



GRANTS MANUAL

USAID BUILDING ECONOMIC SUSTAINABILITY THROUGH TOURISM (BEST) PROJECT

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ACRONYMS

AAPD	Acquisition and Assistance Policy Directive
ADS	Automated Directives System
AIDAR	Agency for International Development Acquisitions Regulation
APS	Annual Program Statement
CFO	Chemonics Chief Financial Officer in the home office
CFR	Code of Federal Regulations
CO	USAID Contracting Officer
COI	Conflict of Interest
COP	Chief of Party
COR	USAID Contracting Officer's Representative
DCOP	Deputy Chief of Party
DOA	Delegation of Authority
EOI	Expression of Interest
EMMP	Environmental Mitigation and Monitoring Plan
ERR	Environmental Review Report
FAA	Fixed Amount Award
FAR	Federal Acquisition Regulations
GAAP	Generally Accepted Accounting Procedures
GIS	Geographic Information Services
GUC	Grants Under Contract
HO	Chemonics Home Office
IEE	Initial Environmental Examination
IR	Intermediate Results
Tourism Project	USAID Building Economic Sustainability through Tourism (BEST)
LOE	Level of Effort
MoTA	Ministry of Tourism
M&E	Monitoring and Evaluation
MEO	Mission Environmental Officer
NGO	Non-governmental Organization
NICRA	Negotiated Indirect Cost Rate Agreement
ODC	Other Direct Costs
OFAC	Office of Foreign Assets Control
OMB	Office of Management and Budget
PIO	Public International Organization
PMU	Home Office Project Management Unit
PPP	Public Private Partnership
PVO	Private Voluntary Organization
RAASP	Required As Applicable Standard Provisions
RFA	Request for Applications
RFI	Request for Information
RFQ	Request for Quotation

SAM	System for Award Management
SC	Selection Committee
SO	Strategic Objective
SOW	Scope of Work
TIN	Tax Identification Number
TEC	Technical evaluation committee
USAID	United States Agency for International Development

I. INTRODUCTION

1.1 USAID Building Economic Sustainability through Tourism (BEST)

The purpose of the Building Economic Sustainability through Tourism (BEST) project is to provide support to increase economic growth and job creation in Jordan's tourism sector. USAID/Jordan expects the activity will result in:

- An enabling environment supportive of competitiveness in the tourism industry;
- Development, maintenance, and improvement of Jordan's tourism assets in ways that increase demand;
- Expansion, development, and deepening of source markets; and
- Increased access to finance for Jordanian businesses and entrepreneurs in the tourism sector.

Consistent with USAID Forward, Jordan BEST is expected to build the capacity of local institutions where appropriate and specified in the Statement of Work. This includes host government institutions, private sector entities, and the Jordanian team members.

This manual provides guidance for BEST's grant-making system, including the conceptualization, application, evaluation, implementation, monitoring and evaluation, and close-out procedures.

Overview

Tourism is a key driver of Jordan's economy; currently it is the single largest employer and the highest generator of foreign exchange. The potential for economic and social development stemming from tourism is high, particularly because Jordan has such stunning natural landscape, world-class historic and religious sites, and a fascinating cultural heritage. To grow and reap greater benefits from tourism, the USAID Building Economic Sustainability Through Tourism Project will work with government, private sector and local communities to develop Jordan's tourism sector to ensure quality, competitiveness and sustainability.

Project Components

A) General Tasks:

- 1) A five year Tourism Competitiveness plan completed for the tourism value chain.
- 2) A methodology and index developed and used for measuring the impacts of the tourism activity on value chain competitiveness.
- 3) A website is maintained throughout the life of the tourism activity.
- 4) A monthly newsletter is issued in electronic format.

- 5) Increased participation of women in the workforce supporting the tourism sector.
- 6) At least \$50 million in private sector funding leveraged through PPPs to further goals and objectives of the tourism activity.

Component I: Enabling environment supports tourism industry competitiveness

- 1) At least 6 new policies and procedural reforms developed for implementation and implemented by the GOJ that yield increases in tourism sector competitiveness, as measured by the tourism activity competitiveness index.
- 2) New incentive programs created for implementation by the GOJ to spur tourism sector investment and job creation. Particular focus should be towards increasing incentives for investment in secondary sites and developing facilities for budget and domestic tourists.
- 3) Institutional assessment of the Jordan Tourism Board completed. Among other tasks, the assessment should examine JTB's internal operations, marketing approach, and resource allocation and identify areas for immediate, feasible improvement. The assessment must inform a strategy for maximizing JTB's limited resources, which also considers alternative means of revenue accumulation or external resource leveraging, including the use of cooperative marketing.
- 4) JTB strategy developed and implementation supported.
- 5) Jordanian businesses and entrepreneurs from a broad spectrum of the Jordanian population are able to more easily take advantage of GOJ incentives and tourism promotion efforts.
- 6) NTS implementation accelerated due to better coordination amongst GOJ institutions, as measured by the tourism activity competitiveness index.
- 7) Improved national-sub-national institutional coordination on tourism-related initiatives.
- 8) With USAID support, a strong, well-coordinated and strategic partnership between the GOJ and the private sector has led to an increase in Foreign Direct Investment (FDI) and other types of investment in the Jordan tourism sector.
- 9) Business associations and chambers in the tourism sector strengthened, more-inclusive, and financially sustainable.
- 10) Establishment of working groups facilitated to resolve specific, localized tourism-related issues.

Component II: Jordan's tourism assets are developed, maintained, and improved in ways that increase demand

- 1) Development of a sustainable research center facilitated, possibly in collaboration with the University of Jordan or JTB, to coordinate and analyze tourism-related data, formulate forecasts, and provide such information for decision making.
- 2) Initial tourism sector data collection and analysis performed to inform product development meeting the desires of source markets. The initial collection and analysis should serve as the model to be followed by the research center.
- 3) Research center tourism data and analytical products consistently utilized by GOJ and private sector to support decision-making.
- 4) A website providing current data and research center analytical products is developed, implemented, and sustainably maintained by the research center.

- 5) Implementation of national and mandatory best practice standards in hotels, restaurants, desert camps, and medical tourism facilities supported.
- 6) Primary site offerings expanded, enhanced, and linked to hotels and resorts, resulting in longer stays and higher receipts per night stayed.
- 7) Top five tourist destinations improved to provide enriched tourist experience. Areas of focus might include site presentation, information, ticketing, cleanliness, and local guide capacity.
- 8) Ten new tourism products developed or scaled up, five of which are linked to secondary sites, each attracting at least 50,000 tourists per year by the end of the contract.
- 9) At least five new trip circuits or tour routes developed. At least two routes must incorporate at least one overnight stay at a secondary tourist site in the itinerary.
- 10) Assessment conducted identifying needs of tourism industry and university curriculum shortfalls. The assessment must A) survey various tourism sector firms hiring or employing university-level graduates to determine the skills they seek in job applicants and B) survey Jordanian universities' tourism-related programs to determine adequacy of the curricula in meeting the tourism sector's skill demands.
- 11) Based on the assessment conclusions, university curricula developed and/or improved to match skills demanded by firms in the tourism sector.
- 12) At least five outsourced tourism concessions developed due to Contractor's efforts.
- 13) Purchases of Jordanian SMEs' goods and services by major hotels, large tour operators, and other large tourism sector firms cumulatively increased by at least 20 percent.

Component III: Source markets expanded, developed, deepened

- 1) Evaluation conducted assessing current marketing and promotion techniques, messages, and effectiveness in key source markets. The evaluation should aim to comprehend what works and what falls short, as far as enticing source market residents to visit Jordan. Findings and recommendations must be incorporated into new marketing and promotion efforts.
- 2) Jordan portrayed as a desirable and stable tourist destination in key source market media.
- 3) As a result of effective marketing by JTB and Jordan private sector, Jordan perceived by source markets as an attractive tourist destination. Utilization of e-marketing and e-selling by the private sector must be emphasized.
- 4) Cooperative marketing utilized by JTB to fund at least 20 percent of JTB's marketing activities.
- 5) Destination marketing organizations established and utilized in at least two primary destinations.
- 6) Travel agent network promoting Jordan expanded to new markets.
- 7) Existing sales and distribution channels in source markets maintained and strengthened.
- 8) Increased number of travel agents and tour operators attracting tourists to Jordan.

Component IV: Increased access to finance for Jordanian businesses and entrepreneurs in the tourism sector

- 1) Increased access to debt financing for medium-term lending and working capital in the tourism sector.
- 2) Increased ability of start-ups and SMEs to prepare business plans and financial information in

a way that attracts lenders and equity investors.

3) Increased number of ventures supported by start-up capital funds.

Grants under the Jordan BEST program will be deployed to support achievement of the above and implemented as part of the Tourism Partnership Fund (TPF).

What is the The Tourism Partnership Fund (TPF)?

The project must implement a Sub-Awards Program called "The Tourism Partnership Fund (TPF) for Jordan" that will support the goals and objectives outlined in Section C of the contract. The objective of the TPF will be to serve as a catalyst for investments that will substantially increase competitiveness in the tourism sector. Wherever possible, the grants issued under the TPF must support implementation of key recommendations of the competitiveness strategy and the overall goals and objectives of this Project.

Under the TPF, the Contractor is expected to set aside a minimum of 20 percent of the award amount to support sub-grants with local service providers that will be used for a variety of investments, including, but not limited to:

- 1) the provision of equipment and commodities,
- 2) grants to businesses or professional associations for activities that clearly support this activity's objectives,
- 3) promoting innovative ideas,
- 4) assisting service providers to meet international quality standards, and promote collaboration on product marketing and promotion.

The Contractor must be required to ensure clear, transparent and competitive procedures for issuing grants under the TPF. The principal criteria for determining grants will be simple cost-benefit analysis of the benefits to the tourism sector, sub-sector, enterprise, or enterprise cluster. All proposals to the fund must be carefully evaluated to ensure that the results are achievable, sustainable, and that proposed activities will not distort local markets. Cost sharing must be encouraged and the Contractor is expected to ensure that it does not issue grants in a way that favors one business group or interest over another. In improving the competitiveness of the tourism sector, sub-sector, enterprise, or enterprise cluster and grants must foster a level playing field for competing and complementary firms in the same value chain. The Contractor must also ensure that TPF grants are distributed in a way that promotes tourism development in primary and secondary sites across Jordan, protects the environment, and promotes gender equity. USAID concurrence is required for individual grants under the TPF to ensure that they are consistent with USAID/Jordan and United States Government (USG) foreign assistance policies and objectives and the goals of this activity.

The TPF must:

- 1) Leverage returns; By multiplying USAID's investment by leveraging external resources to maximize impact and secure stakeholder buy-in. Through the Tourism Partnership Fund (TPF),

and achieve a minimum 10:1 ratio of leveraging. Other donors, government of Jordan programs, and the private sector will be key contributors.

2) Increasing equity between Jordan’s provinces. BEST will ensure that site and product development activities benefit less wealthy areas and employ TPF funds across regions.

3) Building conditions for women to fill leadership roles. While employment prospects for women are weaker than those for men, the tourism industry has been a driving force behind recent increases in female employment in Jordan, the fund will empower female leaders and entrepreneurs

4) Provide resources needed to enhance tourism assets, engage communities, and bolster tourism businesses to achieve TCIP and BEST goals

5) will leverage at least \$75 million of non-USAID funds from the government, the private sector, and other donors while encouraging partnerships .the fund will provide targeted support to major sector stakeholders.

General definitions for the BEST Grants program include:

Roles/Parties	Donor (Chemonics/USAID BEST project on behalf of USAID) and Grantee. Donor is the “Sponsor,” Grantee carries out the activity.
What the USAID BEST project provides	Provides assistance funding for an organization that is proposing an activity which supports the USAID/BEST project’s objectives and that contributes to the overall mandate of the grantee.
Results	BEST receives qualitative and/or quantitative milestone reporting in a predetermined format. Grantee milestones and reporting contribute directly or indirectly to the USAID/BEST project’s objectives.
USAID/BEST project involvement	Grantee outlines the activity in their application and Chemonics supports the grantee to ensure activities are being carried out in accordance with the grant objectives. USAID will approve all grants.
Awardees	BEST may award grants to local organizations, enterprises, associations, as well as, academic and non-governmental organizations and institutions including public international organizations, if applicable BEST will also consider awarding grants to government entities*.
Regulations	Grants are governed by the Standard Provisions, ADS 303, and the Code of Federal Regulation (CFR) 2 CFR 200, that provides standards and rules for the following: financial management systems; payment methods; cost sharing; accounting for program income; budget revisions and approvals; audits; determining allowability of costs; establishing funds availability, etc.
Eligibility	A competitive process for grant awards is required. However if an unsolicited concept paper/application is received and it is complete and applicable, it will be considered in accordance with the competition requirements contained in ADS 303.
Award Uses	In addition to activities that further support BEST activities, awards may also be used completely or partially for institutional capacity building.
Payment	Depending on the type of grant, grantees will be reimbursed based on achievement of milestones or with receipts of costs incurred submitted on a monthly or other periodic basis. Standard Grants may provide advances that are cleared with receipts.

* Per changes to ADS 302 in October 2014, purely in-kind grants to government entities are now

allowed under the grants under contract authority. However, at this time a Project Appraisal Document (PAD) or Determination and Findings (D&F) has not been approved to include other than in-kind GUCs to government entities. GUCs to government entities will be in-kind unless USAID/Jordan conducts a PAD or D&F and directs Chemonics that these have been approved to include other than in-kind grants. Should USAID/Jordan authorizes other than in-kind grants to government entities, the total value cannot exceed \$300,000 for the duration of the prime contract.

If there is a need to award a grant to a government institution, Chemonics will develop a program description and work plan to be approved by USAID. For purely in-kind grants, Chemonics will seek approval from the COR. For this purpose, activities described in the approved work plan shall be considered as approved for in-kind grants. As stated in section H.27 of the BEST contract, once this manual is approved and unless otherwise specified by the CO, the COR has the authority to approve grantee selection.

1.2 Roles and Definitions

The following definitions are provided to assist users in understanding and interpreting Chemonics' and USAID guidelines and regulations so that BEST grants are administered in an efficient and compliant fashion. Various sections of this manual describe these terms in further detail, and a list of additional references is included in the annexes.

Applicant: A non-governmental organization (NGO), association, university, entity, institution, business, public private partnership, municipality or other organization applying to BEST for a grant.

Agreement: (Hereafter variously referred to as the “agreement,” “award,” “award agreement,” and/or the “grant agreement”). A legal instrument that governs allocation of funds and awards under grants, and defines roles and responsibilities of the Grantee under the BEST grants program. The agreement is between Chemonics and the Grantee and will include sections such as a letter, schedule program description, mandatory standard provision and any applicable required as applicable standard provisions.

Application: A written document in form and substance conforming to the requirements of this manual, which outlines in detail the activities proposed by an applicant for funding under the grants program consisting of the concept paper and/or full application.

Milestones: Key programmatic and financial targets that must be met to qualify for initial or subsequent reimbursement of grant funds under a Fixed Amount Award (FAA).

Branding and Marking Plan: This is a required document that is included as part of the Grant Agreement to outline items funded through USAID's support which require the USAID logo.

Chemonics International Inc.: The firm which holds the prime contract with USAID for implementing the BEST program and the legal principal who will enter into a legally binding Agreement with Grantee.

Chief of Party: The Chief of Party (COP) of BEST serves as the legal representative of Chemonics for the BEST project in Jordan. The COP approves the grants and fund strategy and terms of award competition and may participate in Selection Committees (SCs). The COP provides the final project-level approval of grants in accordance with the SC's recommendation, and within USAID regulations and Chemonics' policies. Upon approval from USAID, the COP signs grant agreements issued under the grants program according to established thresholds and delegations of authority. The COP, in conjunction with the Deputy Chief of Party (DCOP) and Grants Manager will also ensure compliance with the approved grants manual following all relevant USAID regulations and Chemonics policies.

Contracting Officer (CO): An employee of USAID who is responsible for the contractual management of BEST. The CO approves the Grants Manual and through this approval also maintains involvement in the award and administration of grants. The CO or designee may be contacted for advice when grant issues arise. As stated in section H.27 of the BEST contract, once this manual is approved and unless otherwise specified by the CO, the COR has the authority to approve grantee selection.

Contracting Officer's Representative (COR): The USAID official responsible for the administration of BEST. The COR receives periodic reports provided by the project that detail the current overall grants status. As mentioned above and as stated in the BEST contract, unless otherwise specified by the CO, the COR has the authority to approve grantee selection. It is anticipated that the COR will have considerable input in grant selection, including potential participation in the SC.

Deputy Chief of Party (DCOP): A legal representative of Chemonics for the BEST project. The DCOP shall contribute to the grants program strategy, perform signing duties if/as delegated by the COP, oversee the grants process, and supervise the Grants Manager.

Fixed Amount Award (FAA): A grant type whereby the grantee is paid upon completion and approval of pre-determined and agreed upon milestones. This mechanism is used where there is a very realistic notion of the costs.

Grant Agreement (also referred to as Grant): A legal instrument that governs allocation of funds and defines roles and responsibilities of the Grantee under the grants program. The program offers Simplified Grants, Fixed Amount Awards (FAAs), Standard Grants and Limited Scope Grant Agreements, all of which may have an in-kind component.

Grants Manager: The Grants Manager will administer the grants program, from assisting in the development, the selection of the most advisable mechanism, implementation, documentation, compliance, and closeout. The Grants Manager will report directly to the DCOP and ensure compliance with USAID regulations and Chemonics' policies and will work with the technical manager/coordinator and prospective grantees to ensure grant activities are developed and implemented in line with BEST objectives. The Grants Manager will also coordinate the SC and serve as a non-voting member.

Grants Team: The team responsible for administering grants, led by the Grants Manager, who will supervise the Grants Assistant. Supervised by the DCOP, the Grants Manager will organize SCs, serve as a non-voting member on SCs, and manage the administrative and compliance processes for SCs. The Grants Assistant will provide additional administrative support in processing grants paperwork and under the Grants Manager's supervision handle daily operational tasks to properly administer grants.

Grantee/Recipient: An organization awarded a grant by Chemonics after approval by USAID.

In-Kind Grant: The simplest type of grant, whereby Chemonics procures and provides goods and/or services directly to the grantee. This mechanism is used when the grantee does not possess sufficient management capacity; when it is more cost effective to procure the items by BEST; or when there are other impediments to a transfer of funds to the grantee.

Limited Scope Grant Agreement (LSGA): A grant type used with governmental organizations. The LSGA mechanism may be in any of the grant forms (standard, simplified, FAA or in-kind) however at this time only in-kind LSGAs may be considered as described below. Per changes to ADS 302 in October 2014, purely in-kind grants to government entities are now allowed under the grants under contract authority. However, at this time a PAD or D&F has not been approved to include other than in-kind GUCs to government entities. GUCs to government entities will be in-kind unless USAID/Jordan conducts a PAD or D&F and directs Chemonics that these have been approved to include other than in-kind grants.

Memorandum of Negotiation: The purpose of the memorandum of negotiation is to provide a record of the grant negotiations including competition, pre-award risk assessment, and budget negotiations. According to ADS 303.3.12, Negotiation of the Award, the Grants Manager documents the negotiation process, along with other pre-award determinations, in a memorandum of negotiation that includes a cost analysis.

Monitoring and Evaluation (M&E) Manager: Provides support to the Grants team in developing indicators for solicitations and grant agreements. Reviews M&E plans and targets for grantees. Provides oversight of grant implementation to ensure grantees are meeting targets. Provides capacity building to grantees on items related to M&E.

Pre-Award Risk Assessment: The purpose of a pre-risk assessment is to determine whether the applicant possesses the managerial and administrative capacity to plan and carry out activity implementation. The nature of the pre-award risk assessment conducted will depend on the grant type, amount, duration, whether advances are authorized, and the potential grantee as described in Section 5.6 and ADS 303.3.9. Note that the Memorandum of Negotiation should include a summary of the results of the pre-award risk assessment, which should be fully documented in the files.

Program Income: Program income includes but is not limited to income from fees for services performed, the use or rental of real or personal property acquired under Federal awards, the sale of commodities or items fabricated under a Federal award, license fees and royalties on patents and copyrights, and principal and interest on loans made with Federal award funds. Interest earned on advances of Federal funds is not program income. Except as otherwise provided in Federal statutes, regulations, or the terms and conditions of the Federal award, program income does not include rebates, credits, discounts, and interest earned on any of them.

Project Management Unit (PMU): The Chemonics PMU consists of a designated team (currently a director, three managers, and two associates) in the Chemonics home office in Washington, D.C. and is the unit tasked with providing administrative and technical backstop support to BEST.

Simplified Grant: This is a grant type whereby the amount does not exceed the simplified acquisition threshold and the grantee expends funds and submits receipts for reimbursement by the project.

Standard Grant: This is a grant type whereby larger costs can be supported over a longer period of time than the simplified grant. The grantee may receive advances and liquidate them or be reimbursed based on bona fide receipts.

Suspension: An action by Chemonics that temporarily withdraws Chemonics and USAID support, in whole or in part, under a grant, pending corrective action by the grantee or pending a decision to terminate the grant.

Selection Committee (SC): After the initial screening of an application against the eligibility criteria as described in section 5.1 an application will be sent to the SC for review. The mandate of the SC is to review and evaluate grant applications based on the merit review criteria outlined in grant solicitations. The SC makes a determination as to whether the application should move forward to negotiation, or if the application is rejected as unsatisfactory according to established merit review criteria. A project-level internal approval and USAID approval (see additional information in Section 5.7) are required prior to final award. The SC must include a minimum of three voting members, generally including either the DCOP, COP or designee, and one or more technical manager/ coordinator or other staff as appropriate. USAID or other invited experts may participate in the SC as non-voting members. The pertinent team leader or coordinator from the relevant component will be involved in the SC, unless they played a role in advising or assisting applicants. The Grants Manager will chair the meeting as a non-voting member of the committee, with assistance from other operation team members as needed, and will ensure proper administrative, regulatory, and internal policies and protocols are followed. The determination of a possible conflict of interest (COI) will be at the discretion of the COP, DCOP, and USAID representative (generally the COR).

Technical Lead: The individual responsible for leading and managing the technical progress and deliverables from the grantee. While the program anticipates Technical Leads to be the COP, Team Leaders and Component Leaders or any technical staff under each objective, it is possible for another staff member to manage the technical aspects of a grant activity.

Technical Teams: Key technical staff, including COP, Team and Component Leaders, and each individual reporting to these positions – who will oversee the development of the technical aspects of the program including grant solicitations relevant to their area of expertise and make recommendations to the management team, including the COP, Grants Manager, DCOP, and SC as required. The technical manager/coordinator teams will review grant concept papers and applications if they are designated to be part of the SC. When needed, they are responsible for providing technical support to the applicant from the time of application to approval. The technical teams are responsible for supporting the Grants Manager in negotiating the technical aspects of grant awards, providing technical support to the grantee, and monitoring grantee performance (including through regular site visits), approving deliverables/reports when duly authorized, recommending payments, preparing requests and justifications for grant modifications, certifying grant completion, and recommending closeout. The assigned technical team member is responsible for the technical success of the grantee’s activities.

Termination: The cancellation of Chemonics and USAID sponsorship, in whole or in part, under an agreement at any time prior to the date of completion.

United States Agency for International Development (USAID): USAID provides funds for BEST, approves the form and substance of this manual, and approves grant awards under the project.

1.3 Standards of Business Conduct

Chemonics, its employees, and partners shall maintain high standards of ethical conduct in the selection, award, implementation, and oversight of BEST activities. BEST employees must adhere to U.S. Federal laws and regulations, USAID regulations, Chemonics' corporate policies and procedures, and Chemonics' standards of business conduct. A copy of Chemonics' Standards of Business Conduct, may be viewed/downloaded online at:

<http://www.chemonics.com/OurStory/OurMissionAndValues/Standards-of-Business-Conduct/Pages/default.aspx>.

If any officer, employee, or agent of BEST or a BEST partner becomes aware of any allegations of unethical conduct or prohibited acts described below, the individual is obligated to immediately inform, verbally or in writing, the BEST COP of such alleged conduct. Chemonics' Office of Business Conduct independently reviews all allegations of grantee misconduct, and recommends appropriate preventive and corrective actions in relation to such cases (including disciplinary action and/or termination of employment or the grant). Offenders may also be subject to criminal prosecution under the U.S. Foreign Corrupt Practices Act, False Claims Act, Anti-Kickback Act, and other applicable laws and regulations. If for any reason an employee or BEST partner is uncomfortable raising an ethical issue with the COP, his/her supervisor, Chemonics' Home Office Director for BEST or Chemonics' Senior Vice President for Middle East, s/he is also welcome to contact Chemonics' Office of Business Conduct directly or anonymously at BusinessConduct@chemonics.com or www.chemonics.com/reporting.

The Office of Business Conduct (OBC) will promptly review any allegations of unethical conduct or prohibited acts, gather facts, and decide upon appropriate next steps. If enough evidence exists to support the allegation, one of these steps may include notifying appropriate U.S. agencies--including the USAID Office of the Inspector General (OIG) and relevant Contracting Officer(s)--taking timely corrective actions, and reviewing/reinforcing existing procedures. The OBC will also coordinate closely with the Home Office PMU Director and the COP to notify USAID counterparts.

Separately, allegations of fraud or other criminal activity may also be directly reported to USAID's OIG by emailing ig.hotline@usaid.gov or by phone at 1-800-230-6539.

Standards of conduct applicable to the BEST partners and their officers, employees, consultants, and agents are described in more detail below.

Bribery and Kickbacks

Chemonics expects all BEST employees, grantees, and business partners to follow U.S. and international agreements on anti-corruption. The officers, employees, and agents of the BEST project are prohibited from making improper payments of any kind in connection with the award of a project grant or other official business decision. In addition, offering, providing, soliciting or accepting any money, fee, commission, credit, gift, gratuity, object of value, or compensation to obtain or reward favorable treatment on a U.S. government grant is called a kickback and is a crime under U.S. law.

Both BEST employees and project grantees are required to immediately report any such incidents to the COP, senior vice president, and/or Chemonics' Office of Business Conduct using the contact information provided above. Items of value include but are not limited to meals, entertainment, personal discounts, travel and transportation, lodging, goods, cash, services, or other favors.

Furthermore, Chemonics does not pay money or make use of gifts (gratuities, favors, services, commissions, discounts, entertainment, hospitality, loans, forbearance, or other item having monetary value) to obtain or retain business. It is strictly prohibited for a BEST employee to pay money in any amount or provide gifts to a government official of the United States or any foreign government to induce them to help Chemonics obtain or retain work. It is further prohibited for a Chemonics employee to encourage or permit an actual or potential beneficiary, grantee, agent, or representative to make a payment or provide gifts as described above.

Any individual or grantee found guilty of such prohibited actions will be subject to termination of employment or contract/grant and may be subject to criminal prosecution under the Foreign Corrupt Practices Act and/or Anti-Kickback Act.

False Claims

A false claim occurs when a person knowingly submits false or inaccurate information to obtain payment from the government. Employees, grantees, subcontractors, suppliers, and agents of the BEST project are prohibited from submitting false claims resulting in fraud and abuse in any form.

A false claim covers a broad range of misconduct, including:

- Submitting an invoice for products that knowingly violate a contract's source-origin clause
- Improper labor charging or fraudulent expense reports billed to a U.S. government grant
- Submitting, processing, or approving a grantee invoice with inflated/unallowable costs
- Exaggerated progress reports by grantees
- Falsified grantee receipts and procurement documentation for goods and services purchased under the grant

- Falsifying educational credentials or salary history to support costs paid under a U.S. government grant
- Falsely manipulating indirect rates on a contract
- Improperly retaining a government overpayment in company receivables
- Inaccurate representations and certifications used to obtain a government contract

Any individual or grantee found guilty of such prohibited actions will be subject to termination of employment or contract/grant and may be subject to criminal prosecution under the Foreign Corrupt Practices Act.

Solicitation of Favors

Employees may not solicit gifts, meals, entertainment, personal discounts, travel and transportation, lodging, goods, cash, services, or other favors from current or potential business partners, suppliers, grantees, subcontractors, vendors, and other business acquaintances.

Acceptance of Gifts, Meals, and Hospitality

Employees may not accept gifts, goods, cash, services, transportation, or other favors worth more than \$50 from current or potential grantees or other business partners. The \$50 limit applies to all gifts (cumulative total) received from a specific source (i.e. grantee or vendor) within a given calendar year. Prior to accepting anything of minor value from a grantee, BEST staff must report the item to the supervisor or chief of party for pre-approval. Employees are obligated to report violations of this policy to the BEST COP.

A gift over \$50 may be accepted if the employee believes it would be culturally inappropriate to decline it. However, the employee must document the circumstances in writing and obtain guidance from the COP on the appropriate disposition of the gift, preferably donating it to the company for the benefit of all employees or for a raffle if the item is single-use or individually-based.

Recognizing and Preventing Conflicts of Interest (COI)

Grantees, subcontractors, and suppliers will be selected on the basis of objective, business-related criteria, such as quality, technical excellence, cost, and service. No employee, officer, or agent of the BEST project, or partners, shall use a project position to obtain personal benefits or special consideration for themselves, their families or anyone else.

Employees have a COI when they are in a position that requires them to make objective decisions on behalf of the project and they have business interests, relationships, or obligations that might interfere with their judgment. In this situation, they are ethically required to avoid or openly acknowledge the conflicting interests.

No employee, officer, or agent of the BEST project, or a BEST partner shall participate in the selection, award, or administration of a grant supported by USAID funds if an actual, perceived, or potential COI exists.

A COI may arise if an employee, officer, or agent, or any member of his/her immediate family (spouse, domestic partner, sibling, parent, child, or cousin of an employee or his/her domestic partner), has a financial interest in an organization considered or selected for a grant award. For example, if an organization employs a BEST employee's family member, the BEST employee may have a conflict of interest if s/he sits on an evaluation committee reviewing that organization's capabilities to receive a grant.

Before any individual sits on a grant evaluation committee, s/he must read, understand, disclose relevant information, and sign the Certificate and Agreement for the Use and Disclosure of Applications and Conflict of Interest. This provision is also an explicit requirement for individuals not associated with BEST that may be contributing to- or inputting for-a SC.

The COP shall consult with the Chemonics home office PMU and OBC for guidance on handling cases of potential fraud, corruption, misuse of funds, kickbacks, conflicts of interest, and other violations of Chemonics' Standards of Business Conduct.

Anti-Trafficking in Persons Policy

Chemonics follows a zero tolerance policy on Trafficking in Persons as defined in FAR 52.222-50. Any person or agent employed by Chemonics shall not: engage in any form of trafficking in persons, procure commercial sex acts, participate in any type of coercion, commercial sex act, debt bondage, involuntary servitude and sex trafficking or use of forced labor. Also, if a person employed by Chemonics is made aware that a Chemonics employee, consultant, subcontractor or grantee has engaged in conduct that violates this policy, s/he must notify the COP, senior vice president, and/or Office of Business Conduct immediately. Failure to do so could result in disciplinary action up to and including termination.

II. TYPES OF GRANTS

This section sets forth a brief overview of the types of grants and Chemonics' grant-making responsibilities and procedures, including (1) with USAID, establishing eligibility and merit review criteria; (2) selecting grant recipients in accordance with competition requirements; and (3) after securing USAID approval, drafting, negotiating, and awarding grants. Additional information is found in ADS 303.

The chart below describes the various Grants mechanisms that will be utilized depending on the grantee and the grant activity. More detailed descriptions can be found later in this section. Note that per ADS 303.3.30, Limitation on Construction Under Assistance, grants may not include any construction or infrastructure activities. Construction is defined in the USAID document entitled "USAID Implementation of Construction Activities." In addition, Chemonics is not authorized to execute or administer cooperative agreements per ADS 302.3.4.13.

Type of Grant	Features	Illustrative Eligible Organizations
Simplified Grant	<ul style="list-style-type: none"> • Payment occurs on reimbursement basis based on costs incurred • Maximum value: Simplified Acquisition Threshold “(currently \$150,000)” • BEST may provide assistance for financial capacity-building of the organization • No advance payments • May include an in-kind element • Indirect costs are never allowed • The recipient will not purchase any goods or services, except as authorized pursuant to 22 CFR 228 or ADS 310, Source and Nationality Requirements for Procurement of Commodities and Services Financed by USAID or any applicable waivers, and the recipient will not purchase any single item that has a useful life over one year and a cost of \$5,000 or more. • The recipient has signed pre-award certifications as required in 303.3.8. 	<ul style="list-style-type: none"> • Established CSOs (including established NGOs, business associations) • Individual Firms • Nascent CSOs (community based organizations, women and youth groups) with a strong focus on in-kind elements of the grant
Fixed Amount Award (FAA)	<ul style="list-style-type: none"> • Specific milestones to be completed under the grant are pre-determined and grantee receives payment upon successful completion of these milestones • Adequate, fixed, and known cost available during budget determination providing limited risk of changes or failure in program • No advance payments but initial milestone payment allowed not exceeding 30% of overall grant amount and adhering to other requirements below (7.4.1). • May include an in-kind element • Tranche payments will not be made for milestones that are not completed. • No limit on duration or total cost, however Chemonics guidance is that no individual award exceeds the equivalent of US\$500,000 per year for a total amount of \$1.5 million over three years. • Recipient may not purchase real property • The duration of the FAA must not exceed three years. 	<ul style="list-style-type: none"> • Organizations proposing activities that include programmatic accomplishments or results to establish grant milestones • Organizations capable or positioned to produce reports, studies, consultancies, or surveys that would benefit the overall programmatic objectives of BEST. • Organizations implementing a short-duration quick-impact activity that can be quickly negotiated and awarded • Organizations must have capacity to effectively plan both technical and financial resources with a high degree of certainty about expected costs and the duration of the activity with support from BEST. BEST may provide capacity building to assist with the planning.
Standard Grant	<ul style="list-style-type: none"> • BEST may provide advances to the grantee; an initial advance may not be more than 30 days’ worth of expenses, 	<ul style="list-style-type: none"> • Proven organizations with long-term activities that require funding in advance

	<p>30% of the total budget, or \$150,000, whichever is less. Subsequent advances can be for no more than 30 days' worth of expenses.</p> <ul style="list-style-type: none"> • Larger costs can be supported over a longer period of time. • Receipts must be presented to BEST to liquidate the advance and request a subsequent advance. • May include an in-kind element • BEST may provide assistance for financial capacity-building of the organization 	<ul style="list-style-type: none"> • Organizations with sufficient financial capacity to receive advance funding
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<p>Limited Scope Grant Agreement</p>	<ul style="list-style-type: none"> • Used with governmental entities only. • May employ any of the above payment or reimbursement methods including reimbursement, or fixed price based on the delivery of products and achievement of milestones (does not include solely in-kind mechanism) • Solely in-kind grants do not require any additional approvals per ADS 302.3.4.13 outside those required by the contract • Other than in-kind assistance may only be executed with confirmation from USAID/Jordan in writing that a PAD or D&F has been conducted per ADS 302.3.4.13 • Should USAID/Jordan authorize other than in-kind grants to government entities, the total value cannot exceed \$300,000 for the duration of the prime contract 	<ul style="list-style-type: none"> • National or local Jordanian Government entities
<p>In-Kind Grant Agreement</p>	<ul style="list-style-type: none"> • Used for organizations with lower financial/ management capacity, or quick impact activities, allowing for in-kind procurement of services/goods directly by BEST • All activities are paid for in-kind directly by BEST 	<ul style="list-style-type: none"> • Organizations with limited financial/management capacity • Organizations proposing activities that include programmatic accomplishments or results to establish grant milestones • Organizations capable or positioned to produce reports, studies, consultancies, or surveys that would benefit the overall programmatic objectives of BEST. • Organizations implementing a short-duration quick-impact activity that can be quickly negotiated and awarded

The Grants Manager will determine the type of grant to be used, based on the criteria below, information provided by the applicant in the grant application, and information gathered during the pre-award risk assessment. BEST will also consider the size of the award and the grantee's financial capability in determining grant type and disbursement terms. Requests for application (RFAs) may specify the type of grant being solicited. Factors in determining the appropriate grant instrument include:

- Nature and length of the grant activity
- Whether the applicant requires advances of grant funding, or will be paid on a cost reimbursement basis
- Whether the applicant's administrative and financial systems are adequate to meet USAID accountability and reporting requirements
- Value of the grant, as expressed in USD.

Each grant type has advantages and disadvantages depending on the nature of the grant activity and the grantee. The grant types are described in more detail below. It is envisioned that a combination of grant types will be used, but that BEST will primarily use the in-kind and FAA mechanisms, especially at the earlier stages of the program.

If an applicant is not financially stable or has financial and administrative management systems that do not meet the standards prescribed in the U.S. Government Regulations, BEST may impose additional requirements, known as “specific conditions” to mitigate risk. Some of these conditions may be approvals before certain procurements are conducted, BEST providing goods to the grantee in-kind, or extra reporting requirements. Any specific conditions or conditions precedent will be considered satisfied/met once the conditions that prompted them have been corrected. The COP has the authority to approve the lifting of these specific conditions provided the grantee has demonstrated that the conditions have been satisfied/met. A modification is made to the grant agreement to reflect the grantee’s progress.

2.1 Simplified Grant

The simplified grant may be used for technical services and/or training. Although BEST does not anticipate using this mechanism, it is included here in the event that the need arises. This type of grant, described in ADS 303.3.24, will be used under the following conditions:

- The grantee shall receive payment on a reimbursement basis only (i.e. no advances).
- Simplified Grants cannot exceed the Simplified Acquisition Threshold \$150,000.
- All costs to be charged to the grant are identified in the grant narrative and budget. If international travel is authorized, the required as Applicable Standard Provision entitled Travel and International Air Transportation (August 2013) will be attached to the grant.
- The grantee must follow 22 CFR 228, ADS 310, and Mandatory Standard Provision entitled, “USAID Eligibility Rules for Procurement of Commodities and Services” (June 2012) when procuring all goods and services. Under a simplified grant, the grantee may not purchase any single item or equipment that has a useful life over one year and a cost of \$5,000 or more per unit. Equipment is defined as a single unit value of over \$5,000. Any procurement of this size conducted by a BEST grantee may require additional oversight from BEST staff.
- The grant shall not include sub-awards and cannot include grantee indirect costs.
- No construction activities.

Per Chemonics’ policy, since no advances may be provided under the simplified grant, the grantee must have access to a minimum amount of working capital to start the grant activity and must have accounting systems that are able to produce reliable and accurate financial reports documenting costs incurred. Reimbursement will only be made based on costs incurred and upon progress made against the implementation plan.

2.2 Fixed Amount Award (FAA)

The FAA, described in ADS 303.3.25, allows for the award of a grant for very specific program elements without the need for BEST to monitor actual costs incurred in the performance of the grant. BEST will use this type of grant where there is certainty about the cost and when the achievement of results or milestones is readily discernible such as organizing and engaging town hall meetings to allow for citizens and government representatives to engage with each other. This type of grant may also be used for quick-impact activities with a limited scope and a short duration. To speed up the negotiation process, the Grants Manager may work hand-in-hand with the proposed grantee to review the deliverables and develop the budget.

The structure of disbursements is of key importance under a FAA. Grantees will only be paid a set amount (called a “tranche payment”) upon accomplishment of specific milestones spelled out in the grant agreement. Tranche payments will not be made unless milestones have been approved and completed. BEST must therefore negotiate a fair budget based on the grantees cost experience, market research and cost information available. The verification of reasonable costs will ensure that the funds requested will comprise the actual cost of the effort and that the desired results can be achieved.

Grant close-out takes place upon the technical advisor’s acceptance of the final milestone and the approval of payment of the COP or his designee.

This type of grant may be used under the following conditions:

- The recipient shall receive tranche payments upon completion of pre-determined milestones (no advances). An initial milestone payment may be provided. Per Chemonics' policy, an initial milestone payment cannot be for more than one month worth of grantee expenses, more than 30% of the total budget, or \$150,000, whichever is less. Any exception to this policy must be approved in advance by Chemonics’ Chief Financial Officer (CFO), based in Washington, DC.
- Maximum individual grant amounts are determined on a case-by-case basis; however Chemonics’ guidance is that the total of the grant does not exceed the equivalent of US\$500,000 per year for a total amount of \$1.5 million over three years.
- All costs that comprise the budget are identified in the budget and explained within the budget notes, and may be subject to additional pre-award verification by BEST staff.
- Any goods to be purchased must meet 22 CFR 228 and ADS 310.
- The FAA must not include the purchase of any real property.
- Programmatic accomplishments or results in establishing grant milestones can be easily identified, quantified and verified.
- Limited risk that there will be changes or failure of the program.
- Adequate cost information (historical or unit pricing) available to determine and negotiate the fixed price of the grant.
- The grant does not normally include sub-awards.

- No construction activities.

Per Chemonics’ policy, since no advances may be provided under a FAA, all grantees must have access to a minimum amount of working capital to initiate the grant activity and must have the ability to create a realistic budget of expected costs. Tranche payment amounts are fixed in the grant agreement, and will only be made based on verified (by Chemonics) milestone achievement. As such the grantee must be able to effectively plan both technical and financial resources with a high degree of certainty about expected costs and the duration of the activity. During the cost negotiation, BEST may assist the applicant to establish a realistic budget. As stated above, an initial milestone payment made against preparation or work-planning activities may be made, provided it does not exceed 30% of the overall grant budget and adheres to other requirements below (7.4.1).

2.3 Standard Grant

The standard grant is used if one or more of the following conditions apply:

- The recipient may require advances.
- Grant budget includes programmatically necessary international travel.
- Maximum individual grant amounts are determined on a case-by-case basis.
- Non-expendable equipment with a value of US\$5,000 per unit or higher value may be authorized; however, equipment must comply with source/origin requirements. See Section 9.3 for disposition of equipment.
- The grant may be incrementally funded.
- No construction activities.

Increased grantee financial accountability and reporting accompanies the use of the standard grant, as the provision and reconciliation of advances entails more sophisticated and detailed grantee financial reporting. The standard grant may be used for all contemplated grant activities where the grantee has demonstrated required capacity to successfully manage this type of mechanism.

2.4 Limited Scope Grant Agreements

Pursuant to ADS 302.3.4.13, “Grants Under Contract, BEST may execute solely in-kind Limited Scope Grant Agreements (LSGA) with Jordanian private organizations and/or Jordanian governmental entities. BEST will provide support to municipalities throughout the design and implementation process, including plans for ensuring transparent performance through grants under contract.

At this time, a PAD or D&F has not been approved to include other than in-kind GUCs to government entities. GUCs to government entities will be in-kind unless USAID/Jordan conducts a PAD or D&F and directs Chemonics that these have been approved to include other than in-kind grants. Should USAID/Jordan authorize other than in-kind grants to government entities, the total value cannot exceed \$300,000 for the duration of the prime contract. In

addition, no incidental expenses may be provided under an in-kind LSGA if the grantee is a government entity.

The same conditions apply to a governmental grantee as apply to an NGO, and the same considerations will determine Chemonics' choice of appropriate mechanism including but not limited to the program description, capacity of the grantee, the operating environment, and the time frame. Chemonics follows the exact same pre-award financial and technical responsibility determinations for an LSGA with a government entity as for any other grant with an NGO. Per ADS 302.3.4.13(c)(1), LSGAs are limited to a maximum amount of \$300,000 for the duration of the BEST prime contract for other than in-kind grants. Chemonics will utilize the Standard Provisions specific to LSGA grants contained in Annex 1 of the LSGA grant format found [here](#).

2.5. In-Kind Grant

BEST may act as a direct payer of certain grant costs. Under this grant type, Chemonics will conduct all procurement for goods and services required in the grant budget, and reimbursement will not be provided directly to the grantee with the exception of any minor costs that can be reimbursed to the grantee based upon receipts, as specified in the grant agreement and approved budget. On BEST, Chemonics will use an in-kind grant when it is important to utilize a local organization to implement an activity, but BEST is unable to identify an organization with sufficient capacity (especially financial and managerial) to carry out the activity. The use of an in-kind grant still allows the activity to be implemented with a local organization in the lead, while significantly minimizing the financial risk to Chemonics and USAID. Ideally, in-kind grants result in capacity building for the grantee that can lead to an organization becoming eligible to receive a more sophisticated type of grant in the future.

Additionally, the in-kind grant is the simplest grant type for the grantee. Although grantees are required to sign required certifications and pass reference checks, an extensive pre-award financial and administrative assessment is not required as part of the due diligence process, since grantees will not be required to manage any funds directly.

Costs. In-kind grant budgets represent total estimated costs. It is the responsibility of the Grants Manager to monitor expenditures against the approved budget on a regular basis. Should actual costs vary greatly from the budget estimates, the team should discuss whether a modification is warranted. In all cases, grants should be closed out rapidly upon completion of the grant activities so that unspent funds can be made available for new grants.

Procurement. Under most in-kind grants, BEST will perform the procurement and directly pay suppliers on behalf of a grantee. BEST will ensure that: a) the good or service is clearly specified in the grant agreement; b) the good or service is allowable, allocable, and reasonable; c) that the selection of source was based on adequate price competition; and d) the good or service meets USAID-specific source and/or nationality requirements under the terms of the BEST contract and in accordance with all applicable regulations and policy.

As mentioned above, an in-kind element can also be included in simplified, FAA, and standard type grants to fund a specific component of the grant program. This is most commonly used for procurement of goods. If BEST has credible evidence that the grantee lacks the necessary skills to procure goods in accordance with USAID rules and regulations; when it is more cost effective to procure the items by BEST; or when there are other impediments to a transfer of funds to the grantee, BEST will procure the goods on behalf of the grantee and provide them to the grantee in-kind. An in-kind element can be very useful to pay for the high-cost items and may be used as a substitute to providing an advance. If an in-kind element is included in a grant agreement, it should be represented in a separate column in the budget so it is clear to all parties what the grantee is expected to pay for directly and what BEST will pay for and provide to the grantee in-kind. BEST anticipates procuring needed equipment and goods through in-kind procurement and including the cost in the total grant award. BEST may involve the grantee in the procurement or logistics delivery process when appropriate in order to build the capacity of the grantee.

GRANT CHARACTERISTICS COMPARISON

Characteristics	Grant Types			
	Simplified grant	Fixed amount award (FAA)	Standard grant	In-Kind
Purpose	Activities of short or long term duration that cannot easily be discerned in milestones	Activities of short duration with very specific and defined elements, when implementation costs are certain and milestones are easily discernible	Activities of longer duration; appropriate for grantees with solid management and accounting capabilities	Appropriate for grantees with lower financial/ management capacity, allowing for in-kind procurement of services/goods directly by BEST
Payment type	Reimbursement upon presentation of receipts	Fixed amount based on completion of milestones	Cost reimbursement or advances and liquidation	All activities are paid for in-kind directly by BEST
Maximum Amount	Simplified Acquisition Threshold \$150,000 for non-U.S. grantees \$100,000 for U.S. grantees	Determined on a case-by-case basis; Chemonics guidance is NTE \$500,000 per year for a total \$1.5 million over 3 years; \$100,000 for U.S. grantees	No maximum for non-U.S. grantees \$100,000 for U.S. grantees	No maximum for non-U.S. grantees \$100,000 for U.S. grantees
Advances	Yes, on an exceptional basis only with advance approval in writing from Chemonics' CFO if the conditions for advance payments in ADS 636, Program Funded Advances and 2 CFR 200 Subpart D apply.	Yes, on an exceptional basis only with advance approval in writing from Chemonics' CFO. Initial milestone payment permitted but cannot exceed one month's worth of expenses, 30% of the total budget or \$150,000- whichever is less.	Yes, provided the grantee meets the financial requirements to receive an advance. Initial advance may not be more than 30 days' worth of the organization's projected expenses, 30% of the total budget, or \$150,000 -whichever is less. Subsequent advances may not exceed 30 days' worth of expenses. Final payment should be reimbursement.	No
Certainty of Costs	No, there is a ceiling price for the grant, and the grantee is reimbursed based on incurred costs and receipts.	Yes, a fixed cost is set for each milestone. Adequate cost information must be available to determine and negotiate the fixed price.	No, there is a ceiling price for the grant, and the grantee is reimbursed based on incurred costs and receipts.	Yes, but may fluctuate depending on actual expenditures made by Chemonics.
Pre-award risk assessment	Yes	Yes	Yes, if advances are provided, a more extensive assessment must be conducted (see above)	Yes (not as extensive)

Characteristics	Simplified grant	Fixed amount award (FAA)	Standard grant	In-Kind
Procurement	All goods and services purchased must comply with 22 CFR 228 regulations and relevant Standard Provisions. No single item having a useful life of more than one year and an acquisition cost of \$5,000 or more can be purchased (exceptions exist if the Standard Provision is included). If a grantee has the capacity to conduct the procurement themselves, advance approval is required for all transactions \$3,000 or above.	All goods and services purchased must comply with 22 CFR 228 regulations and relevant Standard Provisions. If a grantee has the capacity to conduct the procurement themselves, advance approval is required for all transactions \$3,000 or above	All goods and services purchased must comply with 22 CFR 228 regulations and relevant Standard Provisions. If a grantee has the capacity to conduct the procurement themselves, advance approval is required for all transactions \$3,000 or above	All goods and services will be purchased by the project and provided to the grantee in-kind.
International airfare	Yes	Yes	Yes	No (some exceptions)
In-kind element	Yes	Yes	Yes	Yes
Cost share Or contribution *	Encouraged	Not applicable	Encouraged	Encouraged
Sub-awards	No	No	Yes, provided the grantee has the management capacity and financial ability to monitor sub- grants	No
Indirect costs	No	Yes, provided the grantee has audited financial statements to support the indirect rate	Yes, provided the grantee has audited financial statements to support the indirect rate	No
Incrementally Obligated	Allowed	Allowed	Allowed	Allowed
Construction and Infrastructure Projects	No	No	No	No
Mandatory and Required as Applicable Standard Provisions	Required	Required; specific Standard Provisions for FAAs exist	Required	Required
Certifications	Required	Required	Required	Required
Audit	Required if grantee expends more than \$300,000 per year in USAID funds Required for U.S. organizations expending over \$750,000 per year in U.S. federal awards	Not required for non-U.S. organizations Required for U.S. organizations expending over \$750,000 per year in U.S. federal awards	Required if grantee expends more than \$300,000 per year in USAID funds. Required for U.S. organizations expending over \$750,000 per year in U.S. federal awards	Not applicable

Cost-sharing will be encouraged for all grantees, but not required, to increase grantee buy-in to the grant activity by creating a financial stake in the success of the program. The actual cost share percentage will depend on the nature of the activity and the ability of the grantee to contribute. It may be in-kind or in cash.

III. GRANT ELIGIBILITY REQUIREMENTS

3.1 Eligible Organizations

BEST grant support may be extended to local not-for-profit, for-profit, and NGOs, providing they are legally registered and recognized under the laws of Jordan. In rare cases, BEST may award a grant to a U.S. organization but, per ADS 302.3.4.13, it may not exceed a total value of \$100,000. Illustrative types of organizations may include:

- Civil Society Organizations (CSOs)
 - NGOs
 - Community Based Organizations (CBOs)
 - Private sector firms
- Public and private universities (if the grant is not in-kind to public universities, BEST would seek USAID/Mission Director approval)
- Governmental Organizations in-kind - *(At this time a PAD or D&F has not been approved to include other than in-kind GUCs to government entities. GUCs to government entities will be in-kind unless USAID/Jordan conducts a PAD or D&F and directs Chemonics that these have been approved to include other than in-kind grants.)*

3.2 Conditions of Eligibility

Conditions of eligibility may depend on the solicitation and may target specific types of organizations or regions as appropriate. The following provides illustrative examples of conditions of eligibility that may be included, but is not meant to be an exhaustive list:

- Grantees must display sound management in the form of financial, administrative, and technical policies and procedures that are in written format and present a system of controls that guard assets, protect against fraud, waste, and abuse, and support the achievement of project goals and objectives. An overview of grantee compliance requirements is set forth in 2 CFR 200. A prospective grantee not meeting these requirements may be classified as a high-risk grantee in accordance with relevant USAID regulations, and may receive a grant with specific conditions such as administrative and capacity building assistance from the BEST project.
- The proposed activity must respond to the goals and objectives of the BEST project described in Section I and contain expected outcomes and results consistent with and linked to BEST's results framework.
- Grantees must also be willing and able to complete all required certifications detailed in section 3.7.
- Grantees must agree to comply with the BEST project's Branding and Marking requirements (see template in the Annex).
- When applicable, grantees must provide an environmental assessment and mitigation report to comply with USAID environmental regulations.

3.3 Building Grantee Capacity and Specific Conditions

Some organizations may be considered strategic partners for BEST, but classified as high-risk grantees due to limited institutional capacity to manage funds. When partnering with these organizations as applicable, BEST will consider the potential risks associated with each grantee and work to mitigate these risks to the maximum extent possible.

During grantee group or individual trainings, the Grants Manager, other BEST staff (with the support of the appropriate technical staff), will train grantees in managing finances, human resources management, environmental management, or technical implementation based on need. As discussed in Section 1.4 Standards of Business Conduct, BEST staff should be aware of potential COI that may arise when working closely with grantees.

In addition to these trainings, another way to mitigate risk is to choose the size and type of the grant agreement carefully. For example, a standard best practice for very high-risk grantees' first grant is for certain parts of their grant provided in-kind, like procurement of goods, such that the grantee is not directly managing a large amount of funds. In addition, required participation in training activities is often mandated in the grant agreement as a specific condition.

The Grants Manager and relevant technical staff will work closely with high-risk grantees to develop and negotiate budgets to make sure the budget is reasonable and sufficient for the activity to be funded. BEST may use the Chemonics' standard salary determination procedures and market data for salaries and frequent recurring costs to streamline the budgeting and negotiating process. This rate sheet will be created by BEST Grants and Operations staff following the completion of market research for salaries and other costs based on market data.

As a risk mitigation measure, BEST may impose specific conditions as defined in ADS 303.3.9.2, which can include requirements such as more frequent financial reporting, additional technical assistance, training, or others. In such instances, the conditions will follow the requirements outlined in ADS 303 and will be detailed in the memorandum of negotiation and grant agreement. Whenever possible, specific conditions must be for as limited a time period as necessary to mitigate the identified risks. Once the condition has been satisfied and its conditions have been fully met, the BEST COP may approve removing the condition via written modification to the award.

3.4 Ineligible Organizations

BEST grant support may not be extended to the following:

- Any entity that has been found to have misused USAID funds in the past (unless specifically approved by the CO)
- Political parties, groupings, or institutions or their subsidiaries and affiliates
- Organizations that advocate, promote, or espouse anti-democratic policies or illegal activities
- Any entity included in any supplementary information concerning prohibited individuals or entities that may be provided by USAID

- Any entity whose name appears in the System of Award Management (SAM) – www.sam.gov with an active exclusion
- An organization that refuses to sign all required certifications and assurances
- Any grant to a government entity in Jordan that is not solely in-kind without a confirmation in writing of a PAD or D&F from USAID/Jordan

The pre-award risk assessment is a tool that allows Chemonics to thoroughly review a grantee’s capabilities including verifying past performance references. Before a grant is awarded, Chemonics screens the entity/grantee/key individuals against the various USG denied parties lists including SAM, the Specially Designated Persons and Blocked Persons List (SDN), the United Nations (UN) Consolidated List, and the Terrorist Exclusion List (TEL) through Visual Compliance III. Visual Compliance ensures quick and efficient screening of parties and individuals against the various USG denied parties lists and replaces the process of manual checks and printouts from a number of websites and lists with one search and a concise, easy-to-read results record. Chemonics has purchased licenses for BEST field-based project staff users to assist in vetting grantees. BEST will not proceed with the grant if a possible match is found. The Grants team will send the results to the Home Office PMU who will work with the Grants/Export Compliance Departments to determine next steps.

3.5 Eligible Activities

Grant activities funded by Chemonics under the BEST project will meet the following general criteria. Any given solicitation may further specify particular activities to be funded.

- Grants supported by BEST must promote the overall BEST objectives set forth in the relevant RFA or APS, as well as described in Section I. Execution of grant activities must take place in Jordan and with Jordanian beneficiaries and meet objectives of one or more of the principal project components. The SC will look for evidence that a potential grant will address one or more of BEST’s expected outcomes, such as improving the reach of government; systematizing opportunities for representation and inclusion of citizen interests in the political process; increasing the legitimacy of government institutions and representative bodies; and supporting women’s empowerment and leadership. Ideally, many grant activities will further the attainment of multiple project results.
- The proposed activities may be the sole or primary work of an organization, or a special dimension or function of an organization largely dedicated to other projects.
- Grants will cover only necessary and allowable costs linked to the execution of the activity such as program staff salaries, consultant fees, training, meetings and seminars, publications, purchase and/or rental of equipment, office and travel expenses, and other direct costs. The specific costs to be funded under the BEST project must conform to the USAID guidelines for funding activities.
- Should it be deemed necessary by the environmental screening form, grants will also cover costs associated with mitigating the environmental impact of grant activities. These mitigation measures should be clearly outlined to determine associated resource needs.
- Activities can only begin upon signature of the agreement between the applicant and Chemonics. Costs incurred before execution of the agreement (including signed certifications and assurances and RAASPs) will not be reimbursed.

3.6 Ineligible Activities and Unallowable Costs

Unallowable costs are further described in Subpart E- Cost Principles in 2 CFR 200 for non-profit organizations and FAR 31.2 “Cost principles for Commercial Organizations”. All costs must be reasonable, allocable, and allowable, and specifically, grant funds cannot be utilized for the following:

- Private ceremonies, parties, celebrations, or "representation" expenses.
- Purchases of restricted goods, such as certain agricultural commodities, motor vehicles (including motorcycles), pharmaceuticals and contraceptive items, pesticides, used equipment, U.S. government excess property and fertilizers without the previous approval by the USAID CO. If procurement of these restricted goods is necessary, Chemonics may decide to procure items directly and provide them in kind to the grantee after receiving approval from the CO.
- Prohibited goods under USAID regulations, including but not limited to: military and surveillance equipment, police or law enforcement equipment, abortion equipment and services, weather modification equipment, luxury goods, and gambling equipment.
- Purchases of goods or services restricted or prohibited under the prevailing USAID source/nationality regulations per 22 CFR 228 and relevant Standard Provisions; or from countries or suppliers as may be identified by USAID's consolidated list of debarred, suspended, or ineligible subcontractors at www.sam.gov.
- Any purchases or activities deemed unnecessary to accomplish grant purposes as determined by Chemonics, including any grantee headquarters expenses that are not directly linked to the implementation of the proposed program.
- Any construction or refurbishment activities.
- Previous obligations and/or bad debts.
- Fines and/or penalties.
- Creation of endowments.
- Other costs unallowable under USAID and/or federal regulations, such as alcoholic beverages.
- Indirect costs such as but not limited to overhead or indirect fringe (unless the applicant has documented proof of such rates through audits or USAID-issued NICRA). Indirect costs are never allowed under simplified grants.
- In general, costs not included in the approved budget may not be allowed unless approved in writing by Chemonics.

3.7 Required Certifications

Regardless of the type of grant to be awarded, BEST requires all grantees to sign the following certifications. As these may change over the life of BEST, this Manual may be updated accordingly. Required Certifications and Assurances can be found at <http://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf>. Additionally, a required certification and assurances tool can be found in the annex.

- Representation by Corporation Regarding A Delinquent Tax Liability or a Felony Criminal Conviction (An assurance that the organization applying for the grant through a RFA has not been convicted of a felony criminal violation under any U.S. Federal law within the preceding 24 months and the organization does not have any unpaid federal tax liabilities.)
- Assurance of Compliance with Laws and Regulations Governing Nondiscrimination in Federally Assisted Programs
- Certification Regarding Terrorist Financing (Required for all grants)
- Certification Regarding Lobbying (Required for all grants over \$100,000)
- Certification Of Recipient (Required for all grants)

For grants over the USD equivalent of \$25,000, the grantee will provide Chemonics with its Duns and Bradstreet Number (DUNS) prior to grant execution or immediately following execution. In cases where the grantee does not have a DUNS, BEST may help the grantee to obtain one. A DUNS is not required for 100% in-kind grants.

3.8 Standard Provisions

Included as mandatory references to ADS 303 are the standard provisions for non-U.S. nongovernmental recipients. There are two types of provisions: mandatory standard provisions (MSPs) and required as applicable standard provisions (RAASPs). Each type of provisions has two forms: one that applies to in-kind, standard, and simplified grants, and one that applies only to fixed amount awards. The standard provisions applicable to LSGA type grants were referenced above.

The FAA MSPs and RAASPs may be found here:
<http://www.usaid.gov/sites/default/files/documents/1868/303mat.pdf>

The non-FAA MSPs and RAASPs may be found here:
<http://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf>

USG requirements pertaining to standard provisions are subject to change at any time.

MSPs. Mandatory Standard Provisions are mandatory for all grants. The appropriate MSPs (that is, those for standard/simplified grants or those for FAAs) must be included in each grant agreement.

RAASPs. RAASPs are required to be used when the grant has activities pertaining to one (or more) specific RAASP. To determine applicability of the RAASPs for a specific grant agreement, see the italicized statement preceding each RAASP. When a RAASP is determined to be applicable, its use is mandatory unless a deviation has been approved in accordance with ADS Chapter 303.3.4. RAASP coversheets are provided in annex to this manual. Check off the provisions which are to be included in the award. Only those RAASPs which have been checked off are incorporated within the award.

IV. GRANT SOLICITATION AND APPLICATION PROCESS

This section describes the procedures undertaken by both the Applicant and the BEST project during the application stage of the grants-making process. Application forms referred herein can be found in the Annexes. A diagram that summarizes the grant process which illustrates the grant application, review, and appraisal process, in addition to grant implementation and close-out steps, is shown in Section VI – Grant Workflow Processes.

4.1 Identification and Solicitation of Potential Grantees

As a best practice and in compliance with US government requirements found in ADS 303.3.6, BEST will encourage competition, to the extent possible, in the award of grants to identify and support the most effective activities to achieve project objectives. Competition will be solicited through Requests for Application (RFAs) and Annual Program Statements (APSs).

In accordance with ADS 303.3.5.2, RFAs will be used once a specific type of activity has been identified. RFAs must be published at least 30 days before applications are due. For sizeable activities or more detailed applications, a longer response period may be authorized to ensure applications of high quality.

APSs will be used to support a variety of creative approaches and are structured to ensure a steady stream of innovative activities based on rolling assessments of priority interventions as described in ADS 303.3.5.4. APSs can be published with an open-ended response time or closing date of at least six months after issuance.

All solicitations will be announced in a manner consistent with project objectives (e.g., newspaper and/or radio advertisements, community meetings, verbal, website announcements, bulletin boards, or others). In some cases, a pre-qualifying survey will be released prior to a full solicitation in order to narrow the pool of potential organizations responding to the solicitation. BEST will release a specific activity description, along with pre-qualification criteria via a combination of the announcement methods listed above. Based on the number of responses to the pre-qualification survey, the Grants Manager (with input from the COP and relevant technical staff) will narrow down the eligible applicant pool using the pre-qualification criteria, and release the full solicitation to these organizations. Ideally at a minimum at least three responses to solicitations from organizations or entities should be evaluated (except in cases where restricted eligibility can be justified in accordance with USG regulations). Though three responses to solicitations is optimal, should BEST receive less than three, an evaluation may still be conducted because the requirement for competition has been met by virtue of openly competing the grant instrument. The Grants Manager will work in close collaboration with technical staff, the Grants Manager, the COP, and the DCOP to determine the most appropriate way to solicit applications. This will depend on the following factors: nature and overall objective of the activity; required turnaround time; and whether or not it is reasonable to expect several applications.

After the type and methodology for solicitation have been established, the technical team staff member or designee responsible for a given grant activity will develop a program description, with input from the COP, DCOP, USAID or others, and the BEST Grants Team will draft the RFA or APS based on an established template. The Grants Manager will lead the process and work closely with technical teams, and other members of the program team, such as the M&E manager and DCOP to finalize the solicitation.

APS or RFA solicitations will indicate the requirements that applicants should follow for completing the applications and could include one or both of the following application steps: (1) a concept paper, including a budget estimate and (2) a full application, including a detailed budget. In general, the Grants Manager will receive concept papers and/or full applications.

All solicitations will include a disclaimer stating that BEST is under no obligation to fund any activity or provide any awards to any applicant. Unsolicited proposals will be considered on a case-by-case basis in accordance with USAID regulations and whenever possible will be considered through a relevant APS.

The BEST project will ensure that (1) grants are awarded in a transparent fashion, and consistent with this Manual, (2) the proposed grant activity is relevant to BEST and furthers the goals of the program, (3) sustainability is satisfactorily addressed in the proposal, and (4) the applicant meets all applicable USAID regulations. RFAs and APSs will be written in accordance with the guidelines in ADS 303. All staff or individuals reviewing concept papers and/or applications will be required to sign a COI certification included in the Annex.

4.2 Pre-Proposal Briefing/Application Assistance

As discussed in Section 3.3, Building Grantee Capacity, not all applicants are experienced in program development and in applying for grant assistance, so BEST may periodically conduct training sessions to orient potential grantees to the grant-making process. For example, to level the playing field, the Grants team, with the assistance of technical managers/coordinator or other members of the technical team, will conduct grants seminars for potential grantees to provide an overview of the grants applications process and advice on submitting a winning application, developing programs and budgeting for activities. This workshop will be particularly important for local municipalities, and organizations that are receiving USAID assistance for the first time. BEST may also choose to offer smaller, periodic group mini-workshop intensives for applicants to assist them in the application process. The mini-workshops will assist and prepare applicants for the rigors of USAID grants. The workshops will not assist with the program concept. Rather, by focusing on training modules such as project development; administrative, financial and personnel resources; accounting systems; procurement procedures; regulations; gender, youth, environmental issues; budget preparation, etc., BEST is ensuring submission of well-developed applications and improved grantee capacity to apply for USAID funding.

This targeted application assistance aids those potential grantees in key technical areas that may not otherwise apply. BEST may also conduct, in conjunction with those training sessions or separately, pre-proposal briefings for potential applicants to better inform them of the specific

requirements of a given grant solicitation, the application and review process, as well as the criteria for selection.

4.3 Solicitation Process

4.3.1 Pre-Qualification Round

In some instances, BEST may initiate a pre-qualification round for specific activities to be funded under a solicitation. The purpose of pre-qualification is to shortlist organizations that possess the skills, personnel, availability, and level of experience required to implement an activity. During instances where the project decides to utilize the pre-qualification round, a pre-qualification survey will be released generally. This survey will contain a brief activity description, minimum eligibility requirements of the organization, as well as a specific set of questions, which may include:

- Previous experience implementing grants
- Previous experience in the technical area
- Personnel capabilities
- Evidence of financial status
- Evidence of appropriate legal documentation from the respective government entity
- Organizational information, including mission, vision and objectives
- The extent of which the activities are consistent with the priorities of BEST
- Other information relevant to the specific solicitation

Based on the results of the pre-qualification survey, the Grants Manager will then release the full solicitation to those organizations selected.

4.3.2 Requests for Application (RFA)

The BEST project intends to use RFAs to support specific activities that further the project's overall objectives. Grant applicants will submit a concept paper or full application in response and according to a RFA. The Grants Manager, with the approval of the COP, may indicate that smaller, less complex, or short awards require only the concept paper form for evaluation in lieu of the full application form.

A RFA will include the following information, as appropriate for the type of activity to be funded:

- Program eligibility requirements
- Minimum qualifications of applicant
- General description of the proposed program with an indication of the range of activities that might be involved, as well as any established goals of the activity which the applicant must demonstrate the ability to achieve
- A statement identifying the authorizing legislation (generally the Foreign Affairs Act) and that the award is subject to 2 CFR 200
- Illustrative expected results and indicators of performance
- Merit review criteria

- Statement that the award will be administered consistent with USAID Standard Provisions
- Duration of the BEST support of activity
- Deadline for submission (must be at least 30 days from issuance of the RFA)
- Statement that the project reserves the right to fund any or none of the applications submitted
- Grant Concept Paper Template, if needed
- Grant Application Template, if needed
- Implementation Timeline Form
- Grant Budget Form(s)
- Applicant Self-Assessment Form
- Required Certifications
- Estimate of funds available and number of awards anticipated, if available

Additional guidance can be found in ADS 303.3.5.2.

The number of awards, as well as the value of the awards, are determined on a case by case basis taking into account, but not limited to: the needs of the project in accordance with the contract and the approved work plan, the universe of potential grantees, the amount available from the project budget, and the grant type ceilings as stipulated in the grants manual.

After the Grants Manager, in coordination with technical staff, develops the solicitation request, the COP will review and approve the release of the RFA. To the extent possible, proposed or planned RFAs should be included in periodic work plans for general planning purposes.

4.3.3 Annual Program Statements

An APS, described further in ADS 303.3.5.4, will be used to generate competition for grants where BEST intends to support a variety of creative approaches by applicants to develop their own ideas and methodologies in assessing and/or implementing activities that support BEST objectives.

An APS can be issued with an open-ended response, specific review periods, or a specific closing date (must be no less than 6 months from date of issue), reserving the right to close it if all funds have been obligated. It is anticipated that a multi-tiered evaluation process will be used most frequently, whereby applicants will have the option of submitting a concept paper for consideration prior to submitting a full application. The Grants Manager, with the approval of the COP, may also indicate an alternative process for smaller, less complex, or short awards by soliciting only the concept paper form for evaluation, in lieu of the full application form. If this process is approved, it will be applied on a case-by-case basis. An APS may include the following information:

- Program eligibility requirements
- Activity objectives including any areas of special interest, illustrative expected results, and indicators or performance
- A statement identifying the authorizing legislation (generally the Foreign Affairs Act) and that the award is subject to 2 CFR 200

- Brief statement of how applications will be evaluated, including weighted merit review criteria
- Estimate of funds available and, if appropriate, the number of grants to be awarded (not always applicable)
- That the award will be administered according to the relevant Standard Provisions
- Point of contact, including name, title, address and phone number
- Statement that BEST reserves the right to fund any or none of the applications submitted
- Any other relevant information
- Grant Concept Paper Template

4.3.4 Restricted Eligibility/Restrictions to Eligibility

While competition is encouraged, the BEST project recognizes that it is not always possible for all grant activities to be competed. Restrictions to eligibility may occur when BEST identifies a specific opportunity or activity and may work with an organization to develop an application, or when the project receives an unsolicited proposal that demonstrates a unique, innovative, or proprietary program. For cases in which BEST project staff identifies a specific organization to receive a grant, the Grants Manager will ensure that there is no conflict of interest or appearance of conflict of interest. Where an exception to restrict eligibility is requested/required, the justification memo must be reviewed and approved by the COP and, depending on the size of the award, Chemonics' home office.

As stated in ADS 303.6.5(a), exceptions to restrict eligibility cannot be justified on the basis of:

- Mobilization costs
- Demobilization costs
- Continuing relationship
- Lack of planning
- Concerns about amount of funds available, such as expiring funds

The nature of the project provides special circumstances that may cause deviations to the standard competition procedures and such instances will require a clear justification for the absence of competition under grants as stated in ADS 303.3.6.5. The justification must be presented to the COR for approval prior to issuing the grant following the procedures outlined in section 5.7 "USAID Grant Approval".

Grants awarded with restricted eligibility will still be subject to evaluation by a SC. In cases when a potential grantee and activity has been identified by a technical lead, a concept paper will be submitted by the applicant and presented to the SC for evaluation. For organizations with limited capacity, a member of the BEST grants team and/or technical team will assist applicants in preparing their concept papers to ensure it is responsive to application requirements, without providing substantive technical input into the concept itself. All applicants will have the opportunity to receive the same level of assistance from BEST in the development of their concept paper. Such assistance will generally be offered in group settings and will always be made available to all interested applicants in the same manner in which the original APS or RFA was published (published in newspapers, word of mouth, project website, etc.) Full application

forms may be required on a case by case basis. The merit review criteria may vary from that of an APS or RFA, and for smaller and less-complex activities, the process may be more streamlined.

The following exceptions listed below are the most common justifications for restricting eligibility. All justifications for restrictions to eligibility (JRE) will be documented in writing in the grant memorandum of negotiation and included in the grant file. The complete list of exceptions to restrict eligibility is found at ADS 303.3.6.5 Restrictions to Eligibility. Chemonics may utilize any one of the following:

- **Follow-on awards and extensions:** A follow-on award is a new award to an entity to perform activities that are the same as or substantially similar to those included in a recently expired previous agreement with the same entity. An extension is an amendment to increase the total estimated amount of an existing award, usually to provide additional activities within the program description, to extend the period of the award, or both. Also included in the definition of “follow-on” are new grants or extensions that include new activities that are clearly logical expansions of or derived from activities previously performed by the same grantee. The Follow-on Awards and Extensions exception to restrict eligibility cannot be used to continue a relationship with a grantee that received an award based on the Small Grants exception to restrict eligibility. When this exception is used, the Grants Manager must justify with specificity why the benefits of continuing the assistance activity with the same recipient exceeds the benefits of a competitive process encouraged by law and required by policy.
- **Exclusive of predominant capability:** Chemonics may restrict eligibility, including non-competed awards when it considers a grantee to have exclusive or predominant capability based on the following criteria:
 - Proprietary resources
 - Specialized facilities or technical expertise
 - An existing unique relationship with the cooperating country or beneficiaries

This exception may not be used to continue an on-going relationship when the applicant developed the exclusive or predominant capability during performance of any USAID award.

When this exception to restrict eligibility is used, BEST must describe in detail and justify the uniqueness of the proposed recipient and how it applies to the activity to be supported, as well as a description of the other options explored.

- **Small grant awards:** Small awards are awards at or below the Simplified Acquisition Threshold or less and with a term of no more than one year. These awards may not be amended to either add funds beyond \$150,000 (the current Simplified Acquisition Threshold) or extend the date beyond one year from the original date of the award. A justification must explain how the proposed award fits the exception to restrict eligibility.

Note that if you use the small grant award exception to restrict eligibility, you may not use the follow-on exception to restrict eligibility in the case of a follow-on grant.

- **Unsolicited application:** Unsolicited applications are those submitted to BEST by an applicant solely on his/her initiative, without prior formal or informal solicitation by BEST. BEST may issue an award based on an unsolicited application, without the benefit of competition, when the application:
 - Clearly demonstrates a unique, innovative, or proprietary program;
 - Represents an appropriate use of funds to support or stimulate a public purpose; and
 - Fits with an existing program objective as described above.

When the terms of an unsolicited application fit with the scope of a published an open APS, the application may be considered under the APS. The unsolicited application is then considered to have been competed under the APS and no justification for restricted eligibility is required.

This exception to restrict eligibility may not be used for non-competitive extensions to existing awards. A grantee's request to extend an ongoing relationship is not an unsolicited application. To use this exception to restrict eligibility, BEST must first certify that BEST did not solicit the application and that it was submitted by the applicant solely on his or her own initiative.

The SC in the memorandum of negotiation must address how the following additional issues warrant acceptance of the application without competition:

- In what way the application is unique, innovative, or proprietary;
- How funding the application is an appropriate use of USAID funds to support or stimulate a public purpose; and
- Describe how it fits within a project objective.

4.4 Application Mechanisms

4.4.1 Grant Concept Paper

A concept paper is simpler and quicker than the full grant application package, taking applicants less time and generating a higher volume and a variety of creative approaches. This methodology streamlines the process to quickly evaluate a large number of proposals. It is also done in recognition that there may be some applicants who are unable to complete a full application. The Grants Manager may recommend to the COP, who can approve this, that in response to an APS or RFA, a concept paper may be used as either part of a multi-tiered evaluation as a first step in evaluating a proposal before a full application is requested or in lieu of a full application for smaller, less complex, or short-duration activities. The requirements will be clearly stated in the solicitation document.

When concept papers are accepted as a first step per the solicitation, the designated SC will review the concept paper against eligibility and merit review criteria listed in the solicitation. Criteria could be based on a number-rating system or be designed as questions on a yes/no basis and could include the following questions, for example:

- Is the activity consistent with the objectives of the BEST project, and does it contribute to the project's expected results areas?
- Does the activity support the objectives of BEST counterparts?
- Does the organization demonstrate adequate capability to manage the activity, or does it have previous experience relevant to the activity proposed?
- Does the proposed activity fall within the technical specifications in the solicitation?
- If applicable, does the activity consider historically marginalized sectors of society (indigenous populations, internally displaced persons, women and girls, landless poor, refugees, etc.) as beneficiaries?
- Does the proposed activity include leveraged funding from either public or private sector partners?

If the applicant's concept paper meets the criteria, as decided by the SC, the applicant may be asked to submit a full application. Should the SC determine the concept paper is ineligible, the Grants Manager will notify the applicant of this decision. If a full application is requested, it will be submitted to the SC for evaluation.

If the solicitation states, or if it is determined by the COP, that only a concept paper is needed, the Grants Manager will review the submission for completeness and ensure the applicant is eligible before submitting the concept paper to the SC for evaluation as indicated in Section 5.2. If approved by the committee, the applicant will move to negotiation, and pre-award risk assessment.

The concept paper package includes the following documents, at a minimum:

- Completed concept paper and budget;
- Copy of valid Jordanian documentation;
- Any other supporting document(s) as requested in the solicitation.

In some cases, the BEST project will request submission of the concept paper and budget at the first submittal, and will request all other materials provided in the list above after the initial concept paper has been approved.

4.4.2 Full Grant Application Package

The development of a full application requires significant input on the part of the applicant, and as stated above, full applications may not be required for all grants. BEST may choose to request that applicants complete a concept paper as a first or the only step, or may request full applications to be submitted without an initial concept paper as specified in the solicitation. The full grant application submission generally consists of the following documents (note that if there

was a concept paper phase or a pre-qualification round, some of this documentation may have already been provided):

- Completed grant application
- Budget forms and notes
- Implementation plan or chronology of activities and results
- Copy of valid Jordanian registration certificate and related documentation
- Monitoring plan
- Any other supporting document(s) as requested in the solicitation

The grant application forms provide a standardized format for review of the major elements of the proposed activity. Based on the review and evaluation of the information presented in the application, the SC will either approve or reject the proposed activity.

The full application form and detailed instructions are contained in the Annexes. Major elements of the application include:

- **Section I (Basic Information).** The applicant provides basic contact information and information regarding the status of the organization, including the organizations' mission, vision and objectives.
- **Section II (Program Description).** The applicant describes overarching program elements such as the objective of the grant and the linkage to BEST's objectives, results and indicators for measuring results, the activities' beneficiaries, and plan for disseminating activity deliverables.
- **Section III (Program Implementation Plan).** This section covers information regarding program implementation, including proposed personnel, and descriptions of each task. Each task must be:
 - Complete and sound
 - Integrated and scheduled with dependent tasks
 - Assigned to a responsible party
 - Defined in terms of resources required
 - Concluded with a viable milestone of achievement. (Milestones must be linked to results)
 - Tasks listed must show a logical, thoughtful approach to the overall implementation plan. Tasks should describe actions and be logically sequenced.
 - Each task must contribute to the achievement of the activity objective
 - Each activity should contain a communications component
 - Applicant must describe any relevant material assumptions made and/or conditions required for the achievement of the grant objective
 - Implementation plans may be supported by a timeline that shows all identified tasks over the duration of the activity
- **Section IV (Experience and Capacity).** Applicant describes previous or ongoing experience implementing similar activities. This is a critical factor in assessing the capacity of the grantee to implement the activity. Applicant also provides contact information of references that can speak to the applicant's past performance and capabilities.

- **Section V (Cost and Budget).** This includes a summary of the information provided in the application budget forms, and includes total grant request and contributions from other sources (co-funding) for the activity. Within the budget notes, the applicant also describes any other donor funding currently received and that may result in issues of duplicate funding. Applicants must identify any long-term, recurrent commitments resulting from the proposed activity, and applicant's plan for sustainable coverage.
 - The budget forms, when properly completed, reviewed, and approved, serve as the mutually agreed-upon “road map” for activity financial management. All activity costs must be identified. Cost data must be accurate; proposed amounts should not be unrealistically high or low.
 - The various types of grant instruments have slightly different budget forms that reflect the difference in the disbursement mechanisms and allowable expenses.
 - For standard and simplified grants, the forms consist of a summary budget form and the monthly budget breakout form. The budget will provide detailed information, citing unit costs and units, on a line-item basis. The monthly budget breakout form contains the same budget information broken out in the anticipated monthly expenditures to aid in projecting cash flow needs.
 - For FAAs, the budget application is the financial summary form, which presents the budget by tranche payments for costs associated with achieving proposed milestones.
 - Although grants may not generally cover indirect costs due to the lack of reliable information from the majority of grantees, FAAs and standard grants may exceptionally include indirect costs provided they are fully substantiated with verifiable indirect cost information from the grantee. Simplified grants may not include indirect costs. Grant funding may, however, cover direct costs that will be incurred by the grantee to provide identifiable administrative and management support to the activity.
 - All line items must be supported by budget notes with enough detail to permit a determination of cost allowability and reasonableness with respect to 2 CFR 200, Subpart E. Budgeted amounts must also be supported by justification, and the applicant must be able to provide such backup to BEST if requested. All proposed costs must be within the normal operating practices of the grantee and in accordance with its written policies and procedures. It is important that the budget clearly indicates where specific program funds are to come from (e.g., USAID, co-funding from other donors, fund leveraged from either the public or private sector, or the applicant’s cost sharing contribution). Furthermore, contribution from other donors and grantees resource commitment will be investigated and documented. In order to avoid double financing/ billing, BEST will require full disclosure by all involved parties and will maintain contact with co-funders to verify their contributions.

4.5 Submission and Processing

Grant applications or concept papers, altogether called “application,” are to be submitted as specified in the applicable solicitation. Upon receipt of an application, the Grants Manager or

his/her designee will systematically process the application according to BEST's internal grants management procedures, including populating the activities tracker with the required information. These processes are designed to make the handling of each application fair and transparent, and include the following:

- Creating a hard-copy and soft copy grant file along with the grant file checklist with all information pertaining to the grant at any point in time;
- Acknowledging, in writing or electronically, the receipt of each application received by BEST, and;
- Screening the application for eligibility (see Section III).
- Ensuring that applicants are notified where their applications are rejected, and this information is maintained on file.
- The Grants Manager will also develop a computerized system to track each application and update the tracker at every step of the evaluation, award, funding, and monitoring process.

V. GRANT EVALUATION AND SELECTION

This section describes the procedures to be followed by BEST during the evaluation and selection process. In all cases, the Grants Manager will guide the review and approval processes to ensure that all required reviews and approvals are obtained and documented in the files. The grant process checklist outlines the various steps and approvals to be obtained during the evaluation and award process.

As reflected in Section 1.4, no employee, officer, or agent of the BEST project, or the grantee shall participate in the selection, award, or administration of a grant supported by USAID funds if a real or apparent conflict of interest would be involved. Such a conflict may arise when the employee, officer, or agent, any member of his or her immediate family (relatives in first, second, or third degree), or partner, or an organization which employs or is about to employ any of the parties indicated herein (family members in first or second degree), has a real or perceived financial or other interest in the organization considered for award. Before any individual sits on a selection committee, he or she must sign the Certificate and Agreement for the Use and Disclosure of Applications and Conflict of Interest contained in the Annexes. These same procedures must be followed by Chemonics' grantees issuing sub-awards, although BEST does not anticipate awarding grants with sub-awards.

5.1 Screening of Application

The Grants Manager or designee will review the grantee applications, to ensure all documentation as required by the solicitation has been submitted and that the organization is eligible to receive a grant by completing the Grant Application Screening Checklist.

If an applicant has not submitted all required paperwork, the Grants Manager may either reject the application or provide the applicant with a new deadline for submission of missing items. Incomplete applications, including concept papers, will not proceed to the evaluation stage unless approved by the Grants Manager. If the Grants Manager rejects an application, s/he will

include an explanation in the grant file and request concurrence from the COP or his designee to ensure transparency, and communication will be sent to the applicant.

5.2 Merit Review Criteria

Chemonics will establish the merit review criteria for each grant solicitation. Grant Applications will be evaluated according to the degree by which the Applicant’s proposed grant-funded program satisfies the requirements described in the RFA or APS, as well as project principles of design and approach, impact on target groups and beneficiaries, sustainability, results orientation, and cost efficiency. Below are illustrative merit review criteria. Each solicitation will contain its own merit review criteria with associated points as appropriate. A scoring system will be prepared by the Grants Manager and used by the SC to evaluate applications. An illustrative example follows:

Merit Review Category	Maximum Points
Design & Approach	20
Impact on Target Group	15
Management & Programmatic Capacity	20
Sustainability	20
Cost efficiency	10
Past Performance	10
Other Strengths	5
Total	100

These illustrative merit review criteria elements are described more fully below. Merit review criteria can and will be revised to include other factors.

Design & Approach. The quality and feasibility of the application, in terms of the appropriateness of the proposed methodology, innovativeness, and the work plan for achieving project objectives such as promoting targeted reforms related to transparency, accountability and good governance. Proposed mechanisms for monitoring and evaluation with objectively measurable indicators will also be appraised.

Impact on Target Group. The extent to which the proposed activity corresponds to the needs of the target group and will directly benefit that group.

Management and Programmatic Capacity. Evidence of the capability to undertake and accomplish the proposed activities. Appraisal will be based principally on organizational documentation; the background, qualifications, reputation, and skills of its key personnel; and the “track record,” reputation, achievements.

Sustainability. The extent to which the funded activity will result in building and strengthening the capacity of local organizations, the tourism sector or the grantee organization.

Cost Efficiency. The degree to which budgeting is clear and reasonable and reflects best use of organizational and grant resources.

Past Performance. Previous or ongoing experience implementing similar activities. This examines an Applicant’s track-record, which is a critical factor in assessing the capacity of the grantee to implement the activity.

Other Strengths. The Grant Application demonstrates other strengths, such as innovative approach, and innovation.

5.3 Review of Applications and Selection of Prospective Grantee

All applications that pass the initial screening described in section 5.1 will be reviewed by the SC.

The SC will have at least three voting members, generally including the COP or designee, the DCOP, and one or more technical lead or other staff as appropriate. The Grants Manager will generally chair the meeting as a non-voting member of the committee, with assistance of other administration staff as needed. In rare circumstances when the Grants Manager will participate as a voting member the COP will suggest another staff member to chair the SC. Staff who provided direct and significant capacity-building guidance to a grantee in developing a concept paper or application (generally conducted in group format such as a series of workshops or conferences), cannot serve on the grants selection committee as a voting member. All members of the SC will need to sign and submit a non-disclosure/non-conflict of interest certification (included in the Annexes).

The SC Chair will provide guidance and instructions to the SC regarding the selection process, the confidentiality of the process and expected integrity and professionalism of evaluators. S/he (or designee) will distribute score sheets and the applications to the SC.

Each voting member of the SC will review the solicitation document and full application in detail. SC members will review applications remotely and/or as a panel, as determined on a case by case basis. Regardless of the forum, the SC members will conduct their review and individually complete score sheets for applications received. Based on the discussion and scoring, a consensus decision will be made by the committee about whether an application will proceed to the next step – which can include (but not be limited to) requesting additional information from the applicant. The Grants Manager or designee will prepare the minutes of the SC meeting, including the list of clarification questions or additional information required for each proposed grantee to answer in advance of a final decision being made. This process may evolve and change throughout the life of the project or for a given solicitation.

5.3.1 Applications Not Selected

The Grants Manager will promptly notify applicants when applications were not selected by the SC. If an application is not selected, they will be informed that this will not prevent them from submitting another application in response to another solicitation at some later date. The BEST project will provide written feedback to the grantee (if requested) in relation to the solicitation merit review criteria as part of the overall grantee capacity building strategy.

5.3.2 Applications Requiring Revisions/Clarifications/Information

For applications returned to the applicant for additional information following review by the SC, additional information may include but not be limited to the following:

- Necessary technical and budgetary changes to the application, according to the instructions provided by the Grants Manager and the SC. Examples of technical revisions might be to define the beneficiaries, address gender, environmental compliance, etc. Examples of cost revisions are: redefine the costs of milestones, remove costs that are not allocable, or provide more information or additional documentation about unclear or questionable costs.
- Necessary changes in application to bring the application in compliance with the grant manual policies and USAID regulations.

5.3.3 Applications Selected

The Grants team will finalize the award and all necessary documents prior to requesting final project-level approval from the COP and final USAID COR approval. Steps and documents involved include:

Conduct pre-award risk assessment: The Grants Assistant, with support from the Accountant and Operations Manager as necessary, will work with the potential grantee and BEST technical staff to conduct a pre-award risk assessment (see Section 5.6).

Present to the COP for project-level approval: Following the pre-award risk assessment, the Grants Manager will present the COP with one of the following recommendations:

- Select the grant, and proceed to request USAID approval, providing USAID the budget, memorandum of negotiation, and environmental plan if necessary
- Determine that the grant type and/or amount must change, and/or specific conditions must be included for the grant to be selected. (The Grants Manager shares with the COP in this case to ensure that the COP is fully informed and also to ensure an additional person from the project reviews the decision.)
- Not select the grant and inform the grantee
- Return the application to the applicant, indicating deficiencies or additional information required before further consideration can be given.

Negotiate award and budget: The Grants Manager, together with the technical team when applicable, will negotiate the award (milestones, reports needed, etc.) and its budget with the applicant. The budget is negotiated to ensure costs are allowable, allocable, and reasonable, are in compliance with USAID policies and 2 CFR 200 subpart E, and properly supports the proposed technical activities. For grants that include in-kind elements, the Grants Manager, with assistance from the operations team, will coordinate to obtain quotations and estimates to be included in the award budget. The team will also review program income and will ensure it is applied in accordance with relevant ADS 303 regulations, including the relevant Standard Provisions. The Grants Manager or assistant will draft the appropriate grant agreement including this information.

Ensure Environmental Compliance: BEST will evaluate the potential environmental impacts of all proposed grant activities prior to award as indicated in section 5.5.

Prepare the Branding and Marking Plan: The Grants Manager will coordinate with the Project Communications Manager and the applicant to develop a branding and marking plan for the grant activity consistent with the prime contract's approved plan (see Section 5.9).

Review M&E reporting requirements: The M&E Manager will be involved as needed to ensure that the applicant will use the BEST assigned indicators, and report in the needed frequency.

Prepare the Memorandum of Negotiation: The Grants Manager will prepare the grant memorandum of negotiation documenting the decision to award, including:

- Name of the grantee organization, and proposed activity
- Grant amount in US dollars
- Type of grant to be awarded
- Brief description of the purpose of the award and duration
- Brief explanation of the selection process and overall results of the selection or justification of restricted eligibility
- Rationale for award
- Summary of SC evaluation
- Risk assessment and result of financial assessment
- Confirmation that the System for Award Management has been checked by the Grants Team and through Chemonics' subscription to Visual Compliance, an automated system that verifies all available systems
- Confirmation that environmental issues have been considered
- Linkages between the grants and Section C of the contract

Final grant information will be reviewed and approved by the COP for project-level approval. Once the COP has approved, the Grants Manager will send the COP a package including the final concept paper/application and Memorandum of Negotiation, which the Grants Manager will use to prepare the grant approval request for USAID. The COP or designee will submit the grant approval request, including the budget and memorandum of negotiation, to the COR for technical concurrence and approval. (See section 5.7).

If the grant amount is above the COP's delegation of authority, the draft grant agreement, final memorandum of negotiation and final budget must be sent to Chemonics home office for review in anticipation of Senior Vice President (SVP) of the Risk Management Division signature prior to sending to USAID for approval.

5.4 Program Income

Program income includes but is not limited to income from fees for services performed, the use or rental of real or personal property acquired under Federal awards, the sale of commodities or items fabricated under a Federal award, license fees and royalties on patents and copyrights, and

principal and interest on loans made with Federal award funds. Interest earned on advances of Federal funds is not program income. Except as otherwise provided in Federal statutes, regulations, or the terms and conditions of the Federal award, program income does not include rebates, credits, discounts, and interest earned on any of them. Program income does not apply to fixed amount awards.

Program income (if anticipated) will be managed in accordance with USAID regulations. It may be used to finance the non-federal share of the award with the approval of the COP. Grantees shall apply the standards set forth in the USAID regulations to account for program income related to projects financed in whole or in part with USAID funds. Language from the USAID regulations related to program income will be incorporated into the grant agreement, if applicable. Note that per the changes to the program income standard provision dated June 2012, for commercial organizations (for-profit), program income must be deducted from Chemonics' contribution to the grant. For example, if we would like to award a grant of \$100,000 and the grantee is expected to generate \$10,000 in program income, the total grant award should be \$90,000.

When project staff are evaluating an application or monitoring a grant, it is very important to understand and identify program income so that it is documented and tracked as required. The Required as Applicable Standard Provision, for standard and simplified grant entitled "Program Income" provides further guidance on program income.

5.5 Environmental Compliance

The BEST project will evaluate the potential environmental impacts of all proposed grant activities prior to award. All grant activities will be required to comply with U.S. Government 22 CFR 216 Regulations.

Per Sections C.5.2 and H.20 of the BEST contract, the Initial Environmental Examination (IEE) [No. 13-149] developed for BEST will serve as the only IEE throughout the duration of the project. The document identifies activities that are "categorically excluded" from initial environmental examination such as capacity building as well as those with "negative determination" for small-scale construction/renovation activities. Furthermore, the document describes procedures for undertaking environmental screening and review of proposed activities and for monitoring compliance with "conditions". BEST must become thoroughly familiar with the content of the IEE and will adhere to its guidance and stipulations throughout the life of the project. In particular, BEST will undertake environmental screening of all proposed activities before grant award to identify any potential environmental concerns. The screening will apply to the activities proposed for financing by BEST, and by any subsidiary collaborators and/or sub-awardees.

All grants will be screened using the approved IEE described above applicable to all BEST activities to determine whether any environmental mitigation activities must be included as part of the grant design, or if the activity poses a significant environmental risk and requires development of an environmental assessment. The BEST project will complete an environmental checklist, for all grant applications being considered and determine if an activity fits into the

categorical exclusion category or presents moderate or high risk for the environment. This checklist can be found in the annex.

Grant activities such as those intended under the BEST project including technical assistance, training events, and workshops generally fall within the definition of a categorical exclusion as set forth in 22 CFR 216.2. These activities therefore will require no environmental review but the grant file must be documented as such using the ERR or checklist.

For any proposed grant activities that do not meet the criteria for a categorical exclusion as determined through the environmental checklist, and may present a (a) moderate or (b) high risk to the environment, an Environmental Mitigation and Monitoring Plan (EMMP) will be required at the activity level to ensure that appropriate and required mitigation measures are applied and monitored effectively; BEST will include the EMMP in the grant approval package to USAID. The EMMP will include identification of specific mitigation measures to address impacts and a monitoring plan to verify the effectiveness of the mitigation measures. It is anticipated that the BEST program is largely technical assistance, but may also include the upgrading of site amenities, small-scale infrastructure, procurement of materials and office equipment. The program will also award small grants which may be used for small-scale infrastructure/renovation. Any grant that includes small-scale infrastructure/renovation must not fall within the definition of construction as defined by the ADS303 help document found [here](#). Per section C.5.2 of the BEST contract, the following anticipated activities have been identified:

- Activities: Education, Technical Assistance or Training, Analysis, Studies, Academic or Research Workshops and Meetings, Document and Information Transfers, Projects or activities intended to develop the capability of Contractor countries and organizations – Categorical Exclusion, no actions required.
- Activities: Procurement of related materials and/or office equipment – Negative Determination. The implementer is required to ensure that equipment, commodities (see also ADS 312) and materials are procured from certified retailers; environmental safety and quality certificates conforming with national and/or international standards are available; equipment and materials are used in an environmentally sound and safe manner, properly disposed of when applicable at the end of their useful life in a manner consistent with best management practices according to USG, European Union or equivalent standards acceptable to USAID.
- Activities: Small-scale construction/renovation activities - Negative Determination

Site enhancement possible support may include non-structural, cosmetic work, including painting, signage, floor covering, wall coverings, window replacement that does not include changing the size of the window opening, replacement of plumbing or conduits that does not affect structural elements, and non-load bearing walls or fixtures (e.g., shelves, signs, lighting, etc.).

For any activity that may affect the environment, the BEST project will ensure that the required environmental compliance documentation is completed per the BEST project level EMMP. Anything that falls outside of the approved BEST project level EMMP will be submitted to

USAID. The COR and the Mission Environmental Officer will be responsible for approving the activity with the associated environmental compliance documentation.

For more information see ADS 303.4.1h pertaining to environmental procedures.

5.6 Pre-award Risk Assessment (Financial and Administrative Assessment)

Per ADS 303.3.9, the recommendation or selection of an application for award by the SC, respectively, does not guarantee the award. The COP makes the final determination on the award and must be fully satisfied that the applicant has the capacity to adequately perform on the award. To do so the Grants Manager, with assistance from the Grants Assistant who is able to conduct the site visit along with other members of the team (i.e. operations, technical advisors), must conduct a pre-award risk assessment to establish if the grantee has the necessary management and technical competence to plan and carry out the grant. The Grants Manager is ultimately responsible for the overall pre-award risk assessment process as well as the results, overseeing the Grant Assistant's work and verifying the findings of the assessment. The administration team may conduct or be substantially involved in pre-award risk assessments for high value grants or high risk grantees. No grant shall be awarded unless the project makes a positive determination or suggests mitigating measures regarding the management, technical, financial and administrative capacity of the organization.

The nature of the pre-award risk assessment conducted will depend on the grant type, amount, duration, whether advances are authorized, and the potential grantee. For example, increased scrutiny of grantee financial accountability and reporting capabilities accompanies the use of grants with advances since the provision and reconciliation of advances on standard grants entails more sophisticated and detailed grantee financial reporting, and grantees must meet specific requirements to qualify for advances. Consequently, assessments for these grants will be particularly rigorous. Simplified grants and FAAs without advances entail a lesser management burden on the grantee and pose less risk for the BEST project, so the determination may require a less intense review format. The Grants Manager in consultation with the DCOP will determine the extent of the pre-award risk assessment on a case-by-case basis depending on these factors. For a FAA, the [USAID FAA Entity Checklist](#) will be used. For other than FAAs, any pre-award risk assessments will include all the relevant information from the Non-U.S. Organization Pre-Award Survey (NUPAS) contained in ADS 303.

The first step in any pre-award risk assessment is for the applicant to complete a self-assessment form. The form provides the basis for the formal pre-award assessment.

As a mandatory part of the risk assessment, the Grants Manager must verify that the applicant does not appear as a terrorist or other denied party listed in the System for Award Management (www.sam.gov) and a copy of the verification must be included in the grant file for each grant. To do so, the Grants Manager must use the Chemonics subscription to Visual Compliance as noted previously to verify additional databases.

A formal pre-award risk assessment usually entails a visit to the applicant's office, though a visit may be made at any time during the application process. During this visit the Grants

Manager and other BEST team members, as applicable, will meet with the applicant's staff to learn more about the administrative and financial management systems, including overall systems, financial management practices and procedures, timesheets, travel, operations, monitoring and evaluation, etc. The Grants Manager will solicit and obtain:

- Copy of last annual financial report, income/losses report (balance) sealed and approved by licensed audit firm, if available
- Applicant Self-Assessment Form
- Copy of the organization's charter and by-laws (if first time applicant). If necessary, the Grants Manager may request at this stage the applicant to submit a list of members of the Board of Directors, summary of their role and functions in the organization, segregation of duties, and the applicable organizational policies, or other similar information instead of the full charters and by-laws. A copy of the organization's charter and by-laws would be obtained later during pre-award risk assessment if the applicant's full application is approved by the SC.
- Signed copies of the required certification package (included in the Annexes)

Findings of the pre-award assessments will be compared with responses provided by the applicant within the self-assessment form.

If the Grants Manager decides that a visit to the applicant's organization to perform a pre-award risk assessment is not necessary, this decision must be made on the basis that sufficient information regarding the applicant has been collected, reviewed, and found satisfactory. This must be approved in writing by the COP. Sources of information could include, but are not limited to:

- Documentation provided to BEST by the applicant (audit reports, operations manual, travel and personnel policies, procurement policies, etc.);
- The applicant submission of the BEST self-assessment form;
- Reference checks performed by the Grants Manager or designee, and the technical advisor, if involved in the grant, and;
- Applicant's history of receiving past USAID-funded grants or cooperative agreements. BEST must validate the applicant's past performance reference information based on existing evaluations to the maximum extent possible, and make a reasonable, good faith effort to contact all references to verify or corroborate the following:
 - How well an applicant performed;
 - The relevancy of the work performed under the program;
 - Instances of good performance;
 - Instances of poor performance;
 - Significant achievements;
 - Significant problems; and
 - Any indications of excellent or exceptional performance in the most critical areas.

The information must substantiate that the applicant:

- Has systems that comply with USAID’s accountability and reporting requirements, including 2 CFR 200, as applicable. If BEST determines that the applicant's administrative and financial systems are not in compliance with USAID requirements, the applicant must adopt and implement the systems recommended by BEST in order to be eligible for a grant award, or propose and implement other mitigating measures;
- Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the applicant, governmental and non-governmental;
- Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance, and;
- Has a satisfactory record of integrity and business ethics and is otherwise qualified and eligible to receive a grant under applicable laws and regulations.

Depending on whether the applicant has existing relationships with USAID or it is new to USAID, or whether it is US or a non-US NGO, different documents are required for a risk assessment as indicated below:

A. Non-US Organizations that have been grantees or contractors under USAID or other US Government acquisition or assistance instruments.

In addition to references and the applicant’s self-assessment form, in order to make a risk assessment for a non-U.S. organization that has been previously determined responsible by USAID or another U.S. Government Agency, the project may rely on the following information:

- Audits performed in accordance with USAID regulations;
- Signed copy of the applicable statutory and regulatory certifications in ADS 303.3.8;
- Quality of the applicant’s history of performance on similar projects, including compliance with the terms and conditions of the funding agreement, and;
- Other information as may be necessary and appropriate, including a pre-award survey of the applicant’s administrative and financial systems.

B. Risk Assessment for organizations new to USAID or organizations with outstanding audit findings.

Before making any decision, the Grants Manager shall conduct a thorough pre-award risk assessment. At a minimum, the assessment must be based on the same considerations as in paragraph A. above. The program must obtain the following information from organizations that fit in this category, when appropriate:

- Copies of the applicant’s audited financial statements for the last three-year period, which a certified public accountant or other auditor satisfactory to USAID has audited, if applicable

- Projected budget, cash flow, and organization charts
- Copies of applicable policies and procedures (for example, accounting, purchasing, property management, personnel), if the Grants Manager determines that they are necessary.

Depending on the result of the risk assessment, the Grants Manager may make the following recommendations to the COP:

- The grant application is approved as presented
- The grant application is not approved
- The grant application is approved in a reduced amount and/or conditions precedent
- A different grant type is selected

The risk assessment and financial assessment will state what steps, if any, are necessary to bring the applicant's administrative and financial systems into full compliance with Chemonics and USAID standards for control and accountability of funds (i.e. specific conditions). Prior to disbursing the first advance or reimbursement tranche, the Grants Manager will confirm whether the grantee has adopted and/or implemented the recommended systems and procedures, if any, in order to exercise effective control over, and accountability for, funds, property, and other program assets.

5.7 USAID Grant Approval

In accordance with the BEST contract, once this manual is approved all grants must be approved in writing by the COR unless otherwise specified in writing by the CO. As discussed below in Section 6.1, the COP, his designee or the Grants Manager will request USAID COR approval by submitting the grant approval request. Should it be required, an environmental clearance request will be sent to the COR for approval by the environmental officer (as needed per section 5.5 above).

After USAID approval is received, the Grants Manager will finalize the grant agreement package for the signatures and inform the grantee. If USAID does not approve a grant award, the applicant's organization will be notified in writing.

5.8 Grant Agreement Review and Signature

The Grants Manager or designee will inform the successful applicant of the award in writing and will send the grantee two original copies of the grant agreement in the applicable format. The grant agreement will be side-by-side in English and Arabic.

The Grants Assistant and relevant members of the technical team will meet with the grantee to discuss the terms and conditions of the agreement, relevant USAID and other U.S. Government regulations, and relevant BEST grants procedures, including but not limited to those relating to mutual expectations during grant implementation. This is to ensure full understanding on the part of the grantee and BEST project staff regarding how the implementation shall proceed and to ensure that the agreement accurately reflects this understanding. The grantee must fully

understand and accept all aspects of the grant agreement and will have the opportunity to ask any questions.

After discussion with the grantee, the grantee will sign and send the two completed original copies of the grant agreement to the Grants Manager who will obtain the signature of the COP, on behalf of Chemonics up to the amount under his delegation of authority. If the grant agreement exceeds the threshold in the COP's delegation of authority, the Grants Manager will send the grant agreement to the home office for final signature assuming the grant package has been previously reviewed by the home office prior to grantee signature as mentioned in Section 5.3. One original copy of the agreement will go to the grantee and the other will be kept on file in the BEST office.

5.9 Branding and Marking Plan Requirements

All grant agreements will include a branding and marking plan, specific to the grant activities. The Grantee will develop their branding strategy and marking plan using a template provided by Chemonics, and the branding and marking plan will be included as an annex to the grant agreement. The template branding and marking plan can be found in the annex of this manual. The branding and marking plan should be developed with the assistance of the BEST Project Communications Manager.

The branding and marking plan will follow the BEST project's approved strategy and plan as outlined in Sections D.1, and D.2 of the BEST contract. It is the responsibility of the Grants Manager to ensure the grantee branding and marking plan is consistent with the larger BEST project's branding and marking plan. The Grants Manager will work heavily with the Project Communications Manager to do so.

For internal and external documents directed at audiences in USAID/Washington, USAID stakeholders (including other U.S. government agencies), nongovernmental organizations, contractors, and researchers, documents will follow standard USAID branding guidelines for exclusive branding as they will not impact branding with the project's primary audience.

5.10 Required Grant Documentation (Grant File)

The Grants Manager will be responsible for preparing and maintaining hard-copy and electronic grant files. The grant file must be comprehensive and must contain all documentation pertaining to the grant and describe in sufficient detail how the grant originated; document the solicitation, selection, evaluation, and award process; document necessary project and USAID approvals; and provide the implementation history (reports, financials, site visits, etc.) and the evaluation of the grant results. This documentation includes a detailed memorandum of negotiation prepared for each grant. For details on information required in the file, refer to the grant award file documentation checklist contained in the Annexes. The grant award file documentation checklist must be printed and included in every grant file. It will be expected that a related (mirrored) soft copy file will be created to store digitized grant files.

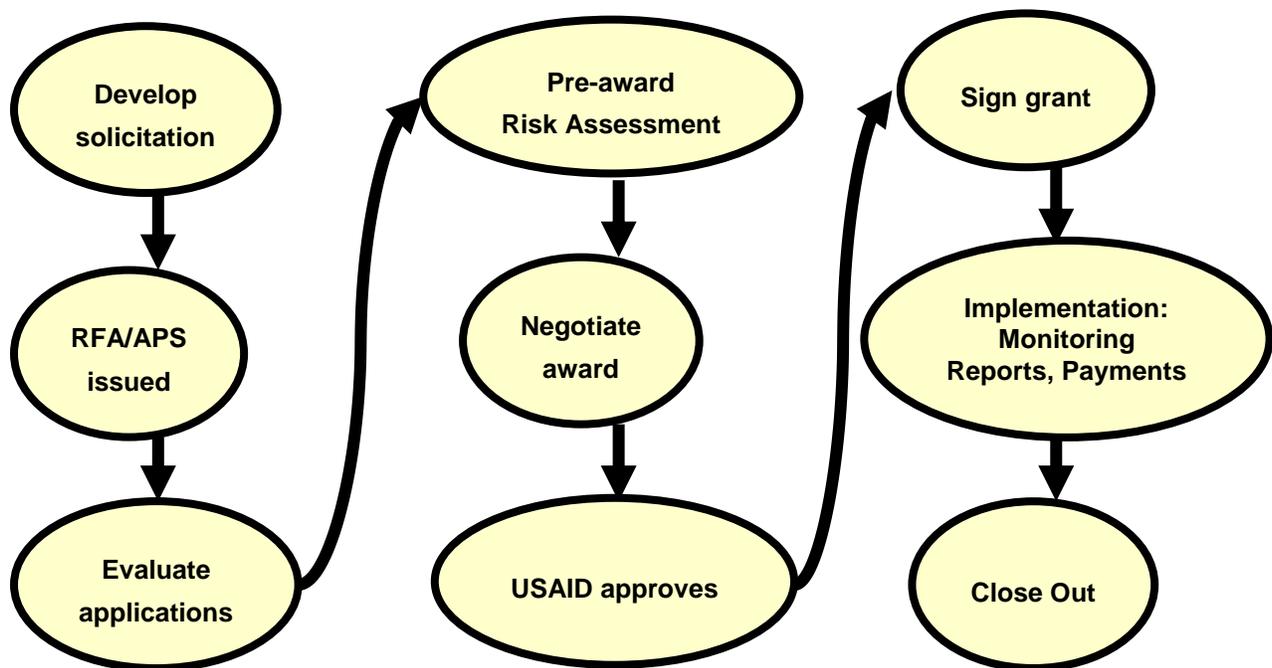
VI. GRANT WORKFLOW PROCESSES

Under this grants program, there are six main stages of the grants cycle:

1. Grant Solicitation and Application
2. Grant Application Review, Evaluation
3. Pre-Award Risk Assessment and Negotiation
4. Grant Award
5. Grant Implementation and Oversight
6. Grant Termination, Suspension and Modifications
7. Grant Completion and Close-out

This section describes the workflow process to be undertaken by BEST during the solicitation, application review and approval process, which have been covered in the previous two sections of the manual. The below graphic describes the above-referenced six main stages as well other key components of the grant life cycle.

Exhibit VI: Grant Workflow Processes



6.1 Workflow for Solicitations

- **Step 1:** For an RFA, the technical team or other team member as applicable develops the program description for a specific activity based on the work plan, or implementation plans/or activities identified with stakeholders. This description can include a rough estimate of the activity cost. For an APS*, technical team develops broadly defined activity areas or scopes of work.

- **Step 2:** The Grants Manager develops the full RFA or APS informed by Step 1, coordinating with the technical team, and M&E Manager, as needed.
- **Step 3:** The COP approves the RFA or APS. USAID is informed of the solicitation planned release.
- **Step 4:** The RFA or APS is advertised through appropriate channels. All solicitations will be announced in a manner consistent with project objectives (e.g., newspaper and/or radio advertisements, community meetings, verbal, website announcements, bulletin boards, or others). The RFA may be sent to a group of pre-qualified organizations if applicable (see Section IV on pre-qualification survey). The Grants Manager and technical staff hold information sessions for inexperienced applicants if needed.
- **Step 5:** Interested organizations submit concept papers if/as specified in the solicitation. On occasion, BEST may identify a specific opportunity or activity and assist the applicant in developing the concept paper.
- **Step 6:** If required, concept papers are received by the Grants Manager, who screens them for completeness and eligibility.
- **Step 7:** SC members sign conflict of interest certification, and evaluate the concept paper. The SC will either approve or reject the concept paper. Grants Manager notifies organization about the status of their concept paper. If the concept paper is accepted and a full application is required per the solicitation, the organization will be asked to submit the application for evaluation (Step 9). If the concept paper is accepted in lieu of the full application, the organization will be notified and will proceed to negotiation and possible award (proceed to Step 10).
- **Step 9:** If required per the solicitation, the SC evaluates the full application. If the application is approved by the SC, the COP will provide concurrence.
- **Step 10.** The Grants Manager and technical team will collaborate to negotiate the possible award and its budget. The operations team will assist in obtaining quotes for in-kind elements under a grant budget or for price confirmations. Results of the negotiation will serve as inputs in the drafting of the Grant Agreement. If necessary, the M&E Manager might be involved to ensure all necessary indicators are being incorporated.
- **Step 11:** The Grants Manager, with assistance of appropriate staff conducts a pre-award risk assessment and, if positive, drafts the grant memorandum of negotiation. If the pre-award risk assessment is not positive, the Grants Manager may recommend that a grant not be awarded or recommend specific conditions to be approved by the COP.
- **Step 12:** The Grants Manager works with the component technical manager and applicant to develop the branding and marking plan for the activity.
- **Step 13:** Final grant information is reviewed and approved by the COP. The COP, his designee or Grants Manager will then request USAID approval, and if applicable, the environmental clearance request based on the approval thresholds in Section 5.7.
- **Step 14:** If USAID approves the award, the Grants Manager drafts/finalizes the grant agreement, and together with relevant technical and administrative staff, meet with the applicant to review the agreement and clauses, and obtains the signature of the applicant. If USAID does not approve the grant, the project formally notifies the organization.

**Unsolicited proposals will be considered under current APSs as much as possible. Upon receipt of an unsolicited proposal, the Grants Manager, with assistance of a technical staff member will*

review the proposal to ensure the activity falls within APS objectives and it is eligible. If favorable, the review follows the same process as Steps 6-14.

VII. GRANT IMPLEMENTATION PROCESSES

This section describes the implementation and grant management processes undertaken by the grantee and BEST once the grant agreement has been signed.

Per section H.47 of the BEST contract, to the extent that Chemonics has adhered to the processes set forth in this manual, Chemonics shall not be liable for grantee violations of the grant agreement, omissions, or incorrect statements or documentation. If Chemonics discovers such violations, omissions, incorrect statements or documentation on the part of the grantee, Chemonics shall take reasonable steps to remedy the situation with the grantee and inform others as appropriate.

7.1 General Implementation Responsibilities

Grantee implementation responsibilities: Consistent with the terms and conditions set forth in the grant agreement, the grantee agrees to comply with all policies, procedures, and stipulations contained in their grant agreement. The grantee must give full cooperation to BEST staff in the oversight of the grant. The grantee will submit requests for reimbursement or liquidation reports on a periodic basis as specified in the grant agreement when applicable.

BEST implementation responsibilities: Upon grant signature, BEST will begin to exercise its management responsibilities. The Grants Manager and a designated technical staff member will oversee the performance of the grant through review of deliverables, site visits, and regular review of financial reports. The Grants Manager will oversee the grant management and financial reporting while the technical teams will be the main point of contact for the grantee and provide general and technical oversight.

The Grants Manager, with additional oversight from the DCOP or his/her designee, will oversee financial and contractual compliance, while technical staff will monitor technical performance including, but not limited to, the achievement of the benchmarks and objectives specified in the grant agreement. Grants team responsibilities will include facilitating appropriate staff requests for procurement, disbursements, and logistic and planning elements of grantee activities. The Grants Manager will coordinate with the designated technical team to review deliverables and financial reports.

The Grants Manager and accountant are responsible for reviewing grantee financial reports, processing all payments in a timely and compliant fashion, monitoring grant expenditures, completions, de-obligations, and cash flow to track funds availability and grant pipelines. The Grants Manager enters updated financial information for the activity tracker regarding grant budgets and disbursements.

The operations staff also plays an especially important role in procurement, as they are tasked with ensuring timely and compliant in-kind procurement, delivery and inspection of all goods

and services, including technical assistance, are procured by BEST on a grantee's behalf. Close coordination with the technical team and Grants Manager will be needed to ensure adequate planning for grant implementation needs.

In addition to working with the technical team, the Grants Manager will coordinate with M&E and Project Communications Manager, Component Technical Manager to obtain necessary M&E data and success stories.

The M&E team and technical staff have the overall responsibility for ensuring that the M&E system is implemented, but all staff have a role to play. The technical team and the M&E team will participate in data collection, analysis and reporting, in order to inform overall programmatic strategy.

7.2 Monitoring and Evaluation

The BEST project will use a variety of mechanisms to monitor grantees' performance, including evaluating end-of-activity results, conducting site visits of activities underway, and reviewing periodic reports. Grantees are required to report data to feed into BEST's M&E Plan. In addition, the Grants Manager, technical team members, and the M&E manager will use the activity tracker to monitor the dollar amounts, gender base of organization/individual, progress percentage for each grantee, and activity/intervention and type of each grant agreement.

It is expected that grantee M&E data will be tracked in the BEST M&E database. The M&E Manager will ensure that all of the required data for monitoring is entered in the system.

The grantee is required to submit to the project periodic narrative and financial reports, as detailed in the grant agreement and as requested by BEST. These reports are key to the transparency, accountability, and responsibility that must be maintained for a mutually beneficial arrangement between BEST and the grantee during the duration of the grant. These reports are important management tools allowing BEST to monitor the grantee's program performance. BEST reserves the right to contract with outside evaluators and auditors to perform audits and assessments of the grantee's program implementation with respect to expenditures, results achieved, and other measures of performance.

The technical staff and Grants Manager are responsible for verifying that reports are received on time, reviewing them for completeness, and monitoring progress against set benchmarks. If there are problems in implementation, a report is incomplete, and/or the verifiable program milestones have not been met, BEST will decide the appropriate action to be taken, including but not limited to termination of the grant, a financial audit, and/or legal action. Performance of grants will be included in BEST reporting to USAID.

The grant agreement will specify the reports required for a given grant. In addition to financial and management reports, grantees may also be required to submit the following:

- *Periodic progress report(s)*: Periodic progress reports as requested by BEST staff that describe the progress towards achievement of the objectives and results by milestone or

other method of measuring progress as specified in the grant agreement. The Progress Report must be submitted to the Grants team. Progress reports include the performance objectives and expected outputs against performance indicators for the reporting period; summary of major accomplishments during the period, as well as unexpected or unplanned outcomes/activities during the reporting period; outstanding issues and implementation problems, and options for resolving the issues and problems; status toward achieving sustainability of efforts; planned performance objectives for the next reporting period; and financial reports showing previous periods' cumulative expenditures and projected expenditures for the next period.

- *Grant completion report:* The content of this report is described below in Section 9.2: Grant Completion and Closeout. BEST reserves the right to withhold final payment pending submission of an acceptable grant completion report.

Depending on the grant activity and grantee's capacity, exceptions to submitting reports may be made by the Grants Manager in consultation with the technical team. In these situations, the reporting requirements may be waived or the technical team may assist the grantee in producing the quarterly and/or completion report.

7.3 Financial Control Systems

BEST shall determine that a grantee is capable of successfully managing all of the requirements of an advance under Standard Grants, including, but not limited to:

- For advances: the grantee must open a separate bank account for the purpose of depositing and expending the disbursed grant funds prior to receiving the first payment. It is recommended that a separate bank account be used for depositing and expending the disbursed grant funds, even when advances are not issued. The account name must be the official name of the grantee. No other funding shall be deposited into this account and no expenditures shall be paid for from this account, which are not for eligible costs under the grant agreement. No funds disbursed under the Agreement may be transferred to other bank accounts owned by the grantee that contain funds from any source other than BEST. The account number and names/titles of those employees who have signature authority over this separate checking account shall be provided to the Grants Manager by the grantee upon the opening of the account.
- Standard and simplified grant recipients must establish a segregated financial accounting system that will effectively and properly record and report the deposit and expenditure of all funds disbursed, in accordance with the Mandatory Standard Provision entitled "Accounting, Audit, and Records (December 2012)" per USAID's established guidelines. The Grants Manager, with assistance of the Operations team, will verify that a segregated financial accounting system exists as part of the pre-award risk assessment discussed in Section 5.6, above and take into account any high-risk grantees.
- All grantees must submit a Foreign Tax Report on or before April 5th of each year. (see information in the Annexes)
- For grantees receiving advances, per the Standard Provision entitled "Advance Payment and Refunds December 2014" or "Fixed Obligation Grant (name was not changed in

regulations update but should read Fixed Amount Award) Advance Payment and Refunds (June 2012)”, all interest and other refunds received hereunder will be made to a special, non-commingled, interest-bearing account established by the Contractor (the "Separate Account"). The grantee may retain \$250 of interest earned in a twelve month period. Additional interest beyond \$250 must be returned to Chemonics. The grantee has no beneficial interest in any funds in the Separate Account and funds in the Separate Account shall be used as directed by Chemonics.

7.4 Grant Disbursement Procedures

Currency of payment. Grant funds for Jordanian organizations will be disbursed in Dinar. Grant funds for international grantees may be disbursed in USD, if so approved in the grant budget and by the COP.

Schedule of payment. Payments will be based on a disbursement schedule presented and agreed to by BEST, based on the type of grant and the type of costs (reimbursement of allowable costs and/or achievement of milestones).

Method of payment. Payments will be made by direct wire transfer or by a non-endorsable bank check to the grantee’s bank account. This assures BEST that, at a minimum, all grant funding passes through an identified account. Disbursements may also be made directly to a supplier. Under no circumstances will any payment be made in cash, to the account of a private person, and/or to an offshore account.

7.4.1 Payment via Tranche or upon the Achievement of Milestones (FAAs)

This is payable to the grantee in accordance with the tranche payment schedule contained in the FAA and upon submission of an approved milestone.

- Tranche payments will not be made until both the grantee and Chemonics have approved completion of the milestones. Tranche payments are linked to tasks and the achievement of an agreed-upon milestone.
- All payments must be supported by a grantee certification that the respective milestone has been successfully achieved (i.e., Grant Tranche Payment Request form). BEST reserves the right to independently verify the milestone.
- All requests for reimbursement must correspond to a tranche payment specified in the grant agreement and must be processed using the Grant Tranche Payment Request form.
- BEST has the right to inspect the grantee's financial records to ensure the reimbursement payments agreed upon represent the actual amount incurred by the grantee in meeting the milestone.

An initial milestone payment may be provided to the grantee to provide financial liquidity and allow the grantee to start activities. The initial milestone payment cannot be for more than one month’s worth of grantee expenses, 30% of the total budget, or \$150,000, whichever is less. Any

exception to this policy must be approved in advance by Chemonics' CFO, who may also approve advances in exceptional cases.

7.4.2 Payment via Expense Reimbursement (Simplified and Standard Grants)

This is payable to the grantee upon presentation of bona fide receipts for allowable expenses incurred and a program progress report, if required. BEST will issue a reimbursement to grantees with simplified and standard grants without advances based on costs incurred as verified by receipts when the grantee submits to BEST a completed Standard and Simplified Grant Reimbursement Request form along with the documentation listed below:

- *Budget statement:* This is a budget summary statement the grantee provides BEST (in the format the project provides to the grantee at the time the grant agreement is signed) indicating the cumulative expenses against the approved budget. The figures in this summary report must match the "detail of monthly expenses" and the approved grant budget. An electronic format in Excel will be provided to each grantee to report cumulative expenses against the approved budget.
- *Detail of expenses:* The grantee is required to provide BEST the detail of expenses (in the format the project provides to the grantee at the time the grant agreement is signed), which reports details of the grantee's expenses, including: the expense voucher and debit/credit note number, date, description, net amount, withholdings, and gross amount. The figures in this report should be consistent with those reported in the "invoice/budget statement" and support the achievement of the associated milestone.
- *Supporting documentation:* This shall include expense vouchers with originals of check and support documentation for each expense, as well as debit and credit notes with appropriate support. Originals can be retained by the grantee if required by local law, but if the project is receiving copies, originals should be submitted by the grantee so that the Chemonics project reviewer may certify the copies for accuracy, and then originals can be returned to the grantee. Supporting documentation for expenses will consist of official vendor invoices. Any documentation not supported by an official invoice must contain an explanation about why an invoice is not being provided. Once received from the grantee, the Standard and Simplified Grant Reimbursement Request form with all supporting documentation will be reviewed by the technical team and Grants Manager. The request will either be approved or processed as submitted, or returned to the grantee for further clarification and/or documentation.

The grantee will normally receive reimbursement within two weeks after the above documentation has been reviewed and approved.

7.4.3 Payment via Advance

If advances are authorized, it is most often under a standard grant but on an exceptional basis, advances may be authorized on simplified and FAAs with advance written approval from Chemonics' CFO. In all cases, advances will only be disbursed when the grantee meets the financial qualifications for advances, as assessed during the pre-award risk assessment and upon approval by the COP. This is payable to the grantee in the form of an advance that the grantee will liquidate by subsequent presentation of bona fide receipts evidencing payment for the

allowable expenses incurred and a report of program progress. Advances may not be for more than 30 days' worth of expenses. Note that the final payment should be reimbursement rather than an advance.

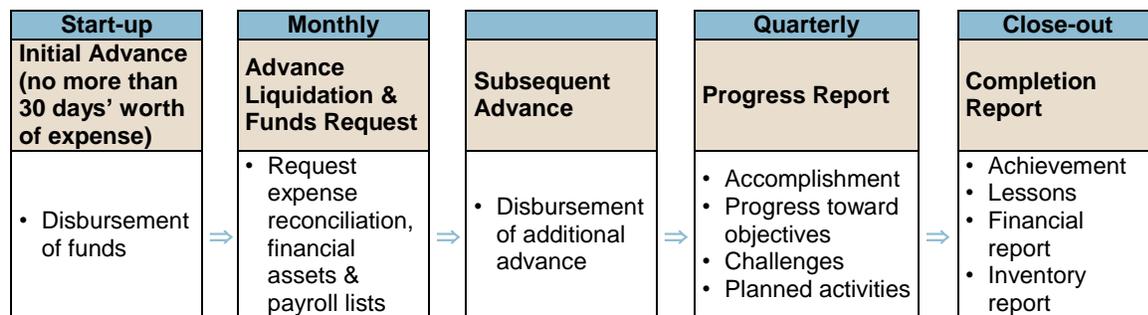
Requests for advance shall be sent to the Grants Manager on a monthly basis or according to a schedule established by the grant agreement, and consists of the following documentation:

- *Grant Advance and Liquidation Form*: This form accounts for the use of advanced funds during the preceding period and projects cash requirements for the coming period. The figures in this report should match the "detail of monthly expenses" and the financial reports, and the amount requested must be in accordance with the approved budget. The form, which includes a brief report of the activities undertaken for the reporting period, is signed by the grantee.
- *Budget statement*: An electronic format in Excel will be provided to each grantee to report cumulative expenses against the approved budget.
- *Detail of monthly expenses*: Unless the grantee has an acceptable alternative form to detail transactions, an electronic format in Excel will be provided to the grantee to report details of monthly expenses, including: the expense voucher and debit/credit note number, date, description, net amount, withholdings, and gross amount.
- *Financial reports*: These will include the grantee's regular organizational financial reports, such as trial balance, balance sheet, and profit and loss statement generated by the accounting system, for the period being reported.
- *Supporting documentation*: This is supporting documentation for the liquidation of the advances. It shall include expense voucher with copy of check and support documentation for each expense, as well as debit and credit notes with appropriate support. Supporting documentation for expenses will consist of official invoices/receipts. Any documentation not supported by an invoice/receipt must contain an explanation about why an invoice/receipt is not being provided. For purchases over \$500, grantees are required to include evidence of the procurement process (quotes and comparative chart) with the submission of their invoice.
- *Bank reconciliation*: From the previous month of the reporting period. This shall include a copy of the bank statement, check detail report generated by the accounting system for the period being reported, and reconciliation report.
- *Updated quarterly list of assets*: If permitted to conduct procurement per the grant agreement, the grantee shall report any equipment and vehicles procured with BEST project grant funds during the reporting period. This list shall include the following information, and be included in the grant tracker:
 - A description of the equipment
 - Manufacturer's serial number, model number, stock number, or other identification number
 - Source of the equipment, including the award number
 - Confirmation title vests with the grantee
 - Acquisition date (or date received, if the equipment was furnished by BEST) and cost

- Location and condition of the equipment and the date the information was reported
- Unit acquisition cost
- *Updated payroll list:* This report will include full name of each grant-funded employee, position, start date, contract termination date, and salary.

Once the advance is authorized, BEST will issue a wire or check to the grantee's bank account. The grantee will normally receive its advance two week after the above documentation has been approved by BEST management. Errors in documentation may lead to delayed disbursements. The standard grant advance/liquidation process and reporting requirements are illustrated below.

Exhibit 7.4.3.1. Grants Disbursement Process and Reporting Requirements for Grants with Advances



In the event that BEST does not authorize an advance, whether for incompleteness of the request, failure to meet milestones, or for another reason, the Grants Manager will send a letter to the grantee explaining the reason(s) why the advance has not been authorized. Should the operations/accounting team encounter expenses that are questioned require further information which may delay the process too long, they may authorize a partial advance in consultation with the Grants Manager, deducting the observed amount from the requested amount, and provide the grantee with a deadline (usually, not exceeding one month) to resolve any observations.

7.4.4 Payment via Direct Vendor Payment (All Grant Types)

BEST may purchase goods and services to be provided to a grantee in-kind and will handle all quotations and contracts related to the purchase. For grantees with sufficient capacity to obtain their own quotations, BEST may also issue payments directly to the vendor(s) on behalf of a grantee for goods and/or services delivered to the grantee. In such cases, the grantee must be able to demonstrate that: (a) the goods or services are clearly specified in the approved grant application and are contained in the final grant agreement budget, (b) the goods or services are allowable, allocable, and reasonable, (c) the source selection was based on adequate price competition, and (d) items or goods meet USAID-specified BEST source and nationality requirements. Arrangement for direct payment will be made by the appropriate operations/accounting staff in coordination with the Grants Manager or designee in accordance with generally accepted good business practices and Chemonics' procurement policies and

procedures. If this option is pursued, Chemonics will independently verify all quotations in advance of payment.

Payment will be made based on bona fide invoices which have been endorsed by the grantee organization, including a signed statement by the grantee organization, confirming that the goods and services have been received from the vendor. In certain instances, an advance or deposit may be provided to the vendor, so as to facilitate prompt action. In such cases, such payments may be authorized against the documentation specified above and the process of the grantee engaging in the procurement process must be approved prior to the grantee engaging in the procurement and incurring cost. Failure to do so may result in BEST's withholding or questioning payment.

7.4.5 Letter of Credit Financing for Grants under Contract

Pursuant to the Chemonics contract modification 01 request, it is anticipated that grants under contract will be funded through a letter of credit (LOC), approved by USAID, and administered by the Department of Health and Human Services (DHHS). The LOC at DHHS is incrementally obligated via USAID contract modification. The finance and administration manager with input from the SAF manager draws down LOC funds using the DHHS on-line Payment Management System (PMS) after following Chemonics internal processes, including obtaining approval from the home office PMU and finance department. The finance and administration manager submits required quarterly reporting information in the form of SF425s via the PMS, which is submitted to DHHS, and to the COR and the HO PMU in hard-copy.

The LOC may only be used in support of grants under contract once authorized in the BEST contract. The field office will use a separate bank account for purposes of the LOC. Funds in this bank account cannot be mingled with non-LOC funds. The BEST operations bank account will be used to reimburse the LOC account for all bank charges.

Consistent with Chemonics' policy, the LOC may be used in the following circumstances:

1. To provide advances to grantees when BEST has determined that the grantee meets the pre-award risk assessment requirements to receive an advance.
2. To reimburse grantees based on acceptable receipts under a cost reimbursement type grant.
3. To pay for achievement or successful completion of approved milestones.
4. To pay for in-kind goods and services on behalf of a grantee as long as those goods and/or services are specified in the grant budget. In this case, Chemonics pays for the services directly with the use of LOC funds. This transaction can occur either in Jordan and paid for directly by the field office or, under exceptional circumstances, the home office can incur in-kind expenses on behalf of a grantee and may use the LOC to pay for those expenses.
5. To pay for any other grants under contract costs.

7.5 Audit and Records Maintenance

The grantee shall assume full responsibility for effective and proper administration of funds. BEST reserves the right to audit the grantee as described herein, and in the grant agreement. For standard and simplified Grants, pursuant to the non-FAA Standard Provision entitled “Accounting, Audit and Records (December 2014),” (applicable to non U.S. organizations), under a standard or simplified grant, if the grantee expends more than \$300,000 in USAID funds in the grantee’s fiscal year, BEST shall conduct an audit, the cost of which may be paid from the grant. To comply with these guidelines, BEST will, when necessary, include “audit costs” in the approved grant budget. BEST will retain the services of an Inspector General-approved auditing firm to conduct these audits.

BEST reserves the right to conduct an audit or financial review of the grant, for any grant type, at any time for any reason. The grantee shall maintain books, records, documents, and other evidence relating to the USAID grant in accordance with generally accepted accounting principles formally prescribed by the United States and Jordan to sufficiently substantiate charges to the grant.

The grantees accounting records shall be made available to BEST, Chemonics and/or USAID or their designees for review for up to three years after the submission of the final reports, according to the terms of the grant agreement.

7.6 Purchase of Property, Commodities, and Services

There are two possibilities for procurement of goods and services by a grantee, which are as follows:

1. If the grantee has sufficient capacity to conduct a procurement themselves, per the Mandatory Standard Provisions entitled “Procurement Policies” (June 2012), “USAID Eligibility Rules for Procurement of Commodities and Services” (June 2012) and “Title to and Use of Property” (December 2014), the grantee may procure themselves but advance approval from BEST is required for any transaction of \$3,000 or above. BEST will review the procurement documentation (listed below) prepared by the grantee. Equipment purchased directly by a grantee will adhere to appropriate governing restrictions including the source and nationality requirements set forth in 22 CFR 228 and the standard provisions. If the total procurement element of a grant is less than \$250,000, the authorized geographic code for procurements of goods and services conducted by the grantee is 935. If the total procurement element of the grant exceeds \$250,000, the authorized geographic code for procurement of goods and services conducted by the grantee is 937. The project will review the following procurement documentation and provide advance written approval for any transaction of \$3,000 or more:
 - a. Specifications for the equipment/scope of work for services
 - b. At least three quotations from suppliers or service providers

- c. Memo with summary of competitive process, description of evaluation, and recommendation for selected vendor

Further, the above documentation will be submitted with financial reports for any procurement over \$1,000 or more when procurement is conducted by the grantee under a standard or simplified type grant.

2. If a grantee does not have sufficient capacity to procure property, commodities and services, Chemonics will procure the property, commodities or services and provide it to the grantee in-kind with a deed of donation. Equipment purchased directly by Chemonics will adhere to appropriate governing restrictions including the source and nationality requirements set forth in 22 CFR 228 and BEST's authorized geographic code.

Equipment purchased under a simplified grant must have a shelf life of less than one year, and/or cost less than the equivalent of \$5,000; however, equipment purchased under a standard grant and a fixed award amount are not subject to the same restriction.

Title to and final disposition of all equipment will vest with the grantee upon successful completion of grant activities and after Chemonics has provided a deed of donation and, for standard, in-kind, and simplified Grants, established a property disposition plan in coordination with the grantee. A form entitled, "Grant Completion Certificate and Property Disposition Report/Deed of Donation" will be used for this purpose. Equipment must be maintained and used by the grantee for the purpose proposed. The grantee shall purchase insurance for all non-expendable equipment and materials purchased with grant funds. The cost of such insurance is an allowable cost under the grant. In the event that the grantee is unable to obtain insurance for non-expendable equipment and materials or the cost of the insurance is high, the grantee shall notify BEST of this fact in writing. Stolen equipment must be reported to the police immediately. A theft report must be attached to the List of Assets that is periodically submitted to BEST and include an official statement or report confirmation from the police. If stolen equipment was uninsured, the cost of replacing the stolen equipment may not be an allowable cost under the grant.

If the grantee (under authorization from BEST) procures equipment valued at \$500 or more, the grantee must record and report all payment of taxes assessed by the Government of Hashemite of Jordan related to the commodity purchase transaction(s). The reporting requirements are contained in the Required as Applicable Standard Provision entitled "Reporting Host Government Taxes".

Unless otherwise specified in the Grant Agreement, non-expendable equipment (less than \$500 per unit) previously identified and budgeted in the grant do not require BEST approval prior to purchase. However those not previously identified and budgeted in the grant do require BEST prior approval.

VIII. TERMINATION, SUSPENSION, AND MODIFICATION OF GRANTS

8.1 Termination and Suspension

Per the grant agreement, BEST and/or USAID reserve the right to terminate or suspend a grant for any of the reasons listed below. If termination or suspension is considered, it should only be undertaken after a full discussion with the USAID COR and CO or designee, BEST's COP, and the Grants Manager. USAID retains the right to terminate grant activities unilaterally in extraordinary circumstances.

Termination and suspension may be:

- **With consent of grantee:** BEST may terminate or suspend the grant, in whole or in part, with consent of the grantee. Both parties shall agree upon termination/suspension conditions, including effective date and, in case of partial terminations, the portion of the award to be terminated. The bilateral agreement to terminate will be in writing.
- **Upon request of the grantee:** The grantee may terminate the award in whole or in part upon sending a written notice to BEST. The notice must specify the reason for termination, the effective date, and, in case of partial termination, the portion to be terminated. If in the opinion of BEST a partial termination will mean that the purpose of the grant will not be achieved, BEST may terminate the award.
- **For convenience:** BEST may terminate or suspend the grant, in whole or in part for any reason based on the convenience of BEST or USAID. Under a termination for convenience, depending on the grant type, BEST will pay for all costs incurred or milestones achieved at the time of termination and a pro-rata share of any deliverables or costs in progress.
- **For United States national interest:** If at any time USAID determines that continuation of all or part of the funding for a grant should be suspended or terminated because such assistance would not be in the national interest of the United States, or would be in violation of an applicable law, USAID may instruct BEST to suspend or terminate the grant in whole or in part on an immediate basis.

Where possible BEST will attempt to provide the grantee with 15 days advance notice of any suspension or termination. The length of suspension may be specified or processed on an open-ended basis.

If the grant is terminated for any reason, the project may request that the equipment and any remaining funds at the time of termination be returned to BEST within 7 calendar days.

Reasons for termination include:

- **Termination for material failure:** BEST may terminate or suspend the grant at any time, in whole or part, upon written notice to the grantee, whenever it is determined that the grantee has materially failed to comply with the Terms and Conditions of the award. Termination should only be invoked when all other corrective measures have failed. If an

activity is well designed, then failure to achieve the objective will most likely result from either a wholly unanticipated event or condition or negligence on behalf of the grantee.

- **Financial insolvency of grantee:** USAID and/or BEST have the right to terminate in whole or in part, or suspend payments should the grantee become insolvent during performance of the activity.
- **For convenience:** Described above.

Procedures for Termination:

- Termination or suspension initiated by BEST:
 - **Step 1:** The Grants Manager, in coordination with the relevant technical staff will present the case for Termination or Suspension to the BEST COP.
 - **Step 2:** If the COP approves, a letter will be sent to the grantee outlining the problems observed and providing an explanation of a possible Termination or Suspension of the grant and soliciting to present solutions to resolve the problem (s). USAID will be copied on the letter.
 - **Step 3:** The grantee will have five days to respond in writing. During this period the grantee may analyze options with BEST project staff. BEST project staff is not authorized to commit the project to any course of action other than that determined by the COP in his letter to the grantee.
 - **Step 4:** Upon receipt of a written response from the grantee, or in the absence of a written response within the five-day period, the COP, in consultation with the Grants Manager, technical staff, and the USAID CO will make a final determination as to termination or suspension and the conditions and timing for such termination and suspension. Once the decision is made, another letter will be sent to the grantee informing the grantee of the final determination and stipulating the last date by which eligible grant expenses may be incurred and under what conditions additional disbursements, if any, will be permitted.
 - **Step 5:** The grantee may seek arbitration by presenting a written request for arbitration to the COP within three days, using the procedures described in section 8.3 below. Pending a determination by arbitrators, grant expenditures will be deemed allowable and eligible as per the COP's termination or suspension letter. Any expenditure not allowable by the COP in his termination or suspension letter may be allowed if decided by the Chemonics Senior Vice President for the Middle East region based upon the recommendations by the arbitrators.
- Termination or suspension initiated by grantee:
 - **Step 1:** The grantee may present the case verbally to the Grants Manager. With or without such consultations, the legal representative of the grantee will in writing, request for termination or suspension to the BEST COP, with his/her arguments for the necessity of that action, and proposed terms (timing, eligible costs, etc.) for termination or suspension.
 - **Step 2:** The COP will have five business days to respond in writing, during which time s/he will consult with BEST staff, the grantee, beneficiaries, or third parties. If the COP accepts the request for termination, s/he will outline the conditions for

- termination or suspension (timing, eligible costs, etc.). If the COP does not accept the request, s/he will outline actions to be taken to improve the likelihood of the grant activities achieving the results expected.
- **Step 3:** The grantee will have five business days to respond in writing to BEST. During this period the grantee may analyze options recommended by the Grants Manager; BEST staff is not authorized to commit the project to any course of action other than that determined by the COP in his letter to the grantee. If the grantee accepts the terms of termination or suspension of the grant in writing from the COP, a copy of the COP 's letter to the grantee and the grantees written acceptance will be sent to the BEST CO and kept in the project files. If the grantee wishes to continue negotiations as to continuance, suspension, or termination, a written response must be presented to the BEST COP within five business days, with an additional five business days allowed for a written response from the BEST COP.
 - **Step 4:** If either party feels the continuing of exchanges is not leading to a mutually successful outcome, i.e., if the grantee insists on termination or suspension, while BEST does not agree, the grantee may seek arbitration by presenting a written request for arbitration to the COP within three business days. The arbitrators will be asked only to determine whether or not termination or suspension is merited. Pending a determination by arbitrators, grant expenditures will be deemed allowable and eligible as per the Terms of the grant. If the arbitrators determine that a termination is merited, at the discretion of the COP, this decision may be reviewed by Chemonics Senior Vice President for the Middle East region. If accepted by the COP, s/he will inform the grantee of the terms of termination or suspension, following the procedures outlined in 8.1 above.

8.2 Modifications

The BEST project may modify a grant at will. Normally, any modification of a grant agreement requires the mutual written endorsement of the grantee and the BEST COP in the form of a grant agreement modification (included in the Annexes). All modifications require a memorandum of negotiation to be completed by the Grants Manager.

Types of Modifications:

- **Unfunded Modifications:** A written modification will be issued when there is a need for material alteration of a programmatic aspect of an agreement and when there is no impact on cost. This assumes that approved funds are still available. An illustrative example is when the achievement of the objective is in jeopardy and as a result of joint discussions; a plan for corrective action is developed. That plan would be sanctioned by issuance of the modification. Another example is a modification to the start date of the activity or completion dates to provide an extension in the event that unforeseen circumstances outside the control of the grantee impede the grantee's ability to meet the implementation plan timeline. The Grants Manager will prepare the grant agreement modification notice in collaboration with the technical staff and the BEST COP or SVP for the Risk Management Division (according to the approval threshold) will sign and approve.

- **Funded Modifications:** All increases beyond 25% or \$50,000 (whichever is less) requires USAID COR approval.

All requests for a cost modification must be processed in accordance with the following criteria:

- Funded modifications will only be considered to address compelling, extreme circumstances that jeopardize the achievement of an activity objective(s).
 - Poor planning by the grantee is not an acceptable rationale for requesting a cost modification.
 - Cost modifications must be supported by a revised financial plan detailing the original approved line items, the revised line items and expenditures to date. Revised financial plans will be analyzed for soundness and completeness, with respect to the allowability of expenditures to date.
 - A cost increase must always be driven by a revised implementation plan — not vice versa.
 - The project must re-check the System for Award Management (SAM) database and check using the Visual Compliance tool prior to issuing a funded modification.
- **Budget realignment:** All modifications that result in budget line-item adjustments, but do not increase the overall budget amount; require the written approval of the COP, depending on threshold, after consultation with the appropriate technical staff.

A grant agreement modification must conform to the format and content of the original grant agreement and be executed in two original copies (one for the grantee, one for BEST).

8.3 Alternative Dispute Resolution

Arbitration – In the event that any dispute arises concerning any aspect of a grant agreement that is not specifically addressed in the Terms and Conditions, it is hereby agreed that the matter will be presented to the SC and the COP, and such committee and COP will be the final and binding arbitrator of such dispute. The COR and CO will be informed of all arbitration decisions.

IX. GRANT COMPLETION CLOSEOUT AND RENEWAL

9.1 Grant Completion Date

All activities of a grant financed with BEST funds will be completed or cease on the grant completion date specified in the grant agreement, unless BEST provides approval of extension in writing prior to the specified Grant Completion Date. In all cases, Grants should be closed out rapidly upon completion of the grant activities so that unspent funds can be made available for new Grants. It is recommended that Grants are closed out within six weeks of the completion date.

9.2 Completion Report and Closeout

Under the terms of the grant agreement, the grantee may be required to submit a completion report (included in the Annexes) to Chemonics within 30 days after completion of activities.

BEST reserves the right to withhold all or partial payment pending receipt of an acceptable completion report. The report will include the following sections:

- A. Technical narrative report section, to be reviewed and approved by the component leader. This section includes:
 - A summary of the activity objectives and achievements. A summary of the activity implementation process, lessons learned, and recommendations.
- B. Justification if any deliverable or milestone was not accomplished.
- C. Financial report section (depending on grant type). This section includes:
 - Grant funds reconciliation: Under grants with advances, the expenditures substantiated by the backup documentation should match the funds disbursed or the advances provided. The grantee shall reimburse BEST for any differences between disbursements and approved expenditures. BEST will follow up (letters, phone calls and even site visits) with the grantees that have pending balances.
 - Inventory report and disposition plan for all goods over \$500.
 - Bank reconciliation report for grants with advances.

Finally, the completion report shall be submitted to the relevant technical team and the Grants Manager for review and final approval. If the technical team or Grants Manager determines that the report is inadequate or incomplete, the report will be returned to the grantee for rectification and resubmission.

If the completion report, if required, is deemed acceptable and all other requirements have been met, the Grants Manager or designee will prepare a Grant Completion Certificate and Property Disposition Report/Deed of Donation (included in the annexes), which upon signature by the grantee and the COP serves to formally close the grant file. All obligations (technical and financial) on both parties, with the exception of BEST's right of inspection and the grantee's record-keeping obligation (specified in the grant agreement), are deemed to be fulfilled.

BEST reserves the right to de-obligate funds under a grant agreement and demand that a grantee refund any amount of the grant that is found not to have been expended in a reasonable, allowable and allocable manner by the grantee according to the terms and conditions of the grant agreement. This includes any amount that was paid to the grantee for expenses not actually incurred (i.e. not supported by acceptable supporting documentation), and unliquidated advance balances. All communications and other relevant documents must be maintained in the grantee file.

In some cases, despite BEST's best efforts, BEST and the grantee may be unable to reach resolution regarding the final costs incurred and the grantee may be unwilling to sign the Grant Completion letter. In these cases, the Grants Manager shall document the file stating the efforts made to reach resolution, the final costs incurred according to BEST's records, and the status against the achievement of technical objectives. This will serve to close out the grant file.

9.3 Disposition of Equipment

All equipment procured under standard, simplified, or in-kind grants, which include any single item having a useful life over one year and an acquisition cost of \$5,000 or more per unit in accordance with the definition of equipment in the Mandatory Standard Provisions entitled “Title to and Use of Property (December 2014)”, will be included in the grant budget and grant agreement. All equipment listed in the grant must promote achievement of grant objectives, and final disposition will remain with the grantee upon signature of a deed of donation, following successful completion of the grant. If the grant is terminated for any reason, the project may request that the equipment be returned to BEST within 7 calendar days.

For non-expendable equipment valued at \$500 and higher, the grantee will be required to maintain an inventory and submit an inventory report and disposition plan for BEST’s approval.

Under FAAs, for commodities that are incidental to milestone achievements, disposition of equipment occurs at the time of purchase by the grantee and title will vest with the grantee, unless otherwise stated in the grant agreement. For equipment that is purchased that is described as or included within the milestone, title to and final disposition will remain with the grantee following successful completion of the grant and upon signature of a deed of donation, unless otherwise stated in the grant agreement. Chemonics will provide the deed of donation as part of the grant close out procedures. A form entitled, “Grant Completion Certificate and Property Disposition Report/Deed of Donation” will be used for this purpose as discussed above.

9.4 Follow-on Awards

As an activity comes to closure, a grantee may request consideration for a follow-on grant. Chemonics processes requests for follow-on grants on a case-by-case basis, with the best interests of the project being of paramount importance, and in full compliance with ADS 303.3.6.5, Restrictions to Eligibility discussed in Section 4.3.4. In cases where a grantee would like BEST to consider a request for a follow-on award, there are three primary considerations:

- First, the request is based on a continuation of the current grant activity. In other words, the renewal does not present a major shift in technical focus or content from the original grant. If the shift is major, then the request is in fact an application for a new grant activity and the concept of renewal is negated.
- Second, it is expected that the grantee will have gained technical insight and built capacity by means of lessons learned during original grant implementation. As such, these lessons learned should be clearly evident in the renewal request and contribute to overall activity impact.
- Finally, it is assumed that the original grant will have included activity design and development tasks, and those costs were fully recovered. Therefore, the renewal should only contain modest design development costs required to absorb lessons learned into the renewal implementation plan.

In addition to the considerations above, renewal awards are subject to the same limitations specified in Section III regarding ineligible activities, funding limitations, etc.

A follow-on award, defined as activities that are the same as or substantially similar to those included in a recently expired previous grant with the same entity, can be requested and processed similarly to a new application. Instead of completing a grant concept paper, the applicant should draft a letter to BEST requesting renewal. BEST will conduct an internal evaluation of the request to assess:

- Grantee implementation performance with respect to technical work plan
- Whether results address critical needs of beneficiaries
- Whether program results further BEST's overall objective
- Current BEST project priorities and funding limitations
- Whether the renewal would assist the applicant to come to closure on defined objectives or transition to other funding source(s)
- Applicant administrative performance
- Applicant commitment to cost containment
- Applicant responsiveness to BEST guidance and direction

If the BEST COP, in coordination with the Grants Manager and the technical staff, determines that the renewal would be in the best interest of the project, the Grants Manager will authorize the applicant to develop a full application for SC consideration prior to the existing grant's end date. The application will be reviewed and approved, including COR approval for the justification to restrict eligibility and the grant itself, using the same procedures contained in Sections V and VI. If BEST determines that the renewal would not be in the best interest of the project, the Grants Manager or designee will advise the applicant accordingly.

ANNEXES

Included as attachments to this document:

- Annex A: Links to Helpful Documents
- Annex B: Request For Applications
- Annex C: Annual Program Statement
- Annex D: Grant Concept Paper Template
- Annex E: Grant Application Template
- Annex F: Grant Budget Guidance and Template
- Annex G: Salary History Form
- Annex I: Grant Application Screening Checklist
- Annex J: Grant Technical Evaluation Summary Form
- Annex K: Grant File Documentation Checklist
- Annex L: Non-U.S. Organization Pre-Award Survey (NUPAS)
- Annex M: NON-U.S. ORGANIZATION PRE-AWARD SURVEY (NUPAS)
- Annex N: USAID Suggested NUPAS Final Report Format
- Annex O: NUPAS Report Table
- Annex P: NUPAS Question
- Annex Q: FAA Eligibility Checklist
- Annex R: Terrorist and Other Denied Parties Lists Check

Annex S: Fixed Amount Award Grant Template
Annex T: In-Kind Grant Template
Annex U: Standard Grant Template
Annex V: Memorandum of Negotiation Template
Annex W: Grant Modification Template
Annex X: Memorandum of Negotiation for Modification
Annex Y: Required Certifications Tool
Annex Z: Mandatory Standard Provisions (Non-FAA)
Annex AA: Required As Applicable Standard Provisions (Non-FAA)
Annex BB: Mandatory Standard Provisions for FAAs to NGOs
Annex CC: Required as Applicable Standard Provisions (FAA)
Annex DD: Branding Strategy and Marking Plan Template for Grantees
Annex EE: Environmental Review Form
Annex FF– Fixed Amount Award Payment Request Form
Annex GG: Standard/Simplified Grant Reimbursement Request Template
Annex HH: Grantee Financial Document Requirements by Grant Type
Annex II: Foreign Tax Reporting
Annex JJ: Site Visit Form
Annex KK: Grantee Progress Report Template
Annex LL: Grantee Final Report Template
Annex MM: Grant Completion Certificate and Property Disposition Report/Deed of Donation
Template