



USAID
FROM THE AMERICAN PEOPLE

Building Local Capacity through Acquisition & Assistance

LCD Training – Cairo, February 5-9, 2012



Simplified Grants

- Estimated value each of \$500K or less
- A term of no more than one year
- May not be amended to either add funds or extend the date beyond one year from the original date of the award
- May not be long enough to allow for substantial capacity development



Fixed Obligation Grants – Revised

- Non-US NGOs with little USG experience & high risk
- **Used when the Agreement Officer (AO) is confident:**
 - A reasonable estimate of the actual cost of the overall effort
 - USAID can articulate accomplishment of grant purpose through defined milestones
- Grant not to exceed \$500K/year
- Payment by completion of milestones/verification
- Provides to work through a local organization while strengthening and improving internal procedures, systems, and policies



Cooperative Agreements

- Competition may be limited to local or regional (indigenous) organizations. If a competition is limited to local or regional organizations, U.S. organizations may not compete for the award unless the program is re-advertised to provide all U.S. organizations with a fair opportunity to compete.



Blanket Purchase Agreements/Purchase Orders

- Locally available technical assistance for capacity development
 - Universities
 - Audit Firms
 - Management Consultants
 - Civil Society Organizations
 - Professional Organizations
- Pre-award surveys, Organizational Capacity Assessments facilitation, Verification/Monitoring



Annual Program Statement

- Can be used to support a variety of creative approaches towards addressing a development objective, e.g. social auditing,
- Bifurcated process allows Mission to support local organizations with good concepts to develop sound applications
- Can be on a rolling basis



Limited Competition - Assistance

- Small grants - <\$100K
- Local organizations
 - No JEC required
- New entrants
 - Organizations that have received <\$1.5 Million in past 3 years
 - Awards <\$5 Million
 - Requires JEC



Limited Competition - Assistance

- Transition Awards for Local Organizations
 - Prime award provides for capacity development with objective to increase capacity to manage direct awards from USAID or other donors
 - < 5 years, <\$5 Million (\$20 CPC)
 - Criteria, procedures and timeline
 - Existing prime awards require approval by official with activity approval authority and possibly amendment to the prime award



Limited Competition - Acquisition

- FY 12 Appropriations – Notwithstanding Authority
 - Pilot program
 - Up to \$5 million
 - Must result in either cost savings, develop local capacity, or enable USAID to initiate a program or activity in appreciably less time than if competition were not so limited
 - Requires tracking and reporting to Congress
 - In addition to the Local Competition Determination and Finding signed by Administrator Shah.



Engage & Communicate: Expand Reach

- Industry Days- valuable opportunities for feedback on project designs and potential partnerships
- Pre-Solicitation Conference
- Vendor Communication Plans
- Draft RFI/RFP/RFA/SOW/PD for comment/questions
- Responses to questions
- Posting documents and other opportunities and information in local languages



Solicitation

- Bifurcate the solicitation
 - Concept paper
 - Full application
- Accept concept papers/applications in the local language
- Provide grant writing workshops
- Work with prospective applicants to ensure budget is sufficient to cover all costs
- Include overhead as direct cost



Award

- Pre-award surveys and audit
 - _ BPA with local firms in select countries to conduct some pre-award assessment
- Debriefs to Unsuccessful Parties
 - _ Useful Information and Friendly
 - _ Learning for the future
- Post award Conferences at the office of local organization or other neutral location in local language



Post Award

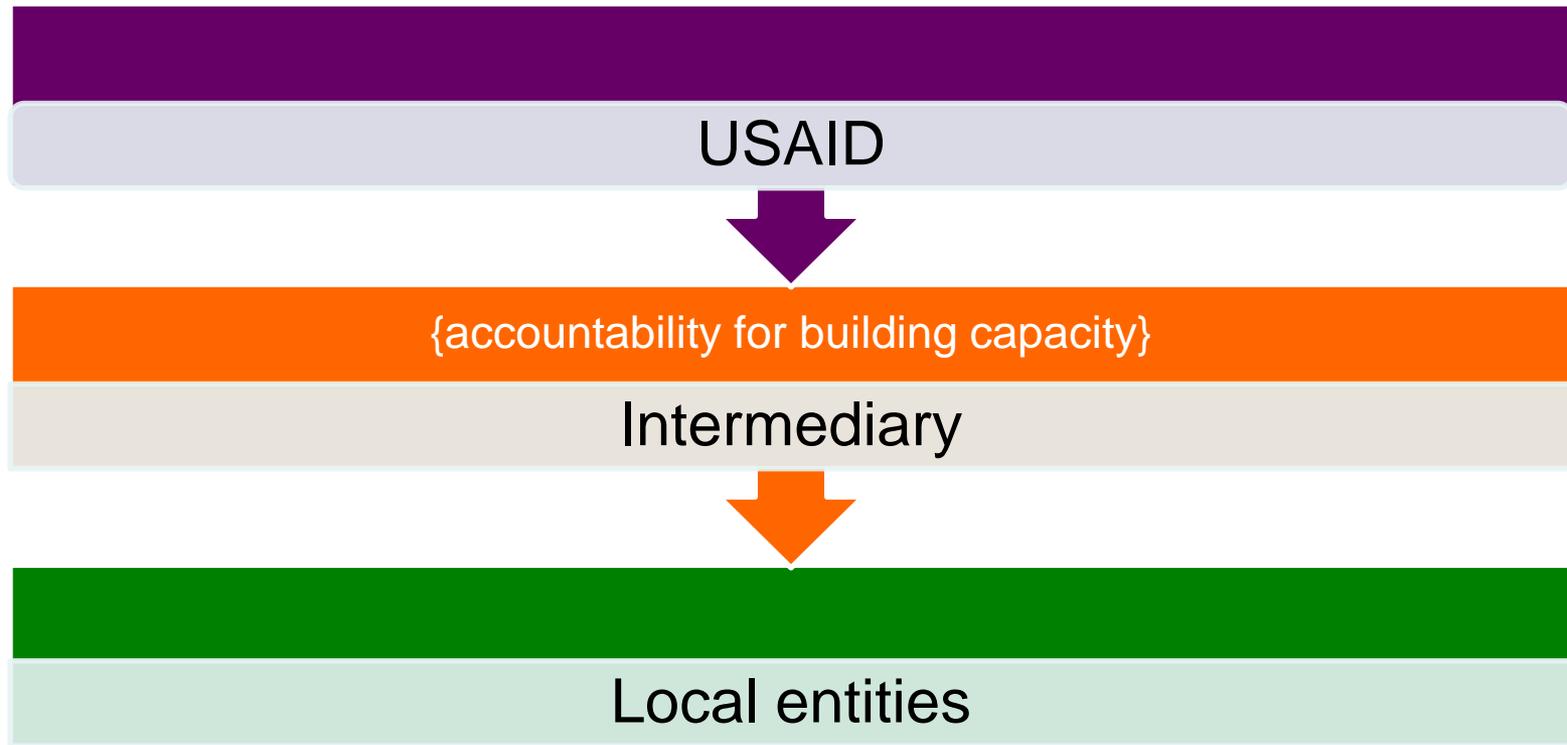
- Organizational Capacity Assessments
- Targeted and Tailored Capacity Development Interventions
- COTR/AOTR regular communication/visits
- Monitoring and Evaluation
 - Expand management capacity through traditional partners or local service providers



- Danger in changing an organization's core business
- Shifting the focus from an organization's constituents to the donor
- Program goals may not be achieved due to unrealistic targets and unrealistic timeframes
- Audit findings – collection actions

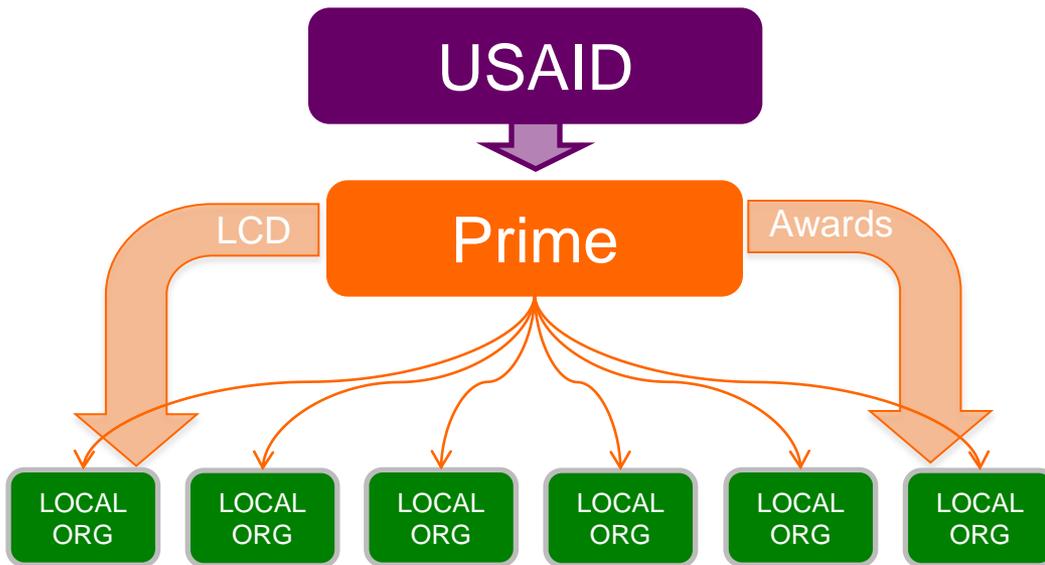


Capacity Building via Intermediaries





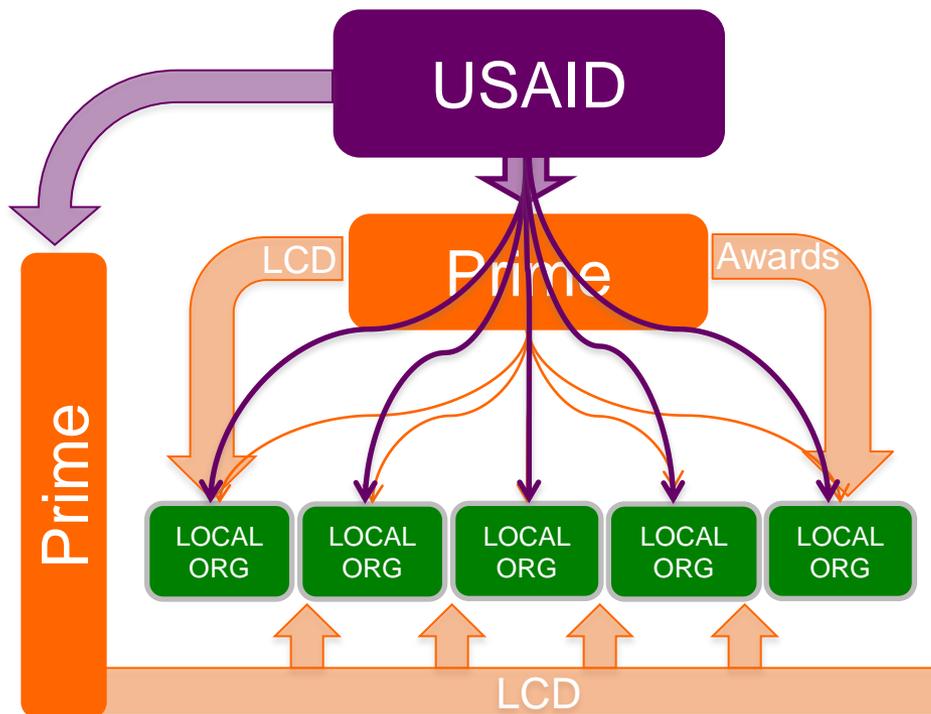
Umbrella approach



- One direct awardee with subawards
- Include specific capacity building objectives and benchmarks to hold prime accountable
- Intermediaries must have technical and LCD expertise
- Requires limited Mission resources
- Enables broader reach to local organizations



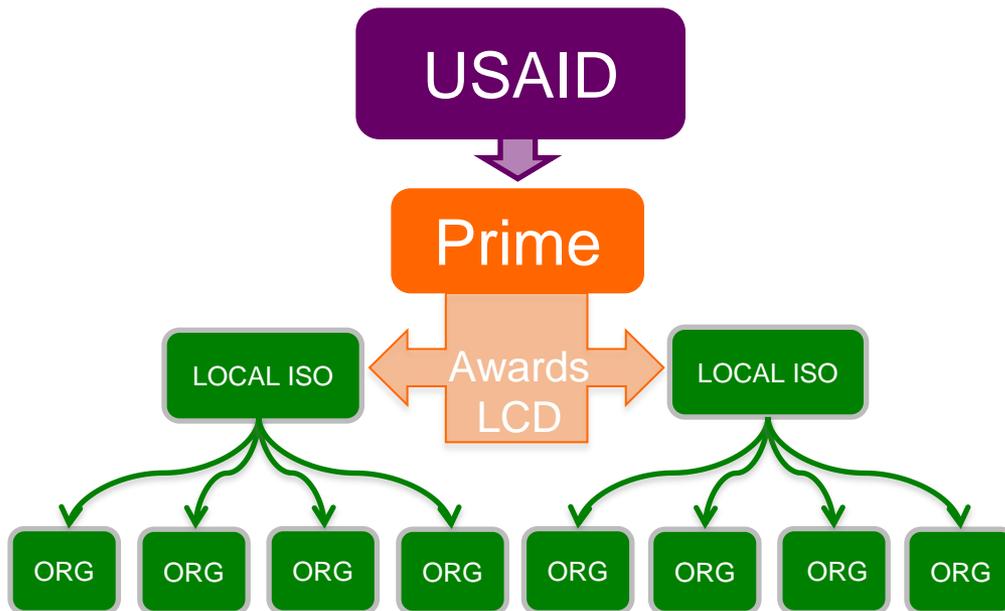
PHASE 2



- Award with prime stipulates different SOW for each phase
- Encompasses clear vision towards long term growth and sustainability
- Intermediaries must have technical and LCD expertise
- Useful in environments with multiple organizations with weak capacity
- Requires increased Mission resources during Phase 2



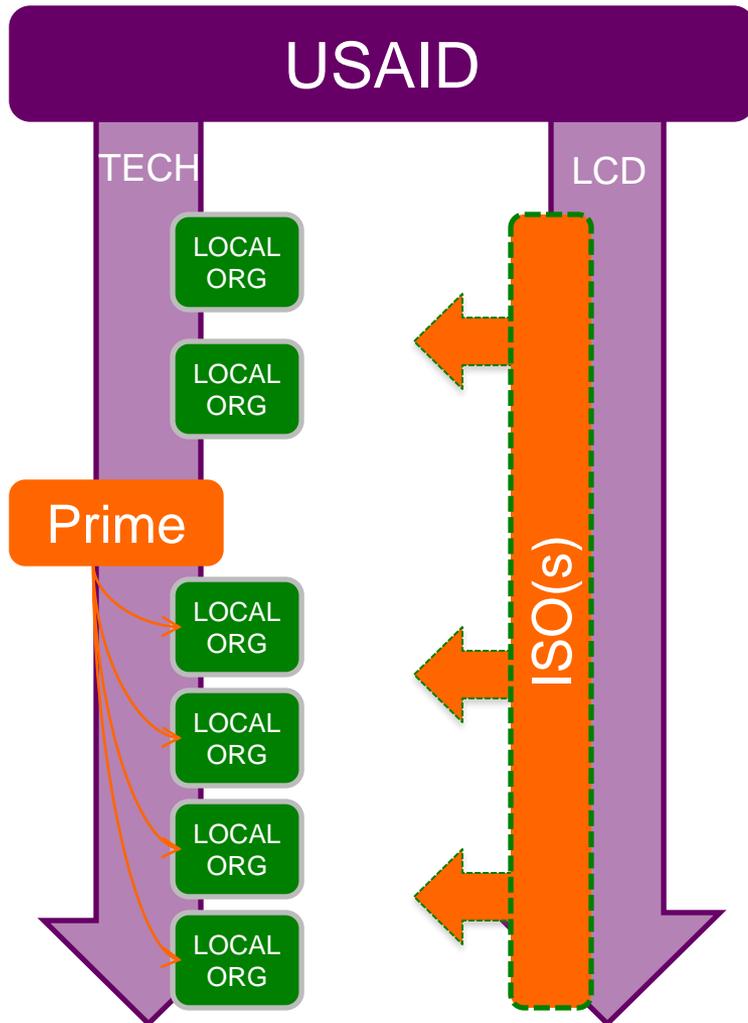
Tiered approach



- Develops local capacity development market while simultaneously building capacity more broadly
- Empowers local organizations as providers rather than mere recipients
- May impact the sector beyond the scope of the activity
- Consider capacity level of local ISO to determine bottom tier LCD interventions
- Flow down mechanisms to hold each tier accountable for LCD targets



Parallel approach



- Allows USAID to select the most capable LCD provider(s)
- Enables USAID oversight of technical and LCD work
- Fosters clear separation of technical results and organizational development
- Relationships must be adequately defined to avoid confusion and encourage collaboration