

# Implementation Tips for USAID Partners

Sharing Resources and Knowledge Among the Global CSO Community

Program Management 3 | 2018

## Definitions

**Agreement Officer (AO)**—The USAID official with the authority to enter into, administer, terminate and/or close out assistance agreements and make related determinations and findings on behalf of USAID.

**Agreement Officer's Representative (AOR)**—The USAID official responsible for monitoring grantee progress toward achieving the agreement's purpose and for serving as technical liaison between the grantee and the AO. The AO will delegate authority for specific responsibilities to the AOR, who typically is named in your Cooperative Agreement.

**Activity Manager**—The USAID representative who may be designated to serve as your day-to-day point of contact.

## References

[2 CFR 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards](#)

[Federal Audit Clearinghouse](#)

[Federal Financial Report Sf-425](#)

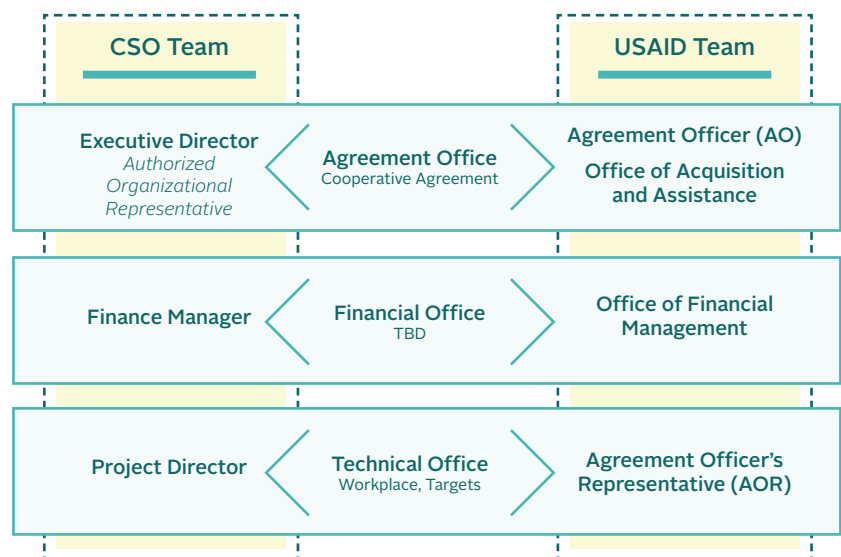
[Instructions to fill out Federal Financial Report Sf-425](#)

## You and Your USAID Team

**Q.** Who is on the USAID team administering your award? What are their responsibilities? Whom do you contact with requests or reports?

**A.** During the life of your award, you will mostly deal with three kinds of offices at the USAID mission level: the agreement office, the financial office, and the technical office.

The chart below shows who in your organization is the likely counterpart for the individuals on the USAID team.



The *Office of Acquisition and Assistance (OAA)* is where you applied for funding, negotiated and received your award. This office is responsible for managing issues related to compliance with the terms of your USAID award. Many major administrative issues and changes with your agreement will need to be approved in writing by the Agreement Officer (AO).

The AO's counterpart in your organization will likely be the Executive Director or Contracts Officer or someone in a similar leadership role with the authority to enter into legal agreements on behalf of the organization.

## Online Training on How to Work with USAID

Open and transparent guidance straight from USAID staff designed to answer some of the most frequently raised questions and concerns from organizations interested in partnering with USAID. This how-to training is designed to provide you with practical tips and concrete examples in topics ranging from researching potential funding opportunities to effectively putting together a proposal or application, budget or monitoring and evaluation plan.

## Items to Consider

**Q: Do you know all your USAID contacts? Do the members of your team know who their USAID counterparts are?**

For easy reference, you may want to make a chart similar to the one in this article, filling in the names of staff and USAID contacts. Then you can share it with your team.

**Q: Do you know who at USAID should receive your reports, requests and other items related to your award? Do the appropriate members of your team know?**

The names of your AO and AOR are found in your Agreement.

The *Office of Financial Management (OFM)* is responsible for all aspects of financial management and works with technical offices to evaluate potential recipients' management abilities before an agreement is signed. OFM also closely reviews your expenditure reports.

In most cases, the *Technical Office* will be your primary, day-to-day point of contact. The technical office deals with all the program aspects of your award and is likely where your Agreement Officer's Representative (AOR) or Activity Manager works.

USAID Agreements identify the AOR as the primary point of contact in the technical office (named in your Cooperative Agreement by the AO). However, the AOR may delegate day-to-day interactions to an Activity Manager. In this case, the Activity Manager will have all the same responsibilities as the AOR, except the ability to sign and approve certain documents and actions.

Although the AOR or Activity Manager will be your primary contact, you may need to contact other members of the USAID team to make specific requests or submit required reports.

## For More Information

For this or other issues of *Implementation Tips*, please visit [www.NGOConnect.net](http://www.NGOConnect.net). The Web site is a dynamic and interactive portal dedicated to connecting and strengthening CSOs, networks and CSO support organizations worldwide.

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The following summary table contains general guidelines for which USAID offices and/or personnel are responsible for common requests, forms and reports.

Request, Form or Report	Office(s) and Individual(s) that Generally Handle the Issue: Name and E-Mail
Pre-Award Audit Response	Submit to the AO.
Annual Audit	Submit to the AO. Also check your agreement as to whether you must submit to the Federal Audit Clearinghouse.
Request for Advance or Reimbursement (SF-270)	Submit to the FM and copy the AOR. Your AOR may track your burn rate in order to make sure you have enough funds obligated.
Workplan	Submit to the AOR or as required by your Agreement.
Performance Reports	Performance reports are typically required on a quarterly basis to the AO and the AOR.
Final Reports	Submit to the AOR and the Development Experience Clearinghouse.
Requests for Vehicle Purchase Approval	Submit to the AO.
Request for Cost or Non-funded Extension	Submit to the AO.
Request for Additional Obligation	Submit to the AO.
Change to M&E Plan or Reduction in targets	Submit to the AOR.
Request for Budget Realignment	Submit to the AO.
Change in or Expansion to a new Geographical Location	A significant location change or expansion may involve a change to your approved program description.
Changes to the Program Description	Although changes to your workplan generally need AOR approval, changes to the program description—approved as part of your agreement with USAID—should be sent to the AO for approval.

