional Manufacturing
4. Modernizing the Downstream Supply Chain
5. Improving Patient-Centered Care for PLHIV
6. Strengthening Pandemic Preparedness and Response Capabilities



What top 3 priority investments contribute to NSP goal of building resilient systems for HIV, TB and pandemic preparedness?

How do we intentionally design our future investments to strengthen health systems and effectively measure progress?



PEPFAR's Strategy | Pillar 4: Transformative Partnerships

~Partnership has always been central to the way PEPFAR operates; PEPFAR's mandate of ending the HIV/AIDS pandemic will not be accomplished simply through our own funding and efforts. There is an opportunity to both diversify the nature and scope of partners that we engage, and to design more ambitious, scalable partnerships that can truly transform programmatic impact.~

1. Elevating the Role of Regional Institutions
2. Activating Philanthropic Partnerships
3. Integrating the Private Sector Across the Value Chain
4. Collaborating with U.S. Institutions



What new partnerships are needed for PEPFAR South Africa to drive more impact, cultivate local and global expertise?

What is the role of the private sector and foundations to address structural interventions, support regional manufacturing and elements across service delivery value chain?

Who are organizations who we have not traditionally collaborated with who have a major role to play in furthering programmatic impact?



PEPFAR's Strategy | Pillar 5: Follow the Science

~ *The history of disease control has taught us that the “last mile” is always the most difficult. Closing the gap will require embracing and elevating the best new scientific innovations and ensuring that programming is data-driven.* ~

1. Mainstreaming Behavioral and Social Science into HIV programming
2. Leveraging Targeted Implementation Science for Program Improvement
3. Developing and Deploying the Next Generation of Surveillance Methods



What 3 priority investments are needed to close persistent second 95 gaps?

What strategies/initiatives have limited impact?

How can behavior and social science investments address cultural, structural and behavioral challenges?



PEPFAR's Strategy | Enablers

Enabler 1: Community Leadership

1. Increasing Role of Community Leadership with PEPFAR
2. Sustaining Community Leadership in Partner Government Programs
3. Elevating the Next Generation of Community Leadership

Enabler 3: Leading with Data

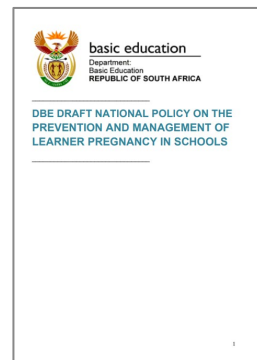
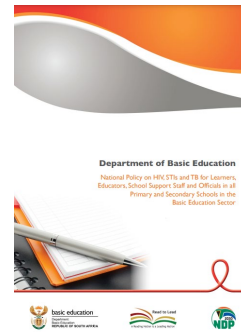
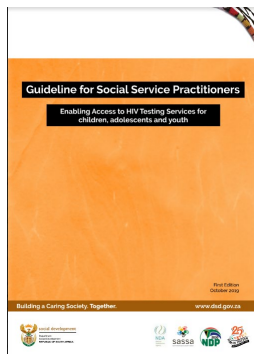
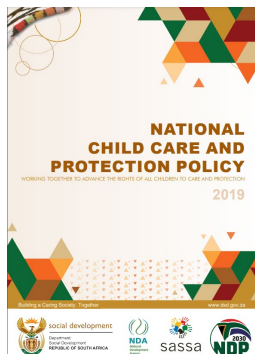
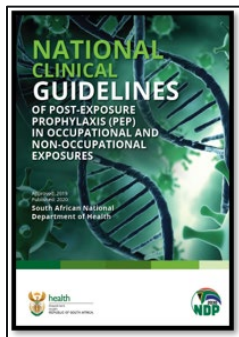
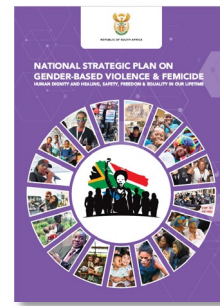
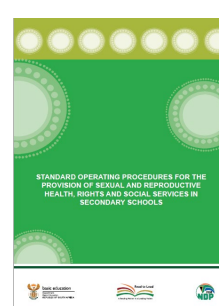
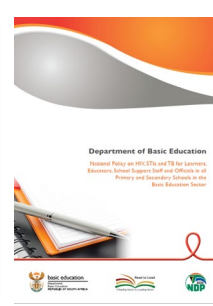
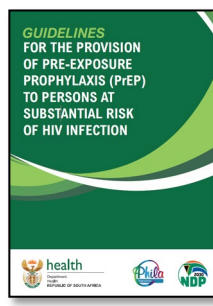
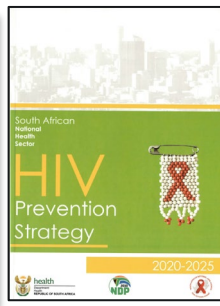
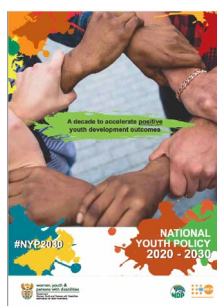
1. Collecting and Using Smart Data
2. Accelerating Data Integration at Country-Level
3. Setting the Pathway to 2030

Enabler 2: Innovations

1. Accelerating Country-Led Innovation
2. Proactive Market Shaping for New Product Introductions
3. Leveraging Innovative Finance Models to Drive Programmatic Scale



Aligned to Government Policies, Guidelines and Frameworks (DoH, DSD, DBE)



Draft Program Description:
*Children, Adolescents, and Families in the
HIV Epidemic in Free State Province*
Activity
10:15 - 11:00

Onica Diamond, Orphans and Vulnerable Children Specialist
USAID/SA Bilateral Health Office

Jackie Chaurura, Gender Specialist
USAID/SA Bilateral Health Office



Activity Goal:

To improve the health, well-being, and protection of children and adolescents (and their families) living with, affected by, and vulnerable to HIV through high-impact service delivery and district-level social service system strengthening to sustain an effective response for children, adolescents, and their families through local led solutions in Free State Province.

Objective 1: Increase access to and utilization of comprehensive, and preventive services among children and adolescents 0-17 years and their families through evidence-based interventions

IR 1.1: Increased use of holistic services and support among children, adolescents living with, affected by, and vulnerable to HIV(0-17 years), and their families

IR 1.2: Increased access to prevention of HIV and sexual violence interventions among children and adolescents 10-14 years

IR 1.3: Increase access to DREAMS family strengthening/parenting support interventions among AGYW 10-19 years and their caregivers

Objective 2: Improve Local Partner organizational capacity for governance, program monitoring, and reporting (MER), and stakeholder engagement at Provincial, District, and Sub-District Level

IR 2.1: Improved Local Partner capacity for governance and award administration

IR 2.2: Increased Local Partner capacity for program monitoring, evaluation, and reporting (MER) at Provincial, District, and Sub-District level

IR 2.3: Increased Local Partner Capacity to engage key stakeholders at Provincial, District, and Sub-District level

Objective 3: Strengthen Provincial, District, and Sub-District-level social service workforce capacity to sustain an effective response for children, adolescents, and their families in high HIV burden districts

IR 3.1: Expanded use of SAG (DSD and DOH) policies and guidelines at Provincial, District, and Sub-District level

IR 3.2: Strengthened program standards to ensure high quality service delivery and sustainable outcomes for children, adolescents, and their families

IR 3.3: Strengthened community-based social service workforce at Provincial, District, and Sub-District level

Activity Goal

Improve the health, well-being, and protection of children and adolescents (and their families) living with, affected by, and vulnerable to HIV through high-impact service delivery and social service system strengthening to sustain an effective response for children, adolescents, and their families through locally led solutions in Free State Province.

Objective 1

Increase access to and utilization of comprehensive, and preventive services among children and adolescents 0-19 years and their families through implementation of evidence-based interventions

IR 1.1

IR 1.3

IR 1.2

	OVC COMPREHENSIVE	OVC PREVENTIVE	OVC DREAMS FAMILY STRENGTHENING
Who?	Children <18 with known risk factor (C/ALHIV; CPLHIV, CFSW, survivors of sexual violence, double orphan)	Boys & girls aged 10-14 in high-burden districts/areas	AGYW aged 10-17 at elevated risk of HIV in highest burden districts
How?	Family-based approach	Group-based approach	Individually-based approach
What?	Needs-based interventions based on case plans with case management & home visits	• <u>Vhutshilo 1</u>; • <u>Chommy</u>; • Grassroot <u>SkillZ</u> *Per S/GAC approval in 2020	Parenting/Caregiver Intervention: • Let's Talk; • Parenting for Lifelong Health
Reporting	OVC_SERV & OVC_HIVSTAT	OVC_SERV (active only)	OVC_SERV (active only)

← Cross-cutting: routine screening for GBV, linkage to PVC services, linkage to PEP & PrEP →

IR 1.1 Increased use of holistic services and support among children and adolescents living with, affected by, and vulnerable to HIV

Key expected outcomes include:

- ≥95% of enrolled C/ALHIV and PLHIV parents/caregivers receive and adhere to ART
- ≥95% of enrolled C/ALHIV and PLHIV parents/caregivers achieve viral suppression
- ≥95% of enrolled biological children <18 years of HIV+ mothers are offered safe and ethical index testing
- ≥95% of enrolled C/ALHIV receive optimized ART (including pDTG)
- ≥90% of enrolled C/ALHIV and PLHIV parents/caregivers receive evidence-based psychosocial/mental health support
- >90% of C/ALHIV are enrolled in adherence and support groups
- >95% of C/ALHIV and PLHIV parents/caregivers receive TB screening and referral to TB testing and treatment accordingly
- >90% school progression and completion, especially among AGYW
- ≥95% of eligible families access social protection (I.e. social grants)
- >80% of caregivers and/or adolescents accessing economic strengthening services
- >90% of survivors of violence access comprehensive clinical and community-based post-violence care and support
- >80% of adolescents access Sexual and Reproductive Health (SRH) services and condoms/PrEP and other commodities
- >80% of enrolled caregivers access parenting support
- >90% of enrolled children <5 years access early childhood development services and support
- >90% completion of multi-session interventions among program participants
- >90% of sites are applying SOPs for intervention implementation
- >85% of structured, group-based interventions being implemented with fidelity

IR 1.2 Increased access to prevention of HIV and sexual violence interventions among children and adolescents 10-14 years

Key expected outcomes include:

- Reduced prevalence of VAC and GBV among children, adolescents, and their caregivers
- Improved communication skills among parents/caregivers and their children
- Delay of sexual debut and improved knowledge and skills to make healthy decisions among girls and boys 10-14 years
- >90% of children in need of comprehensive, family-based support are referred to the Comprehensive program
- >90% of survivors of violence access comprehensive clinical and community-based post-violence care and support
- >90% completion of multi-session interventions among program participants
- >90% of sites are applying SOPs for intervention implementation
- >85% of structured, group-based interventions being implemented with fidelity

IR 1.3 Increase access to DREAMS family strengthening/parenting support interventions among AGYW 10-17 years and their caregivers

Key expected outcomes include:

- 100% of enrolled DREAMS AGYW and their caregivers receive family strengthening/parenting support
- >80% of eligible AGYW access PrEP and are using it consistently
- Reduced incidence of HIV infection among AGYW
- Increased use of positive discipline among caregivers
- Reduced prevalence of VAC among children and adolescents
- Improved communication among parents/caregivers and their children

Objective 2

Improve Local Partner capacity for governance, program monitoring, evaluation, and reporting (MER), and stakeholder engagement at Provincial, District, and Sub-District Level.

Objective 2 aims to support **indigenously led implementation** by leveraging communities and civil society to **improve service delivery for children, adolescents and their families** in the HIV epidemic.



IR 2.1: Improved Local Partner organizational capacity for governance and award administration

Key expected outcomes include:

- Strengthened organizational human resources management
- Strengthened organizational accounting mechanisms to manage funding responsibly and efficiently
- Strengthened capacity to meet both DSD and USG program and financial reporting requirements
- Successfully running Annual General Meetings, including community and youth representation, participation and leadership

IR 2.2: Increased Local Partner capacity for program monitoring, evaluation, and reporting (MER) at Provincial, District and Sub-District

Key expected outcomes include:

- Improved partner (and sub-partner) capacity to track and report on service delivery and other program results
- Improved systems and SOPs for effective and efficient data collection, analysis, and use
- >80% of sites conduct Routine Data Quality Assessments (RDQAs) for PEPFAR MER
- >80% of sites establish and apply a community feedback mechanism to help assess program responsiveness and improve the quality of service delivery
- >90% of sites requiring quality improvement for program activities/interventions have an established quality improvement (QIP) plan with benchmarks that are being routinely monitored
- Improved knowledge and skills in effective technical assistance techniques and related tools

IR 2.3 Increased Local Partner capacity to engage key stakeholders at Provincial, District, and Sub-District level

Key Expected Outcomes:

- Operationalized MOUs and regular reporting to DSD and DOH
- Improved linkage coordination and bi-directional referrals across Justice, Police, health, Social Development (family section, add other sections)
- Regular participation in Provincial AIDS Councils
- Regular participation in school governing bodies
- Focused engagement around Child Protection Week, Women's Day, 16 Days of Activism, World AIDS Day
- Meaningful engagement of youth: The activity should create opportunities and platforms through which adolescents and youth can actively participate in the design, implementation, and monitoring and leadership of activities.

Objective 3

Strengthen Provincial, District and Sub-District-level **social service workforce capacity** to sustain an effective response for children, adolescents, and their families in high HIV burden districts.

The Activity aims to advance provincial, district, and sub-district-level social service capacity through a localized, **youth-led workforce** to deliver high-quality child and family-focused services, improve clients' well-being outcomes, and sustain an effective response for children, adolescents, and families in the epidemic.



IR 3.1 Expanded use of SAG (DSD and DOH) policies and guidelines at Provincial, District and Sub-District level

Key expected outcomes:

- >90% of program sites and sub-partners are implementing DSD and DOH policies regarding children living with, affected by, or vulnerable to HIV (and their families)
- >90% of program sites and sub-partners are scaling up use of and adhering to relevant DSD and DOH guidelines
- >90% of community care workers access training and supportive supervision in relevant DSD and DOH guidelines and tools for routine use in case management of children, adolescents, and their families

IR 3.2 Strengthened program standards to ensure high quality service delivery and sustainable outcomes for children, adolescents, and their families

Key expected outcomes include:

- 100% of Local Partners and sub-partners routinely engage and apply MOUs with DSPs for bi-directional referrals and joint tracking of clinical outcomes
- >90% of program sites have Clinical Linkage Officer placed or rotating at high volume clinics and participating in multidisciplinary teams for case conferencing
- >80% of program sites roll out DSD's Risiha Core Package of Services for comprehensive service delivery and support at district level
- >80% of evidence-based, structured interventions are being implemented with fidelity in >80% of program sites.
- >90% of sites apply SOPs for VAC and GBV prevention, detection, and response, including LIVES age-appropriate first line support for survivors of violence

IR 3.3 Strengthened community-based social service workforce at Provincial, District and Sub-District levels

Key expected outcomes include:

- ≥95% of participating social service workers have improved skills to conduct high-quality, HIV-inclusive case management
- ≥95% of participating social service workers receive routine Supportive Supervision, mental health, and psychosocial support
- Improved capacity among social service cadres to provide first line mental health support and trauma-informed care for children, adolescents, and families.
- Improved quality and completeness of child, adolescent, and family case files

Monitoring, Reporting and Quality Assurance

INDICATOR	REPORTING REQUIREMENTS	FREQUENCY
OVC_SERV	MER - required	semi annual
OVC_HIVSTAT	MER - required	semi annual
OVC_VL_ELIGIBLE (<18)	USAID/OHA custom - required	semi annual
OVC_VLR (<18)	USAID/OHA custom - required	semi annual
OVC_VLS (<18)	USAID/OHA custom - required	semi annual
OVC_OFFER	USAID/OHA custom - required	semi annual
OVC_ENROLL	USAID/OHA custom - required	semi annual
OVC_HIVSTAT_Positive_Receiving ART	USAID/South Africa custom- required	monthly
OVC_HIVSTAT_Positive_Not Receiving ART	USAID/South Africa custom- required	monthly
OVC_HIVSTAT_Negative	USAID/South Africa custom- required	monthly
OVC_HIVSTAT_Test Not Required	USAID/South Africa custom- required	monthly
OVC_HIVSTAT_Unknown_No HIV Status	USAID/South Africa custom- required	monthly
OVC_SERV_EWG_Service Lapse	USAID/South Africa custom- required	monthly
OVC_SERV_Potentially Active	USAID/South Africa custom- required	monthly
OVC_SERV_Comprehensive	USAID/South Africa custom- required	monthly
OVC_SERV_Preventive	USAID/South Africa custom- required	monthly
OVC_SERV_DREAMS	USAID/South Africa custom- required	monthly
OVC_SERV_Active_Graduation Readiness	USAID/South Africa custom- required	monthly
OVC_SERV_Active_Referred for TB Screening	USAID/South Africa custom- required	monthly
OVC_SERV_Active_Referred for Family Planning	USAID/South Africa custom- required	monthly

The Activity will have a **rigorous performance monitoring and results reporting system**, including continuous quality assessment and improvement in order to maximize program outcomes and return on investment.

Illustrative Annual Targets by District

District	OVC Comprehensive				OVC Preventive	DREAMS Family Strengthening
	<18	18-20	Caregivers	Total		
Lejweleputswa District Municipality	2,442	139	55	2,636	2,360	3,831
Thabo Mofutsanyane District Municipality	5,117	380	256	5,753	2,360	5,045
	Province Total			8,389	4,720	8,876

Management

- The Activity will be managed with a **comprehensive management approach that includes joint oversight**, partnership and management of the Activity with the respective GoSA counterparts (e.g., **DoH, DSD, DBE** where applicable, civil society, district and local AIDS Councils).
- It is envisioned that the Activity will be implemented through an appropriate mix of **direct implementation, technical support and sub-awards to locally led organizations** with expert knowledge for the achievement of specific objectives.
- The Applicant should propose an appropriate mix of staff and requisite levels of professional expertise to implement the Activity and must identify, recruit, hire, and support appropriate personnel.
- The Applicant must **maintain an office in Free State Province** in South Africa and have an organizational structure that adequately meets management needs to implement.

Key Personnel

- USAID envisions there will be **four (4) Key Personnel for this activity**.
- The applicant must **propose three (3) key personnel positions**, not including the Chief of Party position, which are essential to achieving strategic and program objectives. The Applicant should propose the appropriate roles of the remaining three (3) key personnel and their primary responsibilities for managing and leading an effective Activity.
- All key personnel should provide 100% LOE to the project, be employed by the prime applicant, and **located in the province of implementation**.
- It is the Applicant's discretion to designate positions of Key Personnel on the basis of their staffing structure.
- Please **do not include names, CVs or resumes for potential individuals** the Applicant wishes to propose for the Key Personnel.

USAID Gender Framework

- USAID is committed to promoting gender equality and advancing the status of women and girls around the world (**2023 USAID Gender Equality and Women's Empowerment Policy**)

https://www.usaid.gov/sites/default/files/2023-03/2023_Gender%20Policy_508.pdf

- USAID work included addressing Gender Based Violence (**U.S. Government's Strategy for the Prevention and Response to Gender-Based Violence, USAID Foundational Elements of Gender Based Programming -toolkit**)

<https://www.state.gov/reports/united-states-strategy-to-prevent-and-respond-to-gender-based-violence-globally-2022/>

- Key Populations are a priority (**Reimagining PEPFAR Strategy 5 x 3**)
- **United Approach to Prevention** , AHOP: Reach and Sustain HIV Epidemic Control
- Engaging Men and Boys is critical in addressing structural inequalities (**USAID ADS 205**)
- Mission Commitment to Reaching Gender Goals- 7 Goals in total
- Administrator Samantha Power: *"This past year alone, USAID has provided gender-based violence prevention and response services to over five million people around the world. But we recognize that there is more work to be done, here at the Agency and beyond"* (November 2022)

USAID's Strategic Objectives to Support Gender Equality and Women's Empowerment

1. Reduce gender disparities in access to, control over, and benefit from economic, social, political, legal, educational, and cultural resources, wealth, opportunities, and services.
2. Strive to eliminate gender-based violence (GBV) and mitigate its harmful effects on individuals and communities, so all people can live lives free from violence.
3. Increase the capability of women and girls in all their diversity to fully exercise their rights, determine their life outcomes, assume leadership roles, and influence decision-making in households, communities, and societies.
4. Advance structural changes that address the root causes of gender inequality and promote equitable gender norms

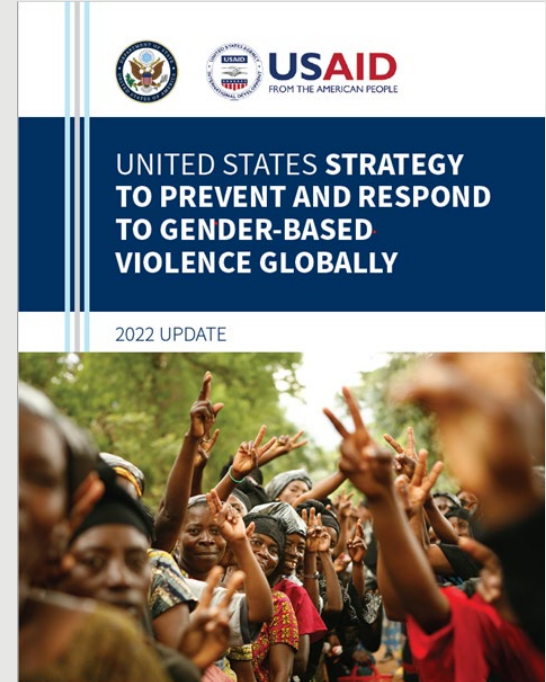
USAID Gender/GBV Policies

There is a strong USG policy framework to advance efforts to promote gender equality and prevent and respond to gender-based violence.

USG Strategy for Preventing and Responding to Gender-Based Violence Globally (2022 update)

With this third iteration of the U.S. Strategy to Prevent and Respond to Gender-Based Violence Globally, we seek to:

- Advance equity and inclusivity and address the factors that increase the risks of gender-based violence and undermine access to services and safety, particularly for the most marginalized groups;
- Support comprehensive approaches for addressing gender-based violence priorities across a range of thematic areas; and
- Strengthen the commitment and work of the U.S. government to scale what works, enhance our partnerships, and improve our capacity to prevent and respond to gender-based violence.



Gender Considerations (NOFO page 27)

- The Activity will use **evidence-based interventions informed by gender analyses** that explore the underlying reasons for gender-based differences throughout the entire patient pathway.
- The Activity will **integrate gender transformative and trauma-informed approaches** throughout the program that promote early care seeking behavior, and access to HIV and TB services equitably between men and women.
- The Activity will **integrate age-appropriate GBV/VAC case identification, first-line support, and clinical and non-clinical care** into HIV service delivery platforms aligned with PEPFAR and WHO Guidance.

Child Safeguarding Requirements

USAID Action Alliance for Preventive Sexual
Misconduct - Partners Toolkit
USAID Child Safeguarding Best Practices



Section 110 of the **Children's Act 38 of 2005** mandates service providers to children to report **reasonable suspicion** of child abuse, not reporting can lead to prosecution.

- ❖ **Child Safeguarding is a priority for USAID** to ensure that beneficiaries are safe, particularly children
- ❖ Organizations must demonstrate how child safeguarding is integrated in their proposal
- ❖ This may include -
 - ❖ Having a Child Safeguarding Policy
 - ❖ How the policy is disseminated and staff trained
 - ❖ What is the process you use when staff mistreat children
 - ❖ What safeguards are put in place on sites to protect children
 - ❖ What is your procedures and processes to report child abuse or inappropriate interactions
 - ❖ Policy and practice for providing WIFI access to children and access to pornography



Tea Break

11:00 - 11:15



Partner Getting to Know you Exercise: “Speed Dating” 11:15 - 12:00

Speed dating for partnerships!

The rules

- Be open and friendly
- Share what you are comfortable with
- Be strategic, who can advance your application forward
- What skills connections do they have that you don't?
- Don't make commitments now
- Do your due diligence
- Make sure you take contact numbers and organisational details



1. Move your chairs to sit across each other
2. At the ring of the bell, ask the questions on the next slide.
3. You have 5 minutes to get to know each other, use your time wisely! (dust off your elevator pitch)
4. At the sound of the bell, the inside row move one seat to the right.
5. Wash, rinse repeat until the time is up.
6. Use lunch and tea-time to follow up.
7. Plan face to face meetings for collaborations.

1 2 3 Begin!

Speed dating questions

1. Tell me about your organization.
2. In which ways have you worked in the OVC sector before?
3. Tell me about your activities in the Free State?
4. In which way have you worked with USAID before? (As a Prime partner or Sub-recipient partner)
5. In which ways can we maybe collaborate in this upcoming opportunity (strengths)?



RFI - Draft Notice of Funding Opportunity

12:00 - 12:30 PM

Ross Barnard, Contracting and Agreement Officer
Nompumelelo "Mpumi" Mangqalaza, Acquisition & Assistance Specialist
Boitumelo Mahlomoje, Acquisition and Assistance Specialist



QUESTION

Where does USAID publish future or planned funding opportunities?

ELEMENTS OF A NOFO

Cover Letter: Pay attention to the closing dates and times for: i) Questions & ii) NOFO



Issue Date: XXX, 2023
Deadline for Questions: XXX, 2023 at 9am Pretoria Local Time
Closing Date: XXX, 2023 at 9am Pretoria Local Time
Subject: 72067423XXX Notice of Funding Opportunity
Activity Title: Children, Adolescents, and Families in the HIV Epidemic in XXX Province

Dear Prospective Applicants:

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement from qualified entities to implement the **Children, Adolescents, and Families in the HIV Epidemic in XXX Province Activity**. Subject to funding availability and at the discretion of the Agency, USAID intends to provide up to \$20 million in total USAID funding over a five (5) year period. Eligibility for this award is restricted to local entities (see Section C.1 of this notice of funding opportunity (NOFO) for eligibility requirements of local entities). USAID encourages applications from potential new local partners. The Activity will be implemented in the XXX Province of South Africa.

Section A - Program Description (As discussed earlier)

What is the requirement?

- The goal
- Objectives
- IRs
- Special Considerations
- etc (i.e all important “need to know” information about the Activity.

Section B: Award Information

Key activity details:

- Activity amount (e.g. up to \$15million)
- Period of Performance (e.g 5 year activity)
- No. awards anticipated
- USAID Substantial Involvement during implementation

Section C: Eligibility

Who can apply for this Funding Opportunity?

- Section C.1: Eligible Applicants
- Section C.2: Cost Sharing/Matching Requirements
- Section C.3: Exclusive commitments for partnerships for application

Eligible Applicants

Eligibility is restricted to local entities.

“Local entity” means an individual, a corporation, a nonprofit organization, or another body of persons that:

- (1) Is legally organized under the laws of South Africa;
- (2) Has as its principal place of business or operations in South Africa;
- (3) Is majority owned by individuals who are citizens or lawful permanent residents of South Africa; and
- (4) Is managed by a governing body the majority of who are citizens or lawful permanent residents of the country receiving assistance.

For purposes of this definition, ‘majority owned’ and ‘managed by’ include, without limitation, beneficiary interests and the power, either directly or indirectly, whether exercised or exercisable, to control the election, appointment, or tenure of the organization's managers or a majority of the organization's governing body by any means.

What is Cost Share?

- Cost share is the non-U.S. Government (USG) portion of the costs of your activity - Cost share may either be cash or in-kind contributions
- Helps the recipient establish alternate sources of funding and helps sustain the activity after the period of performance ends
- Cost Share is auditable, so the costs must be substantiated and documented
- See USAID Standard Provision RAA15. COST SHARE (JUNE 2012) and [this reference document](#) for more information

Example: Cost of office rent or donated venues for group-based interventions.

Section D: Application & Submission Information

General Information (Applies to both Technical & Business Applications)

- Specific instructions for preparing the application & Submission Procedures
- Section D.2: Question and answer period
- Section D.4: Closing Date & Time to submit applications
- **IMPORTANT- Pay attention to formatting!**
Calibri 12-point font,
1.15 line spacing,
1-inch margins on all sides and
page number requirements

Technical application Format (not to exceed 30 pages)

- Technical Approach
- Management and Staffing Approach
- Partnerships and Affiliations
- 5 Technical Application Annexes
 - Annex A: Monitoring Evaluation and Learning Plan
 - Annex B: Draft Work Plan
 - Annex C: Staffing Plan
 - Annex D: Org chart
 - Annex E: Acronym List

Section D cont'd - Technical Approach

- **Cannot exceed 20 pages.** This section must provide a **detailed description of proposed interventions, tailored to the Free State Province** context, to be implemented in support of the Activity.
- This section will also **address gender considerations and incorporate evidence-based practices.** Innovative and sustainable solutions are encouraged and must be integrated where applicable.
- The information detailed in the Technical Approach must be **organized by the Activity's objectives and intermediate results.** Annexes A and B must align with the technical approach.

Section D cont'd - Management and Staffing Approach

- **Cannot exceed 5 pages.** This section must demonstrate how the applicant's proposed management and staffing approach will implement their proposed technical approach in the Free State Province to achieve the activity's objectives.
- The Management Approach must **detail a management structure, including essential partnerships and proposed sub-recipients**, that will support effective implementation of the proposed program.
- Applicants should describe how its Staffing Approach will efficiently and effectively provide the greatest likelihood of results. The Staffing Approach must **describe the proposed overall skills mix**, anticipated distribution of these skills and personnel among selected sites and use of support staff **and/or short-term technical assistance** (if applicable).
- It is the Applicant's responsibility to **designate 4 Key Personnel positions at 100% LOE**, one of which is the defined Chief of Party Key Personnel position as described in Section A.

Section D cont'd - Partnerships and Affiliations

- **Cannot exceed 5 pages.** This section must **describe existing and proposed future partnerships in the Free State Province.**
- Applicants must describe existing partnerships and affiliations , either in the Free State Province or in neighboring or other provinces, to demonstrate the Applicant's ability to collaborate with stakeholders to sustain an effective response for children, adolescents, and their families in high HIV burden districts.
- **A partnership may be defined as an arrangement where parties (entities), agree to cooperate to advance their mutual interests.** The partnerships may be contract-based, sub-awardee based or defined by a Memorandum of Understanding or service level agreement. The partners may include formal and informal community-based organizations, PLHIV-led organizations, youth-led or youth focused organizations, faith-based organizations, schools, governments, private sector or a combination thereof. Partnerships between organizations increase the likelihood of achieving expected results.

Section D - Partnerships and Affiliations Continued

- The successful applicant will be expected to work closely with the Free State DSD, DOH, DOJ, and DBE, in implementing the proposed activities. Applicants should **describe existing relationships with GoSA Departments**, including other partnership arrangements, and participation in networks and collaborative campaigns in the province.
- If applicable, Applicants should **demonstrate their work and their connections to the Free State Province**.
- If Applicants do not have existing professional relationships in Free State Province, please **describe how you will build these relationships and/or deepen these relationships** to increase the likelihood of achieving expected results.

Section D cont'd-Applicable Existing Partnerships/Stakeholder Relationships (Part One)

- Describe your existing partnerships and affiliations, including each partner's role in the relationship.
- In which province, district or sub district do these partnerships exist?
- Describe the intervention(s) that these partnerships and affiliations contribute towards.
- What are the outcomes of the partnerships?

Section D cont'd - Proposed Partnerships/Stakeholder Relationships (Part 2)

- Describe proposed partnerships and affiliations in the Free State, including each partner's role in the relationship, required to implement the activity.
- Describe how you will build relationships within the province required to implement the activity.
- In which district or sub district in Free State Province do you propose developing partnerships and affiliations?
- Describe which intervention(s) these partnerships will contribute towards.
- What are the outcomes of the partnerships?

Section D - Technical Annexes

- **Annex A** – Monitoring, Evaluation and Learning (MEL) Plan (Not to exceed 3 pages)
 - This section will include a draft monitoring and evaluation plan (MEL) with the proposed indicators to be used to measure the achievement of results.
- **Annex B** – Draft Work Plan (Not to exceed 7 pages)
 - This section will include a plan detailing the sequence and simultaneous implementation of interventions and technical support planned for the Activity.
- **Annex C** – Staffing Plan, including Proposed Key Personnel Positions (Not to exceed 4 pages)
 - This section will include proposed staffing and roles and responsibilities. There is no set form for this Annex, but should be succinct and concise to be able to understand the staffing pattern and plan. For the Key Personnel positions, the applicant must describe the position, roles and responsibilities and proposed minimum qualifications that align with the expertise and experience needed to undertake the roles and responsibilities. Please do not include names, CVs or resumes, for potential individuals the applicant wishes to propose for the Key Personnel.
- **Annex D** – Organizational & Management Chart (Not to exceed 2 pages)
 - This section must include an organizational and management chart (O&M) and a supporting narrative.
- **Annex E** – Acronym List (No page limit)

LUNCH

12:30 - 13:30



RFI - Draft Notice of Funding Opportunity

13:30 - 14:30

Ross Barnard, Contracting and Agreement Officer
Nompumelelo "Mpumi" Mangqalaza, Acquisition & Assistance Specialist
Boitumelo Mahlomoje, Acquisition and Assistance Specialist
Regional Office of Acquisition and Assistance (ROAA)



Section D.6 cont'd: Business/Cost Application

- Must be submitted separately from the Technical Application
 - Must illustrate entire period of performance
 - Must contain the **8 major budget categories** (No Construction)
 - Propose indirect cost method - 4 primary methods
- <https://www.workwithusaid.org/blog/developing-your-cost-proposal>
- Must include signed SF 424 Forms
 - Additional information (Certifications & Assurances, Branding Strategy & Marking Plan, Letters of Commitments for partnerships/NICRA etc) will be required from the successful Applicant
 - Must be submitted as one unprotected Excel File with visible formulas for the following worksheets:
 1. Summary Budget
 2. Detailed Budget for Prime Applicant
 3. Detailed Budget for each proposed subrecipient

BUDGET CATEGORIES

CONTRACTORS AND SUBCONTRACTORS (ACQUISITION)

AWARDEES AND SUBAWARDEES (ASSISTANCE)

GRANTS AND SUBGRANTS (ASSISTANCE)

Prepare a detailed budget for each subawardee on separate worksheets. Each budget must use the same format.

INDIRECT COSTS

Propose a rate, such as the 10-percent de minimis rate, or apply your organization's preapproved Negotiated Indirect Cost Rate Agreement (NICRA), if you have one.

OTHER DIRECT COSTS

Provide proper estimates for both operational (costs related to functioning of the organization) and programmatic costs (costs related to completing deliverables).

CONSULTANTS

Clearly define the labor costs for consultants. Make sure you follow daily rates approved by USAID.

SALARIES AND WAGES

List the key personnel on your project. Note the requirements, salary limits, and cost thresholds.

FRINGE BENEFITS AND ALLOWANCE

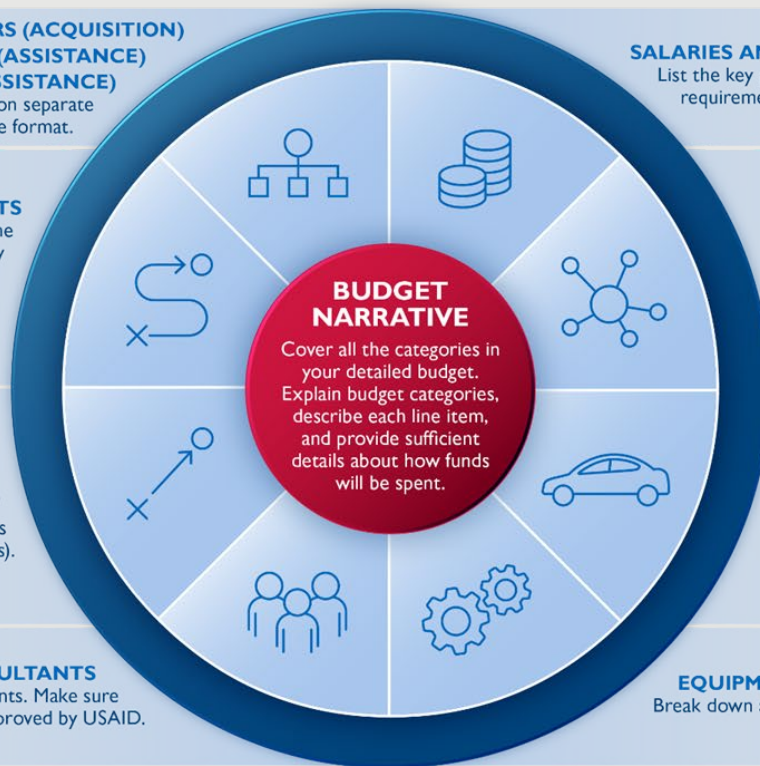
Present fringe benefits as direct costs. Break down allowances by specific type.

TRAVEL AND TRANSPORTATION

Separate domestic and international travel. Provide the number of trips and cost per trip.

EQUIPMENT AND SUPPLIES

Break down and explain pricing for equipment and supplies.



be provided for each identified sub-awardee. If more sub-awardees are proposed, please copy and insert additional worksheets as needed. The Applicant must also provide budget narratives for proposed sub-awardees, if any.

Instructions: In this section list each proposed position, indicate the candidate's name if a candidate has been identified, the proposed daily rate and the number of days proposed for each position. If a candidate has not been identified, the position title should be included and marked "TBD". The subcategories listed below can be tailored to align with an Applicant's customary budgeting practices. See 2 CFR 200, Subpart E, Cost Principles

Instructions: In this section, include any proposed fringe benefits that will be charged as direct charges to the contract. List all proposed items separately and indicate the unit, rate, quantity, as applicable. The subcategories listed can be tailored to align with an Applicant's customary budgeting practices. See 2 CFR 200, Subpart E, Cost Principles

Instructions: In this section, include a detailed breakdown of all proposed travel and associated costs, including both anticipated international and in-country travel necessary for project implementation. Indicate the number of trips/visits being budgeted. List all proposed items separately. The budget notes must indicate the number and purpose of the trips, the

[illegible]

Activity Summary Budget

Prime Applicant:	<i>[Name]</i>											
Proposed Subawardees:	<i>[Name(s)]</i>											
NOFO #:	<i>72067423DRAFT_OVC Budget Template</i>											
Program Title:	<i>Children, Adolescents, and Families in the HIV Epidemic in North West Province</i>											
Summary Budget:	Year 1		Year 2		Year 3		Year 4		Year 5		Totals	
	USAID Total	Recipient Cost Share	USAID Total	Recipient Cost Share	USAID Total	Recipient Cost Share	USAID Total	Recipient Cost Share	USAID Total	Recipient Cost Share	USAID Total	Recipient Cost Share
1. Personnel												
2. Fringe Benefits												
3. Travel & Transportation												
4. Equipment												
5. Supplies												
6. Contractual												
7. Construction												
8. Other Direct Costs												
9. Indirect Costs												
Totals estimated amount												

Section D cont'd - Business/Cost Application (Other Considerations)

Prior Approvals (Equipment & Subawards):

- For the award to reflect approval of any cost elements for which prior written approval is specifically required, **the applicant must specify and justify the cost**
- Pay attention to requirements for prior approval of subawardees

Unique Entity Identifier (UEI) and System for Award Management (SAM) Registration

- Provide a valid UEI for Prime Applicant and all proposed subs
- Be registered in SAM prior submitting the application
- Always maintain an active status

Other

- If applicable, attach Negotiated Indirect Cost Rate Agreement (NICRA)
- If applicant does not have a NICRA, should submit:
 - Reviewed Financial Statements Report
 - Audited Financial Statements Report

Section E - Application Review Information

Section E.1: Merit Review Criteria

The criteria set forth below will be used by the technical review committee to evaluate all applications submitted in response to this NOFO. **The criteria are listed in descending order of importance:**

Criteria 1 – Technical Approach

USAID will evaluate the extent to which the proposed technical approach, the draft work plan, and MEL plan demonstrate interventions and tasks that will achieve the stated outcomes and objectives in the NOFO section A.

Criteria 2 – Management and Staffing Approach

The Applicant will be evaluated on the quality of the management plan, how well the appropriateness of the staffing and management approach (including the key personnel and organizational chart) will support successful implementation of the Activity in Free State province.

Criteria 3 – Partnerships and Affiliations

The Applicant will be evaluated on the extent to which: the application addresses the requirements listed in the NOFO, how their partnerships and affiliations will support successful implementation of the Activity, and the viability to establish lasting partnerships which will continue to support the Activity efforts in Free State province once the activity has formally ended.

Section E cont'd - Business/Cost Review

The Agency will analyse the cost application of the applicant(s) to determine whether the costs are reasonable, allocable, and allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.

NB: Not evaluated but will be thoroughly analysed for allowability, allocability and reasonableness in accordance with 2 CFR 200.400 Cost Principles.

The Budget Narrative has no page limit; must contain sufficient detail to allow USAID to understand the proposed costs.

QUESTION

What percentage of cost share is recommended in the draft funding opportunity?

Section F - Award Administration Information

Section F.3 Reporting Requirements

- Financial reporting
 - Quarterly financial reports
- Performance reporting
 - Take note of all Performance Reporting requirements

1st Year Annual Work Plan

- Must be submitted with the Technical Application should include the 60-day mobilization plan which details tasks related to mobilizing program management and operations.
- Must detail the interventions and technical support to be completed during the upcoming annual performance period and will include Activity Location Data in a format prescribed by USAID.

Monitoring, Evaluation and Learning (MEL) Plan

- Required to be submitted as part of the technical application.
- Details performance monitoring and results reporting system to monitor performance and measure quantifiable results demonstrating the achievement of the Activity results and expected outcomes.

Section G - Points of Contact

This section contains points of contact for the agency

- The Agreement Officer
- A&A Specialist
- A&A Ombudsman

Section H - Other Information

- Other/additional Activity requirements

Standard Provisions and USAID Policy

- USAID awards are administered in accordance with the following policies and regulations
 - For Non US organizations: [ADS 303](#), [Standard Provisions for Non-U.S. Non-governmental Organizations](#).
 - For US organizations: [ADS 303](#), [2 CFR 700](#), [2 CFR 200](#), and [Standard Provisions for U.S. Non-governmental organizations](#).

Application Development Best Practices

1. **Read the NOFO carefully and read it again. Follow the instructions.**
2. Define your organization's **review milestones** at different points in the proposal development process
3. Follow a consistent process for each review, give reviewers instructions
4. 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 application and make improvements to it
- Review of the budget and approve pricing strategy
- To confirm your application 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

Application Submission Best Practices cont'd

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

Business Development: Pre-RFA to Post Submission Best Practices



January 2023

This session is designed to build the skills and knowledge for organizations to respond to USAID RFAs compliantly and competitively, from pre-RFA release preparation, through live application development and submission. Best practices and lessons learned will be shared, as well as tools and templates.

Brought to you by the USAID/PEPFAR ASAP II Webinar Series.

<https://www.intrahealth.org/business-development-pre-rfa-post-submission-best-practices>

Pre-Award Survey

14:30 - 15:00

Joseph Sambo, Financial Analyst
Regional Financial Management Office (RFMO)
USAID/Southern Africa



Non-U.S. Organization Pre-Award Survey (NUPAS)



A close-up photograph of a hand holding a black pen, marking a survey form. The form is tilted and features a grid of five rows and four columns. The rows are labeled on the left: "Survey:", "Excellent:", "Good:", "Fair:", and "Poor:". The first cell of the "Survey:" row contains a checkmark. The hand is positioned over the top right corner of the grid, with the pen tip touching the top right cell.

Survey:	☒	☐	☐	☐
Excellent:	☐	☐	☐	☐
Good:	☐	☐	☐	☐
Fair:	☐	☐	☐	☐
Poor:	☐	☐	☐	☐



- Local (Non U.S.) NGO Has **sufficient financial & managerial capacity** to manage USAID funds in accordance with requirements;
- To determine most appropriate **method of financing** to use under the potential USAID award; and
- To determine the **degree of support & oversight** necessary to ensure proper accountability of funds provided.

Whether **Specific Award Conditions** may be required.

The Review Team

The Office of Acquisition and Assistance (OAA) will lead the NUPAS and convene a team of USAID financial, procurement, and technical experts:

- The Agreement Officer (AO);
- A technical specialist; and
- A financial analyst from the USAID Mission or Office of Financial Management (FM).

If the availability of USAID staff is limited, the survey may be conducted by a local accounting or audit firm.

When is a NUPAS applied?

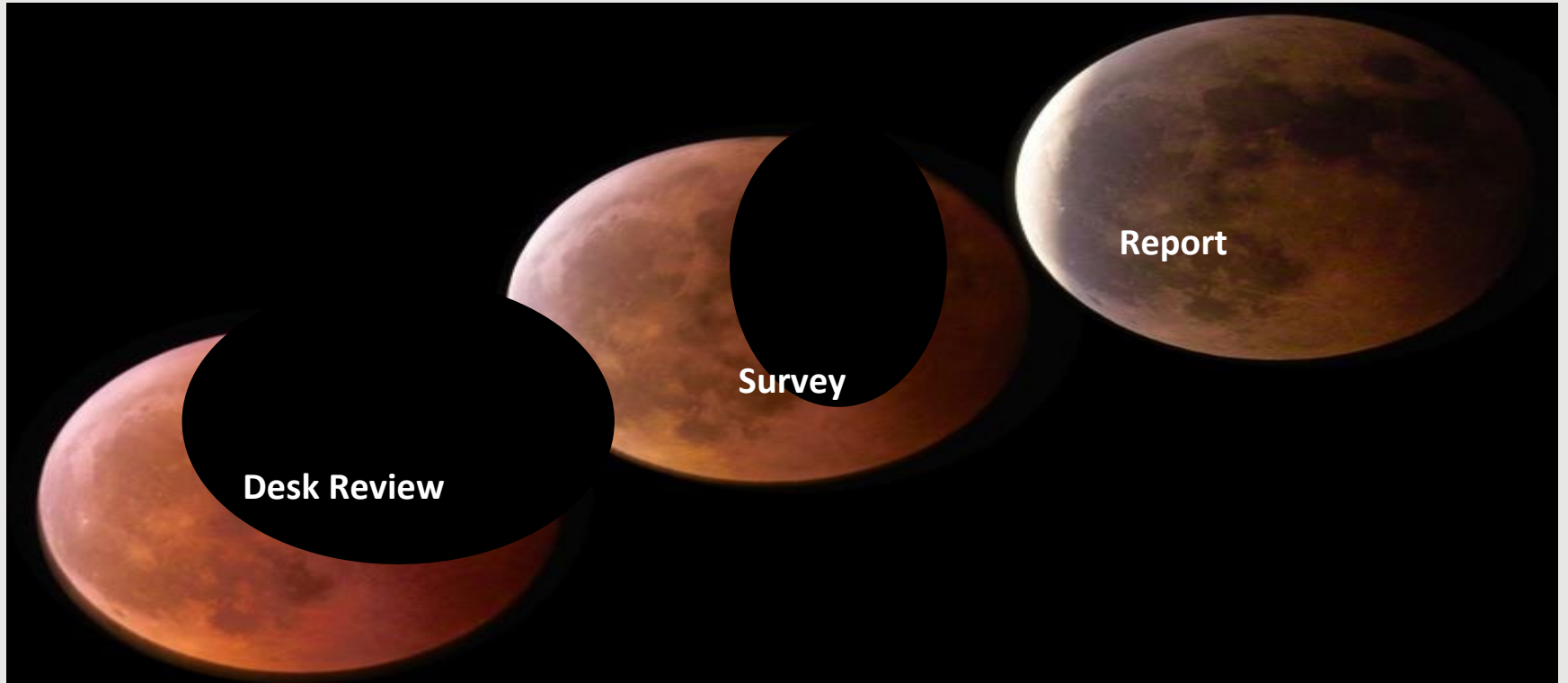
1. The **Agreement Officer (AO) is uncertain** about the entity's capacity to perform financially or technically.
2. The prospective entity has **never had funds from USAID**, cooperative agreement, or contract.
3. The prospective entity has **not received an award from any U.S. Government Federal Agency** within the last 5 years.
4. The Agreement Officer **has knowledge of deficiencies** in the applicant's annual audit.
5. The Agreement Officer determines it to be **in the best interest** of the U.S. Government (ADS 303.3.9).

What if

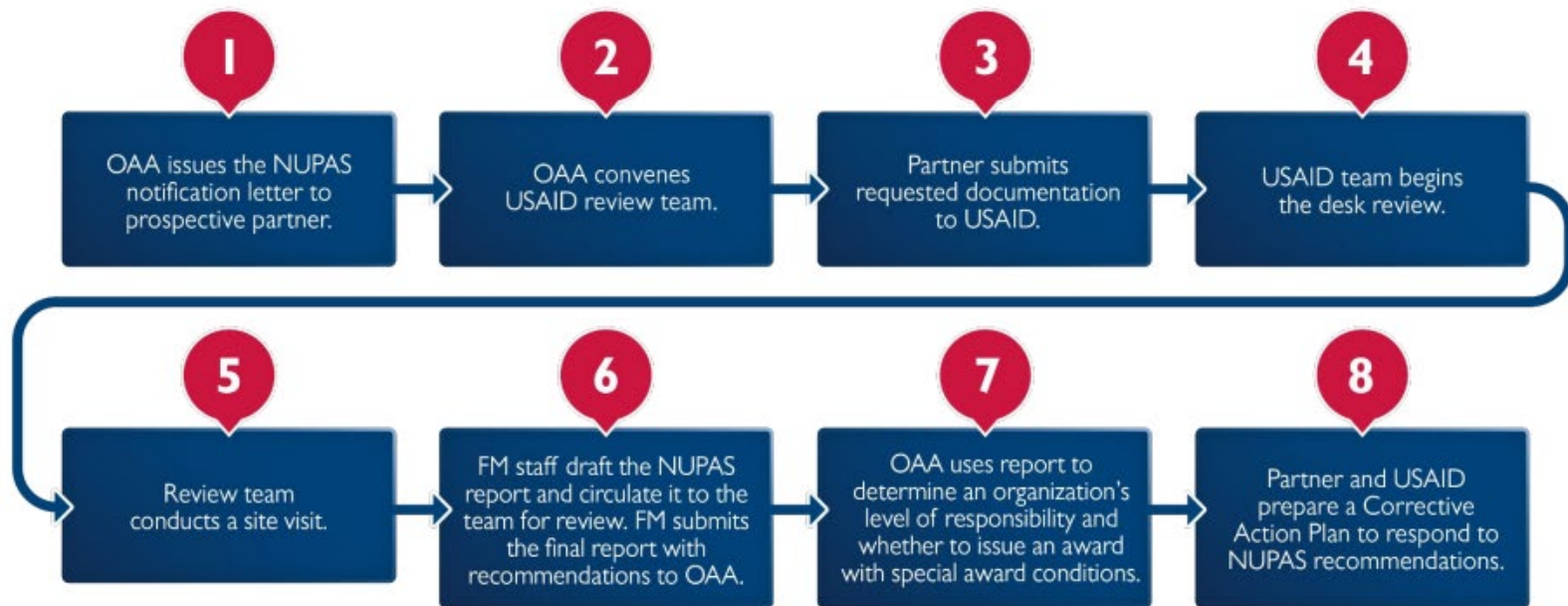
An organization does not meet certain minimum requirements (i.e., scoring a 1 to 1.5), and otherwise is found responsible, the Agreement Officer (AO) can use **Specific Award Conditions (SACs)** to make the award and provide conditions that allow the organization to meet all of the minimum requirements during the award period.

- For example: more frequent financial reports, technical assistance to the recipient
- SACs can be for the duration of the award, or can be for a limited period

NUPAS Process



How the Survey Process Works



The NUPAS Criteria

1. Legal Structure
2. Financial Management and Internal Control Systems
3. Procurement Systems
4. Human Resources Systems
5. Project Performance Systems
6. Organizational Sustainability

Two to 13 elements within each criterion; each assessed on a scale of 1 - 4:

- 1 - inadequate
- 2 - weak
- 3 - adequate
- 4 - strong

Common Findings



1. No policies and procedures manual,
2. No organization chart/structure,
3. No job description for employees,
4. No employment contracts,
5. No personal files,
6. No time and attendance,
7. No taxes,
8. No journal entries,
9. Forms are not pre-numbered,
10. Copies – no original supporting documents,
11. No physical count of cash / Assets,
12. No bank reconciliation, and
13. No control procedures.

Specific Award Conditions

If your organization does not meet certain minimum requirements but is otherwise found responsible, the AO can use specific award conditions to make the award.

For example, the AO may require more detailed or more frequent financial reports or additional technical assistance oversight.

The AO may also establish various deadlines to meet these conditions.

Additional Resources Available

<https://www.usaid.gov/work-usaid/get-grant-or-contract/trainings-how-work-usaid/preparing-non-us-organization-nupas>

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HOW TO WORK WITH USAID: PREPARING FOR THE NON-U.S. ORGANIZATION PRE-AWARD SURVEY (NUPAS)

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TRAINING MODULE
PREPARING FOR THE NON-U.S. ORGANIZATION PRE-AWARD SURVEY (NUPAS)



Strengthen your organization's legal, financial, and operational systems using feedback from the USAID review process.

How to Work with USAID: Preparing for the Non-U.S. Organization Pre-Award Survey (NUPAS)

WHAT THE REVIEW TEAM EVALUATES



You and your staff should be prepared to discuss and provide supporting documentation on your organization's:

- Legal structure;
- Financial management and internal control systems;
- Human resources systems;



Questions?

Partnering Arrangements

15:15 - 15:30

Ross Barnard Contracting and Agreement Officer
Regional Office of Acquisition and Assistance (ROAA)
USAID/Southern Africa



Partnering Arrangements

- Partnering occurs between organizations to more effectively compete for and/or implement a USAID Activity
- One partner, often called the “prime” partner or recipient, leads the effort, incorporating one or more sub-partners in the application and budget
- USAID’s relationship is with the “prime” recipient - The prime recipient’s relationship is with the subpartners
- A subaward is an award of financial assistance made under a USAID grant or cooperative agreement by a recipient organization to an eligible sub-recipient. The subpartner helps carry out implementation of the award and can be US-based or South African-based organization
- Some of the award provisions flow to subawards - the prime recipient must be aware of which provisions apply to subawards

Partnering Arrangements

- Potential benefits
 - Combining complementary expertise and capabilities
 - Enhancing stakeholder and community awareness of your efforts
 - Providing opportunities to network and share knowledge
- Potential risks
 - Competing interests could impede cooperation
 - Confusion or disagreements over the division of roles and responsibilities
- Clear communication is key to successful partnerships
- Note: Not all partnerships will be considered “subpartners” during implementation - for example, a partnership with a government-managed community clinic to implement may not mean the government-managed clinic is a “subpartner” for the purposes of this award.

Partnering Arrangements

- Prime or lead organizations
 - Lead the development of the application or proposal
 - Identify the strategy to plan and manage the award
 - Select partners
 - Serve as the point of contact with USAID.
- Subawardees/subpartners:
 - Expand the capacity of the team to achieve objectives by providing expertise in a technical area or particular service
 - Support development of the proposal or application by providing information needed for the budget or proposed interventions
 - Contribute to the monitoring, evaluation, learning, and reporting requirements of the activity

Partnering Arrangements - Resources

- USAID [presentation on developing partnerships](#)
- [WorkwithUSAID](#) partnership directory

— What is next?

Concluding Remarks, Questions and
Answers

15:30 - 16:00

What's Next?

- USAID is soliciting feedback - [Request for Information](#) - due May 8, 2023
- Q&A and contact information to be shared with participants
- Monitor Grants.gov for future partnering opportunities



Thank you!