



Local Enterprise Support Project

مشروع مساندة الأعمال المحلية

**Women's Economic Empowerment
MSE Start-Up**

Grant Opportunity for Non-Traditional Sectors

REQUEST FOR APPLICATIONS

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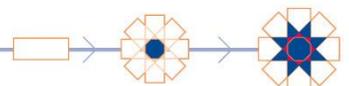
PLEASE READ THIS DOCUMENT THOROUGHLY

The USAID Jordan Local Enterprise Support Project (LENS) is funded by the United States Agency for International Development (USAID) and implemented by FHI 360.

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The contents of this Request for Applications are the responsibility of FHI 360 and do not necessarily reflect the views of the United States Agency for International Development (USAID) or the United States Government.





1 Introduction to the USAID LENS Project

The USAID Jordan Local Enterprise Support Project (USAID LENS) is a five-year project to encourage the long-term economic growth and development potential of underserved Jordanian communities. USAID LENS brings together local governments, business owners and key community groups to collaborate together on initiatives that will boost economic development and create jobs in their communities. These initiatives are focused on supporting the growth of micro and small enterprises (MSEs) and inclusive of women, youth and low-income populations. The growth of MSEs is vital to economic development, as local towns that have a higher number of locally owned businesses have more engaged citizens who are invested in developing a stronger and more prosperous community.

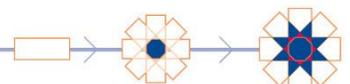
USAID LENS works in the governorates of Amman, Irbid, Karak, Tafilah, Zarqa and Aqaba. Over the course of its duration, the Project focuses on bringing growth and innovation to local communities in these areas through:

- **Promoting an enabling policy environment:** USAID LENS strengthens the overall policy environment by identifying and removing regulatory barriers to MSE growth and by ensuring that local officials have the mandate and administrative authority to carry out local economic development initiatives.
- **Building strategic local economic planning capacity:** USAID LENS works with local government officials in targeted areas to help them attract investment to their communities, create a better business environment and facilitate growth.
- **Building MSE capacity to enhance competitiveness and productivity:** USAID LENS works directly with MSEs in targeted sectors to help them grow and become more competitive. The project also works to build the capacity of business service providers, including associations and chambers, to help them provide better services and training to MSEs.
- **Fostering better access to finance:** USAID LENS encourages better MSE access to finance by working with developmental and micro-finance institutions to improve their service offerings to firms and individuals, as well as building the capacity of MSEs to borrow. The project also helps clarify the resources available to municipalities for local economic development and supports their capacity to access available resources.
- **Building stronger local networks to encourage economic development:** USAID LENS will work to create, strengthen and expand linkages among and between local institutions in the public and private sectors. Additionally, the project helps connect firms with industry associations, chambers, and business service providers to help boost MSE competitiveness and access to new markets.

2 Overview of the USAID LENS Women’s Economic Empowerment – New Business Stream Grant Opportunity

2.1. Background

Micro and small enterprises contribute to approximately 40% percent of Jordan’s GDP, provide 71% of private sector jobs and represent around 90% of all businesses. However, as in other aspects of the country’s economy, women are vastly under-represented in this segment, with only 9% percent of MSEs



in Jordan owned by women. Along with recent findings that some 57% of working-age women are economically inactive, this statistic is an additional indicator of Jordanian women's economic marginalization.

Moreover, USAID LENS findings show that women's entrepreneurship, like employment, occurs mainly in sectors that strongly correlate to women's social role as caretakers of the family: food production, child care and education, retail, clothing and handicrafts manufacture, and personal grooming and well-being.

The concentration of businesses owned by women into these few traditional sectors – notably low-earning and low-growth – may partially explain why MSEs owned by women report lower earnings than those owned by men. This phenomenon may also contribute to limiting women's employment opportunities, due to the strong preference among many Jordanians to interact and work with members of the same sex. Evidence of this trend was apparent in the USAID LENS Survey of Micro and Small Enterprises, which showed that MSEs owned by women are 9 times more likely to hire women than male-owned MSEs, while male-owned businesses are twice as likely as female-owned businesses to hire other males. In other words, the more prevalent women's ownership in a sector is, the more likely women employees are to migrate to that sector for employment, and the more other sectors remain closed to women. This perpetuation of the gendered differences in the rate and nature of economic participation limits women's economic horizons and hinders opportunities for economic growth at all levels of the economy.

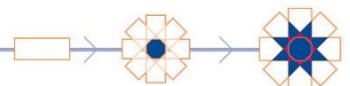
These gendered differences also reflect gender norms that ultimately produce barriers to market entry for women entrepreneurs. These include challenges in access to or control over productive resources, services, networks and markets; these challenges become more acute as women seek to establish ownership in sectors not associated with their social roles.

Supporting women to overcome these barriers and to establish and sustain businesses in new, non-traditional sectors – especially those requiring higher levels of education or specialization – can increase women's income through self-employment in more profitable sectors, but could also enhance the employment opportunities of other women and help Jordan towards its 2025 goal of 27% participation in the workforce.

2.2. Grant objectives

The primary objective of the Women's Economic Empowerment Business Start-Up is to support women seeking to establish a new business in non-traditional sectors or to strengthen their nascent position therein by facilitating women's access to or control over resources needed to ensure the sustainability of their business. The secondary objective of this opportunity is to create employment opportunities in non-traditional sectors, especially employment opportunities for women.

Because the term non-traditional sectors encompasses a broad range of economic activity, USAID LENS will give consideration to a wide variety of proposals, such as, but not limited to, businesses/activities in the sciences, technology, engineering, the building trades and the services sector, particularly in transport and tourism.



This grant opportunity will not fund food production and processing activities, the provision of childcare and education services, the provision of services related to personal grooming and well-being, the manufacture of clothing and handicraft and brick-and-mortar retail operations.

2.3. Anticipated Results

USAID LENS will award grants to start-ups proposed or owned by women operating in non-traditional sectors based on their demonstrated ability to achieve the following results as a result of USAID LENS support:

- **Establish women-owned businesses in non-traditional sectors** that have greater growth potential than traditional sectors and can have a demonstration effect on increasing the role of women in a sector overall.
- **Increase linkages** for women-owned businesses in the supply and value chains in non-traditional sectors, such as through introducing or increasing the presence of women-led businesses into a new market, integrating new suppliers into the supply chain or collaborating with businesses or other entities to expand reach, access or provide new services, achieve economies of scale, etc.
- **Generate or increase revenue** for women-owned businesses in non-traditional sectors, through increased sales or the realization of efficiencies within the businesses.
- **Create jobs**, including both full or part-time employment, as well as internship opportunities, particularly for women in non-traditional sectors.
- **Integrate new or improved technologies** for women-owned businesses in non-traditional sectors that facilitate business efficiency, such as through the use of software applications or updated equipment, as well as the introduction of new processes and procedures.
- **Realize quality improvements** in products and services provided by women in non-traditional sectors.

2.4. Illustrative Examples

The list below illustrates the types of activities that may be funded and are expected to be implemented through this grant opportunity to support women to establish or expand businesses in non-traditional sectors. The specific examples noted are very hypothetical but meant to give some indication of the type of business activities envisioned under this grant:

- **Procurement of machinery and equipment** to support introduction of new products/services, or enhance quality and efficiency. **Example:** Women mechanics' procurement of machinery to repair and test hybrid cars.
- **Marketing and market access activities**, such as market research, trade fairs, exhibitions, improved packaging, the development of sub-contractor or outsourcing relationships with other firms. **Example:** Women-led pharmaceutical firm supported in new packaging and marketing through trade shows.
- **Integration of new or improved technology and/or ICT services** into these businesses, such as technology transfer, procurement of quality assurance programs, design services, etc. **Example:** Women-owned engineering firm to buy CAD-CAM software and training on its use.



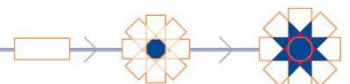
- **Input supply activities**, such as those linking MSEs to more reliable or higher quality input suppliers, improving suppliers' capacity to deliver quality input, facilitating the establishment of bulk buying groups and information on input supply, etc. **Example:** Women-led lab to procure high quality/more technologically advanced equipment on a group basis.
- **Internal management capacity building activities**, such as development of policies and procedures, improving human resources, financial, operational and other areas of management to improve the business operations overall. **Example:** Women-led architecture firm seeks consulting services to plan for a growth strategy.
- **Acquisition of professional and business support services**, such as legal, consulting and financial services required for business start-up and expansion. **Example:** Women wishing to start a business in a non-traditional sector obtain support for a business plan, feasibility study, financial plan, etc.
- **Acquisition of product, process and services certifications**, including product-specific, quality-related, procedures and processes to meet international standards such as ISO, PMP and other industry-recognized standards. **Example:** Women-led engineering firm seeks PMP training for several employees.
- **Employee and/or management training** to support improved capacity and skills development for staff at all levels of the business hierarchy, such as general management as well as technical areas related to the specific business, as well as trainings for new employees hired as a result of grant activities that will help alleviate or eliminate an identified weakness in the business' operations. **Example:** Women led scientific testing lab requires training for staff in a new procedure or equipment.
- **Technical research**, such as feasibility studies for requirements to introduce new products or services of contributions to product and process development. **Example:** Women-led engineering firm wants to test market for establishing a new business line in energy efficient products and services.

2.5. Ineligible Activities

The following types of activities, goods and services are ineligible and/or require special approvals from USAID to be procured. The project may approve some items at its discretion if it finds these costs are directly tied to grant implementation or will have a significantly greater impact if such goods and services are procured. However, these procurements still may not be approved by USAID. The ineligible activities include, but are not limited to:

Types of activities:

- The retail sale of goods and food, except in exceptional circumstances
- Restaurant and food service
- The manufacture and/or production and/or sale of food
- The manufacture of clothing, textiles, handicrafts
- The provision of child care and pre and primary education
- The provision of personal grooming and hygiene (hair dressing, beauty treatments)





- Farming: Animal and crop husbandry

Types of costs:

- Costs related to the construction or renovation of an existing space
- Costs related to storage and warehousing
- Equity financing and loans
- Operational costs, including rent, salaries, utilities, etc., except in exceptional circumstances
- Costs related to the procurement and import of goods not available on the Jordanian market, except in very exceptional circumstances

Types of services:

- Policy and advocacy: training on policy advocacy, analysis of policy constraints and opportunities, policy studies, direct advocacy on behalf of MSEs, etc.

Types of goods:

- Raw materials, including fruits and vegetables, wood, metal and types of inputs needed for production of goods
- Vehicles including those used for transport or construction

3 Grant Opportunity Information

3.1. Eligibility Criteria

This grant opportunity is open to Jordanian women, with applications accepted from the following:

Applicants who meet the criteria listed below are encouraged to apply:

3.1.1.1. Applicant must be Jordanian

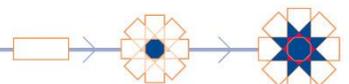
3.1.1.2. Applicant must be a female, in which she is/will be the business owner

3.1.1.3. The proposed business must be in a non-traditional sector or activity, a description that encompasses a vast range of economic activities and generally refers to activities not related to women's roles as caregivers.

Examples of types of businesses/activities that may be considered for funding include, but are not limited to, activities in the sciences, technology, engineering, activities in the building trades, activities in the services sector such as those related to transport, tourism, health care.

3.1.1.4. The proposed business **must not** intend to operate in any of the following:

- The retail sale of goods and food
- The manufacture and/or production of food
- The manufacture of clothing, textiles, handicrafts
- The provision of child care and pre and primary education
- The provision of personal grooming and hygiene (hair dressing, beauty treatments)
- Farming: Animal and crop husbandry



Proposals for funding for activities in these fields will not be considered.

3.1.1.5. Applicant must be:

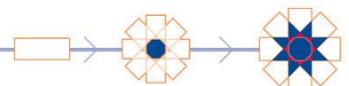
- An entrepreneur seeking to start up a business in the formal sector and willing to register the proposed business upon being informed of the shortlisting and prior to signing a grant agreement;
- The proprietor of an existing MSE (defined as a business with 49 or fewer employees), operating in the informal sector and willing to register the proposed business upon being informed of the shortlisting and prior to signing a grant agreement; or
- The proprietor of an existing MSE (defined as a business with 49 or fewer employees) that has been registered or acquired within 24 months of the date of application stated on the grant.

3.1.1.6. Applicant must meet one or more of the following criteria:

- The applicant has successfully completed at least one business and/or entrepreneurship training course, and is able to provide documentation of such in the form of scanned or photocopied certificates of participation or completion. This training may have been acquired through formal study, or through training programs offered by donor-funded projects such those funded by, but not limited to, USAID, and/or by local organizations and business service providers, such as, but not limited to, INJAZ, BDC, Irada, etc. **Participants in trainings offered by USAID LENS or its partners are particularly encouraged to apply.**
- The applicant has completed a university or vocational degree or certificate of demonstrable relevance to the project proposed in the application, and is able to provide documentation of such in the form of scanned or photocopied degrees, certifications, etc.
- The applicant has relevant practical experience that can be applied to the project, whether this experience was accumulated through paid or unpaid work; whether full or part-time employment; whether an internship or voluntary work; whether in the formal or informal sector; and regardless of the place of work (ie, whether outside or within the home, and whether within Jordan, the region or elsewhere abroad).

3.2. Grant Parameters

- **Funding Limit:** The requested amount must not exceed JD 18,000.
- **Implementation Period:** The implementation period must not exceed 12 months.
- **Multiple Applications:**
 - An applicant may **not** submit more than one application under this grant opportunity at the same time.
 - An applicant may submit applications to any other available grant opportunities published by USAID LENS Project.
- **Multiple Awards:** An applicant may not be awarded a new grant if they are currently administering a grant from USAID LENS. However, once their grant is officially closed, they can submit applications for new grants.
- **Coalitions:** Applications may be submitted by coalitions; however, one of the partner applicants must act as the lead and submit the application on behalf of the partners. If awarded a grant, the lead applicant will be required to sign the grant agreement and assume overall responsibility for management and reporting requirements described in the grant agreement. Eligibility criteria apply to all coalition members.





3.3. Grant Package

Applicants should submit the following:

- Application Form (Attachment I)
- Budget (Attachment II).
- Certificate of Registration or Incorporation Papers (Arabic originals or scanned Arabic photocopies and English translation), if the business is registered.
- Certificates, degrees and, when relevant, a CV or description of relevant practical experience related to eligibility requirements stated in *Section 3.1 Eligibility Criteria*
- Optional Documentation: other material such as brochures, research reports, samples of publications and results of past programs are very welcome.

3.3.1. Application Specific Requirements

Language: Applications can be submitted either in Arabic or English.

Currency: The budgeted costs must be represented in Jordanian Dinars (JD).

Authorized Signatory: The application form (Attachment I) should be signed by a person duly authorized to submit an application on behalf of the applicant and to bind the applicant to the application. The application form shall include name, title, email and telephone number of the person or persons who are authorized to discuss and accept a grant, if awarded.

4 Special Considerations for Applicants

4.1. Sectors and Geographical Coverage

Activities under the grant may be carried out in any geographical area of Jordan.

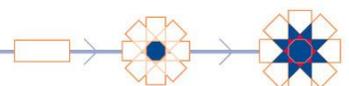
Activities under the grant may be carried out in any area except: the manufacture and/or production of food, clothing, textiles, handicrafts; child care and pre and primary education; the retail sale of goods; farming; personal grooming and hygiene (hair dressing, beauty treatments)

4.2. Gender Equality and Inclusion

Across all of its initiatives, USAID LENS is committed to reflecting the principles of the US Agency for International Development's 2012 Policy on Gender Equality and Women's Empowerment and to assisting the Government of Jordan to realize the goal, established in the government's Vision 2025 economic plan, of increasing women's economic participation as a key element of the country's sustainable development.

Therefore, USAID LENS will give preference proposals that demonstrate the potential to advance women's economic inclusion, participation and empowerment, particularly through increased revenue for women owned businesses and increased jobs for women.

Among other evaluation criteria, all proposals will be evaluated and scored with respect to their impact on the following aspects of women's inclusion, participation and empowerment:





- 1) The extent to which the activity proposed will increase women’s access to or control over productive economic resources. Productive economic resources include assets such as land, housing, businesses, livestock; financial assets such as savings and credit; wage or self-employment, and income.
- 2) The extent to which the women can access or benefit from social services that facilitate their economic participation and empowerment. Social services are defined as those provided specifically to empower women and girls. Examples include legal assistance and counseling, skills training, business development services, stand-alone employment training that does not also include job placement following the training, health services and counseling, shelters, etc.

4.3. Environmental Compliance

The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID’s activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID’s Automated Directives System (ADS) Parts 201.5.10g and 204 (<http://www.usaid.gov/policy/ADS/200/>), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities.

In addition, the contractor/recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter shall govern.

No activity funded under this grant will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion (RCE), Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the Bureau Environmental Officer (BEO). (Hereinafter, such documents are described as “approved Regulation 216 environmental documentation.”)

4.4. Additional Notes

All grantees might be required to participate in meetings aimed at improving communication and cooperation between grantees, and/or may be required to attend trainings deemed relevant to the realization of USAID LENS objectives. In addition, USAID LENS will support grantees in building their capacity in the area of grants management to ensure compliance with all USAID regulations.

5 Application Submission Information

5.1. Contact Information

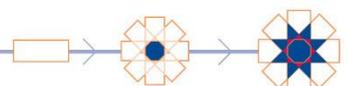
USAID Local Enterprise Support Project (LENS)

Website: www.jordanlens.org

Email: LENSGrants@jordanlens.org

5.2. Solicitation Workshops

Date and location of solicitation workshops will be announced on the website.



5.3. Clarifications

Method: Requests for clarification(s) will receive a response. Requests should be submitted via email to: LENSGrants@jordanlens.org

Responses: USAID LENS will provide responses to the requests for clarifications on a rolling basis until May 15, 2017. These responses will be shared with all who attended the solicitation workshops and will be posted on the www.jordanlens.org website.

5.4. Proposal Deadline & Delivery

Applications are accepted from March 1-May 31, 2017 for an initial period of three months. Applications will be considered on a rolling basis and the period of acceptance will be extended if resources remain after the initial 3-month solicitation. Applications must be submitted via email to: LENSGrants@jordanlens.org.

6 Application Review and Evaluation

USAID LENS intends to award grants resulting from this solicitation to applicants whose applications meet eligibility requirements and meet or exceed minimum evaluation criteria. Evaluation process is described below.

6.1. Preliminary Evaluation

USAID LENS will evaluate applications according to the following criteria:

- Administrative compliance – verification that the application is complete and that the application file includes all items required.
- Eligibility – verification that the applicant and the proposed activities are eligible according to the eligibility criteria described in Section 3.1.

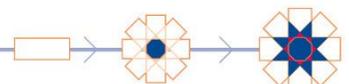
6.2. Technical Evaluation and Scoring of Eligible Applications:

USAID LENS will evaluate applications based upon the evaluation criteria listed below. An application can be categorized as unacceptable when it has many deficiencies or gross omissions or both and thereby: (1) demonstrates a failure to understand much of the scope of work necessary to perform the required tasks; (2) fails to provide a reasonable, logical approach to fulfilling much of the requirements; or (3) fails to meet the personnel requirements. A finding of unacceptable in one technical evaluation factor may result in the entire application being found to be unacceptable.

Reservation - Based on the volume of applications submitted, USAID LENS reserves the right to conduct an initial internal technical evaluation of applications, after which the Grants Evaluation Committee (GEC) will review a sub-set of the proposals that are most relevant to USAID LENS project objectives and the objectives of this grant opportunity.

6.2.1. Evaluation Criteria and Passing Score

The criteria reflect the requirements of this particular solicitation. Applicants should note that these criteria: (1) serve as the standard against which all applications will be evaluated; and (2) serve to identify the significant matters that applicants should address in their applications.



The Women’s Economic Empowerment Grants – MSE Start-Up Grants in Non-Traditional Sectors are intended to support women’s economic empowerment through support for proposals from women entrepreneurs and business owners capable of achieving the results listed in *Section 2.3 Anticipated Results*. Proposals will be scored predominantly on the strength of the business proposal and the potential of the proposed activity to generate results, particularly increased revenue for women-led businesses or increased jobs for women in such businesses. Applicants must specifically state the increased revenue and/or jobs anticipated through this activity, as shown in the application. While not required for eligibility, proposed activities that deliver on anticipated results while also creating an economic and/or social impact for women other than the applicant will be given extra consideration.

The passing score is the total of **70 points (or above) out of 100 points**, divided over the selection criteria below.

Criteria	Score
1. The proposal describes a clear business model and plan, with concrete objectives, and demonstrates an understanding of a market need or opportunity that can be met through activity proposed in the grant	15
2. The proposal demonstrates how the proposed activity will result in increased revenues to the business or the ability to create new jobs	45
3. The proposed activity will meet other USAID LENS objectives, such as the establishment of new linkages or integration and use of a new technology in business operations.	25
4. The proposed activity will increase women’s access to economic resources for women other than the applicant or will deliver a product or service that specifically facilitates the economic or social empowerment and participation for women other than the applicant	15
Total	100

6.2.2. Cost Evaluation

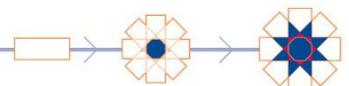
Cost has not been assigned a score but the cost application will be evaluated for general reasonableness, and cost-effectiveness. The applicant’s cost application will be evaluated to ensure it is a realistic financial expression of the proposed project and does not contain estimated costs which may be unreasonable or unallowable. Cost negotiation will only be conducted with short-listed applicants if deemed necessary.

6.2.3. Grant Evaluation Committee (GEC)

The GEC members are selected for their impartiality and their subject expertise in relation to the grants program.

6.2.4. Oral presentation:

Applicants may be invited to deliver a presentation of their proposed project to the Grants Evaluation Committee (GEC).





6.2.5. Possible evaluation 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

** Possible conditions may include:*

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

7 Announcement of Evaluation Results and Next Steps for Short-listed Applicants

7.1. Announcement of Shortlisted Applicants

An email will be sent to all applicants announcing the evaluation result.

7.2. Next Steps for Short-listed Applicants

Please refer to the Grants Manual (Attachment III) for full information on the next steps.

7.2.1. Due Diligence (Pre-Award Procedures)

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

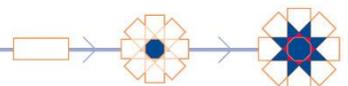
**** Due Diligence procedures and requirements will vary based on the selected grant mechanism. Further details on these steps and available grant mechanisms for this grant opportunity, are listed under section 7.2.3.***

7.2.1.1. Supporting Documentation

Short-listed applicants will be asked to submit full supporting documentation, as applicable, to illustrate that the applicant has the technical capacity to implement the grant, as well as the financial and administrative systems in place to adequately account for the grant funds.

Supporting documentation consists of the following:

- **DUNS Number and SAM.gov.** Organizations that receive a grant of \$25,000 (17,700 JOD) or more must obtain a DUNS number and register their organizations on SAM.gov.
- **Financial Pre-Award Assessment Tool.** A USAID LENS staff member will schedule a time to conduct the relevant pre-award assessment tool with short-listed organizations.
- **Mandatory Certifications.** In compliance with ADS 303, these certifications should be signed by the





potential grantee's authorized representative.

- **Audited Financial Statements**, if available; but preferred for the past three years. (English translation desirable, but not required). If no recent audit has been conducted, a revenue and expense statement and balance sheet for previous financial year must be attached.
- **Supporting Cost Data**, including payroll records, Completed Biographical Data forms, quotes, etc. as described in Budget Instructions.
- **Debarment and Terrorist Financing Searches** (to be conducted by USAID LENS).
- **Detailed budget and budget narrative.**
- **Registration Certificate**
- **Government Approvals.** Obtain necessary government licenses and approvals as applicable.
- **Internal Policies** if available.
- **Articles of Association** if applicable.

7.2.1.2. Cost Evaluation

Costs/prices will be analyzed as part of the due diligence process. Applicants should note that the budget must be sufficiently detailed to demonstrate cost/price reasonableness and completeness. Budgets including cost/price information determined to be unreasonable, incomplete, or based on a methodology that is not adequately supported may be deemed unacceptable.

While exact costs will not be known until the applicant and USAID LENS agree on the proposed activity, applicants should make their best effort to estimate anticipated costs and type of costs. Award may be made based on initial proposal submission without discussions or negotiations. Therefore, the applicant's initial proposal should contain the applicant's best terms from a cost/price and technical standpoint.

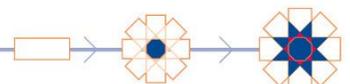
USAID LENS will make a determination of cost/price reasonableness based on its cost experience for similar items or services, what is available in the marketplace, and/or other competitive offers.

7.2.2. Grant Negotiation

The cost analysis, pre-award determinations, and negotiation process will be documented by USAID LENS 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 are in compliance with USAID LENS 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.

7.2.3. Grant Administration Mechanism

The grant mechanisms for this grant opportunity are an In-Kind Grant and, in exceptional circumstances, a Fixed Obligation Grant.

The selection of the grant mechanism will be dependent on the activity and after the initial review of project ideas. Please note that grants will be structured to minimize compliance burdens and the type of reporting and recordkeeping may vary by type of grant instrument used, amount of the grant, or as a result of the Pre-Award Assessment.

7.2.4. 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 USAID LENS policies and procedures and will be signed between FHI 360/USAID LENS and the Recipient.

The USAID LENS Grants Team shall obtain the certifications, assurances and other statements required 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 USAID LENS Grant Evaluation Committee or USAID/Jordan, the applicant will be notified. An applicant may resubmit an application to the same or a future grant opportunity if the applicant meets the eligibility requirements of the grant opportunity and if the purpose for which the grant was submitted is consistent with the objectives of the USAID LENS Grant Program.

7.2.5. Grant Administration and Authorizing Legislation

During grant administration, these provisions will apply

- Standard Provisions for Non-U.S. Non-governmental Organizations

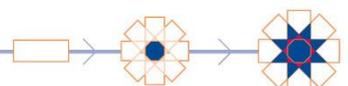
<http://www.usaid.gov/ads/policy/300/303mab>

- Standard Provisions for Fixed Amount Awards to Nongovernmental Organizations

<https://www.usaid.gov/sites/default/files/documents/1868/303mat.pdf>

7.2.6. Monitoring & Evaluation Plan

Every applicant must provide a monitoring and evaluation plan (M&E plan) within 30 days after being awarded the grant. USAID LENS will provide guidance and assistance to grantees to develop a sound M&E plan.



In addition, grantees will be required to report on some of USAID LENS indicators. For these indicators, USAID LENS will provide the grantees with tools and templates for data collection. Grantees are required to provide this data to USAID LENS as a condition of funding.

7.2.7. Branding and Communication Requirements

All activities and products shall adhere to USAID and USAID LENS branding requirements. Please refer to the USAID LENS Grants Manual (Attachment III) for further details on these requirements.

8 Disclaimers

- Applicants will NOT be reimbursed for the cost incurred in preparation and submission of an application. All preparation and submission costs are at the applicant's expense.
- Issuance of this grant opportunity does not constitute an award commitment on the part of USAID LENS.
- USAID LENS reserves the right to independently negotiate with any applicant, or to make an award without conducting discussions based solely on the written applications if it decides it is in its best interest to do so.
- USAID LENS reserves the right to fund any or none of the applications received.
- USAID LENS reserves the right to check applicant's donor references.
- USAID LENS may cancel solicitation and not award;
- USAID LENS may reject any or all responses received;
- USAID LENS reserves the right to disqualify any application based on applicant failure to follow APS instructions;
- USAID LENS may choose to award only part of the activities in the grant opportunity, or issue multiple awards based on the grant opportunity activities;
- USAID LENS reserves the right to waive minor proposal deficiencies that can be corrected prior to award determination to promote competition;
- These Instructions to applicants will not form part of the application or of the grant agreement. They are intended solely to aid applicants in the preparation of their applications.

9 USAID LENS Grants Manual

By signing the application form, the applicant verifies that he/she has reviewed the USAID LENS Grants Manual (Attachment III) which is also available on website: <http://www.jordanlens.org>, and that the applicant's management has read and understood its contents.