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Mission Order: Project Design

Mission Order Number: MOXXX	Series: 200
Effective Date: <i>Month, Date 2013</i>	Supercedes:

I. PURPOSE

The purpose of this Mission Order is to provide guidance and establish responsibilities for project design and approval. It also covers procedures for modifying projects and for implementation actions once a project is approved.

Project Design replaces an activity-by-activity or single-award-focus often associated in the past with Activity Approval Documents. Under USAID’s Project Design policies, the focus of a project is on achieving high-level, long-term results within an approved multi-year strategy and reflecting the principles of the USAID Policy Framework 2011-2015. Once the Results Framework is defined in an approved Country Development Cooperation Strategy (CDCS), the purpose of each new project under the CDCS will be to attain the result defined at the sub Intermediate Result (sub IR), the IR, or the Development Objective (DO) level often through multiple activities or implementing mechanisms (IMs). A project must have a defined end date, however, this date may be beyond the end date of the CDCS. Projects approved beyond the CDCS period must be re-validated under the subsequent CDCS through a portfolio alignment process.

II. AUTHORITY/POLICY

- [ADS 201.3.11](#) to [ADS 201.3.17](#) regarding all aspects of Project Design.
- [ADS 220](#) regarding Government to Government (G2G) implementation.
- [ADS 300](#) regarding Agency assistance and acquisition (A&A) Planning.

III. DEFINITIONS

- Activity ([ADS 201.3.11](#))
- Adaptive management ([ADS 201.3.12](#))
- Development Objective (DO) ([ADS 201.3.3.3](#))
- DO Team Leader ([ADS 201.3.10](#))
- Intermediate Results (IR) ([ADS 201.3.3.3](#))
- Portfolio Alignment ([ADS 201.3.4.3](#))
- Program ([ADS 201.3.11](#))

- Project ([ADS 201.3.11](#))
- Project Manager ([ADS 201.3.10](#))
- Result ([ADS 201.3.3.3](#))
- Results Framework ([ADS 201.3.3.3](#))
- *Project Design Schedule: A table, updated quarterly, prepared by the Program Office (in collaboration with the DO Team, OAA, FMO, and Front Office) that identifies all planned projects to be prepared in the current and coming fiscal year, including major milestones for each project (concept paper, Project Appraisal Document's (PAD) approval, first sub/obligation) as well as other key details such as estimated project budget, project design team leader, etc. This table will assist in better workload planning and more predictable project approvals.*

Other terms include:

Commented [U2]: CUSTOMIZATION: The Project Design Schedule is no longer a requirement in [ADS 201](#), however it is a good practice for most missions getting started in project design.

Commented [J3]: CUSTOMIZATION: Add Mission specific terms as desired.

IV. ROLES AND RESPONSIBILITIES

All USAID/Mission Offices are responsible for the implementation of this guidance and adherence to the revised Agency design principles as outlined in this Mission Order, as outlined in general terms below and detailed under the Procedures.

Program Office (PO): The PO is the lead in terms of project design expertise, including understanding and applying [ADS 201](#) and this MO, creation of effective logical frameworks, applying best practices in project design, documenting new projects and project modifications, and helping keep a project design effort on schedule. The PO maintains a bird's eye view of the Mission's project design schedule and convenes and helps Mission leadership facilitate project design related meetings. Per the ADS, a member of the PO should be a core Project Design Team member. The PO is responsible for updating this Mission Order.

DO Team: The DO team is the lead in terms of technical expertise and understanding of sectoral issues, dynamics, and contacts in the host country broadly, including the government, NGO, and donor community. The majority of the core Project Design Team will be DO team staff members and the Project Design Team Lead may be from a DO team. The DO team will be responsible for understanding new procedures in project design to include logical frameworks, required analyses, and the new definition of "project."

Office of Acquisition and Assistance (OAA): OAA is the lead on acquisition and assistance instruments and their use as part of the project design. An OAA staff member will be an extended Project Design Team member from its initiation, and will contribute A&A expertise early in the design phase in order to guide the strategy for project implementation and shape a viable set of implementing mechanisms that can be efficiently awarded after project approval. OAA will integrate project design planning into the Mission's A&A plans.

Regional Legal Advisor (RLA): RLAs will form part of the extended Project Design Team and contribute their expertise in the design of Government to Government instruments as well as all legal and policy aspects of project design, approval, implementation and modification.

Financial Management Office (FMO): FMO staff will form part of the extended Project Design Team and contribute their expertise on financing requirements, G2G (see also [ADS 220](#)), and use of local partners.

Executive Office (EXO): EXO staff should form part of the extended Project Design Team as circumstances warrant and contribute their expertise on management considerations, including project staffing and efficient project oversight.

V. PROCEDURES

A. Overview

A project is not a stand-alone effort: the project must have a clear purpose that leads to a concrete development result that is defined by the Results Framework (RF) of an approved CDCS. Specifically, IRs or DOs (for highly integrated or small programs included in the CDCS Results Framework) should serve as the foundation for "projects."

Commented [J4]: CUSTOMIZATION: Mission without an approved CDCS should consult [ADS 201.3.11.1](#) and customize this section appropriately.

Projects should not correspond on a one-to-one basis with implementing mechanisms such as grants, cooperative agreements, or contracts. In addition to [USAID's Policy Framework operational principles](#), missions should design projects with the following considerations in mind in order to achieve maximum development impact for invested resources (see [ADS 201.3.12](#) for full explanations):

- Apply analytic rigor and utilize the best available evidence
- Incorporate continuous learning for adaptive management
- Implement review processes that are commensurate with a project's cost and complexity
- Promote collaboration and mutual accountability among USAID, the partner government, other USG Agencies, and other key stakeholders
- USAID staff must lead in the project design effort
- Broaden the range of implementing options considered

USAID/*Mission's* policy follows [ADS 201](#) for the design of new projects through a three-step process:

Step 1: Preparation, review and approval of a Concept Paper including a draft logical framework (see outline in Annex X and logical framework template in Annex X);

Step 2: Conducting critical analysis required for a thorough project design, synthesizing the results, and culminating in a Project Appraisal Document (PAD), including the content outlined in Annex X that will be subject to a Mission-wide peer review; and

Step 3: Project Authorization (PA) is cleared by each Mission office responsible for project design or compliance with USAID policies and procedures approved by the Mission Director (see Annex X for template).

B. Special cases for applying the Project Design Guidance

USAID/*Mission* implements the principle that design and review processes are commensurate with cost and complexity. That means that more collective Mission time should be spent reviewing and improving complex, large projects than small, straightforward projects. Following that principle, the following guidance will apply:

For small activities with funding of \$500,000 or less annually (or less than \$1.5 million in total USAID funding) that do not fit naturally into a PAD, the Mission Director may decide to waive the Mission-wide review, and a PAD is NOT required. At this level of funding, an expanded Project Authorization Action Memo will serve as the approval document. A model expanded Project Authorization Action Memo is attached in Annex X. This package should be accompanied by a GLAAS checklist (see Annex X), cost

Commented [J5]: CUSTOMIZATION: Mission may judiciously customize this section, keeping in mind overall compliance with [ADS 201.3.11](#). The overall principle should hold that the most time is spent on the most costly and complex projects. Missions therefore, have some latitude to customize here (e.g., a Powerpoint with same information as is required in [201.3.12.2](#) for small, simple projects rather than a concept paper). A further interesting customization is to add a short pre-Concept Paper "check-in" conversation between project design team and PO and FO, so time is not wasted developing a concept that will be questioned.

estimate, and a clearance sheet. The Mission Director has authority to use an expanded Project Authorization Action Memo in lieu of a Project Appraisal Document for natural disasters and political imperatives.

For discrete activities that involve management and support services, such as procurement for program-funded equipment, evaluation support, or other program-funded support services, the Project Authorization Action Memo (PAAM, Annex X) will be used. Neither a PAD nor a formal Mission-wide review is required, and a project Logframe is not required. However, see Evaluation MO for procedures regarding evaluation SOWs. *This section does not supercede any Mission procedures on simplified acquisitions.*

For USAID/W OU activities or those that are unanticipated (e.g., field support, Washington-based solicitations, unsolicited applications, GDAs/PPPs, etc.), these should generally be included in a PAD. In addition, the following procedures would apply:

For individual awards that result from Washington-based solicitations, including, but not limited to, from the offices of Conflict Mitigation and Management (CMM), Trafficking in Persons (TIP), and Development Grants Program (DGP), there should be an explicit decision to participate, which should be made by the Mission Front Office based on strategic and management factors, such as: what is the contribution of the proposed activity/IM to DO achievement, what are the management trade-offs from a decision to participate, etc. Per above, such IMs should be approved in either a PAD or PAAM, depending on size.

For unsolicited proposals, these must fall under a PAD (either as an amendment or as part of a PAD already under planning). For such proposals, the Mission must use the CDCS as the lens to evaluate these and ask for these activities: what are the trade-offs (in terms of staff and resources) and how do they relate to achieving the CDCS objectives efficiently.

For “Field Support” implementing mechanisms, defined as cases where funding from a field Operating Unit is transferred to USAID/W for obligation/sub-obligation in an implementing mechanism awarded and managed in USAID/W, the following procedures apply. Use of field support mechanisms must be included in an approved PAD. Field support instruments will be awarded by USAID/W according to internal Bureau procedures, however, Mission buy-ins to the overall award will follow the procedures above and be included under an approved PAD.

For G2G Implementing Mechanisms, the project’s Concept Paper (see Sec. C below) should take the results of the Public Financial Management Risk Assessment Framework (PFMRAF) Stage One assessment into account and recommend whether G2G mechanisms will be considered for project implementation and should present a plan to complete analyses specific to a decision to use G2G. *These would include the PFMRAF Stage 2 and adequate technical and institutional analysis regarding whether the specific government entity or entities have the needed capacity to implement their component of the project. The approval for use of partner government systems (AUPGS) will be an annex to the PAD and a risk mitigation plan (financial and programmatic) completed. The Project Authorization (see Sec. C below) will specifically approve the use of G2G mechanisms and include appropriate covenants and conditions for inclusion in the USAID Agreement with the government.*

C. Project Design

The procedures below are applicable whether or not the Mission currently has previously-awarded activities/IMs, which must be accounted for in the project design or has none. In fact, the much more

Commented [J6]: CUSTOMIZATION: [ADS 201.3.11.1](#) states that \$500k/year or \$1.5M LOP is a threshold for alternative procedures. Mission should either accept this best practice text or customize after reading this ADS section. It is required to keep a section addressing this threshold however.

Commented [J7]: CUSTOMIZATION: Mission should add any reference to MO on simplified acquisition.

Commented [J8]: CUSTOMIZATION: Reference the Unsolicited Proposal MO, if one exists in your mission.

common scenario is that a project design must consider such ongoing awards, rather than a “blank slate” scenario. Taking account of these existing awards in a project design is covered in [ADS 201.3.13](#) and in the [Portfolio Alignment How-To Note](#).

Step One: Concept Paper Preparation and Review (3-4 weeks)

Form Project Design Team: The Mission Director, in consultation with the DO Team Leader and Supervisory Program Officer, designates the Project Design Team (PDT) Lead. Per [ADS 201.3.15.1](#) if someone from the Program Office is not designated as the Project Design Team Leader, the Office must be included in the Design Team to provide project design expertise. Then, the DO Team Leader in consultation with the Project Design Team Lead(s), decide:

- Who will participate in the Design Team (from the USAID Mission, the Country Team, the Regional Mission, USAID/W, etc.)
- Specify their roles and responsibilities
- Identify individuals assigned to complete the various parts of a Concept Paper and the timeframe for completing it

They will form a core PDT and expanded PDT. The core PDT must include members from the Program Office as well as the relevant DO teams. The expanded team must include representation from the support offices including the Regional Legal Advisor (RLA), Controller, and Office of Assistance and Acquisition (OAA). In cases where the project is multi-disciplinary, involving multiple DO teams, it is recommended that the Program Office/PDO lead the design.

Prepare Concept Paper: For new projects and major amendments, the new PDT, led by the PDT Lead, should prepare a Concept Paper of up to 10 pages. See Annex X for outline of required contents and [ADS 201.3.15.1](#) for Description of the Concept Stage and [ADS 201.3.15.2](#) for a discussion of Concept Paper Content. Teams are encouraged to consider the full range of implementation mechanisms that are consistent with USAID Forward (including those that use partner country government systems and local nonprofit and for-profit private sector organizations) and focus on expected results.

The Program Office/*PDO* in consultation with the Front Office and the PDT will circulate the Concept Paper widely throughout the Mission prior to scheduling a Mission-wide Concept Paper review. Representatives of all USAID/*Mission* offices will be invited and encouraged to attend the review. The Program Office is responsible for organizing the meeting and preparing an Issues Paper that will serve as the agenda for the meeting. The Issues Paper should identify key problems or concerns to be discussed during the Mission review. During the Concept Paper review, chaired by the Mission Director or his/her designee, decisions will be made on the following elements:

- (a) Types of analysis to be completed as part of the project design process (or obtained from other sources)
- (b) Plan, timetable, and budget to complete the PAD
- (c) The project purpose (link to the CDCS Results Framework)
- (d) What are key evaluation questions to be addressed?
- (e) Issues that must be addressed during the subsequent design process
- (f) Estimate of the multi-year project budget parameters using the CDCS budget data

At the conclusion of the review, the Program Office will prepare an Action Memorandum for the Mission Director to approve or disapprove the Concept Paper. If approved, the Memorandum will provide guidance for the PDT to prepare the subsequent project design and approval documents.

Commented [U9]: NOTE: Per [ADS 201.3.10\(d\)](#) and [201.3.12.1\(f\)](#), it is USAID policy to promote deep and substantive collaboration and partnering with external entities to include host country governments and civil society. Such consultation should be a large part of the project design process, but would generally not include having an external member of a project design team, given the inherently governmental functions of the team.

Commented [J10]: CUSTOMIZATION: Although the required text comes from [ADS 201.3.12.1](#), some latitude is expected for customization here, given the different compositions of mission staff. Note however, that substantial Program Office involvement is in the ADS, which represents a change from past practice in many missions.

See [Logframe Technical Note, ADS 201.3.15.1](#), XXX for further guidance and suggestions for methods and approaches for the concept paper.

Step Two: Project Appraisal Document Preparation and Review (3-6 months)

The PAD is the result of analytical and synthesis stages of project design. It is important to focus on the rigor and thoroughness of these processes, as much as the resulting product (the PAD). Of the estimated duration for this step, assume the majority of the time will be required for the analysis stage of the project design process.

Analysis: Once the Concept Paper has been approved and the necessary analyses have been identified, the design team will proceed with the relevant analytical work. The Project Design Team should collect and review relevant analyses and design input that can be obtained from a variety of sources including USAID, the host country government, local civil society, researchers, other donors, think tanks, and universities, as well as those prepared the Mission’s CDCS and other PADs. When and where existing analysis is not available, the Team shall undertake it or provide for its preparation (e.g., through a purchase order, TDY staff from USAID/W, etc.). This will usually be the case for the three mandatory analyses described below. The purpose of this step is to adequately explore the development problem (analysis), and identify the nature of USAID interventions to address the problem (synthesis), while outlining relevant constraints and critical assumptions. When harmonizing with partner government and/or multi-donor interventions related to the problem, the design process should align with those efforts.

There are three mandatory analyses:

- **Gender Analysis:** All projects and activities must address gender issues in their project design (see [ADS 201.3.15.3 \(a\)](#)). Findings from gender analyses must include any recommendations on how to overcome gender-related obstacles to accomplishing the project’s objectives, ways to reduce gender gaps, opportunities to enhance women’s participation and leadership, and how these interventions can be integrated into the project.
- **Environmental Analysis:** Drawing upon any relevant previous environmental analyses, including the environmental review during CDCS preparation ([ADS 201.3.4.2](#)) and the information from the pre-obligation requirement for environmental impact assessment ([ADS 201.3.8.3.\(a\)](#)), project design teams must incorporate the environmental recommendations into project planning (see [ADS 201.3.15.3 \(b\)](#)). Additional environmental analyses relevant to project design must be undertaken at this time.
- **Sustainability Analysis** (see [ADS 201.3.15.3 \(c\)](#) and [How-To Note](#)): This is a new required analysis for all project designs and is intended to analyze whether the results to be achieved by the project will be sustainable after donor funding ends. It pulls together aspects of other types of analysis, such as financial, institutional, social soundness and political economy that will affect and determine the sustainability of USAID’s investments.

Beyond the required analyses, the focus should be on building up the evidence base needed to make key programmatic decisions. To that end, the following analyses must also be considered on an as-needed basis due to their potential importance for both the chosen technical approach to addressing the targeted problem and sustainability: Social Soundness Analysis, Institutional Analysis, Economic Analysis (including Cost/Benefit analysis), and Geographic Analysis. Other optional analyses (Youth, Disability, Climate Change Vulnerability, and Political Economy) may be conducted as necessary. All are described in detail in [ADS 201.3.15.3](#).

Commented [J11]: CUSTOMIZATION: Mission should decide whether Initial Environmental Examinations will be done at the Project level and customize this paragraph accordingly.

Commented [U12]: CUSTOMIZATION: Some missions with geographically focused strategies have made geographic analysis a required analysis. In this, they incorporate the Mission GIS Specialist as a core team member on the PDT and ask that the team consider questions such as establishing a geographically explicit evidence base, achieving greater geographic focus, and coordinating project locations with other USAID or other donor interventions.

Synthesis: The purpose of this key step of the project design process is to develop and consider options and then select an integrated approach to solve the identified problem based on:

- Evidence from evaluations and other sources of learning
- Results and implications of the analytical work undertaken to date
- Application of USAID policies, strategies, and operational principles, as applicable

As part of the synthesis work, possible “solution sets” should be assessed in terms of how well they could resolve the development problem, at what cost, with the greatest sustainability. Synthesis must cover not only the technical approach, but also related issues such as project management implications, implementation and A&A plans, budget and financial planning, and monitoring & evaluation. All of these factors need to be considered and synthesized in a holistic manner since the project design consists not only of the technical approach, but also these other pieces which comprise important parts of the overall solution set.

In other words, the rationale for the significant work doing detailed analysis and consulting partners and stakeholders is to come up with a set of interventions, implementing mechanisms, management structures, etc. that make sense based on the evidence and stakeholder feedback. It is not simply to “check the box” of what the ADS requires and move to procurement what was initially conceived. Converting months of analysis, conversations, and consultations into a cost effective, sustainable, and adaptive “solution set” is called “synthesis.”

Project Appraisal Document Outline: The PAD should be between 20-25 pages, excluding annexes.

The final PAD will include:

- Executive Summary (1 page)
- Relationship to Mission CDCS and Results Framework (1/2 page)
- Relationship to Partner Country and Other Donor Programs (1/2 page)
- Project Description, including a clear Problem Statement and Technical Approach (up to 10 pages)
- Project Management Plan, Implementation Plan (including A&A Strategy) and Selected Mechanisms (up to 5 pages)
- Summary Cost Estimate and Financial Plan (1 page)
- Monitoring and Evaluation Plan (1 page)
- Analytical and Sustainability Considerations (1 page)
- Conditions Precedent to Disbursement, Covenants and/or Other Actions Required (1 page)
- Annexes, beginning with the final Logframe, and including the Activity/Assistance Checklist covering the entire project

See [ADS 201.3.15.4](#) and Annex X for more detail on the PAD Outline.

PAD Review Process: The final Mission review of the PAD follows the same procedures used for the Concept Paper. The PAD will be circulated to all Mission offices for a minimum of one week and reviewed prior to a meeting chaired by the Mission Director where the PAD will be discussed. The Program Office will be responsible for drafting an issues paper prior to the meeting based on input from involved Mission offices, and is also responsible for producing the review meeting minutes. Discussion should include implementation risks, contingencies, emergent opportunities and planned learning and decision points as well as relation of the development impact expected to the financial cost and management burden. Some adjustments may have to be made in the draft PAD as a result of the Mission review. The Project Design Team Leader will make the required adjustments, finalize the PAD, and prepare the Project Authorization.

Step Three: Project Authorization (2 – 3 weeks)

The Project Authorization Memo Template is in Annex X. The Project Authorization must be accompanied by the final PAD. The Project Authorization is the primary record that mandatory project design requirements have been met and it officially records the Mission Director’s approval of the PAD, and therefore authorization of the project. The document sets out the purpose of the project and its duration (defining an end-of-project date), defines fundamental terms and conditions of the assistance when a partner country agreement is anticipated, and approves an overall total budget level, subject to the availability of funds, for the project. The Project Authorization may also record the recommendation of Acquisition and Assistance actions presented in the PAD, although OAA will also review specific actions in the clearance process in section E below. The Project Authorization must also cover any required waivers, conditions precedent, and/or project covenants.

Per the Mission’s Mission Order regarding Delegations of Authority, the Deputy Mission Director, Supervisory Program Officer, Controller, RLA, OAA, and others as indicated in a specific case must clear the Project Authorization before it is given to the Mission Director for signature.

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D. Amendment of Project Appraisal Documents and Project Authorizations

At the level of the overall project, any substantive change in previously approved project funding levels, timing or expected results will trigger the need for an updated PAD and a Project Authorization Amendment. This would include cases when: (a) the total amount of USAID funding for the project is increased or decreased by 10% of the initial project; (b) the defined end date of the project requires an extension of more than six months; or (c) the project purpose requires substantive modification (such as modifications in the Project Purpose, expected outputs and significant targets and benchmarks at the purpose level). See [ADS 201.3.15.5](#) for additional information.

When a G2G implementing mechanism is added to a project after initial authorization, a full PAD amendment also will be required. Adding a G2G component will include completion of a Stage 2 PFMRAF, leading to an AUPGS that will itself be annexed to the amended PAD. The institutional, technical and sustainability analyses also will have to be amended to add the G2G component since a programmatic risk assessment and mitigation plan will be needed. The Authorization will require a formal amendment to add the Mission Director’s approval for the use of partner government systems and include any associated covenants and conditions specific to the USAID agreement with the government.

Commented [TB14]: CUSTOMIZATION: This should be included if the Mission intends to consider G2G implementing mechanisms in any PAD. This requirement will be contained in the revised ADS 220.

The Project Design and/or DO Team Leader should consult with the Program Office to obtain guidance on the analytical support and the documentation that will be required for the PAD amendment. An Action Memorandum signed by the Mission Director will serve as the PAD amendment and explain the changes from the original PAD and their rationale and update the relevant parts of the original PAD and Project Authorization. The PAD amendment must explicitly confirm that all pre-obligation or pre-sub-obligation requirements continue to be met. This requires that the author and clearing officials think through whether any changes in context or approach imply a need to update a requirement (e.g., IEE, re-examine Activity/Assistance checklist, etc.) USAID/Mission will use portfolio reviews (see **Portfolio Review MO**), Performance Plan and Report and Operational Plan preparation, as well as Project and Activity reviews (see **Performance Monitoring MO**) to help identify needs for PAD and Project Authorization amendments.

All of the above pertains to changes made at the project level. Nevertheless, substantial changes can be made at the activity/IM level without affecting the overall project funding levels and start and end dates.

For purposes of accountability and visibility, it is important that such changes be approved and documented in the PAD files as well. Therefore, in the following cases, a lower-level amendment would be required: (a) the total amount of USAID funding for an activity/IM is increased or decreased by 10% from initial Total Estimated Cost; (b) activity/IM end date requires an extension of more than six months; (c) a new activity/IM is added to the project Implementation Plan (other than G2G), or (d) other modifications that the Program Office or Technical Officer consider appropriate for a documented change to the PAD.

For these cases, the Project Manager should prepare an Action Memorandum summarizing the changes and their rationale to the DO Team Leader and routed through the Supervisory Program Officer, *cleared by RLA, Controller, and OAA*. Any updated documentation (e.g., an updated Implementation Plan) should be included as an attachment. Program Office, in consultation with the DO Team Leader, may request that a lower-level change be approved by the Mission Director if it represents a substantial change in implementation arrangement.

Circumstances when no PAD Amendment is required:

- Less than 6-month extensions of individual implementing mechanisms at no additional cost
- Incremental funding
- Increase of less than 10 percent in funding to an individual implementing mechanism

E. Post-Project Authorization Implementation Steps

Once the Project Authorization is approved by the Mission Director, the designated Project Manager and his/her team will begin project implementation actions including the production of statements-of-work, program descriptions, and/or other documents for G2G mechanisms (it is possible that one or more of these is included in the PAD when initially approved). All must comply with the approved Implementation/A&A Plan, and the Activity/Assistance Checklist contained in the PAD.

The approved PAD and Project Authorization do not obligate or sub-obligate funding. Per procedures above, PADs will contain a completed Activity/Assistance Checklist. All activity/IM requests that are managed by OAA under an approved PAD must contain a completed GLAAS Checklist (see Annex X). The GLAAS Checklist will refer to the Activity/Assistance Checklist completed for each project, which will in turn refer to the Country Checklist covering the entire Program. Thus, individual A&A actions involving GLAAS do not require new Activity/Assistance Checklists for each action. Where not enough detail is known to assess an issue in the Activity/Assistance Checklist at the time of PAD approval, an additional Activity/Assistance Checklist should be included as part of the activity/IM clearance package.

New Awards: It is important that implementation actions conform to the PAD. A confirmation that the A&A action is contained in the PAD's Implementation Plan is included in the GLAAS Checklist. An advance copy of each request for a new award (including the SOW/PD and Individual Acquisition Plan as required in [ADS 300](#)) must be sent by e-mail or hard copy by the Project Manager, reviewed and cleared by the DO Team Leader and the Program Office, RLA, OAA, and any other relevant office to ensure compliance with the PAD. Specifically, the PO needs to ensure alignment of the SOW/PD and Independent Government Cost Estimate with the PAD. Where there is significant difference, either the PAD or the A&A documents need to be modified. Similarly, OAA will review for consistency with the PAD's Implementation Plan (including A&A Strategy), and so on. Upon receipt of these clearances, the action must be submitted into GLAAS with an accompanying GLAAS checklist. In the case of non-A&A implementation mechanisms, after clearances, an Action Memorandum to the Program Office should cover the same issues as the GLAAS checklist.

Commented [J15]: CUSTOMIZATION: Mission may change this clause to make more specific or add conditions where a PAD amendment is required. If not customization is made, this text should be left.

Commented [J16]: CUSTOMIZATION: Mission should customize based on their DOA MO.

Commented [J17]: CUSTOMIZATION: In many missions, Mission Directors want to review every SOW/PD before it enters GLAAS. Missions may add that step if they choose.

Incremental Funding/Mods to Existing Awards: These categories of A&A actions must proceed directly to GLAAS, accompanied by a filled out GLAAS checklist. If a mod is substantial at the activity/IM level (see section D), follow the procedure in Section D above.

VI. EFFECTIVE DATE AND CANCELLATION

This Mission Order is effective *XXX* and will remain in force until cancelled or amended.

Mission Director Name

Mission Director
USAID/*Mission*

Date: *Effective Date*

ANNEXES:

1. Concept Paper Outline
2. Logical Framework Template
3. Project Appraisal Document (PAD) Outline
4. Full PAD Project Authorization Memo Template
5. Expanded Project Authorization Memo Template (when no PAD)
6. GLAAS Checklist

Commented [U18]: NOTE: Not available yet; recommended standardized templates will be issued for these Fall 2013. In meantime, mission should use its own templates.