

INDIVIDUAL REVIEWER WORKSHEET

2014 PAY FOR SUCCESS GRANT COMPETITION

Legal Applicant: _____ Application ID: _____
 Reviewer Name: _____

Assess the extent to which the applicant addresses each of the elements of the application. Select a Rating for each element; provide comments for each Rating. All comments should address the significant strengths and weaknesses identified in your assessment that justify your Rating.

1. PROGRAM DESIGN: Goals and Objectives

Assess the extent to which the applicant:

- Clearly identifies the theory of change for Providing Technical Assistance to Assess Feasibility or Transaction Structuring for PFS Deals
- Articulates project objectives and relevance to the PFS Competition
 - Specifies whether project will target a geography and/or social issue(s), or whether the project will take a broader approach, and provides explanation for proposed strategy. Clearly identifies specific measurable outcomes that will be achieved through proposed program, as well as specific project deliverables
 - Identifies value-added activities, including technical assistance or other services that will be offered to Sub-Recipients (or Sub-Grantees, as appropriate) to support their success in achieving these outcomes
- Describe how the proposed activities will strengthen the PFS field more broadly
 - Describe how the proposed activities will lead to an increased awareness and understanding of PFS and outcomes-based financing as a viable funding mechanism among government, nonprofits, and investors;
 - If applicable, clearly identifies how the proposed program addresses the funding priorities described in section *I.B. Funding Priorities*
 - If the applicant is a current recipient of, or is under consideration for, other federal funding, clearly describes how the proposed SIF project is distinct from, or will supplement rather than duplicate, other federally funded projects

If applying to Provide TA to Assess Feasibility and Develop PFS Capacity:

- Describe how the proposed activities will strengthen the capacity of state and local governments with the resources and expertise needed to identify, assess, support, and scale evidence based solutions, and to engage in future performance-based financing arrangements

If applying for PFS Transaction Structuring:

- Describe how the proposed activities will ensure that high-quality PFS transactions have sufficient support to be well-implemented
- Describe how the proposed activities will increase awareness in the field about how to successfully structure PFS transactions, and lead to routinized and repeatable structures.

Strengths:

Weaknesses:

_ Excellent (15)

_ Good (12)

_ Fair (9)

_ Inadequate (6)

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2. PROGRAM DESIGN: Description of Activities (PROVISION OF TA OR DEAL STRUCTURING SERVICES)

If applying for Provision of TA:

- Articulates selection plan for identifying Sub-Recipients of TA services, including plan to ensure an open, transparent competition, the estimated number of Sub-Recipients; the estimated range of Sub-Recipient awards, and a timeline outlining stages of selection process
- Defines menu of services to provide to Sub-Recipients in detail, and whether providing in-kind services, cash grants or both
- Describes capacity for reviewing the available evidence base for a specific issue area, and identifying models that would have a high likelihood of success in implementation in the local area
 - Describes methodology for building capacity at Sub-Recipient level
 - Identifies plans for helping to identify high-performing nonprofit service providers, when applicable
 - Describes plan to provide “back-office” support, oversight and value-added services to team member(s) working directly with Sub-Recipients in an effort to advance TA projects
 - Describes plan to ensure compliance with all legal and regulatory requirements, including strategy for providing legal services where necessary to Sub-Recipients

If applying for Transaction Structuring:

- Articulates selection plan for identifying Transaction Coordinators and demonstrates an understanding of the expertise, experience and characteristics needed by Transaction Coordinators, including experience in PFS financing, social impact bonds, state and local government, evaluation design and implementation and capital raising.
- Provides a clear plan to ensure strong oversight and support of Transaction Coordinators and that applicant has the resources needed to move projects towards success

Strengths:

Weaknesses:

_ Excellent (10)

_ Good (8)

_ Fair (6)

_ Inadequate (4)

3. PROGRAM DESIGN: Proposal for Knowledge Sharing

Assess the extent to which the applicant:

- Describes how Grantee will support national evaluation of PFS Competition, including systems to collect and store information and ability to interface with the national evaluation team
- Describes how they will collect and disseminate knowledge, lessons learned and useful tools and tips stemming from each phase of the program that can benefit the broader social sector, including the need for an open-source sharing of all key project documents, including contracts, as well as documenting and sharing lessons learned in diverse public forums
- Supports building evidence for the field, including acquiring access to data and enhancing data analysis capacity

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Strengths:

Weaknesses:

_ Excellent (5)

_ Good (4)

_ Fair (3)

_ Inadequate (2)

4. PROGRAM DESIGN: Proposal to Identify Innovative, More Effective Solutions

Assess the extent to which the applicant:

- Describes how the strategy or service delivery model is innovative or transformative as defined earlier in this Notice
- Identifies new social challenges or geographies not currently being served by most PFS projects
- Incorporates Grantees or Sub-Recipients who are new to the PFS field but have the expertise, networks and resources to strengthen the field
- Describes innovative tools and technology that will be used to advance and simplify aspects of projects

Strengths:

Weaknesses:

_ Excellent (5)

_ Good (4)

_ Fair (3)

_ Inadequate (2)

5. PROGRAM DESIGN: Work plan and deliverables

Assess the extent to which the applicant:

- Defines all project tasks and deliverables with associated timelines for the project period, including CNCS reporting requirements
- Details required staff time and positions needed to complete tasks, including whether staff are part of the existing team or will need to be hired or contracted

Strengths:

Weaknesses:

_ Excellent (10)

_ Good (8)

_ Fair (6)

_ Inadequate (4)

6. ORGANIZATIONAL CAPABILITY: Demonstrates track record in selecting and working with Sub-Grantees or Sub-Recipients

Assess the extent to which the applicant:

- Makes a compelling case for ability to achieve project goals and conduct project activities by describing track record of success and specific skills, resources and abilities that makes applicant highly and/or uniquely qualified
- Demonstrates capacity to design and implement an open process to select Sub-Grantees or Sub-Recipients as outlined in the application
- Demonstrates track record in working with Sub-Grantees or Sub-Recipients and stakeholders outlined in application, including public entities (federal, state and local) and nonprofit

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organizations

- Demonstrates existing relationships with local stakeholders or capacity to rapidly develop these relationships

Strengths:

Weaknesses:

_ Excellent (5)

_ Good (4)

_ Fair (3)

_ Inadequate (2)

7. ORGANIZATIONAL CAPABILITY: Project experience with PFS, social financing or related activities

Assess the extent to which the applicant:

- Demonstrates prior and ongoing experience in similar PFS or social financing projects.

For Provision of TA to Assess Feasibility and Develop PFS Capacity, this should include providing TA in the PFS context or to similar Sub-Recipients, conducting feasibility studies, developing RFPs on behalf of municipalities, and providing client support during deal negotiations and execution.

To Structure PFS Transactions, this should include deal coordination and management, financial modeling and estimation of ROI and cost-benefit analysis, marketing the deal to potential investors, capital raising, and developing contracts and supplementary documentation.

Strengths:

Weaknesses:

_ Excellent (15)

_ Good (12)

_ Fair (9)

_ Inadequate (6)

8. ORGANIZATIONAL CAPABILITY: Experience in project management

Assess the extent to which the applicant:

- Demonstrates experience managing and overseeing similar projects with specific examples of prior accomplishments and outcomes
- Describes compelling examples of setting and implementing goals with its current and past Sub-Recipients and partners
- Demonstrates capacity to manage Sub-Recipients throughout project period, and ability to respond to sudden increases or decreases in project activity
- Demonstrates experience managing federal grants, including plans for ensuring compliance with federal guidelines at Grantee and Sub-Recipient level OR (if new to federal funding) provides evidence that they have the means and plan to acquire necessary capacity to ensure compliance with federal grant and financial management requirements
- Proposes an approach to hold both Sub-Recipients and themselves accountable for meeting program goals

**INDIVIDUAL REVIEWER WORKSHEET
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Strengths:
 Weaknesses:

_ Excellent (5)	_ Good (4)	_ Fair (3)	_ Inadequate (2)
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9. ORGANIZATIONAL CAPABILITY: Organizational commitment to PFS beyond grant
 Assess the extent to which the applicant:

- Demonstrates commitment to continue the investment priorities articulated in this grant application beyond the project period
- Describes a strategy for ensuring Sub-Recipients, such as local government entities, are positioned to continue pursuing PFS beyond the project period

Strengths:
 Weaknesses:

_ Excellent (5)	_ Good (4)	_ Fair (3)	_ Inadequate (2)
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10. LEADERSHIP AND TEAM: Proposed Team – including partnership proposed – capacity and expertise
 Assess the extent to which the applicant:

- Presents a qualified roster of staff members that have experience, capacity and track record to effectively implement the proposed program. This includes the involvement of management and board members
- Describes roles and responsibilities of each team member, ensuring all key facets of the project have clear owners with appropriate experience.

Strengths:
 Weaknesses:

_ Excellent (5)	_ Good (4)	_ Fair (3)	_ Inadequate (2)
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LEADERSHIP AND TEAM: Proposed Project Lead – expertise in PFS or social financing, experience working with relevant stakeholders
11. relevant stakeholders
 Assess the extent to which the applicant:

- Demonstrates expertise, based on past experience, in PFS, social financing or similar social financing projects
- Demonstrates record of leadership, tenure with organization, and project buy-in from organization’s governance structure and key stakeholders

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Strengths:

Weaknesses:

_ Excellent (10)

_ Good (8)

_ Fair (6)

_ Inadequate (4)

12. COST EFFECTIVENESS AND BUDGET ADEQUACY: Budget Justification

Assess the extent to which the applicant:

- Proposes a reasonable and justifiable budget that will adequately support program activities and achieve desired outputs and outcomes
- Demonstrates how the program has or will obtain diverse non-federal resources for program implementation and sustainability
- Describes expenses by category of activities. Expenses should be divided in key project phases and milestones, such as pre-award, planning through Sub-Recipient selection, post Sub-Recipient selection and programmatic evaluation completion
- Describes annual budget per year for each year of proposed project period, up to three years

Strengths:

Weaknesses:

_ Excellent (5)

_ Good (4)

_ Fair (3)

_ Inadequate (2)

13. COST EFFECTIVENESS AND BUDGET ADEQUACY: Match resources

Assess the extent to which the applicant:

- Presents a compelling plan for securing the total match commitment for their program, including support for Sub-Recipients if providing matching funds
- Presents a detailed description of required 10% of match already raised, in cash
- Describes planned sources of match, describing both cash and in-kind, if applicable, per the parameters outlined earlier in this *Notice*

Strengths:

Weaknesses:

_ Excellent (5)

_ Good (4)

_ Fair (3)

_ Inadequate (2)

Total Score: ___ of 100

14. APPLICANT FEEDBACK SUMMARY COMMENTS

After the panel discussion and finalizing your assessment: provide a summary of your review that captures the strengths and weaknesses of the application that had the greatest impact on your assessment. This

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summary, which will be provided to the applicant in the Feedback Summary Report and may be posted on CNCS' website, must be supported by your ratings and comments in the previous sections.

STRENGTHS:

WEAKNESSES: