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**ONPOINT**  
STRATEGY

The logo for ONPOINT STRATEGY. It features a stylized graphic of overlapping purple and blue geometric shapes at the top. Below this, the word "ONPOINT" is written in a bold, sans-serif font, with the "O" in pink and the rest in grey. Underneath "ONPOINT", the word "STRATEGY" is written in a smaller, all-caps, grey sans-serif font.

**ONPOINT**  
STRATEGY

# The PR ARPA Monitoring Challenge

## American Rescue Plan Act of 2021



ASSISTANCE FOR STATE,  
LOCAL, AND TRIBAL  
GOVERNMENTS

+ info



ASSISTANCE FOR  
AMERICAN FAMILIES &  
WORKERS

+ info



ASSISTANCE FOR SMALL  
BUSINESSES

+ info



ASSISTANCE FOR  
AMERICAN INDUSTRY

+ info

### Puerto Rico Programs

- Puerto Rico received a **\$2.47 billion allocation.**
- A program was developed, including specific guidelines for approved categories.



# The Third Sector

- Ally for projects that **impact communities.**
- Governor recognized the importance of this sector.
- Given the nature of the third sector, there have been **challenges and areas of opportunity** for managing grants.
- This case is about not only the challenges of monitoring the sub-awardees but also **helping these organizations grow within compliance**, which will provide them the **past performances to compete for other grants.**
- Governor allocated \$30 Million for programs aimed at third-sector proponents.

**This is a case  
study of how we  
have supported  
this novice  
initiative**



Total ARPA Funds for Puerto Rico

- **\$2.4 Billion**

Funds available for the NGO Programs

- **\$30 Million**

Round 1

- \$12,423,035 for 64 NGOs

Round 2

- \$12,761,505 – approvals in process for 72 recommended projects.

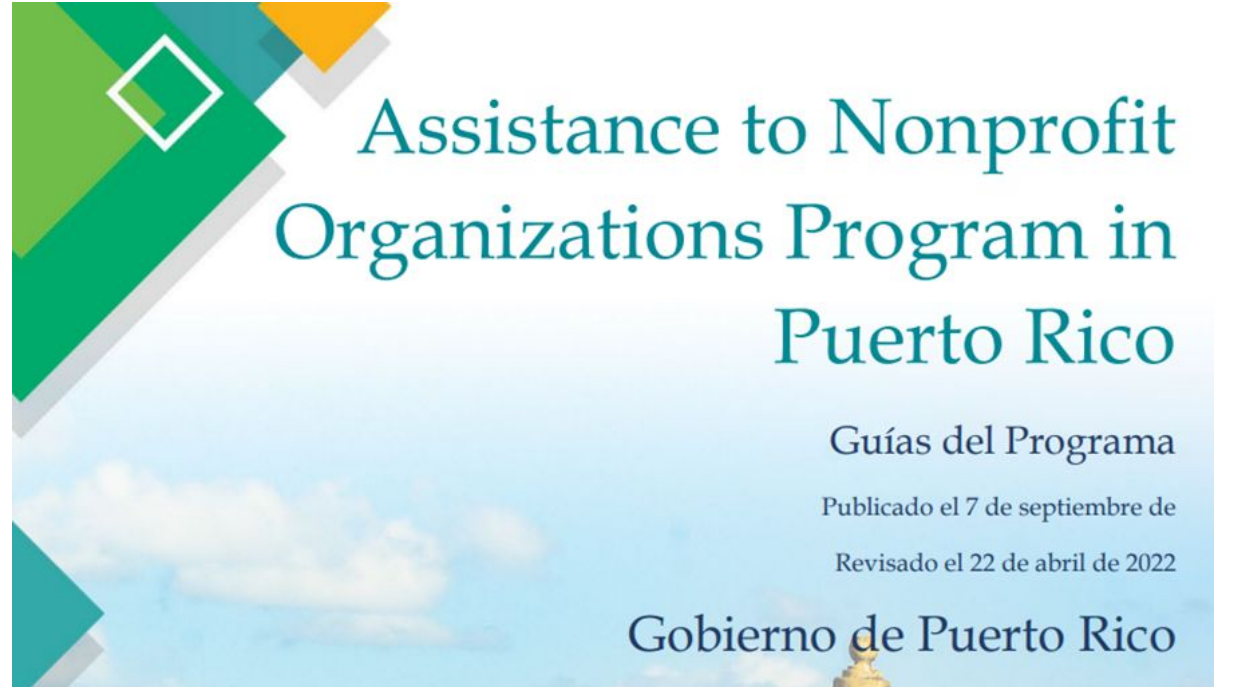
Possible Closed Round

- \$4,815,460.00

# Allocation for Puerto Rico NGO proponents



# Pre-Award



# CORONAVIRUS STATE FISCAL RECOVERY FUND



Appendix A

## Assistance to Nonprofit Organizations Program in Puerto Rico

Guías del Programa

Publicado el 7 de septiembre de

Revisado el 22 de abril de 2022

Gobierno de Puerto Rico

# Program Guidelines

- Guidelines were developed for the first round.
  - Revised guidelines published for a second round.
  - Categories\* for proposals:
    - Support public health and economic impact
    - Loss of income,
    - Invest in aqueduct and sewerage structures and broadband
- \*priority was to be given to projects impacting the elderly.



# Eligibility Criteria

Be a Puerto Rico non-profit entity.

Have incurred or planned the necessary expenses and/or services related to the COVID-19 emergency.

Agrees to comply with the terms and conditions of the Program.

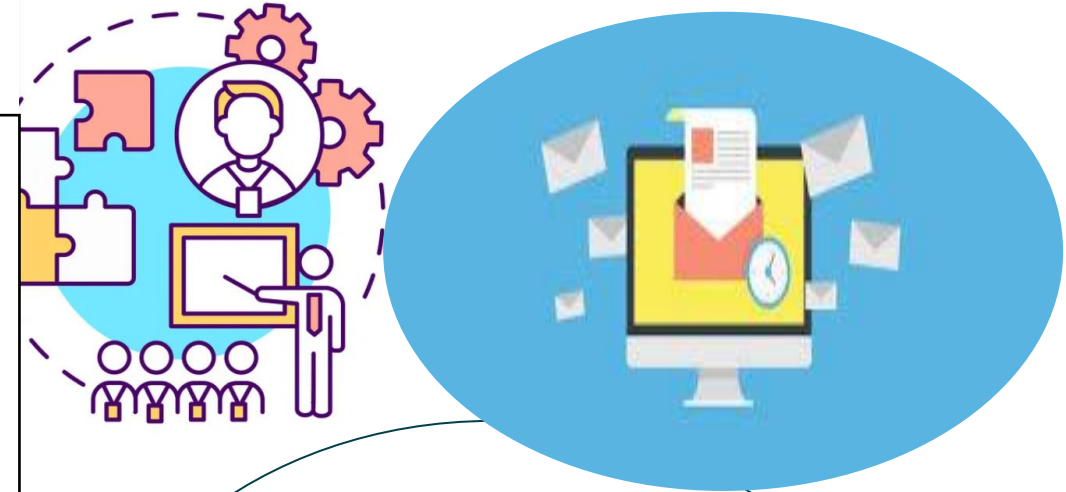
Agrees to return the funds if necessary.

Accepts that while receiving other funds for COVID-19-related assistance does not preclude receiving CSFRF funds, expenses are only eligible if they are:

- Expenses that have not been covered or reimbursed and;
- Expenses that will not be covered in the future by other federal or private programs

# Continuous Guidance for NGOs

- Two orientation sessions concerning the guidelines and compliance.
- Electronic register for email communication.
- Dedicated email for inquiries about the RFP.
- FAQ document was developed and updated as emails were received.



GOBIERNO DE PUERTO RICO  
AUTORIDAD DE ASESORÍA FINANCIERA Y AGENCIA FISCAL DE PUERTO RICO

## Preguntas Reportes de Gastos e Informes Trimestrales

1. ¿A partir de qué fecha se comienzan a radicar los informes? De ser antes del calendario de trabajo establecido, ¿qué debemos poner en los informes?

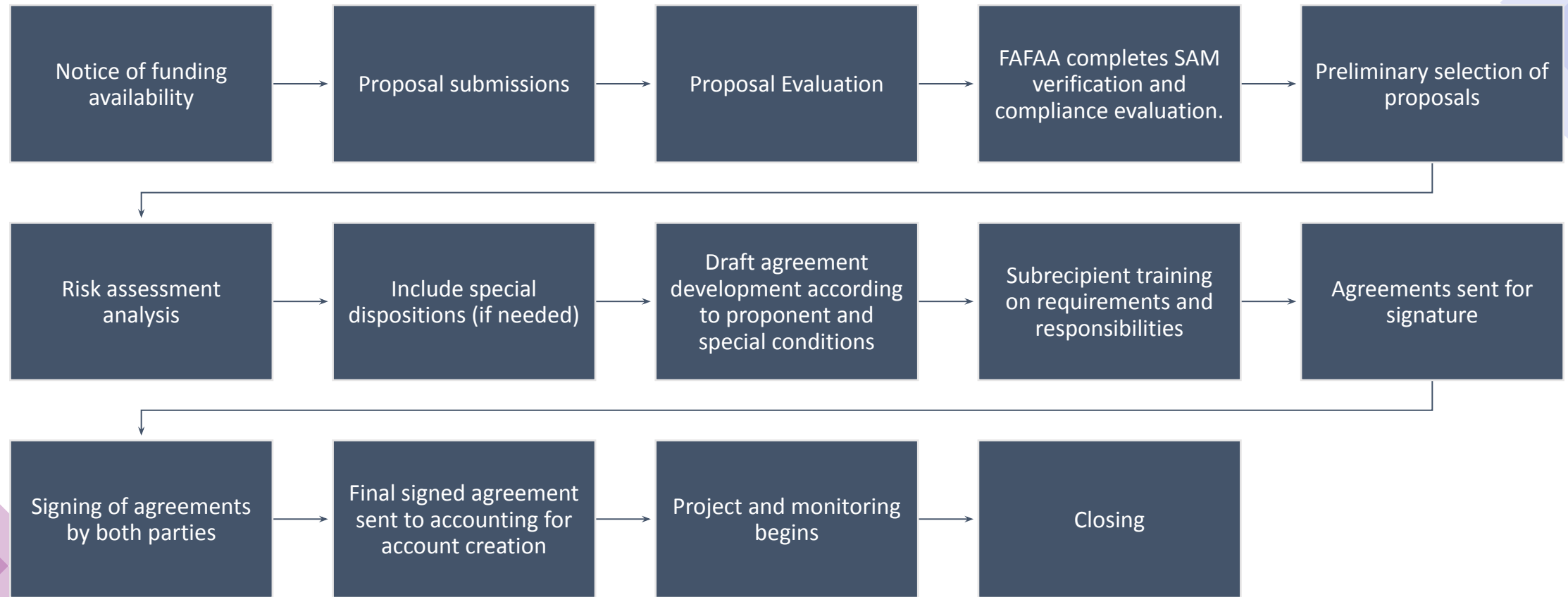
**Respuesta:** Desde el 12 de agosto del 2022, de no incurrir gastos someterá el reporte sin gastos.

2. Entidad presenta problemas al ingresar el campo de *State Code*

**Respuesta:** En el campo "State Code" debe ingresar un código de caracteres de su estado. Ejemplo- Puerto Rico (PR)

to que se estableció en el presun

# Program progression



# Each project **unique** in its own **context**



**Submitted**

**178**

**Selected**

**67**



**157**

**72\***



**Possible closed round.**

**\*Pre-selected pending final decision**

# **Preliminary evaluation** of submitted proposals

- Prior to Risk assessment
- Eliminate non-eligible proposals
- Screen remaining for pre-selection
- Risk assessment of recommended proposals
- Evaluation committee selection and training



# Proposal Risk Assessment Tool

Proposal Risk Assessment Tool				
1				
2	<b>Entity:</b>			
3	<b>CFDA Number:</b>	21.027		
4	<b>Program Name:</b>	Coronavirus State and Local Fiscal Recovery Funds		
5	<b>Risk Assessment Completed by:</b>			
6	<b>Risk Assessment Completed date:</b>			
7	<b>Proposal Amount:</b>			
8	<b>Total Score:</b>	0		
9	<b>Risk Assessment:</b>	Low Risk		
10				
11	<b>1. Proposal Amount</b>	<b>Small &lt; \$100,000</b>	<b>Medium \$100,000 to \$300,000</b>	<b>Large \$300,000 to \$500,000</b>
12	Amount of the proposal.			<b>Exceeds Award Ceiling &gt; \$500,000</b>
13				
14	<b>2. Program Complexity</b>	<b>Not Complex</b>	<b>Slightly Complex</b>	<b>Moderately Complex</b>
15	Rating			<b>Highly Complex</b>
16	Examples of reasons the project would be considered more complex: - Complex Programmatic Requirements      - Eligible activities - Reporting Requirements                      - Program goals			
17	<b>3. Entity risk:</b>	<b>Yes</b>	<b>No</b>	
18	a. Is the entity receiving an award for the first time?			
19	b. Does the entity have adequate and qualified staff to comply with the terms of the agreement?			
20	c. Does the entity have prior experience with similar programs?			
21	d. Does the entity maintain policies which include procedures for assuring compliance with the terms of the award?			
22	e. Does the entity have an accounting system that will allow them to completely and accurately track the receipt and disbursements of funds related to the award?			
23	f. Did the entity's key staff members attend trainings provided by the grantee?			
24	g. Did the entity have one or more audit findings in their last single audit report regarding program non-compliance?			
25	h. Other issues that may indicate high risk of non-compliance? Explain. <i>(Examples: 1. turnover of personnel; 2. external risks including economic conditions, political conditions, regulatory changes, and unreliable information; 3. new activities, products, or services; 4. organizational restructuring) *5pts for each issue</i>			
26	<b>Additional notes or considerations specific to the proposal:</b>			
27				
28				

# Risk Assessment

- Risk assessment considered the relevance, importance, incidence, and manageability of risk related to grant recipients' performance and financial operations.

LOW  
RISK

MEDIUM  
RISK

HIGH  
RISK

Due to the nature of the recipients, where prior experience with similar grants is non-existent, most non-profit organizations are classified in the medium to high-risk category. Thus, the **reporting tool provides an effective way to observe them closely**, with ample opportunities for **timely technical assistance**.

# Stages



Initial risk assessment conducted for submitted proposals for pre-selection.



Detailed risk assessment after the final selection of proposals is submitted by the evaluation committee.



Continuous evaluations through the life of the award with reporting tool.



# Continuity and Risk Level Factors

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Award amount

---

Prior experience managing same or similar awards

---

Substantial changes to personnel or the budget in a fiscal year

---

Timely submission of financial and program performance reports

---

Results of reporting findings

---

Time-impact of projected oversight

---

# Sub-award Agreement

## Special Conditions

Waves Ahead Corp. shall permit AAFAP to carry out monitoring and evaluation activities, including any performance measurement system required by the applicable law, regulation, funding sources guidelines or by the terms and conditions included in this Agreement.

- The Sub-recipient agrees to ensure, to the greatest extent possible, the cooperation of its agents, employees and board members in such monitoring and evaluation efforts.
- The Sub-recipient will submit the following:



- Challenge to temper the sub-award for Puerto Rico NGOs.
- Safeguarding compliance with the grantor's requirements, including all the clauses required by 2 CFR 200.

REPORT NAME	SUBMISSION DATE	DELIVERED TO	ATTACHMENT
I- Monthly Expenditure Report	• Monthly: day 5th of the following month	<a href="mailto:cfrngo@aaafaf.pr.gov">cfrngo@aaafaf.pr.gov</a>	I- Expenditure Report
II- SF 425	◦ Quarterly: day 15th after the closing of the quarter for each FY	<a href="mailto:cfrngo@aaafaf.pr.gov">cfrngo@aaafaf.pr.gov</a>	II- SF-425
A. Supporting documents for SF 425: 1. comparison of budget vs actual, 1. supporting documents for	◦ March =		

# Success lies behind an effective Pre-Award Process



- Strong guidelines
- Risk Assessment
- Eligibility Criteria
- Training sessions
- Continuous feedback

# Selected NGO Training and Assistance

Grant Management: Life cycle, allowable costs, 2 CFR 200.

Meeting before the signing of agreements.

Reporting tool training.

Q&A session before the first reporting period deadline.

Dedicated email line for NGOs.

SharePoint unique site for each NGO.

Continuous 1:1 Technical Assistance Sessions.

# The Reporting Tool

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- The reporting tool provides for a **focused examination** of the relevant documentation and financials surrounding the program.
- Allows **visibility of the use of funds** to the program administrator.
- Keeps everything in a **single document** to facilitate the process of data collection, internal controls, and monitoring.
- Adheres to uniform standards (**2 CFR 200**).
- It is **a one-stop shop** for everything the subrecipient needs to provide.
- It is **user-friendly and self-explanatory**.



# General Overview

**Monthly- Day 5 of the following month.**

- Report monthly expenses.
- Submit supporting documentation.
- Submitted monthly.

**Expenditure Report NGO**

**SF425**

- Summary of allocation, expenses, and available balance. Budget vs. Actual report. Submitted quarterly (every three months).

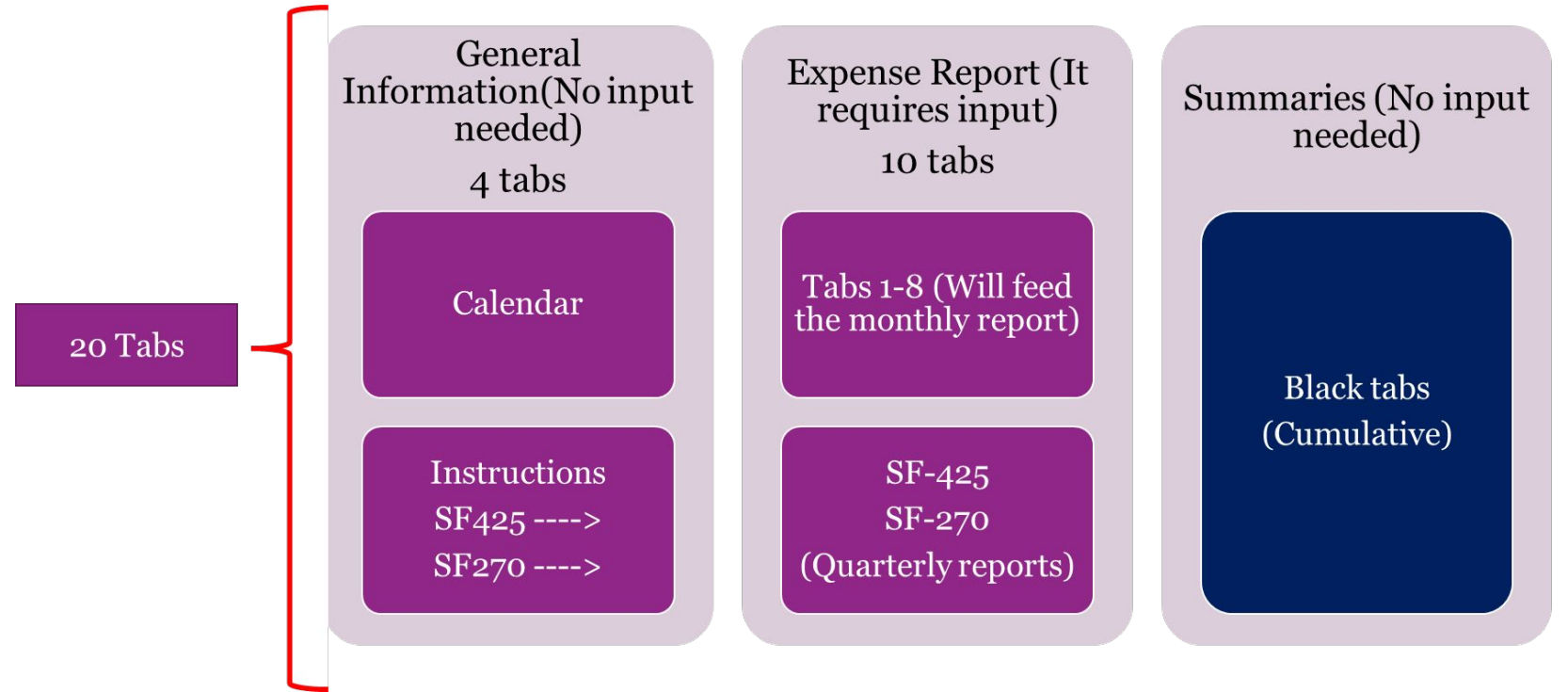
- Refund Request. It must reconcile with the expenses incurred and reported in the official AAFAF expense report, which is submitted monthly. It is sent quarterly (every three months).

**SF 270**

**Quarterly- day 5 of the following month.**



# Reporting tool: Letting Data Tell the story



# Expense Report Tool Calendar

## 2022-2023

### NGO Reporting Calendar

AAFAF Expenditure Report - Monthly

Expenditure Report and SF-425 & SF-270

August '22						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

September '22						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

October '22						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

November '22						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

December '22						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

January '23						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

February '23						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

March '23						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

April '23						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

May '23						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

June '23						
S	M	T	W	T	F	S
			1	2	3	
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

July '23						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					



# SAMPLE EXPENSE REPORT TABS

ABC Corp CSFRF - Coronavirus State and Local Fiscal Recovery Funds Assistance to NGO's Reporte Mensual de Fondos Utilizados de la Asistencia Otorgada Gasto de Personal									
<b>Instrucciones:</b>		Proporcionar la información por trimestre en los encasillados color crema para el nombre del empleado, posición, total salario del periodo, esfuerzo relacionado al fondo (%) y beneficios marginales (%).							
Trimestre	Mes	Nombre del Empleado	Posición	Total Salario del Periodo	Esfuerzo Relacionado al Fondo (%)	Total Salario Relacionado al Fondo	Beneficios Marginales (%)	Beneficios Marginales (\$)	Total Gasto del Periodo
	Junio 2022	Juan del Pueblo	Especialista	\$ 1,200.00	50%	\$ 600.00	25%	\$ 150.00	\$ 750.00
	Junio 2022								
	Junio 2022								
	Junio 2022								
	Junio 2022								
	Junio 2022								
	Junio 2022								
	Junio 2022								
	Junio 2022								
	Junio 2022								
	Junio 2022								
	Junio 2022								
	Junio 2022								
	Junio 2022								
<b>Total Junio 2022</b>				\$ 1,200.00		\$ 600.00		\$ 150.00	\$ 750.00
	Julio 2022								

4. Personnel Expense - Details

This sample tab requires the entity to enter the details about employees who received any payment with program funds. Each line provided a space for the name, position, total salary for the period, program-related effort percentage, and % fringe benefits. Totals are calculated by pre-set formulas.

Computer-Generated Form

OMB CONTROL NO. 4-040-0012      PAGE 1 OF 1

Expiration Date: 2/28/2015

**REQUEST FOR ADVANCE**

1. TYPE OF PAYMENT REQUESTED:  OR REIMBURSEMENT

2. BASIS OF REQUEST:  MONTHLY

3. FEDERAL SPONSORING AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH THIS REPORT IS SUBMITTED

4. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER ASSIGNED BY FEDERAL AGENCY

5. PARTIAL PAYMENT REQUEST NUMBER FOR THIS REQUEST

6. EMPLOYER IDENTIFICATION NUMBER: XXX321

7. RECIPIENT'S ACCOUNT NUMBER OR IDENTIFYING NUMBER

8. PERIOD COVERED BY THIS REQUEST: FROM (month, day, year) TO (month, day, year)

9. RECIPIENT ORGANIZATION: ABC Corp

10. PAYEE (Where check list to be sent if different than item 9)

11. COMPUTATION OF AMOUNT OF REIMBURSEMENTS/ADVANCES REQUESTED

PROGRAMS/FUNCTIONS/ACTIVITY	(b)	(c)	TOTAL
a. Total program outlays to date (As of date)			23,350.00
b. Less: Cumulative program income			-
c. Net program outlays (Line a minus line b)			23,350.00
d. Estimated net cash outlays for advance period			-
e. Total (Sum of lines c & d)			23,350.00
f. Non-Federal share of amount on line e			-
g. Federal share of amount on line e			23,350.00
h. Federal payments previously requested			60,000.00
i. Federal share now requested (Line g minus line h)			(36,650.00)
j. Advances required by month when requested by Federal grant agency for use in making prescheduled advances	1st month	2nd month	3rd month

12. ALTERNATE COMPUTATION FOR ADVANCES ONLY

13. CERTIFICATION

I certify that to the best of my knowledge and belief the data is correct and that all outlays were made in accordance with the grant conditions or other agreement that payment is due and has not been previously requested.

SIGNATURE OR AUTHORIZED CERTIFYING OFFICIAL: Juanito Perez, Contador Principal

DATE REQUEST SUBMITTED: 7/7-7/7-7/7

TYPED OR PRINTED NAME AND TITLE: Juanito Perez, Contador Principal

TELEPHONE (AREA CODE, NUM.): 777-777-7777

STANDARD FORM 270 (REV. Y2016)

RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET, ADDRESS PROVIDED BY THE SPONSORING AGENCY.

SF425

**FEDERAL FINANCIAL REPORT**  
(Follow form instructions)

1. Federal Agency and Organizational Element to Which Report is Submitted

2. Federal Grant or Other Identifying Number Assigned by Federal Agency (multiple grants, use FFR Attachment)

3. Recipient Organization (Name and complete address including Zip code): ABC Corp

4a. DUNS Number: xxx123

4b. EIN: xxx321

5. Recipient Account Number or Identifying Number (To report multiple grants, use FFR Attachment)

6. Report Type

7. Basis of Accounting

8. Project/Grant Period (Month, Day, Year) From: To:

9. Reporting Period End Date (Month, Day, Year)

10. Transactions

Transaction	Cumulative
a. Cash Receipts	60,000.00
b. Cash Disbursements	23,350.00
c. Cash on Hand (line a minus b)	36,650.00
<b>Federal Expenditures and Unobligated Balance:</b>	
d. Total Federal funds authorized	132,445.00
e. Federal share of expenditures	23,350.00
f. Federal share of unliquidated obligations	35,000.00
g. Total Federal share (sum of lines e and f)	58,350.00
h. Unobligated balance of Federal funds (line d minus g)	74,095.00
<b>Recipient Share:</b>	
i. Total recipient share required	-
j. Recipient share of expenditures	-
k. Remaining recipient share to be provided (line i minus j)	-
<b>Program Income:</b>	
l. Total Federal share of program income earned	-
m. Program income expended in accordance with the deduction alternative	-
n. Program income expended in accordance with the addition alternative	-
o. Unexpended program income (line l minus line m or line n)	-

11. Indirect Expense

Type	Rate	Period From	Period To	d. Base	e. Amount Charged	f. Federal Share
g. Totals				0	0	0

12. Remarks: Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with governing legislation.

13. Certification: By signing this report, I certify to the best of my knowledge and belief that the report is true, complete, and accurate, an expenditures, disbursements and cash receipts are for the purposes and intent set forth in the award documents. I am aware that any falsifications, or fraudulent information may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 18, Section 1001)

a. Typed or Printed Name and Title of Authorized Certifying Official: Juanito Perez, Contador Principal

c. Telephone (Area code, number, and extension): 777-777-7777

d. Email Address: jperez@abccorp.com

b. Signature of Authorized Certifying Official

e. Date Report Submitted (Month, Day, Year)

14. Agency use only:

Standard Form 425 - Revised 10/1/2011  
OMB Approval Number: 0348-0061  
Expiration Date: 2/28/2015

Paperwork Burden Statement

According to the Paperwork Reduction Act, as amended, no persons are required to respond to a collection of information unless it displays a valid OMB control number for this information collection. The public reporting burden for this collection of information is estimated to average 15 hours per response, including reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0061), Washington, DC 20503.

SF270

The Reporting Tool included two tabs for the SF-425 and SF-270 forms. Monthly, as entities complete the eight expense report tabs, these forms are populated and modified. The entity only fills out cream-colored cells.

## Black Tabs at the end of the Tool

The last six (6) tabs at the end of the tool are **for validation purposes ONLY**. Entities do NOT need to enter any data. The values are populated automatically. Entities can use these values as part of their internal validation.

ABC Corp CSFRF - Coronavirus State and Local Fiscal Recovery Funds Assistance to NGO's Reporte Mensual de Fondos Utilizados de la Asistencia Otorgada Costo de Personal - Resumen				
Instrucciones:	En esta pestaña <b>NO se proporcionará ninguna información</b> . La información será provista automáticamente.			
Trimestre	Mes	Salario	Beneficios	Gasto del
Q1	Junio 2022	\$ 600.00	\$ 150.00	\$ 750.00
	Julio 2022	-	-	-
	Agosto 2022	-	-	-
	<b>Total Trimestre Q1</b>	600.00	150.00	750.00
<b>Total Desembolsado</b>	<b>\$ 600.00</b>	<b>\$ 150.00</b>	<b>\$ 750.00</b>	
Total según Presupuesto				100,000.00
<b>Balance Disponible / (Déficit)</b>				<b>\$ 99,250.00</b>

► ... Resumen de Gasto | **Gasto de Personal - Resumen** | Gasto de Equipo - Resumen | Gasto de Materiales - Resumen

# Supporting Documentation

- Each expense must include supporting documentation.
- Scan the required documents.
- Use naming convention: NameEntity\_ExpenseXXX\_Identifier\*
- Upload it to SharePoint along with the report.

## 4. Personnel

- Pay Stubs
- Proof of Payment
- Time & Effort Forms

## 5. Equipment

- Invoice
- Proof of Payment

## 6. Materials

- Invoice
- Proof of Payment

## 7. Professional Services

- Signed Contract Copy
- Proof of Payment

## 8. Other

- Invoice
- Proof of Payment

\*Do not include special characters when saving the document. Do not leave spaces; divide with uppercase and lowercase letters or use a “\_”. Example  
EstanciaDuarte\_ExpensesPersonal\_MariaRojas

# Backend: Scaffolding for Success

- Each analyst is assigned a maximum of ten (10) entities.
- Internal Validation processes.
- Validation tables and checklists.
- Email Templates.
- Timely reporting of findings to entities and on-the-spot technical assistance.

FAAFA - GRANT		PHASE:		WARNING NUMBER:	
NGO PARTICIPANT				DATE SUBMITTED:	
<small>As per the Subaward Agreement signed by your entity, you are required to comply with clause # 3 TERMINATION AND SUSPENSION. Section 3.1 indicates that AAFAF may suspend or terminate this award at any time, in whole or in part, if and when it is determined that the Sub-grantee has materially failed to comply with the terms and conditions of the grant.</small>					
1. to be completed by AAFAF				2. to be completed by participant entity	
FINDING	FINDING DATE	QUARTER Q1: 01-03 Q2: 04-06 Q3: 07-09 Q4: 10-12	CORRECTIVE ACTION SUGGESTED	DUE DATE FOR COMPLETION OF CORRECTIVE ACTION	PERSON RESPONSIBLE FOR CORRECTIVE ACTIONS IMPLEMENTATION
<b>A. GENERAL</b>					
<small>The term <i>general</i> refers to information that support facts or decisions not related to other terms included in a report.</small>					
<b>B. FISCAL</b>					
<small>The term <i>fiscal</i> is used to describe information that relates to government money or public money.</small>					
<b>C. PROGRAMMATIC</b>					
<small>The term <i>programmatic</i> refers to the nature of... or according to a program, schedule, or method.</small>					
<b>D. PAYROLL (EMPLOYEES)</b>					
<small>Payroll refers to the total amount of wages and salaries paid by a company to its employees.</small>					



Saludos.

Confiamo en que se encuentre bien al recibir este comunicado. En respuesta a su más reciente comunicación y con el propósito de aclarar sus dudas, luego de evaluar el reporte, solicitamos que corrija los siguientes datos:

- Documento identificado como: "*Payroll Register, Maria Jaraiz, Septiembre*" indica que se le pagaron 50 horas, sin embargo, la documentación de apoyo indica que le dedicó 19 horas al proyecto. Entendemos que falta información en el siguiente documento de apoyo:
 

Fecha	Tarea	Horas
09/01/2022	Revisión de documentación	1.0
09/02/2022	Revisión de documentación	1.0
09/03/2022	Revisión de documentación	1.0
09/04/2022	Revisión de documentación	1.0
09/05/2022	Revisión de documentación	1.0
09/06/2022	Revisión de documentación	1.0
09/07/2022	Revisión de documentación	1.0
09/08/2022	Revisión de documentación	1.0
09/09/2022	Revisión de documentación	1.0
09/10/2022	Revisión de documentación	1.0
09/11/2022	Revisión de documentación	1.0
09/12/2022	Revisión de documentación	1.0
<b>Total</b>		<b>12.0</b>
- Los documentos enviados electrónicamente deben descargarse en la plataforma según el expediente que correspondan.

En cuanto a sus dudas relacionadas a los servicios profesionales y el presupuesto aprobado:

- El tope debe ser por año para que luego analicen si se renueva el contrato o no.
- Deben corregir el contrato de acuerdo con el presupuesto aprobado.

En adición, queremos recordarles que en el comunicado que le enviamos el 20 de octubre de 2022 hay señalamientos adicionales que se deben corregir del primer trimestre (Q1 junio a agosto) y segundo trimestre (Q2 mes de septiembre).

# Internal and External Timelines

AAFAF: NGO Timeline Externo		Project Start Date		1		Week 1		Week 2		Week 3		Week 4		Week 5		Week 6		Week 7		Week 8	
		6/1/2022 (Wednesday)				30 May 2022		6 Jun 2022		13 Jun 2022		20 Jun 2022		27 Jun 2022		4 Jul 2022		11 Jul 2022		18 Jul 2022	
TASK		START		END		% DONE		COMMENTS													
<b>Fase I</b>																					
<b>FFY 1: 1ro de junio, 2022- 31 de mayo, 2023</b>																					
<b>Q1- Trimestre 1</b>																					
<b>Junio- Julio- Agosto 2022</b>																					
<b>Manual de uso Expenditure Report</b>																					
Envío de Instrucciones de Expenditure Report																					
Presentación sobre Expenditure Report																					
<b>Entrega de Reporte Mensual</b>																					
Expenditures Report: Junio y Julio																					
Expenditures Report: Agosto																					
<b>Entrega de reportes trimestrales</b>																					
SF 425																					
SF 270																					
<b>Q2- Trimestre 2</b>																					
<b>Septiembre- Octubre- Noviembre 2022</b>																					
<b>Entrega de Reporte Mensual</b>																					
Expenditures Report: Septiembre																					
Expenditures Report : Octubre																					
Expenditures Report: Noviembre																					
<b>Entrega de reportes trimestrales</b>																					
SF 425																					
SF 270																					
<b>Q3- Trimestre 3</b>																					
<b>Diciembre 2022- Enero 2023- Febrero 2023</b>																					
<b>Entrega de Reporte Mensual</b>																					
Expenditures Report: Diciembre																					

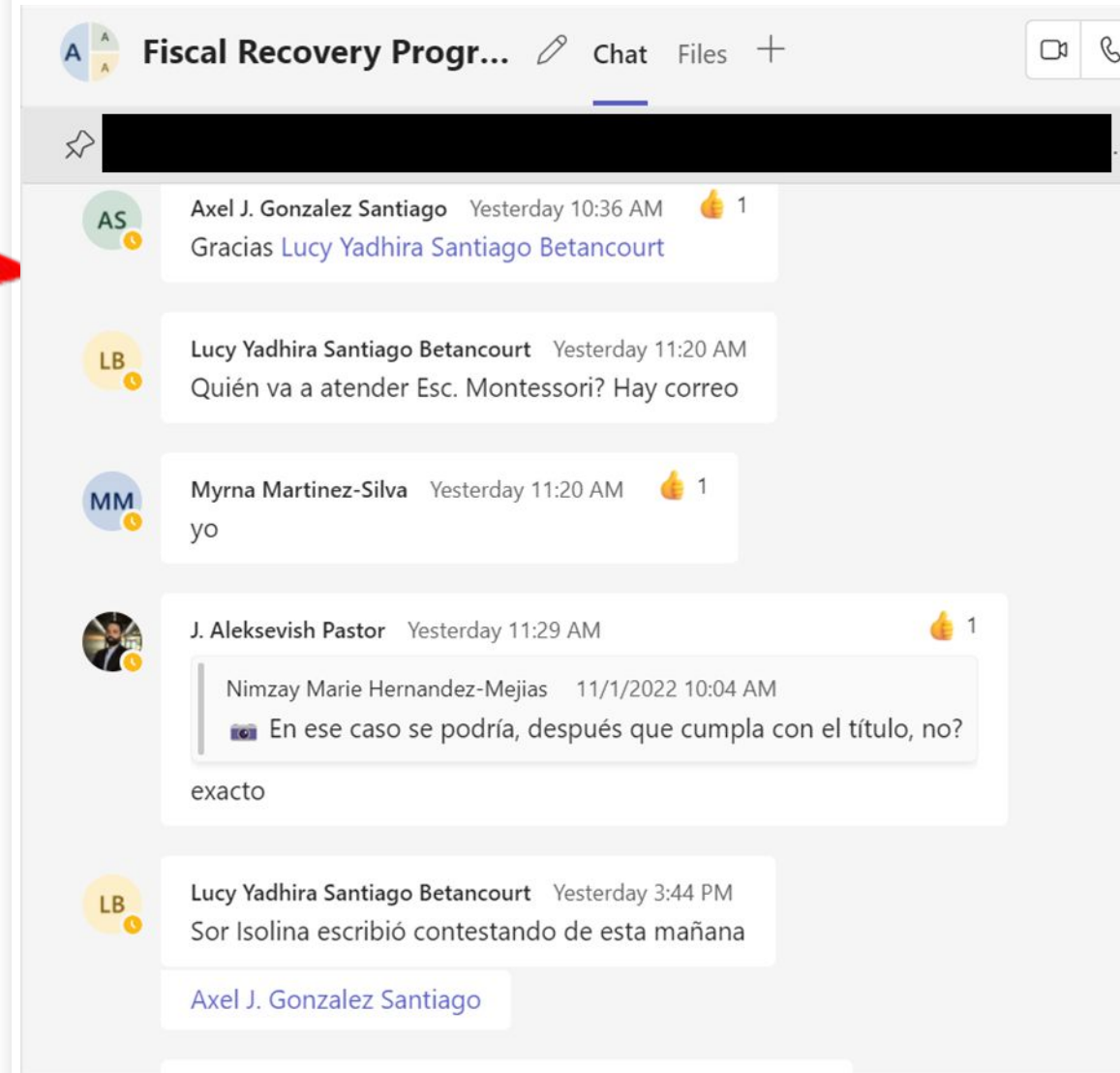
# Backend Challenges



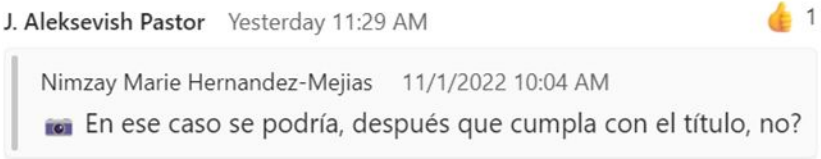
- Tight timelines (timing is key.)
- Difficult to process as one batch (Entities will submit reports at different times).
- Incomplete documentation.
- Technological Issues.

# Backend Mitigation

- Teams channel is the official method for team communication.
- Dedicated staff member filters emails.
- Internal tools for validation processes.
- Email with findings including suggested corrective actions.



The screenshot shows a Microsoft Teams chat window for a channel named "Fiscal Recovery Progr...". The chat history includes the following messages:

- Axel J. Gonzalez Santiago** (AS) - Yesterday 10:36 AM: Gracias [Lucy Yadhira Santiago Betancourt](#) (1 thumbs up)
- Lucy Yadhira Santiago Betancourt** (LB) - Yesterday 11:20 AM: Quién va a atender Esc. Montessori? Hay correo
- Myrna Martinez-Silva** (MM) - Yesterday 11:20 AM: yo (1 thumbs up)
- J. Aleksevish Pastor** - Yesterday 11:29 AM:  (1 thumbs up)
- Lucy Yadhira Santiago Betancourt** (LB) - Yesterday 3:44 PM: Sor Isolina escribió contestando de esta mañana

A red arrow points from the text "Teams channel is the official method for team communication." to the Teams chat window.



# On-Site Visits



- Site visits are expected to start in Feb 2023.
- Ranking list for logistics of visits based on compliance:
  - Challenges with documentation.
  - No expenses to date.
  - Expending faster than planned.



# Biggest Challenges

Inadequate resources and a solid administrative structure.

Lack of understanding of the importance of documentation.

Non-existent internal procedures for purchases and staffing.

Perception that internal control systems are not needed.

Lacking technology skills.

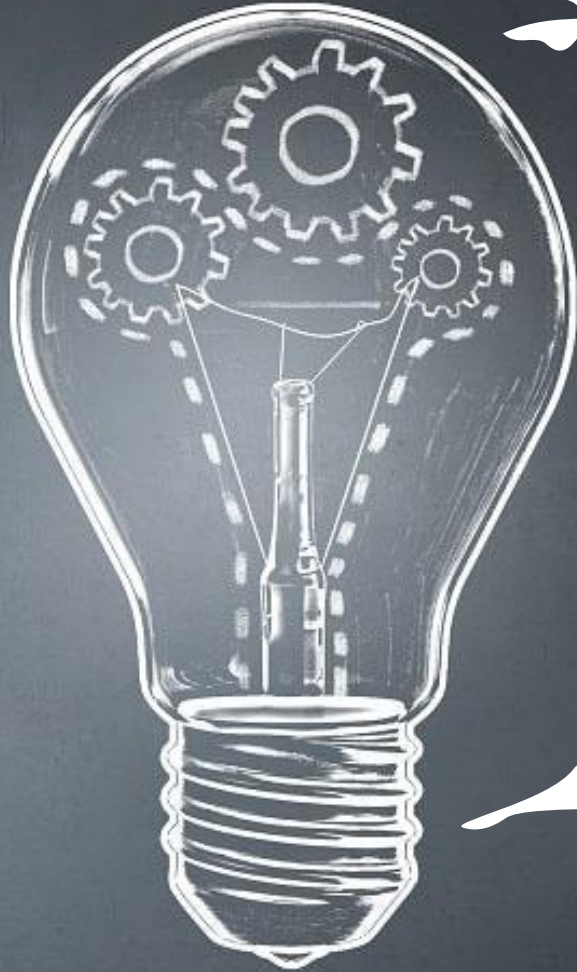
Staffing is composed of volunteers and professional services.

# Turning Challenges into Opportunities



- The program is **constantly being strengthened**.
- Timing forced us to build the plane as we flew it.
- Great opportunity for **capacity building**.
- **Technical assistance** geared towards **strengthening the compliance component to warrant good past performance** that will allow the entities to be more **equipped to request other funding**.

# Setbacks and Lessons Learned\*:



- Several requests for no-cost extensions
  - Shortage of workers – Puerto Rico, like elsewhere, is struggling to find and keep workers amid record-high job openings.
  - Supply chain impacts slow down the implementation.
  - Hurricane Fiona and continuous rain and flooding.
- Although entities presented a well-thought project, implementation has not been possible as planned.
- Created a pool of resources to support the capacity and structure building of the NGOs.
  - Referrals for training and other professional services.

## \*Phase 2 and beyond

- Updated Sub-award agreements.
- Updated Reporting Tool.
- Validation that ALL projects need to be completed by December 2024.
- We foresee a surplus of unexpended funds.
  - Evaluating the option to allocate this surplus to Phase 1 entities with good performance to further their impact.
- Continuous training to safeguard compliance.

Establishing an efficient pre-award process.

Rules and guidelines are clear and specific.

Training potential proponents for the Notice of Funding Opportunity.

Establishing a FAQ document similar to those established by federal granting agencies and the Treasury Department.

Translating to Spanish all relevant documentation, including the FAQ document from the Treasury Department.

Funds were not allocated as a lump sum; an advanced payment was issued to cover their first quarter and allow them to have cash flow.

Due to Hurricane Fiona making landfall in Puerto Rico, the agency decided to provide an extra advance to cover quarter two.

# Assistance to Nonprofit Organizations Program Puerto Rico

Guías del Programa

Publicado el 7 de

Revisado el

Gobierno de



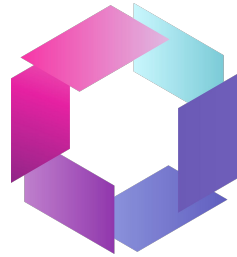


**ONPOINT**  
STRATEGY

**THANK YOU**

ANY QUESTIONS?





# Contact us

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