



## E-Module Navigation

- The toolbar on the left allows you to monitor your progress through the e-module. You are free to navigate through the slides of e-module. The slides you already have seen will appear in **BLUE**.
- On the top toolbar, this timer shows the overall length of the e-module and how much of the session you have completed.
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- Also note that at the end of the e-module, you will be asked to complete some Knowledge Checks that will give you a better idea of how well you have mastered the content of this E-Module.



## E-Module #1: **Exploring Opportunities to Partner with USAID**



- Welcome to our first e-module in our series on “How to Work with USAID.” I’m Ellee Walker, and I’ll be your host today. Whether you’re a non-governmental organization or small business just starting out, a large university looking to expand your outreach, or somewhere in between, this training series is designed to answer some of the most frequently raised questions and concerns from organizations interested in partnering with USAID.
- Each e-module is led by USAID staff and is designed to provide you practical tips and concrete examples on topics such as researching opportunities to effectively putting together a proposal or application, budget, or monitoring and evaluation plan.
- We hope that you find these e-modules to be helpful, and we appreciate any feedback.
- This first e-module is on exploring opportunities to partner with USAID.



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## Objectives of E-Module

- The objective of this e-module is to:
  - understand where USAID works,
  - what are USAID’s priorities,
  - how the budget process works, and
  - what types of funds Congress provides for foreign assistance.
- This e-module will provide a 5-step workplan to explore potential funding opportunities that will allow your organization to focus on areas for partnership with USAID.

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- We start each e-module by outlining the objectives and noting the topics that we will cover in each session.
- Today, the objective of this e-module is to understand where USAID works, what are USAID's priorities, how the budget process works, and what types of funds Congress provides for foreign assistance.
- This e-module will provide a 5-step workplan to explore potential funding opportunities that hopefully will allow your organization to focus on areas for partnership with USAID.



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## Topics We'll Cover Today

1. Introduction to Foreign Assistance & USAID
2. USAID's Budget and Appropriations
3. 5-Step Workplan for Exploring Potential Funding Opportunities

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- Today, we will cover three topics.
- First, we will start with an introduction to foreign assistance and USAID, as well as USAID's budget and appropriations.
- We'll spend the majority of our time focused on a 5-step workplan for exploring potential funding opportunities.

# 1. Introduction to Foreign Assistance & USAID



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Let's start with an introduction to foreign assistance, as well as an introduction to USAID's priorities and where we work.



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## U.S. Foreign Assistance

- U.S. foreign assistance has always had the twofold purpose of furthering America's interests while improving lives in the developing world.
- Spending **less than 1 percent** of the total federal budget, USAID works in over 100 countries.
  - To have the biggest impact, USAID must have a **strategic focus**.
  - This strategy is made public through written requests to Congress and country strategies on USAID's website.

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- The United States has a long history of extending a helping hand to people overseas struggling to make a better life. U.S. foreign assistance has always had the twofold purpose of furthering America's interests while improving lives in the developing world.
- Foreign aid accounts for less than 1% of the total budget. Considering that USAID has missions in more than 80 countries and works in over 100 countries, we have to stretch our budget to have the biggest impact.
  - To do so, we have to **strategically focus** on certain countries, areas within those countries, and certain programs.
  - Much of this strategic information is made public through written budget requests that we submit to Congress as well as country strategies available on USAID's website. We will talk about each of these resources in greater depth later in the e-module.



- Three essential components of American foreign policy are defense, diplomacy, and development, also known as the three “Ds.”
- For each D, Congress appropriates, that is provides, funds to each agency through various accounts. For our purposes, we are going to concentrate on funds provided by Congress to USAID for development work.
- Some of the major categories of development funds include:
  - Development Assistance,
  - Economic Support Fund (ESF)
  - Global Health Programs
  - International Disaster Assistance (IDA)
  - Transition Initiatives (TI) and
  - Food for Peace (FfP).
- Later in this e-module, we will turn back to discuss some of these accounts when we turn to the first step of our workplan, which is Congressional Budget Justifications.
- For your reference, here are some of the accounts for defense spending, as well as for diplomacy through the State Department.



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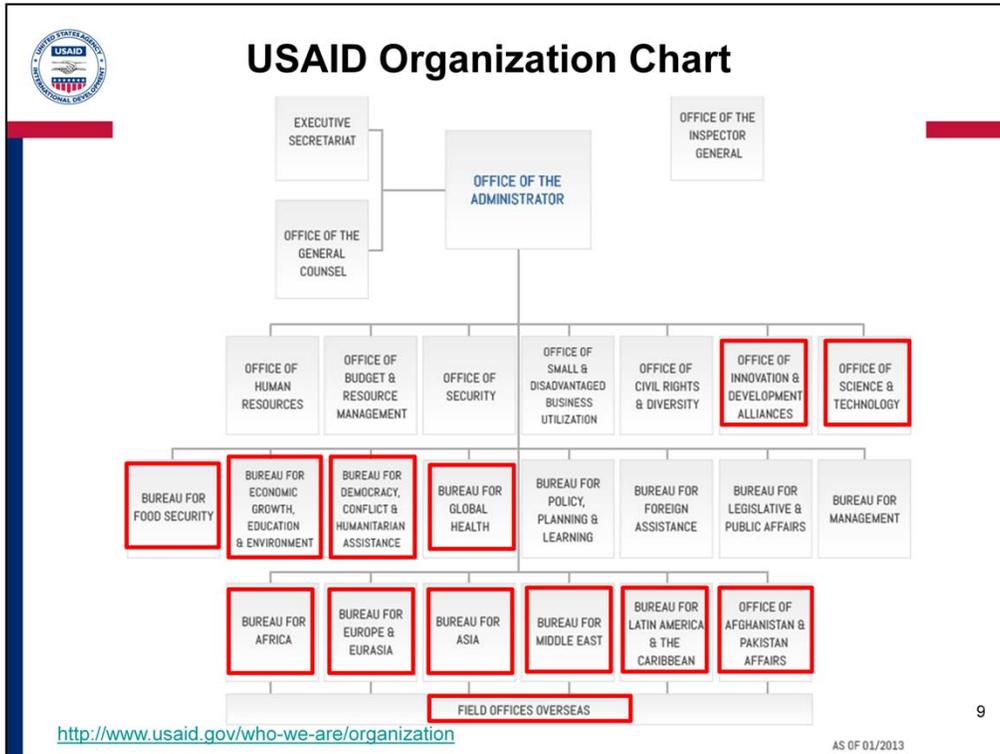
## Who We Are: Organization of USAID

- Missions in over 80 countries and work in more than 100 countries.
- In Washington, USAID's major organization units are called bureaus.
  - Geographic Bureaus: Africa, Asia, Europe & Eurasia, Latin American & the Caribbean, and the Middle East
  - Functional Bureaus
  - Independent Offices
- For more information: <http://www.usaid.gov/who-we-are/organization/bureaus>

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- Over seventy-five percent of USAID's workforce is present in overseas missions. As I mentioned before, USAID has over 80 missions and works in over 100 countries.
- In Washington DC, USAID's major organization units are called bureaus. USAID has both **geographic** bureaus that are responsible for the overall activities in countries and **functional** bureaus that conduct Agency programs worldwide or cross geographic boundaries.
- The **5 Geographic Bureaus** include the bureaus for Africa, Asia, Europe and Eurasia, Latin America and the Caribbean, and the Middle East.
- Some of the **Functional Bureaus** include the
  - Bureau for Democracy, Conflict and Humanitarian Assistance (also known as DCHA)
  - Bureau for Economic Growth, Education and Environment (or E3)
  - Bureau for Food Security
  - And the Bureau for Global Health
- USAID also has several **independent offices** that carry-out discrete functions for the agency, such as the
  - Office of Afghanistan and Pakistan Affairs (also known as OAPA)
  - Office of Innovation and Development Alliances (or IDEA)
  - And the Office of Science and Technology

- For more in-depth information about each bureau, please visit our website at this link to bureaus (<http://www.usaid.gov/who-we-are/organization/bureaus>).



- Here, I've provided a snapshot of USAID's organizational chart, which may also be found on our website. <http://www.usaid.gov/who-we-are/organization>
- This top level has a lot of management offices.
- Functional bureaus are at this level.
- Regional bureaus are here, and field office overseas are here as well.
- Those bureaus outlined in red have funding to carry out programs. About two thirds of funding is programmed at the mission level through our field offices, while the other third is programmed in Washington DC through our functional and regional bureaus. Thus, when searching for funding opportunities, it's important to explore opportunities programmed out of missions AS WELL AS Washington DC.



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## Who We Are: Operational Policy

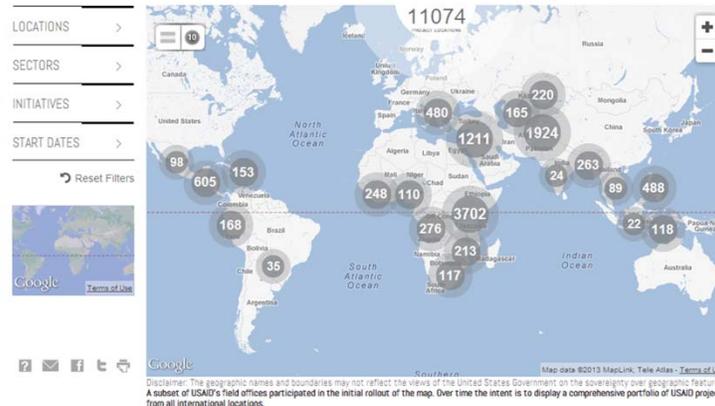
- USAID's operational policy is called the Automated Directives System (ADS), <http://www.usaid.gov/who-we-are/agency-policy>
  - Series 100: Agency Organization & Legal Affairs
  - Series 200: Programming
  - Series 300: Acquisition & Assistance
  - Series 400: Human Resources
  - Series 500: Management Services
  - Series 600: Budget & Finance



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- USAID's operational policy is called the Automated Directives System (ADS), <http://www.usaid.gov/who-we-are/agency-policy>. The ADS contains the organization and functions of USAID, along with the policies and procedures that guide the Agency's programs and operations. It consists of over 200 chapters with in-depth information on a lot of specific topics. The information is continuously updated to align USAID's policies with the latest Federal regulations, Administrator policy statements, and other overarching guidance.
- In carrying out your programs and to become familiar with USAID's policies, please do consult the ADS, as you'll find a lot of in-depth answers to a lot of your questions, on anything from travel to marking and branding to chapters on grants and contracts.
- Throughout this e-module series, we will reference relevant ADS chapters. E.g., for a detailed description of each bureau and office at USAID, please see [Chapter 101 of the Automated Directives System](#).

- USAID provides assistance in five regions of the world: Sub-Saharan Africa, Asia, Latin America & the Caribbean, Europe & Eurasia, and the Middle East.
- Interactive map available at <http://map.usaid.gov/>



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- USAID has close to 12,000 projects in five regions of the world: Sub-Saharan Africa, Asia, Latin America & the Caribbean, Europe & Eurasia, and the Middle East.
- We've recently added an interactive map to our website. It's available at <http://map.usaid.gov>.
- The map provides two ways to view projects: a Project view or a Project Location view. The Project view provides a summary of USAID funded projects in a particular country. So if you want to get an overview of what USAID is doing in a particular country, check out this interactive map.



## What We Do: Core Focus Areas

<p>AGRICULTURE AND FOOD SECURITY</p> 	<p>DEMOCRACY, HUMAN RIGHTS AND GOVERNANCE</p> 	<p>ECONOMIC GROWTH AND TRADE</p> 	<p>EDUCATION</p> 
<p>ENVIRONMENT AND GLOBAL CLIMATE CHANGE</p> 	<p>GENDER EQUALITY AND WOMEN'S EMPOWERMENT</p> 	<p>GLOBAL HEALTH</p> 	<p>SCIENCE, TECHNOLOGY &amp; INNOVATION</p> 
<p>WATER AND SANITATION</p> 	<p>WORKING IN CRISES AND CONFLICT</p> 		

For more information, see [www.usaid.gov/what-we-do](http://www.usaid.gov/what-we-do)

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- USAID invests in ideas that work to improve the lives of millions of men, women and children. Some of our core focus areas include:
  - Investing in agriculture and food security so countries can feed their people,
  - Combating maternal and child mortality and deadly diseases like HIV, malaria, and tuberculosis,
  - Providing life-saving assistance in the wake of disaster,
  - Promoting democracy, human rights, and good governance around the world,
  - Fostering private sector development and sustainable economic growth, and
  - Elevating the role of women and girls throughout all of our work.
- For more information about each of these core focus areas, please visit our website and read further under the tab “What We Do” ([www.usaid.gov/what-we-do](http://www.usaid.gov/what-we-do)).

## What We Do: Presidential Initiatives



- Global Health Initiative (GHI), [GHI.gov](http://GHI.gov)
  - President's Emergency Plan for AIDS Relief (PEPFAR),
  - President's Malaria Initiative (PMI), and
  - Neglected Tropical Diseases (NTD)



- Feed the Future (FTF) Global Hunger and Food Security Initiative  
[FeedtheFuture.gov](http://FeedtheFuture.gov)



- Global Climate Change (GCC) Initiative  
[usaid.gov/climate](http://usaid.gov/climate)

- Partnership for Growth (PfG)

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- Each presidential administration designs its own development policies and goals, which are implemented through presidential initiatives.
- Because presidential initiatives often have large budgets and entail projects carried out in many countries, it's important to be familiar with initiatives that may be relevant to your organization.
- Current Presidential Initiatives include the:
  - **Global Health Initiative**, which is Saving Lives by fighting global disease, and allowing more people to make a better world for their children. U.S. global health programs make it possible to renew our emphasis on saving the lives of mothers, children and families from preventable, treatable diseases. Visit [GHI.gov](http://GHI.gov) for more information.
  - **Feed the Future** is the U.S. Government's global hunger and food security initiative addressing the root causes of hunger and poverty. Feed the Future has a focus on smallholder farmers, particularly women, and also integrates nutrition interventions to support improved health. Visit [FeedtheFuture.gov](http://FeedtheFuture.gov) to learn more.
  - USAID's **Climate Change and Development Strategy, as part of the Global Climate Change Initiative** ([usaid.gov/climate](http://usaid.gov/climate)), seeks to:
    - Invest in clean energy technology and reduce deforestation to

decrease greenhouse gas emissions.

- Help countries and communities prepare for and respond to changes in climate.
- While not a Presidential Initiative but a large program, I'd also like to make note of the **Partnership for Growth (PFG)**, which is a partnership between the United States and a select group of countries to accelerate and sustain broad-based economic growth. El Salvador, Ghana, Philippines, and Tanzania are among the first set of PFG countries.



- USAID Forward is an effort to make the Agency more effective.
- Three main areas:
  1. Building Local Sustainability and Partnerships
  2. Fostering Innovation
  3. Strengthening Our Capacity to Deliver Results
- Read more about [USAID Forward](#) at this link.

- In 2010, USAID embarked on an ambitious reform agenda, called USAID Forward, to make the Agency more effective.
- USAID Forward reforms focus on three main areas:
  - The first is building Local Sustainability and Partnerships: We are working with more local organizations in developing countries to improve their capacity, build new effective and long-term partnerships, and reduce the need for foreign aid over time.
  - The second area is Fostering Innovation: We are leveraging the power of innovation to bring new ideas to market that will help the poorest people around the world grow past aid.
  - The third area is Strengthening Our Capacity to Deliver Results: From creating new monitoring and evaluation systems and revitalizing our policy, financial and technical expertise, we are strengthening our core capacity to achieve broader and deeper development results while reducing costs.
- This e-module series grew out of USAID Forward efforts and from our staff listening to various NGOs and universities who told us that they wanted more in-depth and practical information about how to work with USAID.
- Read more about [USAID Forward](#) at this link  
(<http://www.usaid.gov/press/releases-announcements/progress-data/usaid->

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## 2. USAID's Budget and Appropriations



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Let's jump into some more specific information about USAID's budget and appropriations.



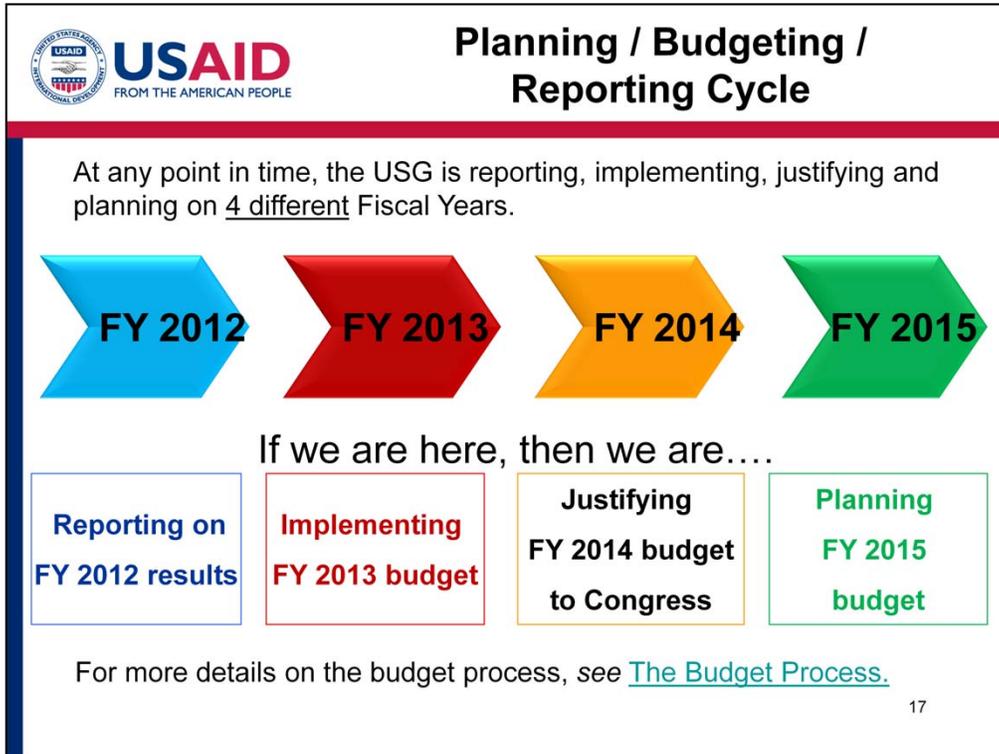
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## Funding and Delivery of U.S. Foreign Assistance

- USAID is a federal agency for which Congress gives federal funds (“appropriates”).
- Each year, Congress sets the levels of spending for foreign assistance through an appropriation bill.
- Programs must be carried out overseas, not domestically.
- USAID works with Congressional committees to determine budget priorities.
- Congress then appropriates funds through many different sub-accounts.

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- USAID is a federal agency for which Congress gives federal funds (that is “appropriates”).
- Each year Congress sets the levels of spending for foreign assistance through an appropriation bill, which is usually titled “**State and Foreign Operations.**” The spending is typically for a fixed period (usually a year or two depending on the fund type) under the *discretion* of the Congress.
- Programs with funds appropriated to USAID must be spent overseas, not on domestic projects.
- USAID works with Congressional committees to determine budget priorities and how funds will be apportioned to different countries and DC bureaus, and within those countries and bureaus, funds are appropriated to specific core areas (such as agriculture or health) through sub-accounts.
- Congress also may provide other restrictions or instructions on how the funds should be spent.
- USAID does **not** have a large discretionary fund to finance all the good ideas that come into the door; rather, the budget process is long and detailed with buckets of money going into specific sub-accounts for specific countries or bureaus and projects within those countries or bureaus.



- At any point in time, the U.S. Government is reporting, implementing, justifying, and planning on four different fiscal years.
- E.g. If we're in the FY 2013, we are implementing the FY 2013 budget, we're reporting on the FY 2012 results, we're justifying our FY 2014 budget by submitting reports to Congress, and we're planning the FY 2015 budget.
- So why is this important to you? Well, here at USAID we're always having to look forward two years in advance to justify and then plan our budget. As part of that process, missions as well as functional and regional bureaus in DC spend a great deal of effort in putting together reports that we submit to Congress each year called "Congressional Budget Justifications." These reports are public, so by understanding the budget process and that it is forward-looking and planned well in advance of procurement and implementing projects, you can use this public information to your benefit for research purposes. By carefully reading through these reports, you can better understand what programs are being planned for the future and to determine if USAID's priorities align with **your** organization's priorities, sometimes nearly two years in advance of an award solicitation being posted or a project being implemented.
- For more details on the budget process, see this link (<http://www.foreignassistance.gov/AboutTheBudgetProcess.aspx>).



- The budget process may seem really complicated, but let me take just a moment to summarize it in a simple way.
- Congress is in charge of setting overall budgets for federal agencies.
- USAID is a federal agency that receives funds each year through an appropriations bill passed by Congress.
- Working together through meetings and the submission of budget details, Congress passes a budget that sets levels of spending by USAID for each year.
- Once the appropriations bill is passed, Congress passes the baton, so to say, to USAID to then implement programs within all of the priority areas set by the budget.
- There is no big pot of gold at the end of the rainbow. That is, Congress does not give USAID a big lump sum of money to use at our discretion.
- Rather, the budget is worked out with Congress, and before USAID can fund specified activities for specific countries, it must notify Congress in advance through a justification or notification.
- The justification information is relayed to the public a year or two in advance before we actually implement most of the projects. All of the details are contained in a report called the “Congressional Budget Justification” which

includes detailed descriptions of projects that USAID plans to fund during the next fiscal year, including narratives for each country and core focus areas within those countries as well as DC-based programming.

- As mentioned earlier, given the detailed nature of all of the sub-accounts and that we do not have a large discretionary budget, we cannot fund all great ideas that are presented to us each year through unsolicited proposals. That being said, we do have some rather open-ended programs that call for ideas through Annual Program Statements (APS), which we will cover later in this e-module. Keep in mind, though, that each of these programs also has a strategic focus which has been communicated to and funded by Congress.



## Resources for Tracking Foreign Assistance Spending

**FOREIGNASSISTANCE.GOV**

**Foreign Assistance Dashboard:** a visual presentation of and access to key State and USAID foreign assistance data in a user-friendly way



**USASpending.gov:** searchable website, accessible to the public at no cost, with info **for each Federal award**

**U.S. Overseas Loans and Grants**

**The Greenbook:** a complete historical record of all foreign assistance (economic and military) provided by the U.S.

USAID specific data may be found at [Where Does the Money Go](#).

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- For tracking foreign assistance spending for current and past work, I'd like to point you to three great resources.
- The first is the **Foreign Assistance Dashboard** (<http://www.foreignassistance.gov/>) which offers a great visual presentation of and access to key State and USAID foreign assistance data in a user-friendly way. I use it often and find it very helpful. It's a great resource if you're trying to get an overall view of spending in a particular country. Also, the dashboard may be particularly helpful to organizations that work in multiple countries and that wish to track spending trends in each of those countries.
- Next is **USASpending.gov** (<http://www.usaspending.gov/>), which is a searchable website that provides info **for each Federal award**. This information may be useful for smaller organizations wishing to partner with larger organizations through sub-awards.
- The annual **U.S. Overseas Loans and Grants**, or "**Greenbook**," (<http://gbk.eads.usaidallnet.gov/>) contains summarized data regarding U.S. foreign assistance since 1945, and detailed data for the last several fiscal years. Foreign assistance is listed by recipient country and organized by geographic region.
- Lastly, USAID specific data may be found on our website under the "results and

data” tab and then by clicking “Budget and Spending,” and “Where Does the Money Go.” Or just click this hyperlink if you have access to the Internet. This site offers a downloadable spreadsheet (in an Excel format) illustrating some key characteristics of how USAID's funds are obligated for the latest fiscal year. Information is presented as obligations by quarter, by Top 20 benefiting countries, by Top 20 vendors, by USAID bureau, and by program area.

- Note that the information included on all of these websites is for current and past work and is not forward-looking.

### 3. Five Step Workplan to Explore Potential Funding Opportunities



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Now that you've got all the introductions on foreign assistance, our budget process, and what USAID's focus areas are, let's jump into discussing a five step workplan to explore potential funding opportunities.



- Here is the summary of a 5-step workplan for exploring potential funding opportunities with USAID. This workplan is based on info I *wish* I had known when I was working at a small NGO and trying to research potential funding opportunities at USAID. At that time in the field, I felt that the larger, more established organizations seemed to have in-depth information about what USAID's focus areas in a particular country were and already were many steps ahead in conducting field research for a potential award. Meanwhile, my haphazard searches on Grants.gov really were leading me nowhere, or that when I found a particular good match, our organization was behind the curve on making contacts in the field to have a strong application.
- After working here at USAID for some time, lightbulbs went off in my head when I realized a lot of this information is indeed *public*, and that if I had approached my research in a more *systematic, focused, and forward-looking* way, that I too could have had that information at my fingertips well in advance of an actual award solicitation being posted to Grants.gov or FedBizOpps.gov. With that in mind, I've come up with this 5-step workplan that I hope your organization can use for researching potential funding opportunities with USAID in a systematic, focused, and forward-looking way. The steps go from broadest to narrowest forms of information. We'll start with the Congressional Budget Justifications, then move on to talk about mission websites and country strategies,

and discuss quarterly business forecast reports and annual program statements. Finally, we'll talk about Grants.gov and FedBizOpps.gov, which take it from me, should be your last and not first step in this process.

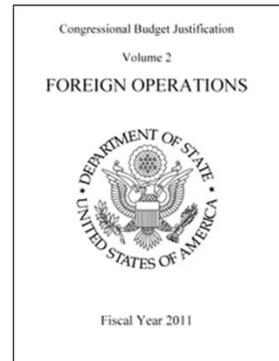
- If you haven't done so already, please **print** out the sample workplan and the case study, as we'll be referring to those throughout the rest of this e-module. You may find these documents by clicking on "Attachments" at the top right of the screen.



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## STEP ONE: Congressional Budget Justifications

- Congressional Budget Justifications (CBJs) provide much detail on on-going as well as future programming.
- Well worth your time to read through the relevant country or subject focus area.
- Provide overview of all programs for a USAID mission or country where USAID works.



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- Step one is Congressional Budget Justifications. We spent a good deal of time in this e-module talking about the budget process, and the reason we did so is because a lot of USAID staff time is spent on putting together Congressional Budget Justifications each year for all of our programs from the mission level as well as the functional and regional bureaus in DC.
- Congressional Budget Justifications (CBJs) provide much detail on on-going as well as future programming. So you can use this information to understand what the strategies and focus are for USAID programs right now and even two years down the road.
- It is well worth your time to read through the relevant country or subject focus area. While the whole document itself could be 800 or even 900 pages and could seem overwhelming, I'm going to provide you some tips to home in on the specific pages and areas that may be relevant to your organization. Each specific country may only be 3 to 9 pages, so it's really not that much information that you need to read out of the whole justification. You just need to find the parts that are specific to your focus areas and the specific countries that you wish to work in.
- By reading those 3 to 9 pages, it'll give you a good overview of the programs for a USAID mission or country where USAID works for a year or two to come.

- CBJs for the past five years may be found at <http://www.state.gov/f/releases/iab/>
  - Best to start with the PDF version of the “Annex – Regional Perspectives.”
- For a particular country or region, browse Table of Contents and turn to that page #.
- If your organization is focused on a particular topic in a broader region, do a search for key words (use Ctrl+F).



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- The CBJs for the past five years may be found on State.gov at this website (<http://www.state.gov/f/releases/iab/>). You'll see on the sample workplan that I've also included that link there. I suggest starting with the PDF version of the document entitled "Annex - Regional Perspectives."
- If your organization is focused on a particular country or region, browse Table of Contents in the first few pages for relevant country or region and then turn to that page #.
- If your organization is focused on a particular topic in a broader region, such as human rights or combatting trafficking in persons, do a search for key words. You can do so by using “Ctrl+F.”

1. Read the introductory paragraph and then analyze the first set of funding tables to note overall trends.

**CASE STUDY:** Ethiopia's FY2013 CBJ Request by Objective by Account lists \$50M for agriculture under Development Assistance and \$80.9M for agriculture under Food for Peace Title II. Together, this is a third of the overall budget request for Ethiopia, demonstrating that agriculture is a major focus for the mission.

2. Read through the relevant narratives, which are organized by account objective.

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- Let's walk through some specific steps for analyzing the Congressional Budget Justifications by country.
- So if your organization is focused on a particular country, read through the introductory paragraph and then analyze the first set of funding tables entitled "Request by Objective by Account, Program Area and Fiscal Year." Usually, these start on the first or second page of each country's Congressional Budget Justification.
- Let's first look at the case study, which is focused on Ethiopia. In 2013, it lists \$50M for agriculture under Development Assistance and \$80.9M for agriculture under Food for Peace Title II. Together, that's \$130M, which is about a third of the overall budget request. This is a strong symbol that agriculture is a major focus for the mission in Ethiopia. Conversely, if you're looking at these numbers for another country, e.g. Burundi, and notice that the levels for education are very low, and your organization only works in Burundi and only on education, then you'll know right away that perhaps there may not be a lot of funding opportunities with USAID for your organization, which is best to know that upfront before expending a lot more time and resources with your research.
- Next read through the relative narratives, which are organized by account objective. So as I mentioned before, some country narrative are only a few pages,

others that are priority countries like Ethiopia, may be 9 pages. If you flip through these pages and find the sections that are relevant to your organization - here for the case study, agriculture – they are pretty easy to find, and often are only about half a page for a particular substantive area. Basically, out of a 900 page Congressional Budget Justification document, hopefully the steps I showed you on the prior slide and here allow you to narrow this down to a manageable few *paragraphs* within a country's narrative on the specific area in which your organization works.



3. Make note of areas of USAID's focus and potential areas of common interest.
  - Look for **types of programs** and **focus geographic areas** within a country.
4. Determine whether the program is on-going and already funded or whether implementing partners are to be determined.
  - E.g. "Implementing partners include ABC and XYZ." Or "Implementing partners are to be determined."



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- When reading through the relative paragraphs, make note of areas of USAID's focus and potential areas of common interest between USAID and your organization. Look for **types of programs** (for example Feed the Future or Global Health or more specifically a HIV/AIDS program). Also look at **focus geographic areas** within a country (for example, the Haiti mission has identified three corridors for which it is focusing its programming, while in Ghana, it's narrative notes the Mission's focus of its agricultural programs in the north part of the country).
- Lastly, determine whether the program is on-going and already funded or whether implementing partners are to be determined. You can do so by closely looking at the language often found at the end of each paragraph describing a program.
  - For example, you may see "Implementing partners include ABC and XYZ." You also may see language along the lines of "Implementing partners are to be determined." "Will be" type of language is a good indicator that a solicitation has not yet been posted and is something to keep on your radar to potentially apply for down the road. But of course this language is not set in stone, so don't rely on it with 100% certainty. If, however, implementing partners already are designated and the area is a particularly good fit for your organization, you may want to reach out to

the named partner to see what stage the project is currently taking place and to determine whether there are potential areas for collaboration or sub-awards.

**CASE STUDY: Ethiopia's FY2013 CBJ, Development Assistance (DA):** "Agriculture: As part of the President's Feed the Future initiative, U.S. assistance will ... reduce hunger and increase economic growth through market-led agricultural development and increased resiliency in crisis-prone areas .... Resources in FY 2013 will continue to focus on improving agriculture productivity ...improve access to science ....

**CASE STUDY: USAID East Africa Regional, FY 2013 budget of \$20 M for Agriculture**

"Agriculture: As part of the President's FTF initiative, assistance will promote expanded access to regional markets ... Strengthening of regional institutions and the harmonization of health standards for livestock .... Continued support will be provided to increase trade flows of staple foods in the region, focusing on strategic transit corridors...

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- Let's further jump into our case study, which is based on a fictitious NGO that I've called Sustainable Agricultural Development in East Africa (SADEA). SADEA is a NGO registered under the laws of Ethiopia and primarily has an Ethiopian staff. SADEA often partners with US or local universities and agricultural extension offices and facilitates farmer exchanges. What I've done in the case study example is go step by step with the sample work plan and cut and pasted a lot of information that I've found from the Congressional Budget Justification as well as the other steps which we'll talk about shortly.
- In the first box here we've got a paragraph from Ethiopia's Fiscal Year 2013 Congressional Budget Justification, discussing Development Assistance funds spent on agriculture. What you can see here is that it mentions the President's Initiative on Feed the Future and also says that Fiscal Year 2013 *will continue* to focus, indicating that some programs already are on-going.
- It's also a good tip to look not just at the specific country's budget justification but also checking the Congressional Budget Justification for **regional initiatives**. You can find the relevant region in the table of contents of the Congressional Budget Justification. For Ethiopia, we're looking at the East Africa Region, which also has a budget for \$20 million for agriculture. This second box includes a paragraph cut and pasted from the USAID East Africa Regional budget justification. The narrative explains that the assistance *will*

promote a number of specific things that match well with the core focus areas of SADEA, such as harmonization of health standards for livestock. The paragraph also says *continued support* which indicates that a program is continuing with funding from prior years.

- Overall, you should read and analyze the language from budget justifications to determine whether USAID's specific focus areas work with your organization or whether it's really a long stretch.



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## Other Points to Note about CBJs

- If you want to research upcoming projects under Presidential Initiatives (e.g. Feed the Future), analyze [Volume 2 of the CBJs](#).
- Look at prior years to note differences, e.g. priority areas, geographic areas, preferences for and/or designation (or lack thereof) of implementing partners.
- Information in the CBJ allows you to know what's in store even two years in advance. Focus on these areas when thinking of potential funding opportunities.

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- Before we move on, I'd like to discuss a few final points about Congressional Budget Justifications.
- If you'd like to research upcoming projects under Presidential Initiatives, analyze Volume 2 of the Congressional Budget Justifications (<http://www.state.gov/f/releases/iab/>). For example, in our case study because it's an agricultural NGO, SADEA would want to look at the Feed the Future programs. These justifications explain the priority countries for each initiative, allowing your organization to focus your efforts.
- Also, I suggest taking a look at prior years to note differences, for example priority areas, geographic areas, preferences for and/or designation (or lack thereof) of implementing partners (for example local government or organizations). This is usually not a time consuming exercise because the Congressional Budget Justifications may look pretty similar over the years, but the differences can tell you a lot.
- Information in the Congressional Budget Justification allows you to know what's in store even two years in advance. We've spent so much time in this e-module talking about these justifications because this information may allow your organization to focus on priority areas identified by USAID when thinking of potential funding opportunities.



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## STEP TWO: Mission Websites & Country Strategies

- <http://www.usaid.gov/where-we-work>
- Mission websites can provide an in-depth view as to USAID's focus in a particular country.
- The sites also can tell you who USAID is working with in country as well as available funding opportunities.

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- Step Two is looking at information specifically provided by missions, either through their websites or their country strategies. You can find this information by going to our website and clicking on “Where We Work” (<http://www.usaid.gov/where-we-work>).
- Mission websites can provide an in-depth view as to USAID's focus in a particular country. Please note that mission websites are currently undergoing revisions to standardize formatting and content.
- As a part of USAID's website modernization project – all missions will be required to have a list of all implementing partners in that country as well as available funding opportunities.



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## Country Strategies

- USAID Missions are required to develop and use Country Development Cooperation Strategies (CDCS).
- 5-year, country-based, mission-led.
- Incorporate Presidential Initiatives, U.S. government policies and strategies, and USAID policies and strategies and show how USAID assistance is synchronized with other agencies' efforts.
- 73 Missions are scheduled to complete a CDCS by October 2013.
- <http://www.usaid.gov/results-and-data/planning/country-strategies-cdcs>

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- USAID Missions are now required to develop and use Country Development Cooperation Strategies (CDCS), or I'll just simply refer to them as “country strategies.”
- These are 5-year, country-based, and mission-led. The country strategies will give you a good overview of what the mission expects to program for five years. But since situations on the ground sometimes can change quite dramatically over a five year period, you should read these country strategies while also referring to the relevant and most-up-to date Congressional Budget Justifications that we covered in step one.
- Country Strategies incorporate Presidential Initiatives, U.S. government policies and strategies, and USAID policies and strategies. The Country Strategies also show how USAID assistance is synchronized with other agencies' efforts.
- 73 Missions are scheduled to complete a Country Strategy by October 2013.
- All of these country strategies are considered public information and are posted at this website (<http://www.usaid.gov/results-and-data/planning/country-strategies-cdcs>).




**CASE STUDY: USAID Ethiopia Country Development Cooperation Strategy 2011-2015**

- Contains much information and statistics on development opportunities and challenges
- Development objective of “Increased economic growth with resiliency in rural Ethiopia,” incorporates Feed the Future
- Agricultural Growth Programs on livestock & value chain expansion
- Gender considerations – “Women also play a large role in livestock management and processing of animal by-products...”
- Includes section on what USAID/Ethiopia’s decided *not* to focus on

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- Turning back to our case study, let’s look at Ethiopia’s **Country Development Cooperation Strategy** so that you can get a better idea of the topics covered in such strategies. I’ve cut and pasted much of the relevant information from the Ethiopia Country Strategy into pages 4 to 6 of the sample case study and would like to highlight a few key points.
- The first sections of the Country Strategy contain much information and statistics on development opportunities and challenges. Rather than reinventing the wheel, you may find it helpful to incorporate some of this information into your own proposals or applications for funding.
- Each country strategy also contains development objectives. Funding for programs will be tied to one of these development objectives. Here, SADEA would be most interested in the development objective of “Increased economic growth with resiliency in rural Ethiopia,” which also incorporates Feed the Future programs.
- The narrative describing this development objective describes the relevant Agricultural Growth Programs on livestock and value chain expansion.
- The narrative also has a big emphasis on gender considerations, noting that “Women also play a large role in livestock management and processing of animal by-products...” and particularly that most extension services focus on male farmers. Since SADEA often partners with agricultural extension offices and facilitates farmer exchanges, SADEA may want to think about how its programs

can reach more women and how gender considerations could be incorporated into its applications or proposals for future USAID funding.

- Notably, the Ethiopia Country Strategy included a section on what the mission decided to *not* to focus on. For instance, USAID/Ethiopia decided not to focus on agriculture education because other donors are already concentrating resources on this area. Such information is *extremely* valuable so that you don't veer down a funding path that is not a USAID focus.



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## STEP THREE: Business Forecast Reports

- <http://www.usaid.gov/work-usaid/get-grant-or-contract/business-forecast>
- These business forecast reports serve to:
  - Actively inform stakeholders of Agency competitive opportunities.
  - Attract new development partners, including small, minority, and disadvantaged business partners.
  - Showcase ongoing efforts in order to better inform the development community of the Agency's mission.
- USAID aims to update the Business Forecast quarterly.

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- Now we're ready to move on to Step Three: Business Forecast Reports. The link for all forecast reports is below (<http://www.usaid.gov/work-usaid/get-grant-or-contract/business-forecast>).
- These business forecast reports serve to:
  - Actively inform stakeholders of Agency competitive opportunities – as a potential partners this information can help you plan appropriate staff time for preparing a proposal or application for funding
  - Another purpose of the business forecast reports is to attract new development partners, including small, minority, and disadvantaged business partners, and
  - Showcase ongoing efforts in order to better inform the development community of the Agency's mission.
- USAID aims to update the Business Forecast quarterly.



## Business Forecast Reports (Cont.)

- On either the Mission/Overseas Opportunities or Washington DC Opportunities pages, you will find in-advance information about opportunities to partner with USAID, including:
  - the name of the specific **USAID acquisition and assistance specialist or negotiator**,
  - **description of the award**
  - the **name of the partner if already identified, or the name of the incumbent if new competition**
  - total estimated **cost** of the award
  - anticipated **advertising date**
  - **type of award**

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- The business forecast report is split between Mission/Overseas Opportunities and Washington DC Opportunities. I suggest looking at both because you may find opportunities on either report that are relevant to your organization.
- Also, the business forecast report will give you quite specific advance information about opportunities to partner with USAID, which may include:
  - the name of the specific **USAID acquisition and assistance specialist or negotiator**,
  - **description of the award** (including any implementation and procurement reforms supported by award)
  - the **name of the partner if already identified, or the name of the incumbent if new competition**
  - total estimated **cost** of the award
  - anticipated **advertising date**
  - as well as the **type of award**
- Sometimes the descriptions are very short, for example in Guatemala it might simply say “implementation of Global Climate Change & Biodiversity Activities.” Others might include a lot of detail, for example the Mission in Macedonia provided a couple of specific sentences about the program and all the categories listed on this slide. Some missions also may list specific date and

times that an award will be advertised, which is really helpful to keep on your radar and for planning purposes of devoting future staff time to putting the proposal or application together.

- If you want more information about a specific program listed in the business forecast report, you may want to cross reference back to the Congressional Budget Justification that may give more information in a paragraph form what the mission intends for the program.



## Case Study: Business Forecast Report

### Ethiopia

	A&A Specialist /Negotiator	Description of the Award	Partner	Cost of Award	Advertising Date	Type of Award
Ethiopia/ALT	Yifru, Tigist	Analysis of opportunities for rural non-farm enterprise development and job creation in chronically food insecure areas of Ethiopia	TBD	\$150,000-\$500,000		Indefinite Quantity Contracts (IQC)
Ethiopia/ALT	Yifru, Tigist	Cash verses food transfer and impact on market development study	TBD	\$150,000-\$500,000		Contract
Ethiopia/EG&T	Satish Kumar	APS will award a minimum of 2 grants to local organizations who will support FTF goals and objectives. International awards may also be made for innovative and new ideas in support of FTF.	Multiple Grantees	\$4,000,001-\$10,000,000	9/30/2011	Other/TBD
Ethiopia/EG&T	Satish Kumar	Project will support FTF activities by conducting policy research and implementing impact assessment of the FTF portfolio.	TBD	\$10,000,001-\$25,000,000	2/28/2012	Contract
Ethiopia/EG&T	Satish Kumar	Phase III will concentrate on national level land policy and the development of comprehensive land use plans.	TBD	\$10,000,001-\$25,000,000	5/1/2012	Indefinite Quantity Contracts (IQC)

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- Let's turn back to our case study. Here I've included a screen shot of the business forecast report for the Ethiopia Mission.
- In the second column, it's the name of the specific **USAID acquisition and assistance specialist or negotiator**.
- The third column is the **description of the award**.
- The fourth column lists the **name of the partner if already identified, which here is basically all to be determined**.
- This column is the total estimated **cost** of the award. Here we have broad ranges for the anticipated amount of each award.
- The next column is the anticipated **advertising date**, which is subject to change, and the last column is the **type of award**, whether it be a contract, cooperative agreement, or grant, or here a couple of indefinite quantity contracts.
- Looking specifically at the descriptions for our case study on SADEA, we've highlighted two matches for agricultural development. If SADEA already has conducted its research on the Congressional Budget Justifications and the read through the Ethiopia mission website and Country Strategy, likely SADEA already expected to see these projects in the market forecast reports and has more information than the sentence descriptions shown here. If not, then SADEA could work backwards to cross-reference that information. Through these two listings on the market forecast report, SADEA, which is a small organization, can

now better plan for appropriate staff time to put together an application or proposal if it chooses to apply for either of these awards.



## Searching Business Forecast Reports

- The overseas opportunities forecasts report is organized by mission.

**CASE STUDY:** E.g. search for “peace” and “constitution”

- Ethiopia to “support alternative dispute mechanisms - build the local capacity of institutions and peace agents for managing and mitigating conflict and increase community resiliency to climate change and conflict,” for \$4,000,001-\$10,000,000, dates of award advertisement TBD, Cooperative Agreement.
  - Zambia to “support to civil society organizations for debate and advocacy regarding the constitutional debate and referendum,” for \$150,000-\$500,000, dates of award advertisement TBD, Grant
- Worth your time to scan the Washington DC business forecast report (~6 pages).

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- If your organization is interested and is established in working in numerous countries, then you may find it helpful to do a keyword search of the overseas opportunities forecast report, which is organized by mission.
- For example, I did a quick search for “peace” and “constitution” on the overseas opportunities forecast report, and two things came up - a program for alternative dispute mechanisms in Ethiopia and a program in Zambia regarding constitutional debate.
- The Washington DC business forecast report includes many broad programs and usually is only about 6 pages, so likely it’s worth your time to scan through all these programs.



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## STEP FOUR: Annual Program Statements (APS)

- Annual Program Statements (APS) allows USAID to make multiple awards over a period of time.
- APS may emanate from Global and Regional bureaus and be multi-country or global in nature or from a single Missions focused on a specific topic.
- APS solicit and support creative approaches by the non-governmental community that will accomplish the stated objectives.
- APS may be found on grants.gov, and sometimes are included on Mission or Bureau websites.
  - Also, for information on broad agency programs managed from Washington DC, see [Funding Opportunities](#).

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- STEP FOUR of the workplan is Annual Program Statements (APS). An APS allows USAID to make multiple awards over a stated period of time.
- Some APS are multi-country or global in nature, while others come from a single mission and are focused on a specific topic, e.g. water and sanitation activities in Cambodia.
- APS solicit and support creative approaches by the non-governmental community to carry out activities that facilitate innovation, reach under-served areas, bridge service gaps, or accomplish some other stated objectives.
- APS may be found on grants.gov, and sometimes are included on Mission or Bureau websites.
- Also, for information on broad agency programs managed from Washington DC, see Funding Opportunities (<http://www.usaid.gov/work-usaid/get-grant-or-contract/opportunities-funding>).
- There's a lot of information on this page. So it's a great link to check out.



## Examples of APS

Below are some examples of APS for various USAID programs. All of those listed below may be accessed via Grants.gov along with additional APS opportunities.

- **Development Innovation Ventures (DIV)** - seeks to identify and rigorously test promising projects with the potential to significantly improve development outcomes, and help replicate and scale projects that are proven successful. <http://idea.usaid.gov/organization/div>
- **Development Grants Program (DGP)** - a competitive small grants program to expand the number of direct partnerships by providing opportunities for organizations that have limited or no experience managing direct USAID grants. To be eligible, organizations must not have received more than \$5,000,000 from any U.S. Government Agency in direct assistance during the past five-year period. <http://idea.usaid.gov/ls/dgp>

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- To give you a better understanding of the broad nature of many APS, as well as to introduce you to a number of programs here at USAID, we'd like to provide a number of examples of APS for various USAID programs. All of the APS listed below may be found on Grants.gov, along with additional APS opportunities.
- For example, USAID launched Development Innovation Ventures (DIV) to identify and rigorously test promising projects with the potential to significantly improve development outcomes. You can click on the DIV link for more information to see if your organization's ideas qualify (<http://idea.usaid.gov/organization/div>).
- There's also the Development Grants Program (DGP), which is a competitive small grants program, initiated in 2008, that provides opportunities for organizations that have limited or no experience managing direct USAID grants. Click on the DGP link for more information (<http://idea.usaid.gov/ls/dgp>).



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## Examples of APS (cont.)

- **Global Development Alliance** - the concept of using public-private sector collaboration and market-based approaches to overcome critical development challenges. A GDA must enable USAID to leverage resources on at least a 1:1 basis. <http://idea.usaid.gov/organization/gp>
  
- **Local APS issued by Missions to Support Local Capacity Development** – See E-Module #6 on Developing Local Capacity
  - **Ethiopia Local Capacity Development APS** – eligible local organizations may submit concept papers in the areas of wide variety of areas such as Health, Education, and Justice and Conflict Mitigation.
  - **Malawi Local Capacity Development Initiative** – provides opportunities for local entities that have limited or no experience managing direct USAID grants and may provide funding opportunities in the Sustainable Economic Growth; Education; Health, Nutrition and Population; and Mainstreaming Activities involving the Disabled.
  - **Namibia APS Local Action Against Gender Based Violence** – targets regional and indigenous civil society organizations to promote zero tolerance of gender-based violence in the Hardap and Kavango regions.

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- Here's a few more examples of APS.
- The Global Development Alliance APS is focused on public-private partnerships and is USAID's invitation to prospective implementing partners to engage and work with resource partners (for example, corporations, local businesses, or foundations). You can find out more information by clicking on the global partnerships link listed here (<http://idea.usaid.gov/organization/gp>).
- A number of missions are issuing local APS that are designed to support local capacity development. Many of these APS entail local organizations submitting concept papers as the first stage. If you are a local organization, check out E-Module #6 on Developing Local Capacity, which discusses this topic more in-depth.
- For example, the Ethiopia Local Capacity Development APS from 2012 is open to eligible local organizations in a wide variety of areas. Looking at our case study, SADEA may qualify since it is a local organization but may want to speak with Mission personnel to see if there is a match with their agricultural programs.
- Other examples of local capacity development APS include Malawi and Namibia, and these are just a few examples of local capacity development APS that have recently come out.



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## STEP FIVE: Grants.gov & FedBizOpps.gov

- Grants.gov and FedBizOpps.gov are where upcoming and active funding opportunities are listed for federal awards.
- USAID's website has a search function for partnership opportunities available at <http://www.usaid.gov/work-usaid/partnership-opportunities>.
- However, for the latest and most up-to-date information about opportunities visit [Grants.gov](http://Grants.gov) or [FedBizOpps.gov](http://FedBizOpps.gov) to apply for federal grants and contracts.

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- Finally, the last step in our workplan is to search for funding opportunities on Grants.gov and FedBizOpps.gov.
- Upcoming and active funding opportunities are listed on Grants.gov for assistance, such as grants or cooperative agreements, and FedBizOpps.gov, for acquisitions, that is contracts. In e-module #2, Understanding USAID's Types of Awards, we'll explain the differences between assistance and acquisition.
- Often times organizations start by looking at these two websites, and certainly I was guilty of doing this when I worked at a small NGO. Knowing what I know now though, I've placed this as the LAST step of the workplan because hopefully what we've showed you through this e-module is that there's a lot of information that comes out well in advance before the information you might see on these two websites.
- Going through the first 4 steps, will allow you to know what's coming through the channels for future programming. Once you've gotten to the point of having done this research and narrowed your focus, then it's time to delve into Grants.gov and FedBizOpps.gov.
- USAID's website has a search function for partnership opportunities available at <http://www.usaid.gov/work-usaid/partnership-opportunities>.

- However, for the latest and most up-to-date information about opportunities visit [Grants.gov](https://www.Grants.gov) or [FedBizOpps.gov](https://www.FedBizOpps.gov) to apply for federal grants and contracts.



## Obtaining a DUNS Number

- The Federal government requires that all applicants for Federal funding have a **Data Universal Numbering System (DUNS) number**.
- Apply for a DUNS number as soon as possible. An organization does not need to wait until it is submitting a particular application.
- If requested over the phone (1-866-705-5711), the process takes about 5-10 minutes. [Webform](#) requests take 1 to 2 business days .
- For more information, see [DUNS Guide](#).

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- DUNS numbers are required for all organizations, foreign or domestic, doing business with the U.S. Federal Government. DUNS stands for Data Universal Numbering System.
  - There's only one small exception: Individuals other than sole proprietors do not need to have a DUNS number.
- If you or your organization are even thinking about applying for a future federal grant or cooperative agreement, I suggest you apply for a DUNS number as soon as possible. An organization does not need to wait until it is submitting a particular application.
- You may request the 9-digit DUNS number for free by either phone or by a webform (<http://fedgov.dnb.com/webform/displayHomePage.do>).
- For more information, please see this website ([http://www.whitehouse.gov/sites/default/files/omb/grants/duns\\_num\\_guide.pdf](http://www.whitehouse.gov/sites/default/files/omb/grants/duns_num_guide.pdf)) which contains a list of all the information that you need to provide by phone or the webform, which is mostly identifying information such as your address and telephone number.





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- Use Grants.gov to find and apply for federal grants.
- You can browse by agency. (Click on “Close Date” to reverse the order.)
- The “advanced search” function allows you to search by agency, and funding activity category (although these don’t always fit squarely with the structure of USAID’s funding).
  - You can select multiple agencies or funding activity categories by holding down the Ctrl button.
  - Unfortunately, there is no search function to limit grants to certain locations or countries.
- [Find and Apply User Guide](#)

→ Often, the application period is just a few weeks, which is why it is important to have done research well in advance so that your organization can be well-suited to apply for grants and to consider forming partnerships at an early stage.

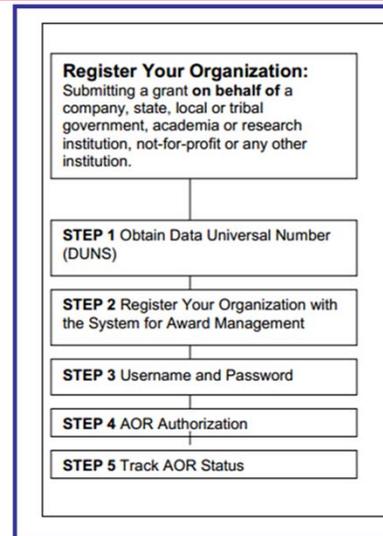
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- Part of Step 5 is to use Grants.gov to find and apply for federal grants.
- You can browse by agency, such as USAID.
- The “advanced search” function allows you to search by agency, and funding activity category. I must give one caveat, though. These search functions don't always fit squarely with the structure of USAID's funding, so you may find it easier to search by keyword.
  - You can select multiple agencies or funding activity categories by holding down the Ctrl button.
  - Unfortunately, there is no search function to limit grants to certain locations or countries. So for example, for our case study, you cannot limit the search to opportunities available in Ethiopia. But you can do a keyword search for Ethiopia.
- For more information about how to use Grants.gov, we've included a link for a User Guide: <http://www07.grants.gov/assets/FindApplyUserGuide.pdf>.
- Often, the application period is just a few weeks, which is why it is important to have done research well in advance so that your organization can be well-suited to apply for grants and to consider forming partnerships with other organizations at an early stage AND why searching Grants.gov is the last step in this workplan.



## Registering Your Organization on Grants.Gov

- [Link for Registration](#)
- You need to be registered in order to access the applicant system.
- One-time process that does not require renewal.
- Note: The registration process for an Organization or an Individual can take between three to five business days or as long as four weeks. Register early!



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- Registering your organization on Grants.gov is a 5-step process. Thankfully, we've already covered the first step, that is obtaining a DUNS number.
- If you haven't registered your organization, please visit this link ([http://www.grants.gov/applicants/get\\_registered.jsp](http://www.grants.gov/applicants/get_registered.jsp)).
- We've also included attachments for an applicant user guide ([http://www.grants.gov/assets/GrantsGov\\_Applicant\\_UserGuide\\_v6.1.pdf](http://www.grants.gov/assets/GrantsGov_Applicant_UserGuide_v6.1.pdf)), as well as a registration checklist ([http://www.grants.gov/assets/E-Biz\\_POC\\_Checklist.pdf](http://www.grants.gov/assets/E-Biz_POC_Checklist.pdf)) and a Guide to Foreign Organization Registration (<http://www07.grants.gov/assets/ForeignOrganizationRegistration.pdf>). You can download and print those guides by clicking on Attachments on the upper right hand toolbar.
- You need to be registered in order to access the applicant system to apply for any grants. This is a one-time process that does not require renewal.
- Note: The registration process for an Organization or an Individual can take between three to five business days or as long as four weeks. So the early bird gets the worm here, so our advice is to please register early!



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## Email Subscription for New Grant Opportunities

- Grants.gov is designed to allow users to register (subscribe) to receive [email notifications](#) of new grant postings that meet specific criteria.
  - Once on the Email Subscription page, you may elect to be notified of Updates, all grant notices, and/or grants with a specific Funding Opportunity Number (FON).
- Feedback from organizations is that this is not a perfect system that is to be relied upon with 100% certainty.

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- You also can subscribe by email for new grant opportunities. Grants.gov is designed to allow users to register to receive email notifications of new grant postings that meet specific criteria. Click on this link in order to do so ([http://www.grants.gov/applicants/email\\_subscription.jsp](http://www.grants.gov/applicants/email_subscription.jsp)).
- Once on the email subscription page, you can elect to be notified of all updates, all grant notices, or those with a specific opportunity number.
- However, I hear from quite a few organizations that this is not a perfect system, so I wouldn't suggest relying on this email subscription with 100% certainty. So it is well worth your time to look directly at Grants.gov and do a search, particularly if your research has shown that a particular grant opportunity might be coming out soon.



- Notices of contract opportunities and corresponding solicitations are publicized at [FedBizOpps \(www.fbo.gov\)](http://www.fbo.gov) for procurement opportunities over \$25,000.
- At FBO.gov, click on “**Getting Started**” tab for information on how to register, demonstration videos, small business training videos, and frequently asked questions.
- **4-step registration process:**
  1. DUNS #
  2. Company Information
  3. Personal Information
  4. Review/Submit

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- Now let's talk about FedBizOpps.
- Notices of contract opportunities and corresponding solicitations are publicized at [FedBizOpps \(www.fbo.gov\)](http://www.fbo.gov) for procurement opportunities over \$25,000.
- At FBO.gov, click on the “**Getting Started**” tab for information on how to register, demonstration videos (<https://www.fbo.gov/?s=getstart&mode=list&tab=list>), small business training videos ([https://www.fbo.gov/?s=getstart&mode=list&tab=list&tabmode=list&static=sb\\_vids](https://www.fbo.gov/?s=getstart&mode=list&tab=list&tabmode=list&static=sb_vids)), and frequently asked questions. These videos are really helpful.
- It's a 4-step registration process, which you can begin by clicking on this link ([https://www.fbo.gov/?s=main&mode=list&tab=register&subtab=step1&\\_lsys=vendor](https://www.fbo.gov/?s=main&mode=list&tab=register&subtab=step1&_lsys=vendor)). The first step is obtaining a DUNS #, which you already may have from following the Grants.gov registration process. Secondly, you'll need to include company and personal information, which you'll then review and submit.



- Can search by Agency. Typical items posted here include:
  - Pre-Solicitation Notices
  - Solicitations
  - Personal Service Contractor (PSC) positions
- Search results also can be filtered by small business set-asides.
- “Interested Vendors List” is helpful for if considering sub-awards.
- The Watch List function allows you to receive automatic updates.
- For more information on creating Search Agents and a Watch List, see the [FedBizOpps Vendor Guide](#).

- Moving right along, let's talk about searching FedBizOpps.
- Much like Grants.gov, you can limit the search by Agency.
- Typical items posted on FedBizOpps include:
  - **Pre-Solicitation Notices**, like an intent to issue a Request for Proposals (RFP)
  - **Solicitations** themselves, that is a request for proposals
  - Other items may include **Personal Service Contractor (PSC) positions**
- The search results also can be filtered by **small business set-asides**, if that's applicable to your organization.
- Also note that the solicitations include a tab for “Interested Vendors List.” Contact them if you are interested in forming a partnership for sub-award opportunities.
- On FedBizOpps, you can add a notice to a “Watch List” to receive automatic updates when something changes on a notice. You can do so by clicking on a particular notice and then clicking the button “Watch This Opportunity.” Unlike the Interested Vendor's List, only you can see the notices you add to your Watch List.
- For more information on creating Search Agents and a Watch List, see the [FedBizOpps Vendor Guide](https://www.fbo.gov/downloads/FBO_Vendor_Guide_v1.7.pdf) through this link (https://www.fbo.gov/downloads/FBO\_Vendor\_Guide\_v1.7.pdf).



- Let's go back to our case study. I've done a search on Grants.gov for opportunities related to Ethiopia and specifically sustainable agriculture. Actually, **currently** nothing came up that is relevant for SADEA.
- So then I did a broader search by using "Advanced Search" and limiting the agency to the "Agency for International Development." I also used keywords for "Agriculture," "Food and Nutrition," and "Education." Then a few things popped up, for which I've included a screen shot here.
- So what SADEA would want to do now is click on each of those opportunities, look through the synopsis, see if it's relevant, or see if it's an area within Ethiopia.
- I also did similar searches on FedBizOpps, and I did not find any good matches.
- What I hope these example searches show you is that if SADEA had started by just looking at Grants.gov or FedBizOpps, SADEA may have thought no potential funding opportunities with USAID existed, but by going through the prior 4 steps, this organization like yours can see the broader picture and have a better understanding of what programs are currently on-going to seek out potential sub-awards and other programs that in the future may post prime award opportunities on Grants.gov or FedBizOpps.gov.
-



- Now that we've covered each step in depth (hopefully, not *too* much depth), I just want to take a moment to reflect and summarize how to prepare a workplan for exploring potential USAID funding opportunities.
- The first step we talked about is Congressional Budget Justifications. This information can give you a good idea of 1-2 years in advance of implementation of projects a specific country's subject focus areas as well as geographic focus areas within a country.
- The second step is mission websites and country strategies. While many country strategies are still in development, the information contained in these is very helpful to your research and understanding focus areas.
- The third step is business forecast reports, which are issued quarterly and placed on USAID's website. The opportunities are usually included a few months to a year in advance of solicitation or implementation. The opportunities include those coming from overseas missions as well as those from Washington DC based bureaus.
- The fourth step is annual program statements, which can cover the current fiscal year for a wide variety of programs.
- The fifth and final step is Grants.gov and FedBizOpps.gov. I listed this last

because it's really important to go through the first 4 steps to understand the longer-term picture and because many solicitations only provide less than a month to respond to a request for proposals or applications. So by following the first four steps, this research can put your organization in a good position to know what is coming out down the line and to know whether your organization's objectives and strategies align with USAID's in that particular country.

- This may seem like a lot of information at one time and a lot of work at one time. But I do hope that the one-page sample workplan, which includes links to resources for conducting research for all of these five steps, is really helpful to your organization. As a point of reference, conducting the research on Ethiopia for SADEA and putting together the workplan took about a full day of work. I think it's helpful for each organization to put together or revise their workplan at least once a year so that you can strategically explore potential funding opportunities in a focused, forward-looking manner. Also, putting together this research before meeting with USAID personnel at missions or with DC-based bureaus is very useful because this information will help focus your conversations.



## Aligning Priorities

- Now that we've provided the tools to understand USAID's priorities, your organization will want to discuss:
  - **Do USAID's priorities align with our organization's priorities and goals?**
  - **If there's a good fit, are we well-suited to pursue the opportunity?**
    - Do we have particular expertise in the technical area?
    - Do we have an established office, projects, contacts, or partnerships with local organizations in the country (and particular identified geographic area, if specified)?
    - If we don't, how much time and what kind of resources are we willing to expend to become well-suited?
  - **If there's not a good fit, are we willing to shift our focus and is it worth it?**
- Also, you may want to reach out to the mission to discuss some of these issues.

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- Now that we've covered the workplan, let's talk about aligning priorities. We've provided the tools to understand USAID's priorities, and now your organization will want to discuss with its staff or board a number of key questions. For example,
  - Do USAID's priorities align with our organization's priorities and goals?
- If there's a good fit, are we well-suited to pursue the opportunity?
  - Do we have particular expertise in the technical area? Such as agriculture or livestock with the case study.
  - Do we have an established office, projects, contacts, or partnerships with local organizations in the country and particular identified geographic area? For example, from the case study, do we already have an office in Ethiopia? On-going projects? Working relationships with agricultural cooperatives?
  - If we don't, how much time and what kind of resources are we willing to expend to become well-suited to pursue the opportunities for future awards?
- If there's not a good fit, are we willing to shift our focus and is it worth it? This is a critical question that each organization has to ask itself.

- Also, you may want to reach out to the mission (and the specific USAID acquisition and assistance specialist or negotiator if this is listed in a business forecast report) to discuss some of these issues. By completing a workplan on a yearly basis and keeping it updated, this will allow you to focus your efforts and have more in-depth conversations with USAID personnel.



**USAID**  
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## Preview of Other E-Modules on How to Work with USAID

1. Exploring Opportunities to Partner with USAID
2. Understanding USAID's Types of Awards
3. Effectively Responding to USAID Award Solicitations
4. Preparing Budgets for Assistance Applications
5. Preparing Budgets for Acquisition Proposals
6. Developing Local Capacity
7. Forming Sub-Award Partnerships
8. Preparing Post-Award Reports
9. Designing a Monitoring and Evaluation Plan
10. Understanding IDEA (Innovation and Development Alliances) Programs
  - a. Registration of Private Voluntary Organizations (PVOs)
  - b. Development Innovation Ventures (DIV)
  - c. Development Grants Program (DGP)
  - d. Public Private Alliances

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- Thank you for completing this e-module! It's been a pleasure to host, and I hope that you've found the information to be helpful. This is just the first on a series of e-modules on how to work with USAID.
- We hope that you'll check out these other e-modules and that they will be helpful to your work and appreciate any feedback or ideas that you may have on how to improve your knowledge of how to work with USAID. Thanks again for your time.



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## Cumulative Review

The following questions will check how well you have understood the content in this E-Module.

Instructions: Read each question carefully before clicking “submit” and moving to the next question.

Your Cumulative Review results should give you a good idea of how well you’ve mastered the content of this E-Module.

- The following questions will check how well you have understood the content in this E-Module.
- Read each question carefully before clicking “submit” and moving to the next question.
- Your Cumulative Review results should give you a good idea of how well you’ve mastered the content of this E-Module.

## Knowledge Check: Cumulative Review

Question 1

The Global Health Initiative (GHI), Feed the Future (FTF), and Global Climate Change (GCC) Initiative are all what types of programs?

Drag and drop your answer into the blank provided.

Presidential Initiatives

North American Disaster Relief Agencies

Defense Department Programs

International Non-Governmental Organizations (INGOs)

### PROPERTIES

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