

USAID LENS Supplement to the FHI 360 Grants Manual

Issued under the USAID Local Enterprise Support Activity (LENS)

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Important Notice

Effective June 2016, USAID LENS grants awarded by FHI 360 to local grantees are governed by **Subpart E of 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards in addition to the USAID Standard Provisions.**

http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl

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GLOSSARY OF TERMS

22 CFR 226

A US Code of Federal Regulations which defines uniform administrative requirements for grants awarded by USAID to U.S. non-profit organizations, U.S. commercial organizations; and to subawards thereunder. While 22 CFR 226 does not cover awards to non-U.S. recipients, FHI 360 shall rely on the standards established in that regulation to determine whether potential non-U.S. recipients have sufficient financial and managerial strength to implement a USAID-funded grant.

Annual Program Statement (APS)

The purpose of an APS is to disseminate information to prospective applicants so they may develop and submit applications for a grant. An APS is open for a 12-month period and includes information such as a description of the types of projects for which applications will be considered; available funding; the process required to submit applications; criteria for evaluating applications and deadlines for submission. Applications are evaluated periodically over the 12-month period as defined in the APS (i.e. quarterly deadlines, rolling, etc).

Chief of Party (COP)

The in-country director of the FHI 360 program implemented in Jordan.

Civil Society Coalition

More than two civil society groups or organizations that come together voluntarily to pursue shared purposes. These purposes may include exchanging resources, addressing common social goals or expressing their identities as community or social groups.

Civil Society Organization (CSO)

The term "civil society" is defined broadly as "non-partisan and non-governmental organizations promoting an interest benefitting a common good." Civil society organizations are distinct from political parties in that they do not share the objective of striving for political office. Conventionally, civil society includes: community groups, societies, associations, non-governmental organizations, labor unions, indigenous groups, charitable organizations, faith-based groups, and professional organizations.

Community Based Organization (CBO)

Civil society organization that operate within a single local community

Cost Share

Non-FHI 360 and US Government contributions put towards grant activities including cash and in-kind contributions.

Data Universal Numbering System (DUNS)

Organizations that receive USAID-funded grant awards equivalent to JOD 17,700 (\$25,000) or more are required to obtain a DUNS prior to award issuance. FHI 360 will provide instructions and assistance to organizations to obtain a DUNS, as required. A DUNS can be requested at: <http://fedgov.dnb.com/webform>.

Deliverables

A set of pre-planned, structured products or accomplishments defined in a grant agreement.

Due Diligence

A review of a short-listed applicant organization that is undertaken before a grant is awarded to gauge whether the organization has the technical, administrative and financial capacity to manage the requirements of a grant award.

FHI 360 Biographical Data Form

A single-sheet form completed by staff and consultants proposed for positions on an FHI 360-funded grant. The candidate lists pertinent employee/consultant data for the past three years, including name and address, education, consulting experience, and salary history. FHI 360 uses this information to summarize establish salaries or consultant rates.

USAID LENS Grants Team

The USAID LENS Grants Team consists of FHI 360, ICMA and MEDA staff that provide financial and programmatic technical assistance to grant recipients and oversee grant performance.

Gender

Refers to the structural framework that socially and culturally constructs the relations, roles, and traits of men and women.

Grant Agreement

A legally binding document that establishes the legal, programmatic, financial, and administrative terms and conditions of the grant.

Grants Evaluation Committee

The Grants Evaluation Committee (GEC) consists of FHI 360 staff, ICMA and/or MEDA staff, as appropriate, and USAID and representatives who are familiar with the goals of the grant program for which proposals are being evaluated. Committee members are selected for their impartiality and relevant content expertise. The committee members review and score all grant applications that meet eligibility requirements and recommend organizations to receive grants.

Implementation Plan (or Work plan)

An element of grant proposals, often attached as an annex and includes or consists of a chart which shows the progression of the major phases of the proposed project, broken down by months or quarters.

In-Kind Grant

An in-kind grant is a mechanism through which FHI 360 will provide services or goods directly to grantees (both formal and informal groups); no funds will be directly provided to those organizations selected to receive in-kind grants. This mechanism allows FHI 360 the flexibility to provide assistance to grantees within short time periods.

Inclusion

To be inclusive of all people and foster equality of women/men, boys/girls regardless of disability status, age, religion, ethnicity, socio-economic status, geographic area, migratory status, forced displacement or HIV/AIDS status. Inclusion refers to transforming the existing systems, taking

measures and providing means to ensure full participation in all grant project phases and benefiting equally from the outcomes.

Informal Groups

Groups which emerge due to the common interests of the members to achieve a goal or conduct activities as a group. Informal groups are not registered as organizations or businesses and may only come together for a short period of time to accomplish immediate goals or activities.

Level of Effort (LOE)

The amount of time, measured in person-months or person-days, required to fulfill the objectives of the project. Level of effort may be described in terms of the overall project ("total level of effort") or in terms of a specific component or set of activities ("subcontractor level of effort").

Local Economic Development (LED)

Local economic development (LED) offers local government, the private and not-for-profit sectors, and local communities the opportunity to work together to improve the local economy. It focuses on enhancing competitiveness, increasing sustainable growth and ensuring that growth is inclusive.

Micro and Small Enterprises (MSEs)

Micro Enterprises is a type of small business, usually employs between 1 and 9 employees and/or have a registered capital of less than \$42,300;

Small enterprises is a type of small business, usually employs 10 to 49 employees and have registered capital of more than \$42,300. (GOJ Ministry of Trade)

Milestones

The key programmatic and financial targets that must be met to qualify for initial or subsequent disbursements of funds for fixed obligation grants (FOGs). Milestones should be part of the implementation plan included in the grant agreement.

NICRA (Negotiated Indirect Cost Rate Agreement)

A rate negotiated individually between an organization and USAID to cover indirect costs which are required to implement a project but are not easily broken out or attributable to a specific project (<http://www.usaid.gov/ads/policy/300/300mah>).

Program Description

The specific activities to be carried out by an individual or an organization to meet project objectives.

Recipient

The entity which executes a grant agreement with FHI 360 and which is accountable to FHI 360 for the use of the funds provided.

Request for Applications (RFA)

An announcement (also known as a solicitation) by FHI 360 to invite potential grantees to submit proposals for funding in specific topic or program areas. An RFA contains details about the subjects FHI 360 is interested to fund, proposal review and evaluation criteria and application procedures.

Source and Nationality

"Source" refers to the location from where an item was purchased. "Nationality" refers to the place of legal organization, ownership, citizenship, or lawful permanent residence of supplier of commodities and services.

Special Award Conditions

FHI 360 retains the right to provide input into a USAID-funded grant. This right usually includes the ability to approve work plans, budgets, key personnel, monitoring and evaluation plans, and sub-awards. The grant agreement will define the special award conditions which FHI 360 has placed on the grant activity.

Terms of Reference (TOR)

Describes the purpose and structure of a task or assignment. Terms of reference should document how the program description will be defined, developed, and verified. The TOR should include criteria, success factors/risks and restraints.

1. INTRODUCTION

This manual provides general information about the USAID LENS grants programs, including procedures to apply for a grant, record keeping and reporting requirements for grant management. The manual is organized into three sections: the first section (Chapters 1-5 focuses on the Grant Application, Evaluation and Award Cycle; the second section (Chapters 6-9) focuses on Grant Implementation, Administration and Close-Out; the third section (Chapter 10) focuses on Reporting Requirements, Financial Management and Internal Controls for cost-reimbursable grants.

This overview is intended for a general audience of potential applicants to any of the USAID LENS grant programs which are funded by USAID. This information is provided to make potential applicants aware of the responsibilities to which they are committing when applying for grant support. FHI 360 wants to make it very clear to applicants that they will be subjected to intense scrutiny as part of the application process, that the application process itself may require that they exert considerable effort, and that, if they are selected for support, they will have to comply with stringent management, as well as financial and narrative reporting requirements. Applying for a grant is not an endeavor that should be entered into lightly.

This manual is also intended to provide guidance to USAID LENS implementation teams on the responsible award and management of grants, consistent with USAID regulations and the overall FHI 360 Grants Manual and policy.

In the event of any conflict or issues of interpretation of any parts of this manual (including the Appendices) between the Arabic and English versions of the manual, the English text shall prevail.

2. ABOUT FHI 360 JORDAN

2.a. About FHI 360

FHI 360 is a nonprofit human development organization dedicated to improving lives in lasting ways by advancing integrated, locally driven solutions. Our staff includes experts in health, education, nutrition, environment, economic development, civil society, gender equality, youth, research and technology — creating a unique mix of capabilities to address today's interrelated development challenges. FHI 360 serves more than 60 countries and all U.S. states and territories.

2.b. USAID LENS Grants Programs

Separate overviews of the grant programs which USAID LENS is implementing are attached to this Manual. Annual Program Statements (APS) and Requests for Applications (RFAs) announcing each USAID LENS grants competition will be published in local newspapers and on the respective FHI-implemented program's website and will be disseminated to targeted mailing lists. Applications will be judged on a competitive basis.

As applicable, APS' and RFAs will clearly describe all criteria, including any sub-criteria, under which submissions will be judged. If criteria vary in importance, the APS or RFA will specify relative percentages, weights, or other means used to distinguish among them. The APS or RFA will specifically address how eligibility will be considered.

The APS or RFA will include a statement that issuance of the solicitation does not constitute an award commitment on part of FHI 360, nor does it commit FHI 360 to pay for costs incurred in the preparation and submission of an application. FHI 360 may cancel the solicitation and not award; or reject all responses received. Further, FHI 360 reserves the right to consider or reject late applications at its own discretion. Additionally, FHI 360 reserves the right to independently negotiate with any applicant.

3. ELIGIBILITY CRITERIA

Each APS or RFA will include "Eligibility Criteria" which address any factors affecting the eligibility of applications. Applications must be submitted in the format described in the APS or RFA and must include all required information and forms. An application submitted in any other format or incomplete applications will be considered ineligible. Only eligible applications will be reviewed and scored by the Grant Evaluation Committee (GEC).

In addition to the application submission requirements, each APS or RFA will include eligibility criteria relating to:

- Applicants that are eligible to apply for a grant
- Types of projects, activities and costs eligible for support

3.a. Organizations

Each APS or RFA will include information about the types of organizations eligible to apply for grants based on the respective grant program's goals and objectives.

The following is a list of entities that are ineligible to receive a grant:

- Individuals
- Political parties
- Government institutions (this includes entities that the Government of Jordan owns at least 50% share of or receive at least 50% of their financial support from the Government of Jordan)
- Faith-based organizations whose objectives are discriminatory and/or serve religious purposes, and/or whose main objective of the grant is of a religious nature

3.b. Types of Projects, Activities and Costs

Only projects that contribute to the objectives of the USAID LENS grants program will be considered for funding. Activities and costs that are ineligible for grant funding include, but are not limited to:

- Creation of endowments (Note: financing of loan portfolios is not an endowment);
- Any previous obligations by USAID to the beneficiary;
- The bad debts of the beneficiary;
- Fines imposed on the beneficiary;
- Penalties imposed on the beneficiary;
- Any expenses related to ceremonies, parties, and celebrations;
- The purchase of any goods restricted and prohibited under USAID regulations such as alcoholic beverages;
- The purchase of surveillance equipment, military equipment or arms whether new or surplus, police or law enforcement equipment, abortion equipment and services, weather modification equipment, luxury goods and gambling equipment;
- The purchase of goods from prohibited sources;
- Expenses related to purchases or activities which are illegal under Jordanian or U.S. law;
- Promotion of political parties, religion, or commercial interests;

- Fundraising;
- Payments made to government employees;
- Funds paid as profit to any recipient that is a commercial (for-profit) organization. Profit is any amount in excess of allowable direct and indirect costs.

FHI 360 requires projects to include a cost share contribution, when applicable, to be defined in the respective APS or RFA. Most grant programs will require between five to fifteen percent (5-15%) of the total grant budget from the applicant or other sources. Applicants must explain the source of funds that will constitute their cost share contribution (membership fees, other products and services, in-kind contributions from volunteers, etc.) and identify other potential and/or committed sources of support for the proposed project.

Cost-share contribution may not be made with U.S. Government funding under another grant, cooperative agreement, or contract. More information about cost share requirements is provided in section 8.b of this manual.

4. GRANT APPLICATION PROCEDURES

4.a. Main steps in grant application procedures

It is FHI 360 policy to require all grants to be awarded competitively unless an exception is authorized. The competition requirement is met when an RFA or APS has been published according to the procedures outlined in this manual. The minimum period for the receipt of applications in response to an RFA or APS is 30 days after issuance. Recommendations for awards are made following an impartial review and evaluation of all applications (see Section 5). Establishing a two or more tiered level of competition (i.e., pre-qualification or concept note round) is aligned with this policy, provided the applications are reviewed in an impartial manner at each level.

Application Process: The application process FHI 360 will use to solicit, review and select Recipients will, typically as applicable, follow the steps described below,;

Steps:
1. APS or RFA Issued
2. Conduct grants solicitation workshop(s)
3. Respond to questions submitted during the Request for Clarification period
4. Applications due (30 days after RFA is issued)
5. Applications Evaluated for Eligibility
6. Eligible applications given to GEC members to review
7. Convene GEC to score proposals and recommend a Shortlist of Applicants
8. Conduct pre-award assessment and request supporting documentation from Short-listed Applicants
9. Sign and Issue Award
10. Announce awards/non-awards

4.b. Applications Submitted in Partnership

FHI 360 welcomes applications for coalitions, networks and partnership. However, one of the partner organizations must act as the lead and submit the application on behalf of the partners. If awarded a grant, the lead organization will be required to sign the grant agreement and assume overall responsibility for management and reporting requirements described in the grant agreement. Unless otherwise stated in the RFA or APS the eligibility criteria apply to all partners.

4.c. Request for Clarifications

The USAID LENS Grants Team will respond to questions e-mailed to the contact named in the APS or RFA within the time frame specified in each solicitation. A consolidated list of questions and answers will be posted on the website stated in the APS or RFA. Telephone calls or emails to FHI 360 Jordan or its staff members (other than to the e-mail address stated in the RFA or APS), are not permitted, and may be regarded as grounds for disqualification.

4.d. Application Documentation

To apply for a grant, applicants must use FHI 360's application and budget templates and submit applications in the format specified in the application instructions. The language requirements for applications will be clarified in each RFA or APS.

The application documentation typically includes:

- Technical Proposal (Concept paper and/or full proposal of 5-10 pages with language requirements outlined per the RFA/APS)
- Budget and Budget Narrative (English strongly preferred, however Arabic versions are permissible)
- Certificate of Registration or incorporation papers (Arabic originals or scanned Arabic photocopies and English translation)
- Optional Documentation such as brochures, research reports, samples of publications and results of past programs are welcome. Note: If a follow-on project is proposed, the final report from the previous project must be submitted; English translation desirable, but not required.

Applicants must submit their application and all required documentation in electronic form to the e-mail address stated in the RFA or APS. Applicants are encouraged to compress files so that all required documentation can be sent in one e-mail. However, should the attachments be too large to fit in one e-mail, applicants can send the files in more than one e-mail. In this case, e-mails should be numbered and their total number should be clearly indicated.

Upon receiving the applications, the USAID LENS Grants Team will acknowledge receipt within 48 hours of submission. If confirmation is not received, applicants should e-mail the USAID LENS Grants team to reconfirm receipt.

5. EVALUATION PROCEDURES

5.a. Preliminary Evaluation

The USAID LENS Grants Team will perform a preliminary review of the submitted applications using the criteria described in the applicable RFA or APS. The Grants Team will evaluate applications according to the following criteria:

1. Administrative compliance – verification that the application is complete and that the application file includes all items required.
2. Eligibility – verification that the applicant and the proposed project are eligible according to the eligibility criteria described earlier (organizations, types of projects and activities).

Only applications that meet all preliminary evaluation criteria will be recommended by the USAID LENS Grants Team for review by the Grants Evaluation Committee.

Based on the volume of applications submitted, FHI 360 reserves the right to conduct an initial internal evaluation of applications, after which the GEC will review a sub-set of the highest scoring proposals.

5.b. Grant Evaluation Committee (GEC)

The GEC consists of representatives of FHI 360, ICMA and/or MEDA staff, as appropriate, and USAID and the donor community who are familiar with the goals of the FHI 360 grants programs. In addition, USAID LENS may invite additional non-voting members from other USAID technical offices, donors or key stakeholders, on a case-by-case basis and as deemed appropriate. Committee members are selected for their impartiality and their subject expertise in relation to the grants program. All GEC members are required to sign each score card which includes a declaration of impartiality and confidentiality. GEC members may not review an application if there is a potential conflict of interest.

GEC members are provided with copies of all applications that pass the preliminary evaluation. GEC members are requested to read all applications before the GEC meeting. During the meeting, members will discuss the applications and score them. Scores are then averaged and the GEC comes to an agreement on a short-list of applicants based on the results of the scoring. If this is not possible, voting will be used, with a simple majority necessary to give an outcome.

Possible outcomes include (*):

- Fully fund the project
- Partially fund the project
- Fully fund the project, with conditions
- Partially fund the project, with conditions
- Not fund the project

** Whether the GEC decides to partially or fully fund a project, the specified percentage cost share is still required.*

Possible conditions may include:

1. Financial or programmatic grants management technical assistance before or during the period of the grant
2. Amendments to technical areas of the grant
3. Amendments to the budget
4. Requirements for additional information prior to the start of the grant period
5. Any other conditions deemed necessary by the GEC

Any application not funded under one award round may be resubmitted for consideration in other rounds. Applicants that are not short-listed for a grant will be informed at this stage along with the reason.

5.c. Due Diligence

The USAID LENS Grants Team is responsible for evaluating short-listed applicants to ensure they have the capacity to comply with all conditions of the grant before it is awarded. This part of the evaluation process (due diligence) is described here. (NOTE: Limited due diligence procedures are applied to in-kind grants.)

5.c.1. Phases (Tasks and Responsibilities)

Description	Tasks/Responsibilities
The USAID LENS Grants Team will contact the Short-listed organization to inform them that their application has been short-listed. However, no funding commitment has been made at this time.	Inform short-listed applicants of their application status (FHI 360)
The USAID LENS Grants Team may request geographic, technical, target, budget, or other changes to the proposal to better align it with the grant program's priorities and objectives. Short-listed applicants must review proposed changes and make sure the organization can still complete the project within the budget, targets, and time frame.	Negotiate and Finalize technical proposal and budget (FHI 360 and Short-Listed Applicant)
Documentation to support budgeted salary, rent, utilities and shared costs must be submitted (Arabic documents must be translated into English)	Submit supporting documents for budget (Short-listed Applicant)
Applicants will be required to provide the name and contact information of at least three donor or institutional references which will be contacted by FHI 360 to verify the applicant's past performance. In case of newly-established institutions, a reference check on the background and experience of the organization's key individuals will be made	Check donor or institutional references (FHI 360)
The USAID LENS Grants Team will conduct a pre-award assessment with short-listed applicants to review the organization's systems,	Complete pre-award assessment

policies, and capabilities to determine whether it meets the minimum standards to successfully administer USAID funding.	(FHI 360 and Short-listed Applicant)
If the pre-award assessment results in any findings documentation to support that the applicant has the ability to comply with the award conditions may be requested, i.e. audit reports, revenue and expense statement, organizational chart, etc.	Provide supplemental documentation to support pre-award assessment (Short-listed Applicant)
Short-listed applicants must sign mandatory certifications and obtain a DUNS number (for awards of \$25,000 or more).	Execute mandatory certifications and DUNS (Short-listed Applicant)
NOTE: All steps listed above are required to complete the application package for final review and award.	
FHI 360 will conduct a final review of its budget, priorities, and all the applicants short-listed for an award and make final decisions.	Final review and award decision (FHI 360)
USAID/Jordan AOR must approve awards prior to issuance.	Request for approval of awards submitted to USAID/Jordan (FHI 360)
Successful organizations are notified, and a final version of the agreement is sent for signature.	Announce Awards

NOTE: The timeline for completion is dependent on the availability of short-listed organizations to finalize technical proposals and budgets, and submit required documentation without delay.

5.c.2. Pre-Award Review

After the GEC short-lists applications, the USAID LENS Grants Team will notify the short-listed applicant and begin the due diligence process. Due diligence is part of the evaluation process and the results must confirm that a potential Recipient can successfully comply with the financial, management and programmatic requirements of the grant. The short-listing of an application in accordance with established procedures does not guarantee an award.

All applicants must demonstrate that they possess, or have the ability to obtain, the necessary management competence to practice mutually agreed upon methods of accountability for funds and other assets provided. FHI 360 generally relies on USAID’s guidelines established in the ADS 303 regulation to determine whether potential non-U.S. recipients have sufficient financial and managerial strength to operate successfully and complete the work for which it has been awarded a grant from FHI 360.

During the due diligence process, the USAID LENS Grants Team will also work with the short-listed applicant to finalize the proposed budget and address any points in the proposal that were raised by the GEC. Applicants may be required to submit the following information to allow FHI 360 to make a determination of financial and management responsibility:

- (1) Completed Financial Pre-award Assessment (See Attachment II). FHI 360 conducts a Financial Pre-Award Assessment with short-listed applicants to determine that the applicant possesses the ability to perform successfully under the terms and conditions of a proposed award, taking into consideration the applicant’s integrity, record of past performance, financial and technical resources, and accessibility to other necessary resources.
- (2) Documentation that the applicant has the ability to comply with the award conditions, i.e. audit reports, supporting financial documentation, organizational chart.
- (3) Documentation to support budgeted costs, i.e. payroll records, office lease, utility bills, etc.
- (4) Demonstration of the applicant’s ability to segregate funds obtained from the grant from other activities of the organization. A separate bank account is required should the applicant receive advance payments.
- (5) A NICRA (Negotiated Indirect Cost Rate Agreement), or if no NICRA, an independent auditor’s certification, on the audit firms letterhead, attesting to the accuracy of the indirect costs rate, accuracy

of how the rate was calculated and confirmation that the rate is consistently applied across all funding sources. In addition, three years of annual financial statements must be submitted.

(6) Required Certifications and Representations

The USAID LENS Grants Team will review answers to the pre-award assessment, as well as other pertinent financial documents, to evaluate the applicant's capacity to comply with accounting and financial reporting requirements. The USAID LENS Grants Team may conduct a site visit to the applicant organization to review accounting procedures and determine whether they meet the stringent requirements to account for grant funds under a USAID-funded grants program.

If the USAID LENS Grants Team determines that an applicant organization demonstrates a weakness in its grants management capacity, s/he will note this and will recommend any necessary measures. The pre-award assessment together with the USAID LENS Grants Team notes and recommendations will be scrutinized as part of the overall evaluation process, along with the entire application file.

5.c.3. Debarment and Terrorist Financing Searches

To ensure that FHI 360 does not award grants to applicants that have been debarred, suspended or proposed for debarment, short-listed applicants will be checked against the US Government's Excluded Parties List which is part of the System for Awards Management (SAM). FHI 360 staff will perform a search for the applicant's name on the SAM List (<https://www.sam.gov/portal/public/SAM/>) and document the outcome.

In addition, to verify that no support or resources are provided to individuals or entities that appear on the Specially Designated Nationals and Blocked Persons List maintained by the US Treasury, FHI 360 will perform a search on the Treasury List (<http://www.treasury.gov/resource-center/sanctions/SDN-List/Pages/default.aspx>) and document the outcome.

Moreover, to prevent against providing support to entities determined to have committed or pose a significant risk of committing acts of terrorism that threaten U.S. interests, FHI 360 must conduct a search to verify that the short-listed applicant has not been designated by the United Nations Security (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the "1267 Committee"). FHI 360 will perform a search for the applicant's name on the UN website (http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml) and document the results.

5.d. Grant Negotiation

The cost analysis, pre-award determinations, and negotiation process will be documented by FHI 360 in a Memorandum of Negotiation. The written determination of the applicant's responsibility should confirm that the applicant:

- Has the ability to meet the award conditions, taking into consideration all existing prospective recipient commitments, non-governmental and governmental;
- Has a satisfactory record of performance. Generally, relevant unsatisfactory performance in the past is enough to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory

performance, or the applicant has taken adequate corrective measures to assure that they will be able to perform satisfactorily;

- Has a satisfactory record of business integrity; and
- Is otherwise qualified to receive an award under applicable laws and regulations.

The USAID LENS Grants Team will review the applicant's proposal to ensure that costs, including cost share are in compliance with FHI 360 and USAID policies. The grant award will clearly define the activities that will be supported with grant funds. The program description will clearly state the purpose of the program and specifically identify each element of the program, as well as its duration.

Any funding restrictions, such as limitations on allowable activities for the particular program, or limitations on direct costs, such as purchase of equipment, will be included in the budget section. The payment schedule and monitoring plan for the grant will be established in accordance with the assessment of risk. Revisions to the activities, grant duration, or payment schedule will require a grant modification.

5.d.1. High Risk Organizations

If FHI 360 staff evaluate the financial capabilities of a potential Recipient and determine that they are limited or deficient, FHI 360 will classify them as high-risk organizations per ADS 303.5.9.2, which invokes the statutes of 22 CFR 226.14 to allow for closer monitoring requirements. Specific techniques to address this high risk include, but are not limited to: (1) special award conditions, such as additional financial reporting detail or frequency; and (2) providing technical assistance to the grantee. This option may be only used for a period of time until the potential recipient can correct any institutional deficiencies, but not for the life of the award.

5.e. Grant Approval Process

Upon successful submission of all requested documentation and negotiation of grant terms, a request for approval to issue a grant will be submitted to USAID/Jordan. Upon receiving approval from USAID/Jordan, the grant agreement is prepared in accordance with FHI 360's policies and procedures and will be signed between FHI 360 and the Recipient.

The full grant agreement document contains the following information:

1. Standard FHI 360 Terms and Conditions;
2. Payment Schedule;
3. Reporting Requirements;
4. Equipment Purchase Guidelines (if applicable);
5. Recipient Program Description;
6. Recipient Budget (if applicable);
7. Mandatory Standard Provisions for Non-US Nongovernmental Recipients;
8. As required, Applicable Standard Provisions for Non-US Nongovernmental Recipients;
9. Applicable Statutory and Regulatory Certifications

The USAID LENS Grants Team shall obtain the certifications, assurances and other statements from non-U.S. organizations before making an award. The applicants must sign the full text of the applicable certifications as indicated in the grant award.

If an application is not approved by either the GEC or USAID/Jordan, the applicant organization will be notified. An applicant may resubmit its application during the next grant cycle if it is an eligible organization and if the purpose for which the grant was submitted is consistent with the objectives of FHI 360's respective grant program.

6. TYPES OF GRANTS AND APPLICABLE CONDITIONS

FHI 360 grants will be implemented using the following grant agreement formats: Simplified Grant, Fixed Obligation Grant (FOG), Standard Grant, and In-Kind Grant. The descriptions in the sections below permit the USAID LENS Grants Team to evaluate which format, given its associated requirements and parameters, is appropriate and practical for each grant activity.

6.a. Simplified Grants

6.a.1. Overview

The simplified format is used only when the grant meets the following conditions (per ADS 303.3.24):

1. The total value of the grant does not exceed JOD 106,000 (\$150,000);
2. All costs to be charged to the grant are identified in the grant text and do not include international airfares or indirect costs;
3. Any goods to be purchased by the grantee meet the rules governing local cost financing and geographic code and do not include ineligible or restricted goods, and no single item having a useful life of over one year and an acquisition cost of \$5,000 or more shall be purchased;
4. The grant includes language requiring the grantee to allow FHI 360 to access its records for up to three years, and that the Recipient will refund FHI 360 any funds it received for any costs that did not meet the terms and conditions of the grant;
5. Sub-grants, if any, must meet the same conditions listed here for simplified format grants;
6. The grantee is required to sign the applicable certifications listed in ADS 303.3.8; and
7. The grantee must also demonstrate adequate financial management capacity to be able to separately track all costs associated with the grant since the grant is cost reimbursable upon presentation of receipts; and
8. No indirect costs are allowed.

In exceptional cases, FHI 360 may modify the format for simplified grants to include support of international travel (#2) or the purchase of equipment (#3), as long as the applicable standard provisions for those types of activities are attached to the grant award. An additional requirement for inclusion of international travel in the grant agreement is that it may only be included after prior approval by USAID/Jordan.

6.a.2. Disbursement

Simplified grants are cost reimbursable agreements whereby FHI 360 will reimburse the grantee for costs. Because these are cost reimbursable agreements, the grantee will not receive payment until after presenting receipts showing actual costs. FHI 360 will structure the payments so there is no possibility of the Recipient expending less than the amount received. Recipients may not receive more than 90% of the total budget amount prior to submission of the final financial report, and any required certifications. Upon submission of these documents, FHI 360 will issue the final payment.

6.b. Fixed Obligation Grants (FOGs)

6.b.1. Overview

If appropriate, FHI 360 has the option of utilizing the fixed obligation grant format. This format allows for the award of a grant for very specific program elements without the requirement of FHI 360 monitoring of the actual costs subsequently incurred. It is intended to support specific projects where costs are certain and where the accomplishment of grant "milestones" is readily discernible.

Partial payments may be made upon demonstration of achieved milestones, and payment amounts should reflect the relative value of the milestones achieved. Payment is always made upon completion of activities related to specific milestones, i.e., no advances are allowed.

6.b.2. Fixed Obligation Requirements

FHI 360 may utilize the USAID format of fixed obligation grants for non-U.S. organizations when the grant meets the following conditions:

1. The total value of the grant does not exceed JOD 354,000 (\$500,000) per year;
2. The duration of the grant does not exceed three years (36 months);
3. The grant meets the applicable conditions of the Simplified Grants listed at D.1.1 above;
4. Programmatic accomplishments or results are easily identified and quantified, and are established in grant milestones;
5. There is very limited risk that the project will undergo significant changes;
6. There is adequate cost information (historical or unit pricing) available to determine and negotiate the fixed price of the grant;
7. FHI 360 does not provide advance payments to the Recipient;

6.b.3. Required Provisions for a Fixed Obligation Grant:

- FHI 360 has the right to terminate the grant in whole or in part, or suspend payments should the Recipient become insolvent during performance of the award;
- At the end of the grant, the Recipient must certify in writing to FHI 360 that it completed the activity. If the Recipient cannot certify this, FHI 360 may require the Recipient to make appropriate refunds.

6.b.4. Disbursements

Since payments are based on the achievement of milestones, the structure of the payments is very important. FHI 360 pays Recipients a set amount when they accomplish a milestone. It is therefore essential that the USAID LENS Grants Team have sufficient cost information to allow for negotiation of the payments. *Grant closeout is accomplished by* FHI 360 acceptance of the final milestone and approval of payment.

Milestones are established for a verifiable product, task, deliverable, or goal of the Recipient. The milestones will generally have three parts: (1) a description of the product, task, deliverable, or goal to be accomplished; (2) a description of how the recipient will document the completion of the product, task, deliverable, or goal; and (3) the amount that FHI 360 will pay the recipient for the deliverable. Some milestones may also have dates indicating when the milestone is expected or required to be completed. However, depending on the nature of the activities in the award, a milestone date may not be necessary or appropriate and/or milestone completion may or may not be sequential when dates are estimated. The specifics of the milestone timing (and whether or not there is flexibility) will be detailed in the Grant Agreement. A sample Milestone schedule follows:

Payment Amount	Documentation	Milestone
1,000 JOD	Implementation Plan approved by FHI 360	1. Implementation Plan
1,000 JOD	Survey Report	2. Survey in Governorate x
2,000 JOD	Training materials and attendance sign-in sheet	3. Training in Governorate x

6.c. Standard Grants

6.c.1. Overview

If a grant situation does not meet the above conditions for a simplified, fixed obligation or in-kind grant, FHI 360 will follow the standard grant format and include all required or necessary standard provisions for Non-U.S. Non-Governmental grantees in the grant agreement.

The standard grant format allows for advances and requires detailed monitoring of actual costs incurred. As part of financial reporting, all receipts and invoices must be submitted to FHI 360 to reconcile advances. Under these procedures, successful organizations must demonstrate sufficient financial and management responsibility before FHI 360 can award the grant.

This type of award requires that the following provisions are included in the grant agreement:

- Mandatory Standard Provisions for Non-U.S., Non-Governmental Recipients; and
- Required as Applicable Standard Provisions for Non-U.S., Non-Governmental Recipients.

As with other types of grants (simplified and fixed obligation grants), overall guidance and requirements are contained in the following:

- Mandatory Standard Provisions for Non-U.S., Non-Governmental Recipients;
- Required as Applicable Standard Provisions for Non-U.S., Non-Governmental Recipients;
- ADS 303;
- OMB Circular A-122 “Cost Principles for Non-Profit Organizations”; and
- Section 22 of the Code of Federal Regulations, Part 226, in particular 226.20 through 226.28.

6.c.2. Disbursement

With standard format grants, FHI 360 may advance grant funds to cover the first two months of project costs. Beginning with Month Two, the grantee will be reimbursed for the previous month’s actual expenses upon submission and approval of a monthly financial report. In no case will the grantee be reimbursed for greater than 90% of the total grant amount prior to submission of final financial and program closeout reports. The schedule of disbursements will be subject to negotiation with the grantee and will be related to the requirements of the grant activities and the type of grant in question.

6.d. In-Kind Grants

6.d.1. Overview

Often program objectives require expedited mobilization of resources to achieve an early positive relationship with community organizations or to support immediate/urgent needs, either case possibly in an administratively underdeveloped environment. In these instances, and even in high risk organization situations where weak procurement systems cause a negative risk determination, efficiencies and compliance can be achieved through FHI 360’s direct procurement of goods/materials/services for delivery to the Recipient for implementation. In these cases, an “in-kind grant” is the preferred mechanism.

While these actions are characterized as grants because the items are intended to support a public purpose, they are more closely aligned with procurement regulations, especially those dealing with the use of government funds, title determination and disposition. FHI 360’s in-kind grant activity is designed to provide immediate implementation through FHI 360 staff controlled procurement processes with immediate disposition of the procured items upon delivery to the in-kind grant Recipient. In the event FHI 360 purchases non-expendable equipment through the in-kind grant, FHI 360 will seek the required USAID approval, and simultaneously seek approval for final disposition of the item(s).

FHI 360 projects follow FHI 360’s procurement policies and procedures which are patterned on USG regulations generally (FAR/CFR/OMB), and more specifically those regulations of individual USG departments and agencies. Therefore, “items” procured in support of an in-kind grant will be no different than any other program procurement. In addition, in-kind grant recipients that receive awards equivalent to JOD 17,700 (\$25,000) or more are required to obtain a DUNS prior to award issuance. FHI 360 will provide instructions and assistance to organizations to obtain a DUNS, as required. A DUNS can be requested at: <http://fedgov.dnb.com/webform>.

It is important to note that in-kind grants are the only type of grant that informal/non-registered groups are eligible to receive.

6.d.2. Disbursement

No disbursements are made directly to the grantee under an In-Kind Grant. Rather, FHI 360 procures all necessary commodities and services on behalf of the Recipient. This does not mean, however, that the

Recipient is not an active partner in deciding how the funds are to be utilized. While FHI 360 will ensure the integrity of any procurement and make the final payment itself, the Recipient can provide input as to what is needed and gather quotes from possible service-providers or vendors and determine specific scope of work, as required.

6.e. Sub-granting

Grants awarded by FHI 360 are governed by the regulations set out in ADS 303, Grants and Cooperative Agreements to Non-Governmental Organizations. Many of the regulations and mandatory provisions under the grant agreement must “flow-down” to any organization that a Recipient supports with USAID funds through sub-awards or sub-grant agreements. These regulatory flow-downs include those stated within the Mandatory Standard Provisions for Non-US Non-Governmental Recipients, Standard Provisions for Fixed Obligation Grants to Nongovernmental Organizations, and Circular A-122 Cost Principles for Non-Profit Organizations (relocated to 2 CFR, Part 230). Sub-award parameters and requirements will be defined in individual grant agreements, as required.

6.f. Grant Formats/Parameters:

	In-Kind	Fixed-Obligation	Simplified	Standard
<ul style="list-style-type: none"> • Main Attributes 	<ul style="list-style-type: none"> • All procurement controlled by FHI 360; no funds received by the Recipient 	<ul style="list-style-type: none"> • Awards of JOD 354,000 or less per year and duration of 36 months or less • Limited flexibility in activities • Programmatic activities can be easily broken into milestones 	<ul style="list-style-type: none"> • Awards of JOD 106,000 or less • Standard Provisions do not apply 	<ul style="list-style-type: none"> • Default grant type to be used for types of cost reimbursable grants • Allows for some flexibility in activities
<ul style="list-style-type: none"> • Sub-granting 	<ul style="list-style-type: none"> • Unallowable 	<ul style="list-style-type: none"> • Unallowable 	<ul style="list-style-type: none"> • Allowable with prior approval from FHI 360 	<ul style="list-style-type: none"> • Allowable with prior approval from FHI 360
<ul style="list-style-type: none"> • Narrative Reporting Requirements 	<ul style="list-style-type: none"> • Evaluation 3-9 months after grant end date 	<ul style="list-style-type: none"> • Deliverables as specified in the Grant Agreement • Milestone Certification form • M&E Reports • Annual Inventory Report 	<ul style="list-style-type: none"> • Quarterly Reports • Final Report • M&E Reports • Annual Inventory Report 	<ul style="list-style-type: none"> • Quarterly Reports • Final Report • M&E Reports • Annual Inventory Report
<ul style="list-style-type: none"> • Financial Reporting Requirements 	<ul style="list-style-type: none"> • No financial reporting required 	<ul style="list-style-type: none"> • No financial reporting required 	<ul style="list-style-type: none"> • Financial Reports • Annual VAT Report 	<ul style="list-style-type: none"> • Financial Reports • Annual VAT Report
<ul style="list-style-type: none"> • Subject to \$300K Annual Audit Requirement 	<ul style="list-style-type: none"> • No 	<ul style="list-style-type: none"> • No 	<ul style="list-style-type: none"> • Yes 	<ul style="list-style-type: none"> • Yes
<ul style="list-style-type: none"> • Payment Type 	<ul style="list-style-type: none"> • No payments 	<ul style="list-style-type: none"> • Fixed payment based on Milestone Deliverables 	<ul style="list-style-type: none"> • Cost reimbursable based on Financial Report 	<ul style="list-style-type: none"> • Cost reimbursable based on Financial Report
<ul style="list-style-type: none"> • Advance Payments 	<ul style="list-style-type: none"> • No payments of any kind made to Recipient 	<ul style="list-style-type: none"> • Unallowable 	<ul style="list-style-type: none"> • Allowable 	<ul style="list-style-type: none"> • Allowable
<ul style="list-style-type: none"> • Non-Expendable Equipment (over JOD 3,500 / item) 	<ul style="list-style-type: none"> • May be purchased with prior approval from USAID/Jordan • Title to property vested in Recipient at time of acquisition 	<ul style="list-style-type: none"> • May be purchased with prior approval from USAID/Jordan • Title to property vested in Recipient at time of acquisition 	<ul style="list-style-type: none"> • May be purchased with prior approval from USAID/Jordan • Title to property vested in Recipient at time of acquisition 	<ul style="list-style-type: none"> • May be purchased with prior approval from USAID/Jordan • Title to property vested in FHI 360 and must be transferred to Recipient at time of final disposition
<ul style="list-style-type: none"> • International Travel 	<ul style="list-style-type: none"> • Unallowable 	<ul style="list-style-type: none"> • Allowable with prior approval from USAID/Jordan 	<ul style="list-style-type: none"> • Allowable with prior approval from USAID/Jordan 	<ul style="list-style-type: none"> • Allowable with prior approval from USAID/Jordan

7. GRANT ADMINISTRATION GUIDELINES

7.a. Grants to Non-US Entities

7.a.1. Non-US Nongovernmental Organizations (NGOs)

The requirements for awards to non-US nongovernmental organizations (NGOs) are contained in several applicable federal regulations and USAID administrative standards. These regulations include:

- Mandatory Standard Provisions for Non-U.S., Nongovernmental Recipients and Required as Applicable Standard Provisions for Non-U.S., Nongovernmental Recipients, <http://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf>
- ADS 303, <http://www.usaid.gov/sites/default/files/documents/1868/303.pdf>;
- OMB Circular A-122 “Cost Principles for Non-Profit Organizations,” relocated to 2 CFR, Part 230, http://www.whitehouse.gov/sites/default/files/omb/assets/omb/fedreg/2005/083105_a122.pdf
- 22 CFR Part 226, in particular 226.20 through 226.28, <http://www.gpo.gov/fdsys/pkg/CFR-2010-title22-vol1/xml/CFR-2010-title22-vol1-chapII.xml#seqnum226.1>
- Standard Provisions for Fixed Obligation Grants to Nongovernmental Organizations, <http://www.usaid.gov/sites/default/files/documents/1868/303mat.pdf>

7.a.2. Non-US Commercial Organizations (For Profits)

Awards to commercial (for profit) organizations are subject to the cost principles applicable to commercial concerns contained in the following regulations:

- Mandatory Standard Provisions for Non-U.S., Nongovernmental Recipients and Required as Applicable Standard Provisions for Non-U.S., Nongovernmental Recipients, <http://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf>
- ADS 303, <http://www.usaid.gov/sites/default/files/documents/1868/303.pdf>;
- OMB Circular A-122 “Cost Principles for Non-Profit Organizations,” relocated to 2 CFR, Part 230, http://www.whitehouse.gov/sites/default/files/omb/assets/omb/fedreg/2005/083105_a122.pdf
- 22 CFR Part 226, in particular 226.20 through 226.28, <http://www.gpo.gov/fdsys/pkg/CFR-2010-title22-vol1/xml/CFR-2010-title22-vol1-chapII.xml#seqnum226.1>

In accordance with 22 CFR Part 226.81, no funds shall be paid as profit to any Recipient that is a commercial organization. Profit is any amount in excess of allowable direct and indirect costs.

7.b. Grants to US-registered Nongovernmental Organizations (NGOs)

If indicated in the RFA/APS, FHI 360 may issue awards to US Nongovernmental Organizations that are registered in Jordan and can use the four types of grant agreements described above. These grants are managed in the same way but cash disbursements usually will be made by the home-office backstopping team into the U.S. bank account of the NGO. FHI 360 will ensure adequate coordination with implementing partners and other donor-funded interventions to avoid duplication of effort.

7.c. Recipient Grant Management Workshop

FHI 360 is committed to providing the necessary support to ensure the success of Recipients in implementing their programs and complying with the grant regulations and reporting requirements. Following the award of grants, FHI 360 will organize a Recipient grant management workshop to provide new Recipients with training on the management of USAID-funded grants.

This training is intended to ensure that the Recipient has complete understanding of the grant terms and conditions. FHI 360 Jordan program staff will discuss in detail all the various reports and obligations that are required of Recipients during project implementation, including facilitating FHI 360's right to inspect the work in progress, and the Recipient's management systems. The USAID LENS Grants Team will also confirm the scope of the activity, implementation plan and timetable (milestones and schedule of disbursement) with the Recipient.

Recipients will also be invited to benefit from capacity building and other types of activities being organized by FHI 360. In addition, the USAID LENS Grants Team will be available during regular business hours to answer any questions of an administrative or programmatic nature that may arise.

7.d. Cost Share

Cost share (also known as matching funds) requires the Recipient to provide a contribution of a specified amount or percentage to match USAID funds. Cost share can refer to funds or resources from other donors or the private sector to pay for program related activities, or payments from the Recipient's own funds or the fair value of contributions in-kind, such as space, equipment, the value of volunteers or staff time, etc. Recipients are encouraged to actively seek ways to engage the private sector in the achievement of the objectives and goals of their grant projects and to obtain cost share from private sector sources.

Recipients are contractually obligated to contribute cost share from sources stated in the Proposal and Budget and described in the Grant Agreement. This cost share must be carefully documented and reported to FHI 360 in quarterly reports and must meet the type of cost share described in the program description. Any change in amount or type of cost share requires prior approval from FHI 360.

To be accepted and allowable, all cost share contributions must be:

- Verifiable in the Recipients records;
- Incurred or earned during the period of the award;
- Not used to meet cost share requirements of any other U.S. federal program;
- Necessary and reasonable for proper and efficient accomplishment of the program;
- Allowable under the applicable cost principles; and
- Non-U.S. federal funds

In addition, in-kind contributions may only be recognized at their "fair market value" – the amount that a reasonable, prudent person would be willing to pay for the goods or services if they had to be purchased. In principle, if use of a building or service is normally free in a community, it cannot be counted as cost share. For example:

Volunteer services and donated personnel may be valued at rates consistent to those paid by the Recipient to its employees or contractors performing

similar functions;

Donated supplies are valued at the retail price at the time of donation;

Loaned space, for which the donor retains title, is valued at the prevailing rental rates for similar space.

7.e. Project Monitoring and Evaluation Plan

The Recipient will be required to finalize a Monitoring and Evaluation (M&E) Plan within 30 days of the launch of the project to plan and manage the collection of project performance data. FHI 360 will provide guidance and assistance to the Recipient to ensure that the Plan contains the following:

- measurable performance indicators;
- a definition of each performance indicator;
- the unit of measurement;
- the sources of data collection;
- data collection methods;
- frequency and schedule of data collection;
- the project team member responsible for ensuring data is available on time;
- baseline, benchmarks and targets.

In addition, FHI 360 will share relevant indicators from its own performance monitoring plan against which grantees are required to report (i.e. USAID mandatory indicators related to gender, capacity building, etc.)

FHI 360 will conduct periodic meetings and site visits to Recipient offices and project sites and participate in Recipient events, etc. to assess performance. The Recipient will participate fully in these activities and make available all information required to make this assessment. FHI 360 may suggest changes in implementation methodology and/or approach based on the assessment in order to assist the Recipient in better achieving results and objectives.

7.f. Branding and Communications Requirements

Recipients shall not issue any grant-funded or grant-related publications or media products without prior written approval from FHI 360. To obtain written approval for any publication, the Recipient should submit to FHI 360 a request for approval of the publication or media product and the final draft of the product (brochure, poster, radio show concept, etc.) at least one work week in advance of anticipated release date.

7.f.1. Communications Products

All publications, videos, agendas, sign-in sheets, invitation letters, certificates or other communication products produced with grant funds must make proper reference to the funding source and include both USAID and FHI 360 logos. Communication products should also be dated and state that the views expressed do not necessarily reflect those of USAID as follows:

“This study/report/audio/visual/other information/media product (specify) is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of [insert recipient name] and do not necessarily reflect the views of USAID or the United States Government.”

. إن (USAID) تم إنتاج هذا (التقرير/ الفيلم/ الدراسة/ حدد غير ذلك) بدعم من الشعب الأمريكي من خلال الوكالة الأمريكية للتنمية الدولية أو آراء الحكومة الأمريكية.(USAID)المحتوى هو مسؤولية (إسم المستفيد) ولا يعكس بالضرورة آراء الوكالة الأمريكية للتنمية الدولية

The following language will be included in the Grant Agreement governing relations between FHI 360 and each grant recipient:

“As a condition of receipt of this subaward, marking with the USAID identity of a size and prominence equivalent to the recipient’s, sub-recipient’s, other donor’s or third party’s is required. In the event the recipient chooses not to require marking with its own identity or logo by the sub-recipient, USAID may, at its discretion, require marking by the sub-recipient with the USAID identity.”

7.f.2. Short Publications

Short publications such as posters, brochures and bulletins should include the following text along with the FHI 360 and USAID logos:

“This program was made possible by (or with) the generous support of the American people”.

. (USAID) تم إنتاج هذا (التقرير/ الفيلم/ الدراسة/ حدد غير ذلك) بدعم من الشعب الأمريكي من خلال الوكالة الأمريكية للتنمية الدولية

7.f.3. Events

Events funded under a grant will be marked as follows:

Marking materials used, placement and timing	Program Deliverables
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<ul style="list-style-type: none"> • A banner with the USAID identity located at the front of the sites for the duration of the meeting • USAID identity printed on materials, manuals, folders as produced • USAID identity contained on header of power point slides and other presentation materials as produced • Welcome comments by USAID representative, as appropriate 	<p>Events, seminars, workshops and conferences</p>
<ul style="list-style-type: none"> • Co-branding and positioning with the USAID logo and identity in accordance with the regulation 22 CFR 226.19 	<p>Co-funded events with other donors or organization (public, private, etc.)</p>
<ul style="list-style-type: none"> • USAID identity printed on all materials • USAID public communications disclaimer included • Timing: as materials are produced 	<p>All printed materials (agendas, invitation letters, sign-in sheets, certificates) produced specifically for USAID LENS direct- and supported-activities as well as original materials produced on behalf of USAID LENS</p>

7.g. Copyright and Ownership

The Recipient may copyright any book, publication or other material developed under an FHI 360 grant agreement provided that the Recipient prominently acknowledges FHI 360 and USAID and with the understanding that FHI 360 and USAID have royalty-free, non-exclusive and irrevocable rights to reproduce, publish, or otherwise use, and to authorize others to use the work.

All approved grants are considered to be in the public domain. Any information resulting from FHI 360-funded projects should be available to the public.

7.h. Use and Disposition of Project Income

Project income is defined as income earned by the Recipient that is directly generated by a supported grant activity or earned as a result of the grant award. It may result from activities integrally related to the grant, or from activities which are incidental to the main purpose of the grant. Program income may be earned both from Recipient activities and from services provided by an individual performing a role in the grant activity. The time-frame for earning program income is any income earned by a grantee during the grant period. “During the grant period” means between the effective date of the grant agreement and the end date of the grant as reflected in the final financial report. Examples of program income include:

1. Fees for services performed and for the sales of services, e.g., sale of computer time
2. Use or rental of real or personal property acquired with grant funds
3. Sale of commodities or items fabricated under the grant, e.g. publications
4. Payments of principal and interest on loans made with grant funds
5. Any donations that are solicited by the Recipient during a grant activity if the purpose of the grant is to obtain donations.

The Recipient will inform FHI 360 of any program income generated under the grant and agrees to USAID's disposition of such program income which is in accordance with 22 CFR 226.24. Program income earned under an FHI 360 grant agreement shall be applied and used in the following descending order:

1. Added to funds committed by USAID and the Recipient to the project or program, and used to further eligible project or program objectives;
2. Used to finance the non-Federal share of the project or program (cost-share); and
3. Deducted from the total project or program allowable cost in determining the net allowable costs on which the federal share of costs is based.

If the terms and conditions of the award do not specify how program income is to be used, then number 2) shall apply automatically. Recipients who are commercial organizations may not apply Option 1) to their program income.

Recipients shall have no obligation to the US government regarding program income earned after the end of the project/grant period.

Costs incident to the generation of program income may be deducted from gross income to determine program income, provided that these costs have been charged to the award and they comply with the applicable rules for allowable costs under grants.

Unless terms and conditions of the award provide otherwise, Recipients shall have no obligation to the US government with respect to program income earned from license fees and royalties for copyrighted material, patents, patent applications, trademarks, and inventions produced under an award.

7.i. Procurement Procedures

Expenses incurred under the grants program must meet the following criteria in order to be eligible for reimbursement:

- **Reasonable** in that they are generally recognized as ordinary and necessary;
- **Allocable** in that they must be incurred specifically for the award;
- **Allowable** in that they conform to limitations in the award and;
- **Accountable** in that they are based on legal transactions and supported with appropriate documentation.

It is FHI 360's goal to ensure that costs incurred are in accordance with the applicable set of Cost Principles under the Mandatory Standard Provision for Non-U.S., Non-Governmental Recipients (Allowable Costs). FHI 360 will determine which costs are allowable, allowable with prior approval, or unallowable, for Non-U.S. Non-Governmental Recipients.

The following guidelines will be used during the budget review stage of grant proposal evaluation, before the grant agreement is approved, to determine if a questionable cost is allowable:

1. Review OMB Circular A-122, a list of “Selected Items of Cost” which describes what is and is not allowable, or allowable under what circumstances (for example, “alcoholic beverages: Costs of alcoholic beverages are unallowable”).
2. Review ADS 312 “Eligibility of Commodities” for more information if an item to be procured is a restricted good or service.
3. Determine whether the costs are reasonable, allocable, and allowable.
4. Contact the FHI 360 home office for review and decision when appropriate.
5. Prior to incurring a questionable cost, FHI 360 will obtain USAID/Jordan’s written determination on whether the cost will be allowable.

7.i.1. Recommended Procurement Procedures by Dollar Amount

Note: If the Recipient does not have established written procurement procedures, then the Recipient must utilize FHI 360 procedures as follows:

Forms To File	Action(s) Taken	Procurement Amounts
None	<ul style="list-style-type: none"> • Purchase as needed at market price. No paperwork other than receipt for billing purposes needed. 	If total anticipated price is less than \$500
Memo to File	<ul style="list-style-type: none"> • Must document attempt to obtain three bids or price quotes (verbally or via catalog/on-line quote). Memo to File must include: <ul style="list-style-type: none"> - Company name - Telephone # - date contacted - price quoted • Or copy of catalog or on-line quotes 	If total anticipated price (total payment to vendor, not per item) is between \$500 and less than \$3,000
<ul style="list-style-type: none"> • Bid Comparison Matrix (selection criteria must be documented if lowest offer is not accepted.) 	<ul style="list-style-type: none"> • Targeted dissemination of RFP, or Advertising in newspaper or public website for three business days with the goal of obtaining three written bids or offers. Must create a Bid Comparison Matrix listing prices, vendors, availability, and reason for selection. 	If total anticipated price is between \$3,000 and less than \$30,000
<ul style="list-style-type: none"> • Bid Comparison Matrix • Copies of vendor bids • Bid Decision Memo to File 	<ul style="list-style-type: none"> • Must obtain three written, signed bids from vendors, and create a Bid Comparison Matrix. • Must stipulate Selection Criteria • Must convene an evaluation committee to review the bids. 	If total anticipated price is between \$30,000 and less than \$150,000
<ul style="list-style-type: none"> • Copy of RFQ and responses. • Bid Comparison Matrix • Bid Decision Memo to file • Applicable approvals from authorized individuals 	<ul style="list-style-type: none"> • Free and Open competition is required. Must issue formal bid documents, such as a Request For Quotes (RFQ) and advertise/post for a minimum of 10 business days. • Must stipulate Selection Criteria • Must convene a bid committee. 	\$150,000 or more

The bid committee should be comprised of individuals with the experience and background to analyze the bids and their technical merit. The committee members should each sign the score card, which confirms choice of the vendor for the procurement. The score cards should be attached to the bidding documents and filed in the Recipient's records.

7.j. Source and Nationality

"Source" refers to the location from where an item was purchased. "Nationality" refers to the place of legal organization, ownership, citizenship, or lawful permanent residence of supplier of commodities and services.

Recipients are authorized to purchase goods and services from geographic code 937 which refers to developing countries other than advanced developing countries, in addition to the United States and Jordan, as the recipient country, and excludes prohibited sources, which include Office-of-Foreign-Assets-Control (OFAC) and other restricted countries and individuals.

The lists of developing and advanced developing countries are listed on:
<http://www.usaid.gov/sites/default/files/documents/1876/310.pdf>.

7.k. Property and Equipment

7.k.1. Inventory

If grant funds have been used to purchase property and equipment, a detailed inventory must be maintained in accordance with the Recipient's policy (this currently relates to all items of 3,500 JOD (\$5,000)). The inventory should list the date that the item was purchased, the purchase price, description, serial and model number, and where the equipment is currently located. At least once a year or at the end of the grant period, the inventory list should be matched against the actual equipment and submitted to FHI 360 in accordance with the grant agreement reporting requirements. Any discrepancies should be resolved.

7.k.2. Title to Equipment and Property (Simplified Grants, Fixed Obligation Grants and In-Kind Grants)

Written USAID approval is required prior to the purchase of any equipment or non-expendable property acquired with funds provided under the terms of this grant. Title to any equipment or personal property approved for purchase under an FHI 360 grant vests in the grantee upon acquisition, with the condition that the grantee must use the equipment or property for the grant as long as it is needed for such. Grantee is responsible for the care, maintenance, and security of the equipment or property purchased under this grant. Grantee is required to immediately report theft, loss, or damage to grant-funded equipment or property to FHI 360.

7.k.3. Title to Equipment and Property (Standard Grants)

Written FHI 360 approval is required prior to the purchase of any equipment or non-expendable property acquired with funds provided under the terms of this grant. Used equipment may not be purchased with grant funds. All equipment and non-expendable property, (including computers, printers, copiers, telephone systems, etc.) remains the property of FHI 360 until such time as a formal transfer to a follow on program or to the Recipient or other final disposition. The Recipient will immediately return property to FHI 360:

- (a) upon FHI 360's request;
- (b) when the Recipient has completed the Program Description; or

- (c) when this grant is terminated for any of the reasons contained in the FHI 360 General Terms and Conditions of the grant agreement

The Recipient is responsible for the care, maintenance, and security of any non-expendable property entrusted to the Recipient. The Recipient is required to immediately report theft, loss, or damage to any non-expendable property to FHI 360.

7.l. Gender Equality and Inclusion

FHI 360 and USAID are committed to advancing equality between females and males, and empowering women and girls to participate fully in social, political and economic aspects of their societies as well as benefit from the development of their societies. Gender equality will be addressed by FHI 360 through integration of gender considerations in all project aspects and phases including identification, design, planning, implementation, management and monitoring and evaluation.

All FHI 360 grants will support USAID's goals towards gender equality and inclusion of marginalized groups (such as persons with disabilities, youth, women, elderly, etc.). Grantees will be requested to pay special attention to gender and inclusion as a cross cutting theme and an integral part of their proposed project/intervention. Grant programs should address gender gaps and the constraints grounded in entrenched gender roles and power dynamics that impact both men and women, and hold women back. FHI 360 will work with all Recipients to ensure that grant projects and activities address gender issues in a manner consistent with USAID's gender guidelines (ADS 201 and 203).

FHI 360 encourages applicants to ensure the inclusion of persons with disabilities and provision of reasonable accommodation, i.e. Braille, sign language interpretation, etc. Costs for reasonable accommodation are allowable and FHI 360 can provide information to grant applicants on this.

7.m. Environmental Compliance

Attachment III includes the requirements for environmental compliance.

8. GRANT MODIFICATIONS

Once a grant has been awarded, no additional competition is required for amendments to the existing grant. The grant agreement and attachments may be altered, revised, or corrected only as an amendment to the agreement which requires the mutual written endorsement of the Recipient and FHI 360 in the form of a grant modification. Each modification requires the signature of each party and may be subject to AOR approval.

The Recipient must report to FHI 360 any deviations from the approved budget and program plans, and request prior written approval, for any of the following reasons (a formal grant modification may be needed for some of these revisions depending on the terms of the grant agreement):

- Change in the scope of the objectives of the project;
- Change in the key project staff (requires submission of a CV and bio-data form for proposed replacement staff);
- Reduction greater than 25% in their time devoted to the project;
- If the Recipient intends to contract any of the work in the award and this contracting was not included in the approved award budget;
- Transfer of funds allocated for training allowances to other budget lines (simplified and standard grants only);
- Transfer of funds among cost categories which exceed 10% of the budget line (excluding budget lines for salaries)

9. GRANT ACTIVITY COMPLETION AND TERMINATION

9.a. Grant Activity Completion

USAID reserves the right to conduct financial reviews or audits, and to otherwise ensure the adequate accountability of organizations expending USG funds. The grant files will contain the essential documents to demonstrate that the grant was successfully completed and that funds were spent prudently with costs justified. Close-out of grants awarded under the standard and simplified formats are conducted in accordance with 22 CFR 226.71. Within 30 days of completion of the entire activity or all milestones, the Recipient shall provide a written certification that the activity for which the grant was awarded has been fully completed.

Grant close-out for fixed obligations grants will be accomplished with acceptance of the final milestone, and the approval of final payment. Within 30 days of completion of the entire activity or all milestones, the Recipient shall provide a written certification that the activity for which the grant was awarded was completed.

The USAID LENS Grants Team is responsible for ensuring that the Recipient has completed all requirements for close-out and shall include information on grant close-outs in the monthly report of grant activities.

9.b. Termination or Suspension of Grants

Language will be included in the grant agreement giving FHI 360 and USAID the right to terminate a grant, in whole or part, or suspend payments, should the Recipient become insolvent during the performance of the award or should the Recipient not meet their responsibilities as set forth in the grant agreement. A termination letter will be placed in the Recipient's file and include the following:

- The reasons for the termination;
- The effective date;
- The portion to be terminated; and
- The portion terminated (in case of partial termination).

FHI 360 and USAID shall also have the right to terminate the grant activity (activities) unilaterally in extraordinary circumstances.

10. REPORTING AND FINANCIAL MANAGEMENT PROCEDURES FOR COST REIMBURSABLE GRANTS

10.a. Programmatic Reporting Schedule

The Recipient will provide the following reports to FHI 360 as specified below. FHI 360 will provide all necessary reporting forms, as appropriate, that the Recipient shall use to prepare each.

10.a.1. Quarterly Progress Reports

The quarterly report must be submitted within 10 days of the month following the quarter for which the Recipient is reporting and should include:

- Description of the specific activities and how they have contributed toward progress against defined objectives and results per the approved Work Plan;
- Monitoring and Evaluation Plan and the benchmarks and targets set forth therein;
- Challenges faced and how they were met;
- Success stories

10.a.2. Annual VAT (Value Added Tax) Report

The annual VAT report should include the amount of taxes assessed by a government (if VAT paid on purchases made outside of Jordan, each government must be listed separately) on commodity purchase transactions valued at 350 JOD (\$500) or more financed with FHI 360 grant funds during the prior U.S. fiscal year (October 1, 20xx – September 30, 20xx). The report for the preceding year is due every January 31 or at the end of the grant duration.

10.a.3. Annual Inventory Report

If grant funds have been used to purchase property and equipment (this currently relates to all items of 3,500 JOD (\$5,000) or more), an annual inventory report shall be submitted which includes the date the item was purchased, purchase price, description, serial and model number, and current location of the equipment. The report is due on an annual basis and shall be submitted to FHI 360 with the fourth quarterly progress report or at the end of the grant duration.

10.a.4. Final Project Report

At the conclusion of the grant, the Recipient will prepare and submit to FHI 360 a final report that will summarize the accomplishments of the grant. The final report will document the results that were obtained, note particular successes as well as approaches that did not achieve the anticipated result(s). The final report will be submitted to FHI 360 on the completion date of this grant.

10.b. Financial Management

This document is meant to serve as a guide only and is not all encompassing. Further explanation may be necessary in order for Recipients to completely comply with all award requirements. Requirements and procedures also may change over the course of time and FHI 360 will do its best to keep Recipients informed of any relevant changes. Please contact FHI 360 with any questions regarding contractual or programmatic requirements and procedures.

Recipients are required to read their award agreements and all attachments and provisions. Any questions should be referred to the FHI 360 staff responsible for the organization's award. As a general rule, if something is not clearly stated in the award agreement and/or the attachments, then it is not allowable and therefore needs prior approval from FHI 360.

Recipients' financial management systems must provide for accurate, current and complete disclosure of the financial results of FHI 360 awards. Records must clearly identify the source and application of funds. The following guidelines should also be respected.

10.b.1. Obligated Funding

FHI 360 will incrementally fund standard and simplified grants. The total obligated funding will be stated in the grant agreement. FHI 360 will not reimburse the grantee for expenses in excess of the total obligated amount, or for costs incurred outside of the period of performance of the grant. The grant agreement will define if funds remaining at the end of the obligated period may be carried over into subsequent funding periods.

10.b.2. Budget Revisions

Any change in expenditures that will increase or reduce a budget line by more than 10% requires prior written approval from FHI 360. Budget revisions are not allowable for salary budget lines. No increases in the total budget amount will be authorized.

To request a budget revision, the Recipient must submit a revised budget and justification in writing to FHI 360 as far in advance as possible, but at least two weeks prior to the date the Recipient intends to incur expenses outside the approved budget. A formal grant modification may be needed for some revisions depending on the terms defined in the grant agreement.

10.b.3. Financial Reviews and Audits

Both FHI 360 and USAID reserve the right to conduct financial reviews and require audits to ensure adequate accountability of grant funds. The recipient must make its records available upon request for

review by FHI 360, USAID, or their representatives. In addition, FHI 360 will periodically conduct unannounced financial spot checks.

Non-profit Recipients that expend \$300,000 or more in US Government awards (i.e., organizations that receive US Government funds either directly or through a prime contractor or recipient) during the Recipient’s fiscal year must have an annual audit conducted of those funds in accordance with the Guidelines for Financial Audits Contracted by Foreign Recipients. In addition to these annual audit requirements, a close-out audit must be performed for all awards in excess of \$500,000. NOTE: This requirement does not apply to funds expended under fixed-obligation grants.

10.b.4. Banking

FHI 360 Recipients must maintain a separate local bank account if receiving advance payments. Recipients must submit verification to FHI 360 of the separate bank account prior to receiving the first advance payment. No other funds should be deposited or withdrawn from this account.

10.b.5. Interest

Interest accrued on grant funds in excess of \$250 annually must be remitted to FHI 360 to reimburse the US Government.

10.b.6. Advances

Advances of FHI 360 funds are limited to the amounts needed to meet current project needs (e.g. for periods of two months). Advance procedures will be defined in grant agreements. Recipients will submit a Request for Advance form, which is a part of the monthly financial report, within 10 days after the end of the reporting month. Recipients will typically receive two 30 day advances for the first two months of the project. In order to receive a third advance payment, the first advance must be cleared.

For example if a Recipient’s grant begins in January, two advance requests will be submitted for the months of January and February at the beginning of the project. The January advance must be cleared before an advance will be provided for March.

Advance Issued	Advance Requested	Month
Upon submission of advance request	Beginning of project	January
Upon submission of advance request	Beginning of project	February

Upon clearing Jan advance and submission of advance request	February 10 - within 10 days after end of reporting month (<i>January</i>)	March
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10.c. Internal Controls

10.c.1. Safeguarding assets

The Recipient must be able to safeguard assets related to the FHI 360 grant agreement. Assets include equipment purchased with grant funds, accounting records, and supporting documentation (e.g. invoices and receipts).

If the Recipient keeps petty cash in the office, it should be stored in a locked safe or other secure place. Access to cash should be restricted to a limited number of people. The person who maintains cash should not be the person who also maintains the accounting records or reconciles bank statements.

10.c.2. Maintaining accounting records

Recipients need to pay close attention to accounting records and supporting documentation since these records must be kept for a period of at least three years following submission of the final financial report. In the event that audit findings, litigation, or other claims have not been resolved by the end of the five year period, the organization must continue to maintain accounting and equipment records for the specified periods, arrangements should be made to transfer these records to another location where they can be safeguarded.

10.c.3. Segregation of duties

It is important to separate the functions of maintaining cash, recording transactions, authorizing payments, and reconciling cash records. Separation of duties ideally requires a minimum of two persons as follows:

- A person who manages cash, bank transfers/checks or other assets and handles the disbursements of funds (financial manager).
- A person who records the financial transactions (the accountant or bookkeeper).

10.c.4. Supporting Documentation

Recipients must maintain adequate supporting documentation for grant revenues and expenditures. The purpose of supporting documentation is to verify that the payment occurred, that the payment was for an approved grant expenditure, and that the expenditure was made within the grant period.

Recipients should follow their organization's procurement policies (or the policies recommended by FHI 360 in section 11.a) and maintain supporting documentation for each expenditure as applicable. Supporting documentation typically consists of the following items:

- Authorized request for proposals (if applicable)
- Bid analysis;
- An original invoice, receipt, or contract;
- An entry in the accounting records indicating the date, amount and purpose of the expenditure;
- Confirmation of payment;
- Documentation of receipt of goods; and
- A bank account statement and transfer order or petty cash record and signed receipt.

All supporting documentation should have a clear reference number, which will identify its location. The reference number for any transaction connected with the grant agreement should be quoted in the accounting records and financial reports.

The following is a list of the type of supporting documentation, which would be acceptable for each type of expenditure:

10.c.5. Salaries and Wages

Salaries to be charged to the grant agreement must be based on timesheets and documented payroll approved by a responsible official of the organization. Timesheets must be maintained for each employee whose salary is charged to the grant agreement.

Hours charged to FHI 360 grant agreements on timesheets should reconcile to salary amounts claimed on financial reports. The amount reported on the grant agreement financial report should equal the applicable portion of the employee's salary.

An hourly rate can be calculated for salaried employees by dividing the annual salary by the total number of business hours in the year.

Retroactive salary increases are not allowed. Salary increases not described in the Approved Budget are not allowed without prior written approval from FHI 360.

Salaries must be supported by an employment contract. Salaries should also be based on documented payrolls approved by an authorized official of the organization.

10.c.6. Timesheets

Timesheets must be kept for all employees whose salaries are covered by FHI 360 funds. Timesheets must account both for hours worked on the grant project and total hours worked each day. For example, if an employee worked eight hours, of which two hours were for the FHI 360-funded project, the employee would enter two hours to the FHI 360 project and 6 hours to the project(s) funded by other sources.

All timesheets must be signed and dated by the employee and authorized supervisor, and prepared to coincide with each pay period. Total hours shown on timesheets should reconcile to payroll records.

When volunteer time is to be counted towards Cost Share, timesheets must be kept for volunteers.

10.c.7. Payroll

Recipients must maintain detailed records of amounts paid to each employee for each pay period. For employees paid by the hour, payrolls should include the number of hours worked for the pay period. Records should also be maintained for approved salary rates whether the salary is paid hourly, monthly, or annually. An employee's pay should correspond to the payroll records.

10.c.8. Communication and Postage

Supporting documentation for communication and postage expenses would be an invoice and/or receipt.

10.c.9. Goods

All documentation relating to purchasing procedures and inventory must be maintained.

If purchased for a meeting, training, etc., a participant list signed by each individual and an agenda must be attached to the receipt. Supporting documentation for purchase of food and drinks would be a receipt along with a clear indication of why these were purchased and a sign-in sheet/agenda for the event.

10.c.10 Contractual Services

Items such as temporary personnel services, translation services, rented or leased equipment, audit and legal fees, and accounting services (if performed by an outside contractor) are examples of contractual services.

Support for payments to consultants should include a written agreement (with a scope of work and the rate of payment), completed 1420 form, and an invoice or receipt indicating that contracted services were performed.

Support for contractual services would typically consist of a written contract and an invoice or receipt which would indicate which services have been performed and the basis for payment (rate per hour, day, page, etc.).

Note: No member of the organization's official bodies (e.g. board or management committee), nor its employees may be paid for contractual services. All payments for services performed by members of the organization's official bodies and employees should be made under the budget category "Salaries".

10.c.11. Transportation and Travel Expenses

All travel to be charged to the FHI 360 grant agreement must have been incorporated into the approved project and budget. Recipients should establish written policies regarding travel including Travel Request Forms, Advance payments, and any other relevant documentation.

Award Recipients should maintain documentation of travel authorization and reimbursement, typically using standard organizational forms completed by the traveler and authorized by the supervisor.

Transportation and incidental travel expenses must be supported by the original ticket stub or receipt. Staff using their personal vehicles for project travel are required to maintain a vehicle log for recording date, time, kilometers traveled, destination and purpose of trip. Travel costs charged to an FHI 360 grant shall not be reimbursed in excess of the published US Government mileage rate (available at: <http://www.irs.gov/2014-Standard-Mileage-Rates-for-Business,-Medical-and-Moving-Announced>).

10.c.12. Lodging

Lodging must be supported by a hotel receipt. Recipients should have their own written organizational policy on lodging expenditures. Regardless of the Recipient's policy lodging costs shall not be reimbursed in excess of the published US State Department lodging rate for the location (available at: http://aoprals.state.gov/content.asp?content_id=184&menu_id=78).

10.c.13. Per diems

Recipients should have their own written organizational policy on per diems. This policy may require travelers to submit receipts and provide reimbursement on an actual cost basis. Organizations may also choose to provide a flat rate per diem in lieu of actual expenses, thereby not requiring receipts for M&IE while traveling. In any event, the Recipient should maintain travel authorization and per diems forms and records. Regardless of the Recipient's per diem policy, per diem shall not be reimbursed in excess of the published US State Department M&IE rate for the location (http://aoprals.state.gov/content.asp?content_id=184&menu_id=78).

10.c.14. International Air Travel and Transportation

International air travel and transportation paid through a grant is controlled by specific regulations. International travel is allowable only when each foreign trip has received prior written approval from FHI 360. This request for approval should be submitted as far in advance as possible, but at least 14 days in advance of the proposed travel. When requesting approval, Recipients should include the award number, traveler's name, dates of travel and purpose of trip. Recipients should establish their own written policies for international travel costs (e.g. accommodations and per diems) in accordance with accepted Jordanian laws, regulations and practice.

Air travel tickets should be economy class. Recipients must retain all travel records including tickets and boarding passes. Other regulations and restrictions that apply to international travel may be incorporated into the grant agreement.

10.c.15. Currency Exchange and Reporting

All disbursements under FHI 360 grants are made in Jordanian Dinar (JOD). The Recipient should submit all advance requests and financial reports in JOD.

List of Attachments

- I. Summary of USAID Local Enterprise Support Activity Grant Opportunities
- II. Sample Financial Pre-Award Assessment Tool
- III. Environmental Compliance Guidelines
- IV. Automated Directives System (ADS) Chapter 303
- V. Standard Provisions for Non-US Non-Governmental Organizations
- VI. Standard Provisions for Fixed Obligation Grants to Nongovernmental Organizations
- VII. Grant Agreement Templates