<u>FINAL SCRIPT (Rev. 9/19/13)</u>

Twinning Program Cooperative Agreement
HRSA 14-029

Pre-Application Technical Assistance Webinar

September 17th, 2013
2:30 – 4:00 pm (EDT)

Slide 1 – Welcome

Bob:
Welcome, everyone, to the pre-application technical assistance call provided by the HRSA HIV/AIDS Bureau Division of Training and Capacity Development (DTCD).

My name is Bob Settles and I am the Senior Policy Advisor for DTCD. I will be serving as moderator for today's technical assistance call. This webinar is intended for representatives from organizations that are interested in applying for the Twinning Center Cooperative Agreement, which is also noted by the application announcement number HRSA-14-029.

This conference call is being recorded and the link will be made available through the TARGET Center website at a later date. **We ask that all lines be muted during the broadcast. If your phone does not have a mute button, please press *6 to mute your phone**. After the presentation, we will begin the question and answer period.

Slide 2 – HRSA Panel and the Q/A Process (& Welcome from Rafi)

Bob:
The panel of speakers from HRSA for today's session is listed on Slide 2. After a formal presentation by the panel, we will be fielding questions for a limited time. During that Question and Answer session, if you would like to ask a question, please unmute yourself through your mute button or press *6 again. We will also be taking questions via chat. Questions can be submitted in the "chatpod" located on the left side of the screen under the attendee list.

If time allows, your questions will be answered in the order they were received. As a reminder please keep your phones muted using "star six", and please turn off or mute your computer speakers if accessing audio via the phone.

Now I will turn it over to the Deputy Director of DTCD, Dr. Jose (Rafi) Morales.

Rafi:
Good afternoon, everyone. As Bob mentioned, I am the Deputy Director of the Division of Training and Capacity Development in the HRSA's HIV/AIDS Bureau. I am joined by my colleagues here in DTCD.

On behalf of everyone here, I'd like to welcome you all to this pre-application technical assistance webinar. Our intention today is to provide all interested organizations with information and clarification regarding the Twinning Program FOA. We will also provide you with practical advice for developing your application.

Before we begin, please be aware that all applications are to be submitted electronically on-line via Grants.gov. Later in this call, you will get more information on submitting your application. But if you are not experienced with Grants.gov, please do not put off registering and submitting your application to the day of the deadline. There is a learning curve for using Grants.Gov, and you do not want to be late submitting your applications because, at that point, we would not be able to help you.

Also, please remember that the absolute deadline for submission of applications for this cooperative agreement is October 15, 2013, no later than 11:59 pm, Eastern Daylight Time.

I would now like to turn back to Bob who will further explain the agenda for today's call.

Slide 3 – Agenda

Bob:
Thank you, Dr. Morales.

Let me begin with an explanation of how we will conduct this call today. As a shown on this slide, we have provided an agenda for you.

We will begin with background information on the Twinning Program, including its history and purpose, relevant guidance of the President's Emergency Plan for AIDS Relief (PEPFAR), a summary of this funding opportunity as well as program requirements and expectations. Next, we will provide a brief presentation on what you need to do to prepare your application. The entire presentation will take approximately an hour, which will leave ample time for questions and answers.

As you listen to the presentations, please jot down any questions you may have. If the issue is not clarified later in the call, you will have the opportunity to pose your question during the Question and Answer period. Also, our contact information is on the final slide so you can always call us if your question is not answered today, or if new questions should arise. But please don't wait until11:00 pm on October 15th because that will be too late for us to help you!

I would now like to introduce the Project Officer for this cooperative agreement, Richard Poole, who will give a summary of the next few slides.

Slide 4 – Purpose of the Twinning Program

Richard:
Thank you, Bob.

To begin, the basic purpose of the Twinning Program is to address HIV/AIDS-related health systems workforce and country ownership-related objectives of the President's Emergency Plan for AIDS Relief (PEPFAR).

Twinning does this by facilitating, managing and providing technical support of a variety of institutional "peer-to-peer" partnerships in various PEPFAR countries/regions--hence, the term "Twinning."

Slide 5 – Principles of PEPFAR's 2012 *Blueprint for Creating an AIDS-free Generation*

Richard:
Overall, the Twinning Program integrates and supports the principles that guide PEPFAR; these principles are summarized on this slide.

They are outlined in a landmark 2012 document entitled a "*Blueprint for AIDS-Free Generation*," which is referenced throughout the funding announcement. You can refer to the PEPFAR website noted on this slide (as well as in the FOA) for more information about these principles as well as the *Blueprint* itself, which provides a good overview of the strategic goals of PEPFAR and its related programs.

(See: http://www.pepfar.gov/documents/organization/201386.pdf)

Slide 6 – Background, Twinning Program

Richard:
The Twinning program has been supported by PEPFAR funding and administered by HRSA since 2004, shortly after the very start of PEPFAR. The program currently funds over 40 active partnerships in 10 African countries and the Caribbean Region, building workforce capacity training across a variety of essential HIV/AIDS technical areas.

At the country level, the program works closely with Ministries of Health, USG in-country teams, and other key stakeholders. Twinning Center partnerships commonly focus on both pre- and in-service training programs at in-country (or "recipient") institutions.

Slide 7- Background, Twinning Program (2)

Richard:
This slide highlights the key features of what we call the "Twinning Model." As you can see, there are basically two types of Twinning partnerships:

a) North-South (i.e., where a US-based institution partners with one based in Africa or the Caribbean Region); and

b) South-South (i.e., where an African or regional -based institution partners with another African or regional institution).

The types of institutions that partner via Twinning can vary—including: universities, professional associations, community- and faith-based organizations, and ministries of health.

There are two prime criteria that are used for selecting prospective partners for any Twinning Center project:

a) Demonstration of a high level of dedication and commitment to the collaborative, proactive, and voluntary process that characterizes Twinning, in general; and

b) A commitment to contribute significant in-kind resources; this is especially so in the case of US-based institutions

Finally, as you can see, the goal of every Twinning partnership is to ensure sustainability and country-ownership of the respective activity involved—via a process that we call "graduation."

Slide 8 – Types of Partner Organizations

Richard:
Twinning partnerships work on a peer-to-peer basis, with donor institutions providing necessary expertise and training and recipient organizations benefitting from their assistance and oversight. This slide also reiterates the types of organizations that are typically involved in Twinning partnerships.

Slide 9 – Program Expectations: Targeted Areas

Richard:
This slide summarizes the key, HIV/AIDS-related focus areas that Twinning partnerships normally address. Again, they include:

- Clinical Pharmacy
- Nursing
- Emergency Medicine and Pediatric Urgent Care

- Laboratory Technology
- Medical Technology
- Hospital Strengthening
- Mass Media
- Social Work and Para-Social Work
- Clinical Associates; and
- Case Management.

Again, because Twinning is a flexible and non-prescriptive program, other target areas may be occasionally be developed via Twinning, depending upon in-country need(s).

As exemplified by the Para-Social Work and Clinical Associates programs in Africa, in particular, Twinning complements and works with other PEPFAR-funded workforce development programs by developing new cadres of professionals—again based upon local/regional needs.

Slide 10 – Program Expectations: Goals of the Twinning Program

Richard:
This slide provides more information on Twinning's dual goals of sustainability and country-ownership that have already been mentioned. Once these goals are achieved, a recipient partner will have been able to: "graduate" and, in turn, apply for USG or other funding and become fully integrated into its respective national/regional healthcare and professional system.

Slide 11 –Program Expectations (M&E)

Richard:
HRSA is expecting that the awardee will work closely with in-country or regional teams in carrying ongoing monitoring and evaluation (M&E) of each recipient partner's progress, based on the criteria outlined in this slide. Results of these M&E activities will be included in routine progress reports from the awardee to HRSA.

Slide 12- Acronyms

Bob:
Thank you, Richard for your detailed introduction regarding Twinning.

Before we go on to a short review of the application process itself, I'd like to point out that here is a list of common acronyms used in this presentation—to help you follow-along.

Now, I'd like to turn to Captain Ray Goldstine, who is Chief of the DTCD Global Health Systems Strengthening Branch. (Ray is also listed on the FOA as your point-of-contact for any programmatic questions related to this funding opportunity.) Ray will briefly present a summary of this funding opportunity and eligibility for applying.

Slide 13 – Application – Summary of Funding Opportunity

Ray:
Thanks very much, Bob—and good afternoon.

As you can see in this slide, this funding opportunity has the following parameters. It will:

a) Provide funding during Federal fiscal years 2014-2018; and

b) Have a project start date of April 1, 2014, lasting up through March 31, 2019.

As has already been mentioned, the sole source of funding for this funding opportunity is PEPFAR--through allocations in PEFPAR's Country and Regional Operational Plans; in other words, annual COP and ROP allocations.

Please also note that although this is potentially a five-year cooperative agreement, funding beyond Year One is dependent upon:

a) Availability of appropriated funds in subsequent fiscal years;

b) Demonstrated satisfactory performance by the awardee (as documented in required reports to HRSA); and

c) The determination that continued funding is in the best interest of the Federal government—based on the annual PEPFAR review and approval process for COPs and ROPs, as managed by the Office of the Global AIDS Coordinator (or "OGAC").

Slide 14 – Application (Eligibility)

Ray:
Very simply, eligible organizations are U.S.-based public and non-profit private entities including schools and academic health science centers and including faith-based and community based organizations.

Slide 15 – Application (New Streamlined HRSA Application Process)

Bob:
Thanks, Ray.

Before we move on to budget-related aspects of the application, I would like to briefly describe HRSA's new, streamlined application process.

Last year, HRSA embarked on a process to review and streamline funding opportunity announcements released by the agency. The Federal Assistance Council Funding

Opportunity Announcement (or “FAC FOA”) team was created to review the Funding Opportunity Announcement (FOA) process and content to develop a more efficient method for responding to applications. As a result, and after reviewing processes used by other Federal agencies the FAC FOA team developed a new business model which significantly reduces the size of the FOA itself.

The new model uses a combination of the FOA and an application guide, entitled the *SF424 Application Guide*. The FOA focuses on the goals, expectations, and requirements of the program. Basically, the FOA provides all of the program-related information and content you need in order to respond to the FOA.

The accompanying Application Guide contains general instructions including how to register through Grants.gov and submit the application, request a waiver to submit an application outside of Grants.gov, format requirements, and Policies, Assurances and Reporting Requirements which apply to all HRSA funded programs. <u>The two documents must be used together by an applicant to successfully complete and submit an application in response to an FOA.</u>

All of the “boiler plate” language that had previously appeared in the FOA has been removed and is now located within the Application Guide. In various sections of the FOA, the Application Guide will be referenced to inform applicants and reviewers where to find pertinent information previously located in the FOA. Again, in removing some of the general information from the FOA, the goal is to streamline the application process and make it easier for applicants and reviewers to locate information, in general.

As we move along in this **Twinning Center FOA** webinar today, we will highlight areas that require a cross-reference between the FOA and the Application Guide to assist you in locating information that may have a bearing on the content you will need to submit with your application.

Slide 16 – Application (Format)

Bob:
This slide lists all of the sections that are required to be submitted as part of your application. Those listed here in red are the ones that we will describe in some detail today.

Slide 17 – Application (Budget)

Bob:
Regarding the budget, the first to remember is that this FOA is a multi-year non-construction program; the relevant instructions are listed in **SF-424, Section 4.1 iv, page 23.** Please keep in mind the following important points:

- You must complete Sections A-F in the application (SF-424A) for each year of the project period

- While the budget period is for ONE year, you must submit budgets for each of the subsequent (four) budget periods: for the first four years in rows 1-4 of Section A of the application and, for the fifth year, as an attachment (Attachment 6, as explained in the FOA)

- Because this FOA does NOT require cost-sharing, skip Section C. Complete only line 13 of Section D

Slide 18- Budget (Funding Restrictions)

Bob:
It's important to briefly point out the following restrictions related to funding, as described in the *SF-424* (Section 4.1 iv, pages 24-26):

- Award funds may not be used to pay the salary of an individual at an annual salary rate of more than $179,700. Please keep in mind that this restriction also applies to sub-awards and subcontracts;
- There are a variety of other funding restrictions (e.g., alcohol, entertainment costs, lobbying, meals, etc.) that are all described on pages 25 and 26;
- Although funds under this cooperative agreement cannot be used for "construction," per se, funds may be used—under certain specific and limited circumstances— for "minor renovation" or "alterations" subject to prior approval by HRSA

Slide 19- Budget (Budget Justification Narrative)

Bob:
This is a very important part of the application, where you will describe each cost element and explain how each cost contributes to meeting the project's objectives/goals. Be very careful about showing how each item in the "other" category is justified.

For subsequent budget years, highlight any changes from year one or clearly indicate that there are no substantive budget changes during the project period.

Also be sure to describe the following elements of the budget:

- Personnel Costs
- Fringe Benefits
- Travel
- Equipment
- Supplies
- Contractual
- Indirect Costs

For this section in particular, please be concise. In other words, avoid the temptation to expand the project narrative in this section of your application.

Slide 20– Reminder: Multi-Year Award Contingencies

Bob:
Now, we'll focus on other key sections of the application.

Before I turn back to Richard and Ray, who will guide you through these sections, let me remind everyone that the Twinning funding opportunity is, as stated in the FOA, for up to five (5) years. As a multi-year award, it is subject to what are known as "multi-year award contingencies." In other words, funding to support projects beyond the first budget year will be contingent upon:

- Congressional appropriation and the availability of funds;
- Satisfactory progress of the awardee in meeting the project's objectives; and
- A determination that continued funding would be in the best interest of the Federal Government

Okay, now I'll ask Richard to begin a review of other sections of the application.

Slide 21 – Application: Staffing Plan & Personnel Requirements

Richard:
Thanks, Bob.

The next section that I'd like to address is the one called "Staffing Plan and Personnel Requirements," which is explained in detail on page 29 of the *SF-424 Application Guide,* but is uploaded as Attachments 2 and 3 as part of the FOA. It is also explained in the Organizational Information section of the FOA.

Slide 22 – Application: Staffing Plan& Personnel Requirements (2)

Richard:
Information regarding staffing and personnel is entered in the Staffing Plan – Attachment 2 and Biographical Sketches of Key Personnel- Attachment 3.

Let's first look at <u>Attachment 2</u> (which is entitled *Staffing Plan and Job Description for Key Personnel*). For this attachment, we recommend your using a concise table format. Also, for all key personnel, be sure to include the following information:

- Name, title and affiliation;
- Education, training and relevant expertise;
- Language fluency and cultural competency ; and
- Full Time Equivalency (or "FTE") information (including a rationale for the amount of time being requested for each position)

Regarding <u>Attachment 3</u> (which is entitled *Biographical Sketches of Key Personnel),* please include the following key personnel:

- Program Coordinator;
- Staff managing and overseeing award-related activities;
- Staff monitoring activities of contractors/implementing partners;
- The lead for monitoring and evaluation (M&E) activities; and
- Other individuals who would contribute to the development or execution of the project in a substantial and measurable way, whether or not they would receive salaries or compensation under the award.

Slide 23 – Project Abstract

Richard:
The Project Abstract is a concise summary of the application. It is often used to provide information to the public and Congress. As explained, in the *SF 424 Application Guide*, it must be single-spaced and limited to one page in length.

To start this section, please place the following at the top of the abstract:

- The project title;
- The name of the applicant organization;
- Organization Address;
- Project Director's Name;
- Contact Phone Numbers (Voice, Fax);
- E-Mail Address, and if applicable;
- A Web Site Address.

In preparing the Project Abstract, it is also helpful to keep in mind the following features of this section:

- It should be to be concise, accurate, clear and without reference to other parts of the application; and
- It must include a brief description of the proposed project, including how needs will be addressed, proposed services, and a brief description the target population(s) to be served.

Slide 24 – Project Narrative: Overview

Richard:
The *Project Narrative* is described in detail on pages 9-12 of the FOA. as described in the FOA. This is what might be considered the "meat" of the application. It provides a comprehensive framework and description of <u>all</u> aspects of the proposed project and contains the following seven (7) sections:

- Introduction
- Needs Assessment

- Methodology
- Work Plan
- Resolution of Challenges
- Evaluation and Technical Support Capacity
- Organizational Information

As with other parts of your application, please be sure that your Project Narrative section is succinct, self-explanatory and well-organized—in order to ensure that reviewers understand your proposal. In particular, pages 9-12 of the FOA present detailed information regarding each required parts of the *Project Narrative*.

I'll now ask Ray to describe more in detail the various sections of the Project Narrative.

Slide 25 – Project Narrative: Introduction, the Needs Assessment and Methodology

Ray:
OK, Richard—thanks.

As described on page nine of the FOA, the first three section headers of the *Project Narrative* are the <u>Introduction</u>, the <u>Needs Assessment</u> and the <u>Methodology</u> portions.

Within the Introduction section of your Narrative, briefly describe the purpose and overall objectives of the proposal as well as how it will be implemented, especially in light of your organization's relevant expertise and resources.

Next, the Needs Assessment section is where you would demonstrate your organization's knowledge of the needs related to health systems strengthening and human resources for health in countries where PEPFAR is present. Include also in this section your organization's understanding of all target populations identified. Unmet health needs must be described and documented in this section. Include demographic data, barriers and socio-cultural determinants of health and health disparities impacting the populations to be served.

In the "Methodology" portion of the Project Narrative, you will need to:

- Propose methods that will be used to address stated needs as well as the program requirements and expectations outlined in this FOA;
- Describe a plan for sustainability of proposed plans;
- Describe effective tools and strategies for staff training, outreach, collaboration, communication and information-sharing; and
- Describe a plan to disseminate reports, products and outputs, in order that project information is provided to key target audiences.

(By the way, as stated in the FOA, the term "sustainability" refers not only to a continuation of funding but also the capacity of each recipient partner to function at a higher level, independent of the Twinning Program.)

Slide 26 – Project Narrative: Work Plan

Ray:
The fourth section of the Project Narrative—the Work Plan—is that portion of the Project Narrative where you would concisely describe the goals of your proposals and the related objectives for each. To be clear, we are defining "goals" and "objectives" as follows:

- Goals are defined as broad statements of things you hope to accomplish or address at some point in time –usually over the long term;
- Objectives, on the other hand, are defined as specific and time framed statements of things you will accomplish by the end of your budget period.

As this slide indicates, there are other aspects of your proposal's Work Plan that, together, would describe how you plan to attain your proposed goals and their related objectives. These include:

- The assumptions underlying your proposal's activities;
- Inputs, or various resources, that you would use to apply towards attaining the goals;
- Target population(s) to be served;
- Key activities;
- Deliverables of program activities—in other words, "outputs;" and
- Outcomes—or the results of a program, describing a change in people and/or systems

Please note that, as stated in this slide, a graphic summary of the Work Plan and an accompanying Logic Model need to supplement the Work Plan section of the Project Narrative in Attachment 1 of your application. We'll talk a little more about logic models in a few minutes.

Slide 27 – Project Narrative: Work Plan

Ray:
This slide simply presents an example of how you might graphically summarize your proposal's Work Plan in a table format.

As you can see, it lists the following elements:

- Goals;
- Corresponding objectives:
- Action steps;

- Person(s) responsible;
- Relevant evaluation tool(s) for measurement;
- The expected outcome; and
- A projected target date for completion.

The focus here is to clearly explain how each goal and its corresponding objectives contribute to your overall plan to address the needs stated in the Program Narrative section, and, ultimately, how they will lead to the continuation and/or formation of global, HIV/AIDS-related partnerships that constitute the Twinning Program.

The key action steps should be specific activities that will help you achieve each listed objective. Developing a work plan that implements your goals and objectives, and key action steps requires input from, and planning by, numerous individuals throughout your organization.

Slide 28 – Project Narrative: Work Plan (SMART)

Ray:
This slide provides excellent advice: Ensure that your Work Plan is "SMART" – that is:

- Specific;
- Measurable;
- Achievable;
- Realistic; and
- Time-framed

Reviewers will look closely at your Work Plan in order to assess whether your proposed activities relate to your goals and needs assessment. They will also determine whether they are consistent with the intent of this grant program – which, once again, is "to provide facilitation, management, and technical support for the continuation and/or formation of global, HIV/AIDS-related institutional partnership activities."

Slide 29 – Project Narrative: Work Plan/Logic Model

Ray:
As noted in the FOA, a logic model is simply a one-page diagram that presents the conceptual framework for a proposal and explains the linkages among program elements. Please go to the websites listed at the end of the FOA (Section VIII) for more information on developing logic models.

Richard will now finish describing the remaining sections of the application.

Slide 30 – Project Narrative: Evaluation & Technical Support Activities

Richard:
Thank you, Ray**.**

We will now move on to the next section of the Project Narrative—the section that describes your proposal's Evaluation and Technical Support Activities. In reviewing the FOA, you'll see that Monitoring and Evaluation will be a critical, ongoing activity for the awardee in coordinating the next round of Twinning.

This slide describes the key elements of the evaluation and technical support that are expected--based on a Continuous Quality Improvement (or "CQI") approach. These elements are:

- **Monitoring and evaluation tools** to measure outcomes of both human and institutional capacity building;
- **Ongoing processes to measure progress** towards the goals and objectives of the project;
- **Descriptions of inputs** (e.g., organizational profile, collaborative partners, key staff, budget, and other resources), key processes, and expected outcomes of the funded activities; and
- A **data collection strategy** to collect, analyze and track data to measure process and impact/outcomes. Here, it is important to both relate data to different cultural groups (i.e., in terms of race, ethnicity, language, etc.) and explain how the data will be used to inform program development and service delivery.

Slide 31 – Project Narrative: Organizational Information

Richard:
As part of your proposal's Project Narrative (as well in Attachment 5/*Project Organizational Chart*), it will be important to describe your organization both in terms of its overall features and how its expertise and resources would be relevant to the Twinning Program. To summarize what is stated in this slide, you must concisely provide the following:

- Information on the your organization's mission and structure;
- A description of how your organization routinely assesses and meets HIV/AIDS-related needs of target populations;
- Detailed information on the your organization's relevant programmatic expertise, resources and capabilities to support continuation of ongoing Twinning partnerships, and the establishment of new Twinning activities;
- A description of your organization's programmatic, administrative and fiscal capabilities to serve as the manager of the grant—including any international experience related to training and capacity development;
- A description of the processes you use for the oversight of contractors;
- A description of the governing structure of the proposed program; and

- As part of *Attachment 5*, a description of the overall proposed organization structure of the project, including that of your organization, contractors, and other collaborators.

Slide 32 – Application: Attachments

Richard:
Moving on to the next slide, here is a brief listing of all attachments for the program narrative. It is very important that you submit each attachment separately versus sending them all as one attachment. In preparing your attachments, please keep in mind the following two important points:

- Attachments are supplementary in nature and are not intended to be a continuation of the Project Narrative; and
- Unless otherwise noted, attachments count towards the 80 page limit of the application

Bob: Thank you Richard. Now, I'd like to introduce the review and selection process.

Slide 33 – Review and Selection Process

Bob:
The Division of Independent Review (DIR) is responsible for managing objective reviews within HRSA. Applications that pass the initial HRSA eligibility screening will be reviewed and rated by a panel of experts called an Objective Review Committee, or ORC, based on the program elements and review criteria.

Please keep in mind that the competitive objective review process is based solely on the merits of the application. Your application will be reviewed as a stand-alone document and you should not assume that reviewers know anything other than what is written. Even if reviewers have extraneous information about an applicant, it is not allowed to be a factor in the review conversation and scoring.

The members of the ORC are selected based on their relevant training, experience, credentials and other factors, such as geographic distribution, that may be considered to improve the balance of the committee. Each reviewer is also screened to avoid any conflict of interest. The reviewers are responsible for providing an objective, unbiased evaluation based on the review criteria. Through the objective review process, ORC members provide expert advice on the merits of each application to program officials who are responsible for the final selection for the award.

Bob:
I'll now turn back to Captain Ray Goldstine who will describe the review criteria that will be followed in rating applications.

Slide 34 – Review and Selection Process: Review Criteria

Ray:
Thanks, Bob.

As this slide indicates, the review criteria—including the particular elements to be evaluated and their relative weight—are outlined the FOA, Section V.1. These criteria are used to review and rank applications.

Applications will be scored on a basis of 100 points, with 100 being a perfect score. As you can see, there are six (6) review criteria that the Objective Review Committee members will use to score your application. Keep in mind these criteria in preparing your application.

To summarize, the six criteria, or "review elements," are as follows:

- **Need (10 points)**:
  This refers to the extent in which your application demonstrates the adequacy of comprehensive needs assessment relevant to the Twinning Program;
- **Response (20 points)**:
  In other words, the adequacy of the proposed program plan for providing facilitation, management and technical support for the continuation and/or formation of institutional, peer-to-peer partnership (i.e., "Twinning") activities to combat HIV/AIDS;
- **Evaluative Measures (10 points)**:
  This criterion refers to the adequacy and relevance of proposed program documentation, program evaluation, and quality improvement;
- **Impact (20 points)**:
  Quite simply, this element refers to the your proposal's perceived impact as related to Twinning;
- **Resources and Capabilities (30 points total)**:
  As you can see, this element addresses your organization's relevant readiness to coordinate Twinning. It has two subsections: a) Institutional Capability & Past Performance (20 points); and b) Personnel Capability and Experience (10 points); and
- **Support Requested (10 points):**
  This basically refers to appropriateness and justification of your proposal's requested resources, including budget(s) staffing, logistical support, etc.

Please review pages 13-16 of the FOA for more specific information about all the review criteria.

Slide 35 – Application Submission: Format Requirements

Bob:
Thank you, Ray.

As we approach the end of our formal presentation, I'd like to ask you to keep in mind the 80-page limit for all applications in response to the Twinning Program FOA. Details regarding this important requirement are described both in the FOA (Section IV.2) and the *SF-424 Application Guide* (page 35). To reiterate, all applications that exceed this 80-page limit will be deemed non-compliant and will not be considered for review.

Slide 36 – Application Submission: Grant Writing Tips

Bob:
I will now leave you all with a few useful grant-writing tips.

The first piece of advice is to know from the beginning that preparing a federal grant application can be very time consuming. Before you do anything else, carefully read both the FOA and the accompanying *SF-424 Application Guide* all the way through. While this sounds simple, we cannot overstate its importance.

Also, good references for writing a solid application are Section 4.7 of the *SF-424 Application Guide* as well as the DHHS link that is noted on this slide.

Slide 37 – Application Submission: Registration Requirements

Bob:
As a final reminder, in order to apply for this funding opportunity, you must first register on the website:

www.grants.gov

Here you will also find useful information for preparing your application.

Slide 38 – Application Submission: Due Date

Bob:
Finally, it is imperative that you submit your application on time. Electronic submission (through Grants.Gov) must be completed by:

11:59 p.m. Eastern Time, on Tuesday October 15, 2013.

Any application not received by this date and time will not be reviewed. Since it can take up to 48 hours for confirmation of a successful submission, we strongly recommend that you complete your submission several days before the due date. That way, if your submission is rejected, you have enough time to re-submit.

I'll now turn back to Captain Goldstine, who will conclude this formal presentation.

Ray: Thank you, Bob.

Let me thank you all again for your interest in the Twinning Center funding opportunity announcement. We will post the link to the recording of this call which will include the PowerPoint presentation on the Target Center website for easy reference.

Slide 39 – Contacts

Ray:
If you have additional concerns as you prepare your application please contact the individuals listed on this slide.

For any program-related questions, please contact me—Ray Goldstine. My email is RGoldstine@HRSA.gov and my phone number is: 301-443-9530.

For any budget-related/grants management questions, please note that there is a change from what is listed in the FOA. The new contact person for any budget-related question is Brad Barney from HRSA's Division of Grants Management Operations.

Mr. Barney's contact information is:

E-mail: BBarney@HRSA.gov

Phone: 301-443-6916
…………………………………

Question & Answer Session

Bob:
Thank you, Ray.

As we begin our Question and Answer session, if you would like to ask a question, please unmute yourself through your mute button or press *6 again. We will also be taking questions via chat. Questions can be submitted in the "chatpod" located on the left side of the screen under the attendee list.

If time allows, your questions will be answered in the order they were received. As a reminder please keep your phones muted using "star six", and please turn off or mute your computer speakers if accessing audio via the phone.

We are now ready to open up the phones for questions.

Operator: GIVES ADDITIONAL INSTRUCTIONS TO PARTICIPANTS