The Director of ROAA (who is also a CO/AO) oversees nearly 100 awards.

The 2 Cognizant CO/AOs manage around 50 awards each.

The 4 A&A Specialists manage approximately 25 awards each.

AOR/CORs manage 2-3 awards each.

The Chief of Party (or equivalent) manages 1 award.

While the Director of ROAA always enjoys hearing from partners, following the procurement chain of command typically leads to expedited decisions, especially if they are within the AOR/COR's authority. In case a decision has to go up the chain of command, if the 4 Ps below are followed, typically a more expedited decision can be made because the research has already been done.
Keep Chuck Pope's 4 Ps in mind as you structure your emails, conversations and requests with your AOR/COR. This approach will make interactions more efficient and productive - allowing the right decisions to be made as quickly as possible.

**PROBLEM**
Tell us the who, what, where, when, why and how of your problem/issue.

**PROPOSED SOLUTION**
If you think you have a way to solve the problem, let us know your idea!

**POLICY**
Where in the award or policy/regulation does it give USAID the authority to make a decision, give approval, offer direction and/or provide guidance? What policy allows (or doesn't expressly prohibit) the proposed solution?

**PRECEDENT**
Where, when and with whom (CO/AO) have you tried the recommended course of action before AND was it successful? Precedent is very important when there isn't a specific policy governing the proposed solution.