

Small and Medium-Sized Enterprises Financing Program (SMEFP) Grants and Technical Assistance Program Manual

Welcome to SMEFP

Welcome to Jordan Enterprise Development Corporation (JEDCO) and to the Small and Medium Sized Enterprise Financing Program (SMEFP). This manual outlines the Program's Grant and Technical Assistance (TA) system, which will be utilized by all staff. In addition to outlining the system, it contains specific checklists, templates, and examples, which will make it both understandable and easy to use.

Before reading the manual itself, you should become familiar with the SMEFP and how it will impact Jordan. JEDCO and the United States Agency for International Development in Jordan (USAID) entered into a partnership to enhance access to finance through the creation and operation of a grant and technical assistance (TA) program, which targets small and medium sized enterprises (SMEs) in high-growth sectors. This multi-year program will augment other access to finance programs thereby enabling Jordanian SMEs to create jobs, enhance revenues, increase exports, and generate investment.

As such, the SMEFP's grants and TA are designed to provide SMEs and entrepreneurs with partial funding through which they can develop products, start/expand businesses, purchase equipment, and/or conduct other activities that will create jobs, increase revenues, and enhance exports. Grants to women-owned/managed enterprises and businesses operated in the governorates will be given special consideration, as will those, which create community impact in terms of jobs, revenues, and exports over and above benefiting one business.

JEDCO's goal through this program is to facilitate increased access to finance for SME's by using SMEFP grants and TA to leverage additional financing from other sources. This manual is structured in the following four sections, which are outlined within the table of contents:

- Grants Management: This section outlines the system for designing grant programs, awarding grants, and following up to ensure efficiency and effectiveness.
- Technical Assistance: This section outlines the purpose and structure of the SMEFP's technical assistance program.
- Procurement: This section outlines who SMEFP grantees will procure equipment and services.
- Performance Management: This section outlines the performance monitoring and evaluation criteria the SMEFP will use to track activities, outcomes and results.

Your role as an SMEFP team member will be to ensure the process runs smoothly, that the system outlined within this manual is utilized, and that our grantees, technical assistance providers, and other stakeholders receive maximum benefit. Again, welcome to JEDCO and to SMEFP!

Abbreviations

ADS – Automated Directives System
BDS – Business Development Services
CEO – Chief Executive Officer
CFO – Chief Financial Officer
CFR – Code of Federal Regulations
DCF – Data Collection Form
EPLS Excluded Parties List System
FAR – Federal Acquisition Regulations
FOG – Fixed Obligation Grant
GEC – Grant Evaluation Committee
ICT – Information & Communication Technology
JD – Jordanian Dinar
JEDCO – Jordan Enterprise Development Corporation
LGF – Loan Guarantee Fund
LOE – Level of Effort
M&E – Monitoring & Evaluation
MSME – Micro, Small & Medium Enterprise
OFAC – Office of Foreign Assets Control
OMB – Office of Management & Budget
RFA – Request for Application
RFP – Request for Proposal
RFQ – Request for Quotation
SDN – Special Designated Nations
SME – Small & Medium Enterprise
SMEFP – Small & Medium Enterprise Financing Program
SOW – Scope of Work
TA – Technical Assistance
TEC – Technical Evaluation Committee
TOR – Terms of Reference
USAID – United States Agency for International Development
USD – United States Dollar
USG – United States Government

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Section 1: Grants Management

Overview

As stated in the welcome portion of the manual, the SMEFP's purpose is to promote increased access to financing by Jordanian SME's in order to facilitate the creation of jobs, increased revenues, enhanced exports, and investment. The SMEFP's grant programs, therefore, are designed as seed or gap financing, meaning they will not fund entire projects¹, but will be utilized by qualified grantees as a mechanism to access additional financing. In most cases, JEDCO will launch SMEFP grant programs to focus on specific high-value sectors, which will produce significant job and investment impact in the near to medium term. Potential grantees (called 'recipients' within the remainder of this manual) will have to meet specific requirements as outlined in this manual in order to qualify for an award.

Because the SMEFP's purpose is to promote growth within the SME sector by leveraging a variety of financing options, the grant-supported activities must be in keeping with the SMEFP Performance Monitoring Plan (PMP), and explanation of which is in Section 4 of this manual. SMEFP grant funding will be used to assist in the initiation and/or expansion of projects that are allocable, allowable, and reasonable, including but not limited to the following:

- Projects designed to increase production and/or product quality;
- Purchase of new and/or enhancement, development and renewal of existing productive assets (e.g. machinery, tools and hardware);
- Purchase of relevant software systems;
- Costs of expanding and/or relocating operations from Amman to one of the governorates as long as these provide additional employment;
- Construction activities with the purpose of starting up or expanding an eligible business, though construction projects will come with a plethora of additional requirements;
- Other allowable direct costs as may be approved in the grant solicitation documents.

Special consideration will be given to grant proposals that:

- Exhibit innovative practices;
- Introduce green or energy efficient technologies;
- Will employ Jordanians or replace foreign labor with Jordanians;
- Involve employment of youth and/or women;
- Are submitted by female-owned and operated businesses and firms outside of Amman; and/or
- Are for community involvement and development activities that will have a significant impact on the local communities.

¹ A project is defined as a) a plan to start a company, b) expand a product or service, and/or c) increase market capacity in order to create jobs, increase revenues, enhance exports, and/or generate investment. The SMEFP grant program is only designed to fund up to 20% of any project, so additional funding will be required through standard financing mechanisms (such as banks and/or loan guarantee programs), as well as investment from the grantee.

In order to administer the SMEFP grant program effectively, JEDCO has developed the following system that outlines requirements, eligibility and other processes associated with the grant mechanism:

1. Grant Requirements

As stated above, JEDCO/SMEFP grants will cover no more than 20% of the overall cost of an allowable project (refer to section 1.2.4), making it imperative for the prospective recipients to secure additional financing from outside sources. Recipients will be eligible for pre-financing TA² to provide them with the basic elements needed to obtain outside financing, as well as post-financing TA³ to provide them with specialized expertise needed to effectively implement the funded project, but JEDCO cannot guarantee additional financing in any way. **Grant awards will be contingent on the securing of additional financing necessary to ensure completion of the project.**

In addition to internal evaluation criteria and regulations highlighted herein, JEDCO/SMEFP-awarded grants funded under this USAID-funded program are subject to applicable U.S. Government laws, regulations, and procedures as identified in this manual. In areas where these laws and regulations are applicable, there will be a link to an on-line resource or template within this manual to assist in accessing the appropriate information. The first step in establishing a system of grants administration is to first determine what grant mechanism can be use and how to use the appropriate mechanism.

1.1 Grant Types

The first step in establishing a system of grants administration is to first determine what grant mechanism can be used and how to use the appropriate mechanism. Under SMEFP, there will be two primary types of grant available, each of which differs in terms of type, purpose, size, duration, and payment method:

Grant Type	Distinguishing Features	Maximum Funding Limit	Maximum Time Limit
Cost Reimbursement	Provide funding for Recipient activities consistent with both Recipient and Project objectives, and that contribute to the Recipient's growth and sustainability as part of its long-range plan.	Up to US\$250,000	Up to 3 years
Fixed Obligation Grant (FOG)	Provide fixed, predetermined amount of funding to Recipient based upon its achievement of program milestones.	Up to US\$150,000	Up to 3 years

Each grant mechanism is explained in detail below, but any questions not addressed in this manual should be relayed to the SMEFP Project Manager.

² Pre-financing TA is often referred to as Business Development Services (BDS) and may include (but not be limited to) assistance in a) development of a concept paper, b) creation of a business plan, c) initiation of market research, and d) completion of a grant application, as well as other basic services needed to prepare the grantee for funding through SMEFP and other programs.

³ Post-financing TA typically focuses on specific issues or skills the grantee needs to implement the project efficiently. This may include (but not be limited to) assistance in a) obtaining international certification, b) utilization of equipment, and c) development of human resources systems, along with other specialized services needed to fill skills gaps or otherwise put in place systems, which will benefit the grantee in implementing the project.

1.1.2 Cost Reimbursement Grants

1.1.2a. Overview

The Cost Reimbursement Grants are designed to assist in the initiation of projects, which increase the ability of companies to enhance revenue and therefore create jobs. As stated in the title, this is a cost-reimbursement grant, meaning that the recipient must pay allowable expenses in advance (utilizing their procurement system outlined in the grantee handbook) and submit invoices for reimbursement by SMEFP. Because of this, recipients considered for CRGs must exhibit the financial capacity (e.g. cash flow) as well as the financial management system to expend funds in advance for reimbursement by the SMEFP at a later date. Regardless of the grant program (CRG or FOG), grant funding, as stated above, may not exceed 20% of the overall project cost. The following is an overview of the CRG grant mechanism:

- **Maximum grant period:** Up to three years
- **Maximum grant amount:** the JD equivalent of \$250,000
- **Allowable costs:** These include, but are not limited to:
 - Technical assistance services;
 - Training courses, including trainers, course materials, site costs, etc.
 - Publications such as layout, printing, distribution, etc.;
 - Commodities such as computer equipment, software, audiovisual equipment, etc.
 - International travel upon approval of JEDCO's SMEFP Grants and Technical Assistance Lead. USAID needs to approve the expenditures prior to the approval of any international travel and the Recipient must adhere to the Fly America provisions contained in Title 49 of the U.S. code. A link to this code can be found at <http://www.gpo.gov/fdsys/browse/collectionUSCode.action?collectionCode=USCODE>.
 - Construction (must meet environmental standards outlined in Annex 1 N (p. 168) as well as other applicable U.S. Government regulations).
- **Costs that are not allowable:** These include but are not limited to:
 - Any recipient expenses that are not directly linked to, or integral to achievement of, the recipient's business plan in addition to those costs outlined in appendix 1F (p. 138).
 - **Payment type:** Reimbursement for costs incurred against allowable expenses supported by bona fide receipts from recipient
- Evaluation Committee Approval Required⁴: Yes
- **Other specifications:** The recipient should develop a plan to ensure the sustainability of the program after closure of the grant. This plan will be part of an overall project document, which will include a concept paper, business plan, marketing strategy, financial plan, and human resources mechanism.

⁴ The Grant Evaluation Committee is explained on page 24 and refers to a committee of individuals appointed by JEDCO, which will evaluate and recommend the awarding of SMEFP grants.

1.1.2b Cost Reimbursement Disbursement Mechanism

As discussed, CRGs are cost reimbursable agreements whereby JEDCO/SMEFP will reimburse the grantee for costs. Because of this, the recipient will not receive payment until after presenting receipts showing actual costs. Recipients may not receive more than 90% of the total budget amount prior to submission of the final program report, final financial report, and any required certifications. Upon submission of these documents, SMEFP will issue the final payment.

1.1.3 Fixed Obligation Grants (FOGs)

1.1.3a Overview

A FOG allows for the award of a grant for specific program elements without the requirement for the SMEFP team to monitor the actual input costs incurred. FOGs are appropriate to support specific projects where costs are certain and where the accomplishment of grant "milestones"⁵ is readily discernible.

Should this grant mechanism be utilized, partial payments may be made upon demonstration of achieved results, and payment amounts will be weighted to take into account the Recipient's cash flow requirements. Payment is always made on the achievement of milestones, (i.e. no advances are allowed). The following is an overview of the FOG mechanism, as well as determining factors in deciding if this mechanism is the most appropriate for a specific grantee:

- Maximum grant period: Up to 3 years
- Maximum grant amount: JD equivalent of \$150,000
- Payment type: Payment made to the Recipient after verification of achievement of milestones
- Project Structure: Project results are easily identified and quantified, and are established in grant milestones;
- Risk: The primary risks are either that of failure or substantial changes in the milestones as the recipient implements its program. No changes in milestones can be made without JEDCO's expressed written permission.
- **Cost information:** There is adequate cost information (historical or unit pricing) available to determine and negotiate the grant's implementation, as well as adequate cost information to determine the payment structure (i.e. the recipient's cash flow needs and the projects spend profile can be adequately determined).

When determining the appropriateness of the FOG mechanism, other points should be considered as well. For instance, the SMEFP's leadership must be satisfied that this type of grant fits within the objectives of the project, and will not be used as an alternative way of awarding to a high risk Recipient. The Grant Manager or his/her designee must include a discussion of the appropriateness of this type of grant in the grant file.

Recipients will be informed, through a clause in the FOG, of the right of JEDCO/SMEFP to terminate the grant in whole or in part, or suspend payments, should the recipient become insolvent during performance of the award. At the grant's culmination, recipients must certify in writing that the activity

⁵ A milestone is considered to be the accomplishment of a specific task or initiative as defined in the recipient's project implementation plan.

was completed. In addition, JEDCO’s Compliance Officer and Senior Grants Administration Specialist (or their designees) will personally inspect the project and verify the completion of its activities, thus co-certifying the grantees statement of performance. Site visits by JEDCO staff throughout the implementation phase of each grant project are ongoing and are described in manual’s grant management and execution phase narrative (p. 35). If the recipient cannot certify completion, or if the SMEFP team determines the activity was not completed, the recipient will be required to refund all or a portion of the grant funding. The eligibility criteria for FOGs can be found in Annex 1A, and should be utilized along with pre-award certifications found in 1B.

1.1.3b Grant Implementation Plan

Once a FOG has been approved by the Evaluation Committee, the recipient will work with the assigned SMEFP Senior Grants Administration Officer to develop an implementation plan, which will include:

- Result or results to be achieved (measurable goals);
- Responsibilities and contributions of each party to the grant;
- Well-defined milestones and verification requirements for each achieved milestone (including analyzed costs);
- Payment amounts per milestone; and
- Timelines for achievement of results and deliverables.

1.1.3c FOG and Cost Reimbursement Disbursement Mechanism

Grant Types Comparison		
Type	FOG	Cost Reimbursement
Application	See Annex 1L	See Annex 1L
Award	See Annex 1V	See Annex 1V
Award ceiling	JD equivalent of \$150,000	JD equivalent of \$250,000
Duration	Up to 36 months – 3 years	Up to 36 months-3 years
Cost certainty	Yes, a fixed cost is set for each activity-milestone, so there has to be an accurate estimate of the cost of performance. Budget cannot be amended if it costs more.	No, there is an estimated ceiling price from the overall program and Recipient is reimbursed based on incurred costs.
Allowable Costs	Allowable costs are those included within the grant agreement.	Seminars, workshops, conferences and other events; Technical assistance services; Training courses, including trainers, course materials, site costs, etc. ; Publications such as layout, printing, distribution, etc. ; Commodities such as computer equipment, software, audiovisual , machinery, etc.
Unallowable Costs	This is not applicable as payment is based on milestones included in the grant agreement.	Ineligible or restricted goods. Goods or services purchased from providers in ineligible geographic codes. Any Recipient expenses that are not directly linked to, or

Grant Types Comparison		
Type	FOG	Cost Reimbursement
		integral to achievement of, the Recipient's business plan
Payment	Payment upon accomplishment of agreed milestones	Reimbursement for costs incurred, on invoice basis
Documentation Required for Payment	Verified accomplishment of milestones	Bona fide Receipts, Expense Report (Financial), Technical Reports (Quarterly, Semi-Annual, Annual) using templates provided by the SMEFP
Pre-award responsibility determination	Yes, but these may be less restrictive than under the CRG.	Yes

Disbursements under the FOG will only be made upon evidence that the appropriate milestone linked to a disbursement has been achieved. All disbursements under FOGs will be made upon JEDCO/SMEFP's confirmation of evidence that a milestone has been achieved, based on the benchmarks included in the implementation action plan, which includes verification methods.

1.1.4 Summary of Grant Mechanisms

In summary, the following table outlines the similarities and differences between the grant mechanisms, which will be utilized under SMEFP. Please refer to the appropriate annex relative to the application and award procedures for each grant type.

The specific mechanism, which will be utilized based on the type of project and under negotiation between the recipient and his/her assigned SMEFP Senior Grants Administration Officer, who will obtain approval from the Grants and Technical Assistance Lead.

1.2. Eligibility

1.2.1 Eligible Organizations

Now that the types of grant mechanisms SMEFP will use have been discussed, the next step is to determine the eligibility requirements for potential recipients. Eligible organizations, which can pursue an SMEFP grant to leverage additional resources, must:

- Be a Jordanian private or public shareholding company⁶ that has a business plan and/or concept that is deemed viable by JEDCO and that is consistent with its objectives as well as those defined by the SMEFP; (Recipient is an eligible organization/company legally constituted under Jordanian law with a legal status or is in the process of obtaining such legal status through formal registration)
- Be an existing Jordanian⁷ organization with a proposed total project cost of at least \$50,000, but no more than \$250,000 for CRGs. For FOGs, the grant award cannot exceed \$150,000. Startups are eligible to receive grant awards of up to \$150,000.

⁶ Under SMEFP a Jordanian company will be considered one that has at least 51% ownership by a Jordanian national. International companies and investors may have a stake in the Jordanian firm, but in no case should this be more than 49% either collectively or individually.

⁷ Existing: Established firms registered and in full operation for more than one (1) year.

- Contribute at least 10% of the project cost through its own resources;⁸
- Submit concept papers and/or business plans, which focus on eligible high-value sectors that have the potential for employment creation. These sectors will be outlined in JEDCO's solicitation announcement for specific grant programs under the SMEFP;
- At least 60% of workers must be Jordanian⁹;
- For non-startups have between 10 and 300 workers to be classified as SMEs, unless specifically noted otherwise in the grant solicitation. In terms of startups, this minimum employment requirement will be waived, but 60% of all workers hired must be Jordanians;
- Propose project funding from SMEFP, which does not exceed the JD equivalent of \$250,000; and
- Be implementable within the timeframe of both the particular grant mechanism used as well as the SMEFP's lifespan.

1.2.2 Ineligible Organizations

Because of its program scope and pre-existing agreements with USAID, the following will not be eligible for awards under SMEFP:

- Organizations that are not legally registered or otherwise recognized under the laws of Jordan.
- Government or quasi-governmental organizations, including State-Owned Enterprises (SOEs)¹⁰ and/or enterprises in which the government has a financial and/or management stake (including representation on its board of directors);
- Any entity that has been found to have misused funds in the past. This is based on feedback from USAID, the grantee's past performance with other funding provided by/through JEDCO, and by reference checks.
- Any entity that has not met its obligations under any grants previously issued under the SMEFP grant program or that of any other donor-funded project;
- Individuals, unless proposing a startup company/venture;
- Political organizations, foreign majority-owned enterprises or institutions or their subsidiaries and affiliates.
- Faith-based organizations whose main objective for the grant is to advance a particular religion.
- Any entity whose name appears on the List of Parties Excluded from Federal Procurement and Non-procurement Programs. Please refer to <http://www.sam.gov>.
- Any entity with a member that appears on the U.S. Department of Treasury Office of Foreign Assets Control (OFAC) Specially Designated Nationals (SDN) and Blocked Persons list.
- Wholesale, retail, and real estate enterprises.

⁸ "Own Resources" is defined as cash, in-kind contribution, and/or the allocation of corporate or external assets other than from USAID, which contribute to the funding required for implementation of the overall project.

⁹ Jordanian employees are those, which are citizens of Jordan as established by their national identity cards.

¹⁰ SOEs are enterprises (usually companies considered to be in the national interest), which are fully or partially owned by the national, regional, and /or municipal government.

1.2.3 Determination of Organization Eligibility

The SMEFP Compliance Officer will review all requests for funding and will have the final determination on whether or not an entity is an eligible organization. The Grants and Technical Assistance Lead will select a Senior Grant Administration Officer for each program under which proposals are solicited. The Senior Grant Administration Officer will ensure that the concept papers, business plans, and/or grant applications under a particular solicitation are provided in the appropriate format. Submissions that do not utilize the provided templates will be subject to disqualification and will be returned to the proposing organization un-evaluated. In addition to the format outlined in the templates, a cover letter and supporting documentation must be submitted. Supporting documentation may include, but not be limited to, a board resolution, articles of incorporation, and other documentation as may be necessary to clearly demonstrate that the submission meets the requirements for consideration. Specific supporting documentation for each grant program under the SMEFP will be outlined in the solicitation for the particular program.

Once an organization has been determined eligible by the Compliance Officer, it will be required to provide documentation required by the solicitation. In most cases, this documentation will include a) a concept paper, b) business plan, and c) a full application. In addition, some of the following may be required either during the grant evaluation or the pre-award stage(s) depending on the size and complexity of the grant. The Grants and Technical Assistance Lead and Compliance Officer will determine with the SMEFP Program Manager and the Senior Grant Administration Officer, the documentation, which will be required. Unless otherwise noted, the following will be required for ALL grantees:

- Completed financial capability questionnaire;
- Copy of most recent audit, if available. If there is no recent audit, a balance sheet or income statement for the most current fiscal year may be required, though lack of a recent audit may be a mitigating factor in the evaluation of a prospective Recipient's proposal;
- Incorporation papers or certificate of registration and statute;
- Copy of the company's name trade certification;
- Legal authorizations and consents from related governmental parties (if applicable);
- Land scripts issued from related governmental parties (if applicable);
- CVs of company owners and/or technical managers;
- Certified copy of the legal entity's registration with the Social Security Corporation;
- Summary of relevant past performance – including type of contract/grant, value, title, client (and contact information, if available);
- Profit and loss statements which include detail of the total costs of goods and services sold, information on the applicant's customary indirect cost allocation method, as well as supporting computations of the basis for the indirect cost allocation method;
- Organizational chart;
- Cash flow, description of management structure, and/or oversight procedures;
- Copy of applicant's accounting manual, if available;
- Copy of applicant's operations manual, if available;

- Copy of purchasing policies and description of the applicant’s purchasing system (for large Recipients), if available;
- Any other pertinent information as appropriate;
- Proof of expenses paid by the owner/partners up to date (for start-ups);
- Bank certificate of no accrued installments.

1.2.4 Eligible and Ineligible Activities and Non-Allowable Costs

Eligible activities under the SMEFP grant program are outlined in the overview to Section One. These eligible costs are illustrative and may be amended based on consultation/agreement by the SMEFP Compliance Officer, Program Manager, and the appropriate USAID representative.

As stated earlier in the document, there are activities/costs that will not be allowable under the SMEFP. The following are such costs:

- Any commodity which does not comply with, or which is not procured in a manner that complies with, the USG/USAID commodity procurement procedures specified in Section 3
- Any purchase of alcohol and tobacco.
- The purchase of any goods restricted and prohibited, which is outlined in Procurement Section 3 ;
- 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 covered under OFAC¹¹ sanctions, which as of December 31, 2012 are Balkans, Belarus, Burma (Myanmar), Cote d’Ivoire (Ivory Coast), Cuba, Democratic Republic of Congo, Iran, Iraq, Lebanon, Liberia, Libya, North Korea, Somalia, Sudan, Syria, and Zimbabwe;
- Any expenses related to purchases or activities which are illegal under Jordanian or U.S. law.
- Any previous obligations by USAID to the recipient;
- The bad debts or loan payments of the recipient;
- Fines imposed on the recipient;
- Fines and penalties imposed on the recipient;
- Rent of facilities to house a business;
- Collateral for loans;
- To subsidize interest rates;
- Land purchases;
- Tax payments;

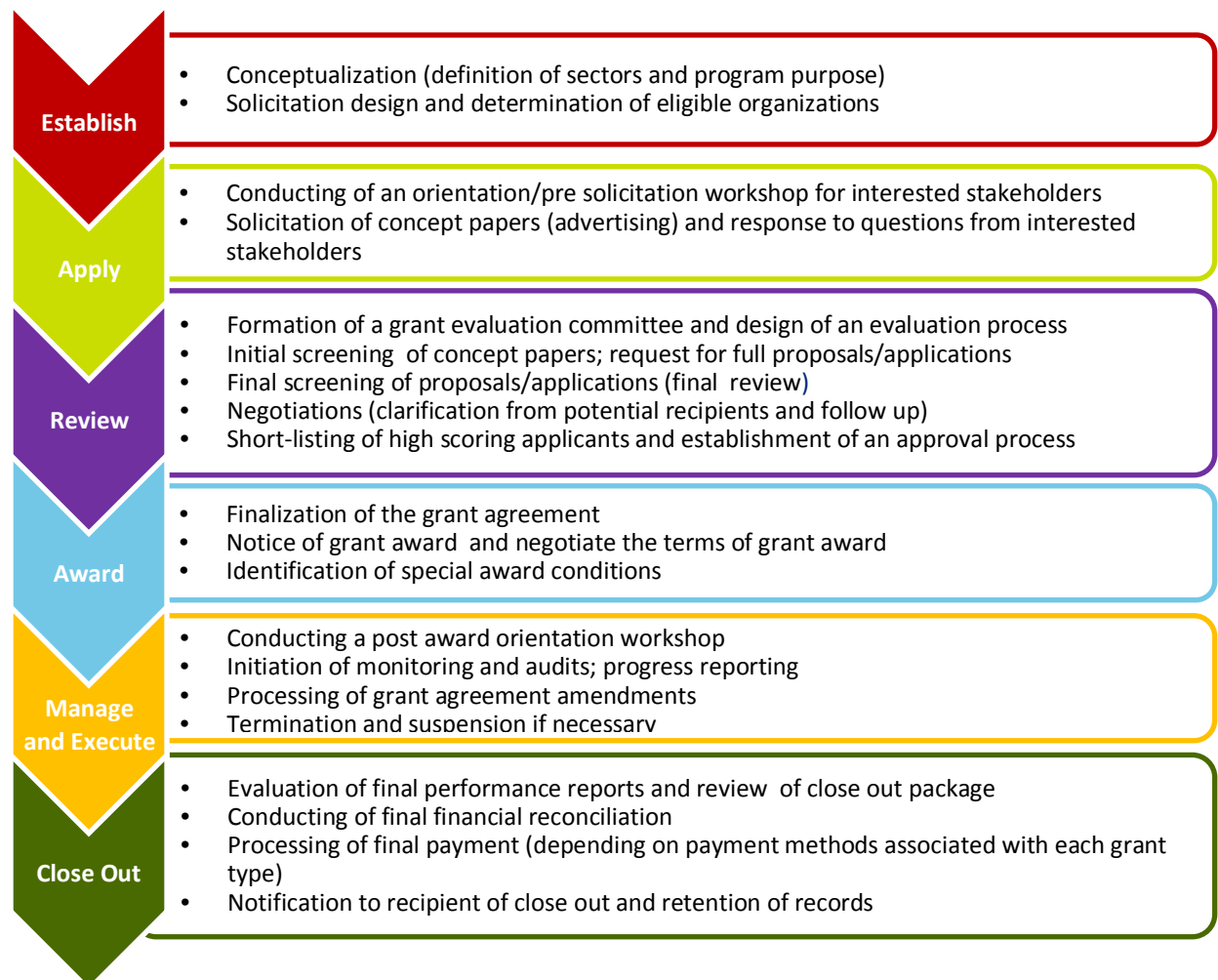
¹¹ OFAC refers to the Office of Foreign Asset Controls within the U.S. Department of the Treasury. The Senior Grant Administration Officer is required to work with the Compliance Officer to ensure that no goods purchased under an SMEFP grant with USAID funds go to countries that are sanctioned under OFAC. In each case, SMEFP should consult the following website, as the list of sanctions sometimes changes:
<http://www.ofac-guide.com/>

- Debt amortization

Also, costs for activities initiated prior execution of an SMEFP grant award will not be reimbursed.

1.3 Grant Phases

Now that the types of grants and the eligibility criteria have been discussed, it is time to learn about the specific grant phases that will be initiated during every solicitation. JEDCO will not use a first-in-first-out or ad-hoc grant system, whereby potential recipients would apply for grants at their leisure for projects that may/may not be consistent with JEDCO's SMEFP program goals. Rather, JEDCO will initiate specific grant cycles (usually quarterly), which will define what types of proposals are being solicited, the organizations eligible, and the timeframe for submitting a concept paper. In other words, each grant program will have a "life cycle", which outlines the process, which will define the system used to develop, administer, award, and evaluate grants from beginning to end. The following chart illustrates this cycle:



Each phase of this life cycle is explained in detail below. The SMEFP's grant administration team will utilize this cycle in each and every solicitation under the Program:

1.3.1 Establish Phase

This phase will begin with the design of a specific grant program, which most usually will focus on a target high-value/high-growth sector. The program design team will consist of the SMEFP a) Program Manager, b) Grants and Technical Assistance Lead, and c) assigned Senior Grant Administration Specialists. The design will include not only the sector(s) to be targeted, but also the eligibility criteria specific to the solicitation (over and above what is required for all potential recipients), the timeframe for the launch, and the members of the evaluation committee.

SMEFP grants will be awarded competitively; meaning the competition will be full and open, including but not limited to publication of a solicitation announcement, which outlines the program scope, criteria, and timing, along with specific regulations associated with the particular program. Templates will be provided to interested parties in order to assist them in submitting their concept papers, full proposals, and/or applications in the required format(s). Recommendations for awards will be made following an impartial review and evaluation of all concept papers and full proposals.

1.3.1a Conceptualization

For each grant program launched, a design team (outlined above) will develop a concept for the programmatic objectives to be achieved, which will lead to the identification of the sector, scope, and criteria that will apply to the specific program. In all cases, the identified program objectives must be relevant to those of the broader SMEFP.

1.3.1b Solicitation/Public Notice

Upon consultation with SMEFP leadership and the program design committee, the Communications and Outreach Team will oversee the launch of specific grant programs, ensuring that they are advertised in such a way as to maximize participation.

This process will begin with the creation of a notice for solicitation of concept papers and the advertisement of this notice in targeted publications. The advertisement/solicitation notice (Annex 1C) will include but not be limited to the following:

- A statement to the effect that the program is authorized in accordance with the US Foreign Assistance Act;
- An overview of the SMEFP initiative;
- The grant program's scope and the requirements for submission of a concept paper.
- Eligibility and non-eligibility requirements of applicants;
- Minimum and maximum amounts of potential awards;
- The deadline for submission of concept papers;

- Information on where interested parties can obtain a copy of the grant information packet¹² and other relevant information;
- Overview of the evaluation process;
- Information about the orientation/grant solicitation workshop.

The advertisement/solicitation will be published no less than 30 days before concept papers are due. The announcement will be published in the local media deemed appropriate, as well as posted on the appropriate local websites (including a link on JEDCO's site).

In order to maximize visibility and potential response, the solicitation/announcement will also be distributed to organizations/institutions, which have direct involvement in the program's area of focus (sector, region, etc.) in order to maximize distribution potential. In addition, JEDCO will conduct one-day workshops in the governorates to ensure full understanding of the grant program that is being launched. JEDCO will maintain an electronic record of the details of each solicitation/advertisement, as well as where it was published and to what organizations it was sent for distribution.

As stated earlier, SMEFP will not accept unsolicited proposals or those that do not fit within the guidelines of a specific grant program(s). This being the case, SMEFP team members should NEVER review, comment, and/or consider any concept paper/proposal that is not solicited through the accepted process.

1.3.1c Eligibility

Broad-based eligibility for grant awards is outlined above (in the eligibility section 1.2). However, each program under the SMEFP may have specific eligibility requirements in addition to those listed. If this is the case, the additional requirements will be listed in the solicitation and will be available in the grant information packets, which will be distributed at an Orientation/Pre-Solicitation Workshop and highlighted on JEDCO's website.

1.3.1d Grant Information Packet and Call for Concept Papers

The SMEFP Grant Team, overseen by the Grants and Technical Assistance Lead and coordinated by the assigned Senior Grant Administration Specialist, will develop a Grant Information Packet (Annex 1D), which will provide:

- A summary of the program requirements;
- The eligibility criteria;
- A general description of the proposed program;
- The administration procedures governing the award.
- An estimate of funds available and number of awards to be issued; if needed
- The required cost share;
- Concept and proposal (business plan) and budget templates;

¹² A grant information packet will be distributed to each interested party and will include all program-related information as well as the concept paper template and other pertinent information.

- Instruction-guide for preparing the proposal stating the required number of copies, the mode of submission, the place of submission and the process for seeking clarification, deadline for submission, and the mode and place of submission;
- The technical and financial criteria, which will be used to evaluate concept papers and proposals in order to select potential awardees;
- Expected reporting schedule;
- Reference to the required certifications and representations;
- Expected duration of USAID support or the period of performance;
- Consequences of late submission;
- Point of contact, including name, title, address and phone number;
- Deadline for submission of questions;
- Statement to the effect that USAID/JEDCO reserves the right to fund any or none of the applications submitted;
- Any other relevant information that is germane to the specific grant program;
- Maximum size of grant; and
- Submission deadline

1.3.1e Distribution of Grant Information Packets

JEDCO will provide a link on its website to the Grant Information Packet and will also distribute them to all interested parties through processes identified by the Communications and Outreach Team. JEDCO's Communications and Outreach Team will respond within one business day requests for Grant Information Packets.

1.3.1f Call for Concept Papers Clarification/Questions and Answers

Through the Grant Information Packet, interested parties will be informed as to when and in what format questions will be accepted relative to the call for concept papers. This may include the coordination of a meeting to address said questions, or response to the questions in writing, depending on the number of inquiries and the nature of the program. In either case, questions will be answered and/or clarification provided by no later than three weeks prior to the closing date for submission of concept papers. This will be the case even if the program deadline has to be extended to account for this. This will ensure that all applicants have sufficient time to address any questions they may have concerning the call for concept papers.

Thereafter, any remaining questions will be received and addressed in writing within three working days of their receipt. Any information given to a prospective applicant in response to a question concerning the call for concept papers will be furnished to all prospective applicants as an amendment to the call for concept papers.

1.3.2 Apply Phase

In conjunction with each grant solicitation, we will hold an orientation workshop/briefing session for prospective applicants, which will provide them all the information they need to determine whether or

not the particular grant program applies to them. This workshop will officially launch the application phase, which is outlined in detail as follows:

1.3.2a Orientation/Pre-Solicitation Workshop

While the grant solicitation/advertisement will provide basic information on the scope, timing, and requirements of a particular grant program, the orientation and pre-solicitation workshop will provide detail on each aspect of the process. The workshop will be conducted by a team of SMEFP staff members, including the Program Manager (welcome and SMEFP overview), the Senior Grant Administration Officer (program details), and Compliance Officer (compliance/eligibility) among others. The workshop is coordinated by the Communications and Outreach Team, who will attend to logistics and ensure delivery of the core message.

1.3.2b Development of Concept Papers

Prior to the grant program's submission deadline, applicants will develop concept papers (Annex 1E), which outline their project and approach and other required information. The concept papers will be prepared utilizing a template, which will be provided as part of the grant information packet.

A concept paper should be short—generally not more than 5 pages. Ideas should be clear, concise, to the point and should provide an overview of what is planned, who will benefit, the results expected. The concept paper should also provide a notional estimate of the proposed budget linked to the components of the activities planned. A suggested outline for the concept papers is below. This summary will form the basis of the grant application should the potential recipient be invited to the next stage.

- Cover Page
- Background/Statement of Need
- Goals and Objectives of Proposed Activities
- Summary Description of Proposed Program of Activities
- One page budget summary and Cost Share
- Summary of Organization's Background/Eligibility Materials

Concept papers that are in the appropriate format and meet all eligibility criteria will be reviewed by the Grant Evaluation Committee (GEC), after which those deemed the most responsive to the grant solicitation criteria will be selected for development into full proposals/applications and for potential award subject to JEDCO's approval process). The GEC will have the right to reject all concept papers for any reason.

1.3.2c Submission of Concept Papers

The deadline for submission of concept papers will be outlined in the advertisement/solicitation notice as well as within the Grant Information Packets. In no case will the deadline be less than 30 days after the date of the published advertisement/solicitation announcement and may be delayed if JEDCO believes significant questions/clarifications should be addressed in accordance with the policy noted above. Concept papers will be time and date stamped when received, and the submitter will receive

written confirmation of receipt within one working day. Concept papers will be required in soft copy form, but hard copies may also be required at JEDCO's discretion.

1.3.3 Review/Evaluation Phase

1.3.3a Initial Screening

Upon receipt of the concept papers, JEDCO's Grants and Technical Assistance Lead, Compliance Officer, and a Finance and Operations Lead will review them to ensure that they are in compliance with regulatory issues and are in complete form (Annex 1F). **Only those concept papers that meet the criteria, are received by the deadline and are presented in the proposal format will be forwarded to the GEC for consideration.** This accelerates the process of grants-evaluation, reduces the number of non-compliant submissions, and enables greater process efficiency.

Regulatory Compliance – Regulatory non-compliance includes, among other things, ineligible activities and costs, failure to meet or complete certain required certifications, or failure to meet the basic grant recipient eligibility criteria.

Concept papers not compliant with regulations will be returned to the submitter within one week of submission along with a standard rejection letter (Annex 1G) explaining the reason the concept paper could not be accepted.

Compliant concept papers will be forwarded for technical evaluation by the GEC.

Should an applicant feel his/her concept paper was not fairly assessed, he/she may submit a written request for clarification within ten days of the receipt of the rejection letter. Upon receiving such a request, the SMEFP Director, Compliance Officer and Senior Grant Administration Officer assigned to the particular solicitation will review the application and provide an explanation in writing no more than thirty (30) days after the request is received the basis for the decision. Should the applicant fail to accept this explanation, he/she may appeal to JEDCO's CEO for arbitration. The CEO's decision will be final and will be provided in writing no longer than fifteen (15) days after the appeal has been made.

1.3.3b Grant Evaluation Committee (GEC)

The GEC is responsible for review, evaluation, and project-level approval or disapproval of grant concept papers based on the technical evaluation criteria (Annex 1H). GEC's approval is a condition precedent to the application's movement forward to an invitation for submitting an application.

The GEC will consist of at least three but not more than five voting members appointed by JEDCO's CEO in consultation with the SMEFP Program Manager, who will act as the GEC's chairman. The GEC will include financial and technical evaluators as assigned by the Grants and Technical Assistance and Finance and Operations Leads, in addition to other voting members depending on the nature of the grant. A USAID representative will be invited to attend the evaluations sessions as observer. The GEC will evaluate the concept papers according to the criteria stated in the call for concept papers (See 1.3.3d). GEC members will keep selection information and applicant proprietary data confidential.

GEC members must possess the requisite technical knowledge or expertise to evaluate the technical merit of the concept papers and applications. The GEC members, except for the USAID representative, should be JEDCO staff members with no ties, financial or otherwise, to any of the potential recipients.

When necessary, the GEC should call on external assessors to participate in reviewing and evaluating the concept papers/applications. In addition to the GEC being chaired by the SMEFP Program Manager, the Grants and Technical Assistance Lead, M&E and Compliance Officers will be ex-officio members, providing advice and technical support to its members.

1.3.3c Conflict of Interest

Because JEDCO and all its employees intend to set the highest standards for ethical conduct, it is imperative that no conflict of interest, real, perceived or potential, come into play during an evaluation decision.

- Actual: involves a direct conflict between current duties and responsibilities and existing private interests
- Perceived: conflict exists where it could be perceived, or appears, that private interests could improperly influence the performance of duties - whether or not this is in fact the case
- Potential: arises where private interests could conflict with official duties

An individual is considered to have a conflict of interest when the individual, or any of his family or associates:

- Has an existing or potential financial or other interest which impairs or might appear to impair the individual's independence of judgment in the discharge of responsibilities;
- May receive a material, financial or other benefit from knowledge of information confidential to JEDCO;
- Is a director, officer, employee, member, partner, or trustee of a Recipient;
- Has a financial interest that enables him or her, acting alone or in conjunction with others, to exercise control or influence the policy of a Recipient significantly;
- Has any other material association to a Recipient.

The family of an individual includes his or her spouse, parents, siblings, children and, if living in the same household, other relatives. An associate of an individual includes any person, trust, organization, or enterprise of, in or with which the individual or any member of his or her family.

If an individual believes that he or she may have a conflict of interest, the individual will promptly disclose the conflict to the SMEFP Program Manager and refrain from participating in any way in the matter to which the conflict relates until the conflict question has been resolved.

The SMEFP Program Manager will conduct all the due diligence possible to ensure that members of the GEC do not have conflicts of interest with the organizations whose concept papers/applications are being reviewed.

Each member of the GEC will sign a Conflict of Interest Certification (Annex 1I) at the beginning of each solicitation round, as well as the Certificate of Confidentiality (Annex 1J) on non-disclosure of the confidential information relative to the recipients and evaluation scoring process.

1.3.3d Concept Paper Technical Evaluation Process and Criteria

The competency, suitability, and capability of eligible and compliant concept papers will be evaluated based on pre-established criteria. In the concept paper round, the GEC will focus primarily on the verified demand for the product/service to be provided under the grant (verified by a marketing study or other accepted evaluation metric), innovative nature of the proposed project, its economic viability, its potential impact, and its potential for sustainability. Evaluation criteria in Annex 1H, includes but is not limited to the following:

- Scope and Strategy
 - Sustainability of project results;
 - Overall mission and objectives are consistent with the themes of the SMEFP's theme;
 - Anticipated impact on beneficiaries; and
 - Realistic plan for monitoring and evaluation;
- Technical Approach
 - Clearly defined problem statement;
 - Clearly defined goals; and
 - Viability of the Approach. The degree to which the proposed technical approach can reasonably be expected to produce the intended outcomes, achieve the expected results, and contribute to the SMEFP's goals.
- Budget
 - The ability to gain additional project financing from conventional and/or other sources;
 - Realistic costs that match project activities; and
 - Cost sharing provided by the recipient (actual contribution and not leveraged from third party) more than 10%.
- Past Performance/Organizational Capacity
 - Past performance in similar projects;
 - Relevant staff skills to the proposed project;
 - Experience in the geographic region; and
 - Written accounting systems and capacity to adhere to financial guidelines.
- Gender and Youth
 - Focus and impact on women's issues; and
 - Focus and impact on youth issues.

The number of concept papers selected for submission of full applications will depend on the Program's budget and the number of viable concepts.

1.3.3e Invitation for Submission of Full Applications

The organizations/companies, whose concept papers are selected for development into full applications/proposals will be notified in writing (Annex 1K) within twenty-four hours after the GEC's decision, and will at that time be provided all the details and templates needed to expand the concept into a full application/proposal. In addition, the short-listed companies/organizations will receive information on the technical assistance available to aid them in developing the full grant applications, as well as the timeline for its submission. The deadline should be no shorter than three weeks after the notification.

A full grant application should explain in greater detail what the organization proposes to do under the grant and how. The application includes the following sections:

- Technical Approach
 - Cover Page
 - Background/Statement of Need
 - Goals and Objectives of Proposed Activities
 - Narrative Description of Proposed Program of Activities
 - Implementation Timetable
 - Monitoring and Evaluation Plan
 - Management Plan
 - Corporate Capabilities Statement
- Budget and Management
 - One page budget summary/or FOG Milestones
 - Detailed line item budget
 - Detailed cost share contribution
 - Budget narrative
 - Supporting data for cost estimates (payroll records, vendor invoices, biographical data sheets)
 - Organizational background
 - Certificate of registration or incorporation
 - Financial and management responsibility
 - Audited financial statements
 - Mandatory certifications
 - Proof of additional financing (since the grant will only cover up to 20% of the total project cost). This could include a letter from a financial institution, audited financial statements, or other documents deemed by JEDCO to be appropriate in determining proof that the applicant can obtain financing for entire project other than SMEFP funding.

The detailed application is provided in Appendix 1L and Budget Template Annex 1M. Applicants should propose a realistic, reasonable, and justifiable budget necessary to implement the proposed grant

activities. There should be a clear link between the project work-plan and the budget. Proposed budgets may include a reasonable amount of support for administrative costs including salaries, benefits, equipment and operational expenses, but such costs should not exceed 30% of the total grant budget. All budgets should be calculated in both JOD and USD¹³. Awards will be denominated in US dollars, but paid out in local currency.

As stated earlier, if a concept paper is not approved for expansion to a full proposal, an e-mail and/or letter (Annex 1G) will be provided within one week after the GEC meeting advising the companies/organizations of the reason(s) for this decision. Resubmission of the concept paper will be permitted in the next round of solicitation if it falls within the scope of another SMEFP grant program.

1.3.3f Evaluation Process and Criteria for Full Applications

The purpose of the grant evaluation process is to ensure that proposed projects' objectives, expected impacts, and programmatic, managerial, and financial designs are consistent with the purpose and programmatic requirements of the SMEFP as expressed in the solicitation document. The GEC evaluation will determine, by independent peer scoring, whether or not the application should be recommended for approval for funding. A numerical scoring system will be developed in order to reduce the subjectivity involved in vetting applications.

The GEC members must be aware of any ethical issues related to the evaluation, the grants component, the evaluation criteria and how they are to be applied, how the scoring system will be applied, and any administrative and logistical issues. In light of this, an SMEFPO financial and technical team, which includes the Senior Grant Administration Officer and a member of the finance and compliance teams will prepare a one-page brief and rationale as to why the application should be approved (based on financial and technical analysis). This may entail interviews, site visits, background research, and/or solicitation of additional information. The team will present the result to the GEC members during the evaluation process.

Environmental Compliance — The SMEFP Program will evaluate the potential environmental impacts of all proposed grant activities prior to award using. All grants will be screened using the Environmental Screening Form (Annex 1N). This screening process is an integral part of the evaluation process, should be prepared for each case, if applicable by the JEDCO's Environmental Officer and provided to the GEC for review.

The GEC members should have copies of all documents at least one week in advance of the meeting at which applications will be discussed and approved. Documents that are relevant to fully understanding the purpose and the programmatic, managerial, and financial designs in the application including but are not limited to the following:

- The Grant Status form (Grant Process Checklist – Annex 1O);
- One page rationale for approval prepared by the Financial/Technical Evaluator;
- Environmental Compliance Form, if applicable (Annex 1N);
- The complete application, with amendments, if any;
- The Pre-award Responsibility Determination; (Annex 1P);

¹³ These terms are defined in the application and budget templates, which are included in Annex 1M (p. 159)

- Other relevant documentation as necessary.

The Senior Grant Administration Officer will take minutes at the GEC meeting or will appoint another SMEFP team member to do so on his/her behalf.

1.3.3g Clarification and Follow-Up Issues

During the evaluation process, the GEC may raise certain questions for clarification or outline areas of concern relative to the application's technical approach or financial viability.

These questions and issues will be recorded and the Senior Grant Administration Officer will follow up with the applicant to ensure they are addressed to the GEC's satisfaction. This will be done within one week of the GEC's request for additional information through a Request for Clarification Letter/E-mail (Annex 1Q). A written response will be required to all of the GEC's questions, issues, or concerns.

1.3.3h Short-listing of High Scoring Applicants

After all clarifying questions have been answered, each member of the GEC will individually assign ratings to the full applications using the agreed-upon criteria (Annex 1R), as well as provide narrative explanations justifying the individual scores they provided by for each individual criterion.

While specific grant programs may include varying criteria, which will be advertised as part of the solicitation, the following will be germane to full applications/proposals:

- Impact and Sustainability
- The proposed project's impact in terms of job creation, revenue enhancement, and/or export increases;
- The proposed project's sustainability after the grant period;
- The potential grantee outlines a concrete plan for capturing and disseminating lessons from the project;

The potential grantee has a viable monitoring and evaluation plan; with specific targets and impact indicators (including specific deliverables and verifiable outputs) are well identified.

- Programmatic Design
 - What are the proposed project's technical merits and how clearly are programmatic elements specifically identified and described?
 - How clearly do these elements align with SMEFP's and the grants program purpose?
 - Is the outcome of each element clearly described and consistent with program purpose?
 - Is the impact of each programmatic element clearly identified and described?
 - Are milestones clearly identified and described for each programmatic element?
 - What is the estimated the risk of programmatic failure?
 - How the rationale document supports the grant and how well analyzes the financial (Feasibility) and the technical (Innovation, Entrepreneurship and Environmental Impact) aspects of the grant.

- The proposed project’s potential for innovation;
- The proposed project’s ability to deliver services in an equitable and transparent manner within the targeted groups/communities and incorporate gender concerns;
- The methodologies proposed for accomplishment of the Business Plan are consistent with international best practices
- Managerial Design
 - How clearly are all key managerial positions identified and described?
 - How clearly are the responsibilities of each managerial position identified and described?
 - What is the level of accuracy of organizational chart?
 - How clearly do the key positions match the programmatic design?
 - How clearly do proposed CV's match the technical capacity required to implement the proposed activity (or has identified additional technical assistance it requires)?
 - How clearly the applicant’s senior management possesses the managerial and leadership qualities of necessary to successfully implement the Plan, as evidenced by their CV’s?
- Organizational and Institutional Development, MIS and Financial Control
 - The extent to which the applicant has installed or is demonstrably in the process of installing a computerized accounting system that accurately reflects the financial position of the applicant organization, that creates an audit trail by which all receipts and expenditures may be traced and allocated, and that provides financial data as required in any Grant Agreement as may be approved for funding and systems of control to monitor financial matters.
 - The availability of the basic human resource development plans which include job descriptions, performance based staff remuneration schemes and on-going training plans
 - The availability of written policies and procedures which will govern management, operational decision-making and plan implementation and which are fully consistent with Best Practice.
 - A long range strategic plan (overall long-range plan for beneficiary’s organization) in place and operational
- Financial Design
 - The proposed project’s cost effectiveness and realism;
 - How clearly do the budget categories match the programmatic design elements?
 - How reasonable are budget amounts given their matching programmatic element?
 - The proposed project incorporates cost-sharing strategies, if appropriate and feasible. Score the applicant’s cost share
 - Estimate sustainability and Applicant's ability to fund its own cost share.
 - The potential grantee’s ability to secure additional funding to implement the project.
- Past Performance
 - How relevant are the activities conducted in the past to the proposed project;

- Duration of the organization’s experience;
- Duration of the key personnel’s experience;
- Past period financial experience.

Once ratings are made by each GEC member, they will discuss them in an open session in order to develop consensus scoring; Individual changes in score based on discussions should be documented and records kept in grant file. Based on this scoring, a list of applicants within the competitive range will be identified and will be recommended for grant funding if the composite score is 75 or higher. Those receiving ratings of less than 75% will not be approved. Those receiving scores of 75 or higher will be vetted as to the amount of funding available under the specific grant program, with higher scoring applications given priority for funding.

Applications that do not fall within the approved competitive range will be notified by e-mail and/or letter within one week after the GEC meeting, advising the companies/organizations of the reason(s) for this decision. Resubmission of an application will be permitted in the next round of solicitations that fall within the scope of another SMEFP grant program.

As in the concept paper round, an applicant whose proposal is not recommended for funding may appeal and/or ask for clarification. A written notice of appeal/clarification should be submitted to the SMEFP Program Manager within ten days of the notification of the decision not to recommend an application for award. SMEFP will act on the appeal and/or provide clarification no later than 30 days after the written request is received.

1.3.3i Approval Process

Once the GEC recommends a list of applications/proposals for a grant award, the Senior Grant Administration Officer will prepare a matrix (Annex 1S) listing the score for each proposal, a brief narrative explaining the scoring for each, and a recommended grant amount. This matrix, along with the evaluation document (Annex 1T) and grant summary sheet (Annex 1U) prepared by the Financial and Technical evaluators and the Senior Grant Administration Officer will be circulated to the GEC members for final approval. Once this approval is obtained, the recommended applications will either be forwarded to JEDCO’s CEO for approval or to its board of directors, depending on the amount of the grant. JEDCO’s CEO is authorized to approve grants up to \$50,000, while JEDCO’s board of directors will be responsible for approving grant applications of between \$50,000 and \$250,000.

The board of directors will meet quarterly and as part of its agenda will evaluate all the applications received since the previous meeting. The SMEFP Program Manager will act as the secretary and will document the minutes of the deliberations, unless he/she appoints a designee to do so.

USAID will be represented on the approval board but will not exercise approval authority for grants. USAID reserves the right to disallow funding for a grant that does not fit the criteria outlined in the grants manual or that does not comply with USAID’s regulations so the SMEFP Program Manager will notify his/her counterpart at USAID prior to the grants being approved.

In order to ensure compliance with U.S. Government regulations, the Compliance Officer will vet each and every grant application not only to ensure it meets the criteria established by JEDCO's system, but also those criterion established by USAID. That being the case, all grant applications and potential recipients will be vetted according to the following prior to award:

- **Debarment and Terrorist Financing Searches**

To ensure that JEDCO through the SMEFP does not award grants to applicants that have been debarred, suspended, or proposed for debarment, recommended awardees will be vetted against the U.S. Government's Excluded Parties List. The SMEFP Compliance Officer, or his/her designee, will perform a search for the applicant's name on the Excluded Parties List <https://www.sam.gov/> and document the outcome (print a copy for the official file). 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, the Compliance Officer or his/her designee will compare each proposed grant action against the master list of Specially Designated Nationals and Blocked Persons, which is maintained by the US Treasury's Office of Foreign Assets Control (OFAC) and is available at OFAC's website: <http://www.treasury.gov/resource-center/sanctions/SDN-List/Pages/default.aspx>.

- **Sourcing Compliance**

In addition, the Compliance Officer or his/her designee will vet each application (and ongoing procurements under that application) with the Bumpers Amendment (and others as appropriate) to ensure proper sourcing of materials and equipment, as well as non-competition against U.S. products and companies. In brief, the Bumpers and ancillary amendments prohibit the expenditure of U.S. Government funds (either directly by the government or by its grantees around the world) on the research, development, purchase, or promotion of agriculture and other products, which compete with a similar commodity grown or produced in the United States.

This being the case, the SMEFP Compliance Officer or his/her designee must ask as series of questions relative to the activities included in each grant application:

- Will the activity specifically support a foreign crop/product?
- If so, will this crop be exported in competition with the same U.S. crop/product?
- If so, will it (the product/crop) compete with US products/services in a third country market?
- What is the overall impact on U.S. exports?
- Could the activity reasonably be foreseen to encourage the relocation of a U.S. company outside the U.S.?

Upon asking these questions and consulting the applicable regulations (contained in Annex 1 F, p. 131), the Compliance Officer or his/her designee will place the determine whether or not the grant application falls within the green (approved), yellow (gray-area), or red (prohibited) areas. Activities falling within the "red" area may not be funded by SMEFP using U.S. Government funds, while those falling in the "yellow" area should be reviewed carefully and input from USAID should be sought.

Permitted Activities	Prohibited Activities	Gray Area Activities
Policy dialogue designed to improve a country's overall	Financial incentives for U.S. companies to relocate	Technical assistance in establishing linkages with U.S. businesses

Permitted Activities	Prohibited Activities	Gray Area Activities
business and economic climate		
Policy dialogue designed to improve a country's financial and capital markets	Investment promotion missions to the U.S. where the intent is to induce U.S. firms to relocate	Establishing investment promotion offices, and financing trade fairs, trade missions, and investment seminars in the host country
Legal, regulatory and judicial reform projects, including those explicitly aimed at improving the climate for commercial activities	Feasibility studies, research services, studies, travel to the host country, insurance and technical management assistance where the intent is to induce U.S. firms to relocate	Media advertising in the U.S. that focuses on investment promotion
Dissemination and analysis of information regarding a country's general economic and business climate	Media advertising in the U.S. aimed at encouraging relocation of U.S. firms to the host country	Feasibility studies, research services, studies, travel to the host country, insurance and technical and management assistance offered to firms contemplating or planning investments in the host country
Enhancing the competitiveness of local producers	Training of workers for U.S. firms that intend to relocate	Activities involving export processing zones (EPZs)
Strengthening business associations and free trade associations	Support for a U.S. office of an organization where the mission involves incentives to relocate	Equity fund investment in host country activities
Development of business services that target local enterprise	General budget support for such an organization if it engages in prohibited activity	Investment promotion missions to the U.S.
General business education, worker's rights awareness, and other vocational training		Support for a U.S. office of an organization, which promotes investment in the host country
Capital projects designed to improve the basic productive capacity of a country or enhance the ability to provide services (pursuant to compliance with Bumpers and other procurement agreements)		
Micro-enterprise and small business development		
Trade missions designed to stimulate interest in U.S. technologies		
Agricultural project designed to address food security needs (pursuant to compliance with Bumpers and other regulations)		
Credit or credit-related assistance designed to correct financial market imperfections		
Technical assistance to promote privatization of State-Owned Enterprises (SOEs)		
Trade capacity building assistance to speed the		

Permitted Activities	Prohibited Activities	Gray Area Activities
integration of developing countries into the global economy		
Trade facilitation such as customs reform		
Technical assistance to ensure compliance with and enforcement of International Labour Organization standards		

JEDCO's Compliance Officer will vet the above-mentioned regulations, from ADS Chapter 225, with other applicable regulations such as those on environmental compliance (Annex 1 N) and prohibited commodities (Annex 1F) in order to provide the Senior Grant Administration Specialist with the approval to proceed with a potential grant award.

- Environmental Compliance

If the SMEFP will provide U.S. Government funding for an activity that could have environmental implications, the Compliance Officer or his/her designee will be required to vet the application against the appropriate regulations. The environmental compliance letter issued for the SMEFP is included in Annex 1N (p. 164), but an illustrative list of prohibited activities is as follows:

- Activities, which would result in loss of forest lands due to livestock rearing, road construction/maintenance, colonization of forest lands or construction of dams or other water structures;
- Activities involving pesticides;
- Activities involving logging equipment; and
- Activities that are likely to have a significant adverse on environment or global commons, like biodiversity or climate, including any of the following:
 - Programs of river basin development;
 - Irrigation water management projects;
 - Agriculture land leveling;
 - Drainage projects;
 - Large scale agriculture mechanization
 - New lands development;
 - Resettlement projects;
 - Penetration road building or road improvement projects;
 - Power plants;
 - Industrial plants; or
 - Portable water and sewage projects other than those, which are small scale.

If any potential grant project is deemed by the Compliance Officer or his/her designee to have potentially adverse environmental impact (as per the regulation included in the Annex) he/she will provide the USAID Mission Environment Officer (MEO) an overview of the potential environmental concern, a statement from the potential grantee as to how it will be mitigated, and a recommendation for action. The MEO will be the final arbiter of whether or not U.S. Government funds can be spent on a particular activity that has environmental implications.

1.3.3j Pre Award Responsibility Determination

Just because an application/proposal is recommended for funding does not mean an award will take place, as all potential recipient 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. To assist in making this determination, the Senior Grant Administration Officer or his/her designee will review the potential recipient's recent audited financial statements, projected budget, cash flow, and organization chart, and applicable policies and procedures (e.g. accounting, purchasing, property management, personnel). Once this review is completed a Pre-Award determination letter (Annex 1P) will be sent. The level of scrutiny and review required will be proportional to the complexity of the proposed project and the total amount of the grant award.

The cost analysis, pre-award determinations, and negotiation process will be documented in an evaluation document (Annex 1T). The written determination of the applicant's responsibility should confirm that the applicant:

- Has adequate financial resources, or the ability to obtain such resources, as required during the performance of the award;
- Has the ability to meet the award conditions, taking into consideration all existing prospective Recipient commitments, nongovernmental 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.

If a potential recipient has a history of poor performance; is not financially stable; has a management system that does not meet the standards prescribed in this part; has not conformed to the terms and conditions of a previous award; or is deemed not otherwise responsible; the Senior Grant Administration Officer may impose additional requirements as needed, provided that such applicant or Recipient is notified in writing as to:

- The nature of the additional requirements;
- The reason why the additional requirement is being imposed;
- The nature of the corrective action needed;
- The time allowed for completing the corrective actions; and
- The method for requesting reconsideration of the additional requirements imposed.

Technical assistance to address any deficiencies will be offered through the SMEFP's technical assistance program. Any special conditions will be removed once the conditions that prompted them have been corrected.

1.3.3k Branding and Marking

During negotiation, the potential recipient will devise a branding strategy and marking plan, with assistance from the SMEFP Communications and Outreach Team. While not all grantees will be subject to the full range of USAID branding regulations, the Communications and Outreach team will utilize the provisions in the Communications and Outreach Manual, as well as consultation with USAID's Communications Office to determine the nature and scope of branding compliance. Using this input, a branding strategy will be developed that allows recipients to fully promote their products and services, while remaining compliant with applicable regulations.

The Branding Strategy will describe how the program, project, or activity is named and positioned; how it is promoted and communicated; as well as identifying all donors and how they will be acknowledged.

1.3.4 Award Phase

1.3.4a Award Process

Based on JEDCO's determination of grant awards as outlined above, the Grants and Technical Assistance Lead will notify in writing those the GEC did not recommend (Annex 1G). In the latter case, the notification will indicate the reason(s) why the proposal was not accepted. As stated earlier, resubmission of the proposal, with revisions based on the GEC's comments, will be permitted at a later date if the company/organization is an eligible entity and if the purpose for which the grant was submitted is consistent with JEDCO's SMEFP objectives.

Once an application/proposal is approved, it will be entered into the appropriate tracking tools. The SMEFP Finance and Compliance Teams will establish a Grants Database in Microsoft Access or Excel, in order to keep track of the type, status and value of activities for records, reporting, and outreach requirements. The database will also have information on grant title, amount in U.S. dollars and local currency, description, background, justification, objectives, recipients, impact, deliverables, reports, coordination, recipient information, program categories, cross cutting themes, and special instructions. In addition, it will be included in the SMEFP Monitoring and Evaluation matrix, which will track its progress against planned results. Each recipient will be required to complete a Data Collection Form (DCF) quarterly to track the impact of his/her project against the SMEFP's performance indicators. For more information on these indicators, please consult the **Performance Monitoring Plan**.

Once the appropriate information is entered into the grants database, the Senior Grant Administration Officer will work with the administrative staff to prepare a grant agreement for each participant.

The grant agreement (Annex 1V) will include a description of the overall purpose, objectives, goals and anticipated grant activities, as well as a description of how the grant activity will address a specific issue. In addition, it will contain the overall amount of the grant award, the period for the grant and the terms of the grant.

The Senior Grant Administration Officer will then send the agreement to the recipient along with the following documents:

- Award Letter: Signed by JEDCO’s CEO;
- Program Description: Including the indicators and forms to be used for reporting on project results;
- Program Budget: A line item budget by program category, the costs that will be covered by the grant, and those costs that will be covered by the Recipient;
- Schedule: An implementation schedule, clear benchmarks and indicators for monitoring and evaluation, a clear listing of intermediate and final deliverables, and the financial and technical reporting requirements;
- Grant Payment Application Form that can be used to request funds;
- Reporting on Payment of Foreign Taxes;
- Report Format;
- Required Certification/s;
- Branding Strategy and Marking Plan; and
- Mandatory Standard Provisions and Required as Applicable Provisions.

JEDCO’s CEO and the designated representative of the recipient firm (or individual in the case of a startup) will sign the grant agreement, which will be immediately in force.

The Senior Grant Administration Officer will work with other members of the SMEFP team (in the areas of compliance, finance, human resources, and communications) to conduct a post- award orientation with recipients in order to clarify the roles and responsibilities. The meeting will include review of the regulations and procedures for grant administration, implementation and execution, as well as data collection for M&E purposes.

1.3.5 Grant Administration (Management & Execution) Phase

Award administration encompasses all dealings between JEDCO’s officials and the Recipient from the time the award is made until the end of the support. The specific nature and extent of administration will vary from award to award. It can range from reviewing and analyzing performance reports or performing site visits to more technically developed involvement for high-risk Recipients.

JEDCO/SMEFP staff will conduct a Post-award orientation (as outlined above) in order to clarify the roles and responsibilities of the individual(s) who will be implementing the project and/or administering the grant on behalf of the Recipient. In addition, training and technical assistance will be available to relevant staff within the Recipient’s company/organization on an individual basis depending on need. Follow-up training and technical assistance may be provided depending on the Recipients’ staff turnover, and challenges that arise during the implementation process.

1.3.5a Monitoring and Audits

The JEDCO/SMEFP staff will monitor the Recipients to ensure compliance with all USAID grant requirements, whether they are mandatory or ‘required as applicable’ Standard Provisions – such as semi-annual progress reports, audits, evaluations, and completion of disbursement vouchers. Each

Recipient will have a monitoring plan, which specifies the schedule for delivery of reports, payment requests, site visits, meetings, and evaluations and audits. The monitoring plan's purpose will be to measure and evaluate the Recipient's progress in achieving objectives and to assist the Recipient in complying with USAID requirements. M&E benchmarks for each grant will be obtained through the mandatory completion of a Data Collection Form (DCF) (Annex 4A), and will be updated quarterly thereafter. A JEDCO/SMEFP staff member will be assigned to monitor each Recipient.

All Recipients will be subject to regular and periodic monitoring visits in order to monitor implementation progress. The assigned JEDCO/SMEFP staff member will prepare a site visit report (Annex 1W) summarizing what was observed against what was reported and identifying any problems and solutions. These reports will be provided to the recipient and will be placed in the official grant file.

The Recipient will maintain books, records, documents, and other evidence relating to the grant award. Accounting records that are supported by documentation will at a minimum show all costs incurred under the grant agreement, receipts and use of goods and services acquired under the grant agreement, costs of the project supplied from other sources, the overall progress of the project, and the cost share obligation from grant recipients.

The assigned JEDCO/SMEFP staff member will closely monitor overruns in cost/expenditure categories or main line items. If major budget shifts are anticipated or observed, he/she will work with appropriate JEDCO/SMEFP staff to issue a modification in order to ensure proper monitoring and to avoid overruns.

Recipients are required to maintain records for a minimum of three years and to make accounting records available for review by appropriate representatives of USAID and/or JEDCO upon request.

1.3.5b Progress Reporting

Reporting is an important part of both JEDCO's and the recipient's responsibilities and therefore must be taken seriously. All recipients must submit a progress report/s (Annex 1X) on activities supported by the grant. For projects completed in less than a six-month period, an expense and activity report, including the amount of cost share accompanied by supporting documents, must be submitted to the Senior Grant Administration Officer upon completion. For projects exceeding a six-month timeframe, quarterly expense and activity reports must be submitted.

Recipients' reports will contain the following:

- Description of program activities (to date);
- Description of implementation and management;
- Supporting information and documentation
- Actual accomplishments with goals established for the period. If the outputs of the program can be readily quantified, such quantitative data should be related to cost data for computation of unit cost;
- Reasons why established goals were not met, if applicable;
- When appropriate, analysis and explanation of cost overruns or high unit costs.

The recipient will also ensure that the appropriate program evaluation, monitoring and financial systems are in place and that the SMEFP team has complete access to all relevant project data through quarterly

completion of DCFs (Annex 1AC). Failure to complete DCFs by the established deadline date will cause an interruption in grant payments and could, in extreme cases, cause termination of a grant award. The recipient will deliver all relevant materials, products, and /or services to the Senior Grant Administration Officer.

1.3.5c Amendments to Grant Agreements/Budget Reallocations

Written amendments of a minor or administrative nature, which do not change the obligated amount or the purpose of the grant and are satisfactory to the recipient will be made by appropriate SMEFP team member at the request of the Senior Grant Administration Officer. Any amendments that modify the program description, and/or impact the budget will be made with the written prior approval of JEDCO's board of directors.

Amendments will be made by either by formal modifications to the basic Grant Agreement (major amendments) or through an exchange of letters in the case of minor modifications.

1.3.5d Termination and Suspension

While the SMEFP team will work hard to ensure that all grantees are successful and compliant, reality indicates that there will be issues, which may require suspension or termination of a grant. Should there be an issue, which requires the SMEFP to suspend grant payments or terminate a grant, it will have full authority to do so. A recommendation in this regard will be made by the Senior Grant Administration Officer who is working with the grantee, and will include input from the Compliance and Finance Officers. Language must be included in the grant agreement giving JEDCO 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; and
- The portion terminated (in case of partial termination).

JEDCO and USAID shall also have the right to terminate the grant award unilaterally in extraordinary circumstances, such as the termination of the SMEFP due to lack of budget or shifting U.S. Government priorities.

1.3.6 Close-Out Phase

1.3.6a Close out process

All grants will be closed out in accordance with USAID guidelines (Annex 1Y) and close out documentation submitted to the Senior Grant Administration Officer. A meeting will be held with the recipient to review and determine that all grant activities and audits have been completed in accordance with the agreement, and that any financial and technical reports that are due will be submitted within 30 days of completion of the grant.

Closeout of cost reimbursement grants awarded is conducted in accordance with Guidance on Documentation and Close out Checklist (Annex 1Y). Within 30 days of completion of the entire activity

or all milestones, the recipient will provide a written certification that the activity for which this sub-grant was awarded has been fully completed.

Grant closeout for FOGs 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 this sub-grant was awarded was completed.

The recipient will submit a Grant Completion Report (Annex 1Z) to SMEFP within 30 days after completion of activities. His/her comments on the draft report will be consolidated and provided to the recipient for incorporation into the report. The amended report will then be presented as final. The following will be the format for the Grant Completion Report:

- **Technical Narrative** — This section will include:
 - A summary of the grant objectives and achievements, including but not limited to the specific indicators, targets and results for the grant.
 - A summary of the activity implementation process, lessons learned, and recommendations; and public dissemination process.
- **Financial Report** — Depending on grant type, this section will include:
 - Funds Reconciliation: Under Cost Reimbursement Grants the expenditures substantiated by the backup documentation should match the funds disbursed. The Recipient shall reimburse SMEFP for any differences between disbursements and approved expenditures.
 - Bank Reconciliation Report. For Cost Reimbursement Grants only.

The Senior Grant Administration Officer will acknowledge acceptance of the Grant Completion Report by issuing to the Recipient a Grant Completion Certificate (Annex 1Z), which upon joint signature by the recipient and the SMEFP serves to formally:

- Close the grant file
- Deem all obligations of both parties fulfilled, with the exception of JEDCO's right of inspection and the Recipient's on-going record-keeping obligation as per the Grant Award.

The grants staff is responsible for ensuring that the recipient has completed all requirements for closeout and will include information on grant closeouts in the Grants Tracking Tool.

1.3.6b Records Retention

As stated above, the SMEFP team will open a grant file for each award. The grant file will contain the essential documents to demonstrate that the grant was successfully completed and that funds were spent prudently with costs justified. Grant files will be maintained for at least three (3) years after the last payment rendered to the recipient under the grant.

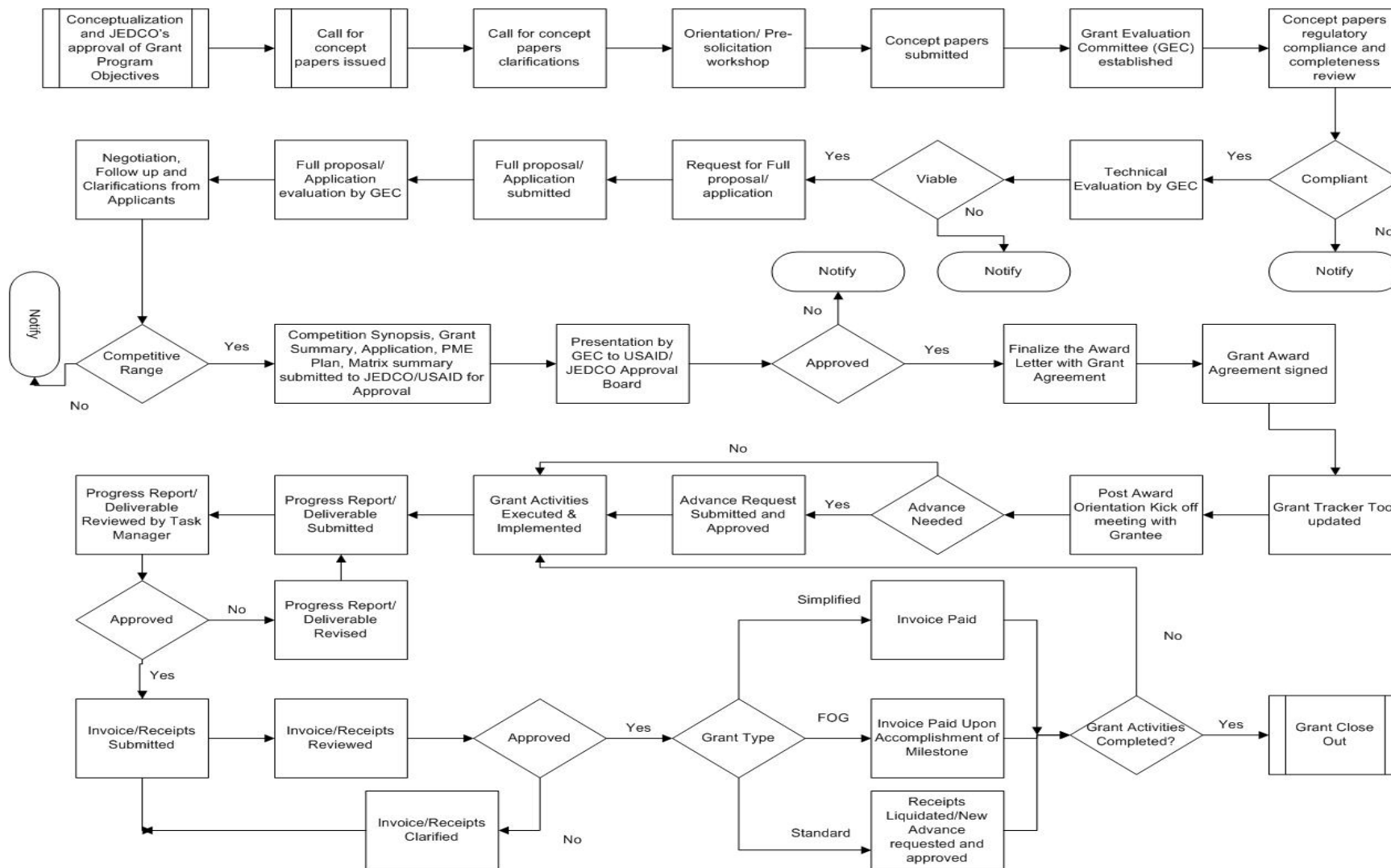
In order to prepare the grant files for closeout, the project will maintain an on-going official grant "Master File," which includes only the documents that need to be preserved in case of audit. This file will be clearly organized and easy to understand. An auditor with very little prior knowledge of the project should be able to quickly review the file and conclude whether the grant funds were used for

their designated purpose, whether systematic and competitive procurement procedures were used, and whether all funds were properly accounted for.

A checklist located in Annex 1X details the documents that the master file must contain and provides an explanation of how they should be filed.

JEDCO will act as custodian for USAID of all records relating to grants and will preserve all records with respect to its grant making and administration, including the deliberations of all Grant Evaluation Procedures. USAID will have full access to all JEDCO/SMEFP documents, and records with respect to its grant management responsibilities. If there remain any issues still pending with respect to the Grant beyond the 3-year period, the recipient will retain all records pertaining to the grant until such time that all issues are resolved. JEDCO or USAID and/or its representatives may audit the documentation retained by the recipient.

1.4 Grant Process Flow Chart



1.5 Grant Process Guidelines

Grant Stage	Activity/Task	Responsible Person	Involved/Notified Personnel	Tools/Templates/ Checklists	Timeline	
Establish	Develop a Concept for programmatic objectives (Identification of the sector, scope, and criteria)	Senior Grant Administration Specialist	<ul style="list-style-type: none"> JEDCO Steering committee JEDCO CEO SMEFP Manager Finance and Operation Lead G&TA Lead 	—	1 day	
	Develop an Advertisement/Solicitation notice	Communications and Outreach Team	<ul style="list-style-type: none"> SMEFP Manager Finance and Operation Lead G&TA Lead Compliance Officer Grant Manager 	Grant Advertisement/Solicitation Notice	1 day	
	Develop Call for Concept Papers document and Grant Information Packet	Senior Grant Administration Specialist	<ul style="list-style-type: none"> SMEFP Manager Finance and Operation Lead G&TA Lead Compliance Officer Grant Manager M&E Specialist Outreach Team 	<ul style="list-style-type: none"> Grant Recipient Guide Book Grant Information Packet/Call for Concept Papers Concept Paper Template 	5 days	
	Send Solicitation notice and grant information packet to USAID for feedback and comments.	Communications and Outreach Team			—	
	Publishing and Announcement of the advertisement/solicitation notice in the local media.	Communications and Outreach Team	<ul style="list-style-type: none"> Grant Manager Compliance Officer 	Grant Advertisement/Solicitation Notice	1 day	
	Upload Grant Information Packet on Website and distribution to other related parties	<ul style="list-style-type: none"> Communications and Outreach Team Senior Grant Administration 		JEDCO's Stakeholders distribution list	2 days	

Grant Stage	Activity/Task	Responsible Person	Involved/Notified Personnel	Tools/Templates/ Checklists	Timeline
		Specialist			
	Maintain electronic record on the solicitation notice and the list of Organization/Institution for distribution.			---	
	Respond to Call for concept papers Questions and clarifications	Senior Grant Administration Specialist or designee	<ul style="list-style-type: none"> • Technical and Financial Team • Compliance Officer • M&E Specialist 	e-mails, JEDCO SMEFP Header Template	3 weeks for reception and 3 days for responding
	Furnish prejudicial Call for Concept Papers clarifications to all prospective applicants Please clarify.	Senior Grant Administration Specialist or Designee	Outreach Team	e-mails, Website	
Apply	Conduct orientation/presolicitation workshop	<ul style="list-style-type: none"> • Senior Grant Administration Specialist • Technical and Financial Team 	<ul style="list-style-type: none"> • Outreach Team • Compliance Officer • M&E Specialist 	Orientation/Pre solicitation Presentation	30 days
	Assist the applicants in the development of their concept papers.	<ul style="list-style-type: none"> • Senior Grant Administration Specialist • Technical and Financial Team 		Concept Paper Template	
	Accepting and stamping of concept papers	Senior Grant Administration Specialist		—	
Review	Assign the Grant evaluation committee (GEC) to conduct evaluation	SMEFP Director	<ul style="list-style-type: none"> • Finance and Operation Lead • G&TA Lead 	—	
	Sign Conflict of Interest certification and Certification of Confidentiality by each GEC member.			<ul style="list-style-type: none"> • Conflict of Interest Certificate • Certificate of Confidentiality 	

Grant Stage	Activity/Task	Responsible Person	Involved/Notified Personnel	Tools/Templates/ Checklists	Timeline
	Conduct Regulatory compliance and completeness review (initial screening) of concept papers against eligibility criteria, eligible costs and activities and required certifications.	Senior Grant Administration Specialist Financial Evaluator	Compliance Officer	<ul style="list-style-type: none"> Grant Status Sheet Regulatory Compliance and Completeness Review Checklist 	
	Send rejection notifications to ineligible companies (concept papers)	Senior Grant Administration Specialist	SMEFP Manager	Rejection Notification Letter	
	Responding to objections/request for clarifications for ineligible concept papers	Senior Grant Administration Specialist	SMEFP Manager	e-mails, Official Letters	
	Distribute compliant concept papers on the GEC for technical evaluation	Senior Grant Administration Specialist		---	
	Conduct technical evaluation of the compliant concept papers (Primarily on the innovative nature, economic viability and potential impact and sustainability)	GEC	<ul style="list-style-type: none"> Compliance Officer Grant Manager M&E Specialist 	Concept Paper Technical Evaluation Criteria	
	Document minutes of meetings (MoM) of technical evaluation session	Senior Grant Administration Specialist		MoM Template	
	Send /rejection notifications to companies with non-viable concept papers	Senior Grant Administration Specialist	<ul style="list-style-type: none"> SMEFP Manager GEC 	Rejection Notification Letter	
	Respond to objections/request for clarifications for non-viable concept papers	Senior Grant Administration Specialist	SMEFP Manager	e-mails, Official Letters	
	Invite the applicants with viable concept papers to submit application/full	Senior Grant Administration Specialist		Invitation to Submit Full Application	

Grant Stage	Activity/Task	Responsible Person	Involved/Notified Personnel	Tools/Templates/ Checklists	Timeline
	applications				
	Receive full proposals/ applications from applicants with viable concept papers.	Senior Grant Administration Specialist		<ul style="list-style-type: none"> Application Form Budget Template 	
	Conduct financial, technical and environmental analysis of applications and conduct pre-award survey for the applicants			<ul style="list-style-type: none"> Re-Award Responsibility Determination Environmental Screening Form Grant Evaluation Document 	
	Prepare one page brief and rationale as why the application should be recommended for approval				One Page Rationale
	Circulate the application with the supporting documents on all GEC members prior to the evaluation session.			<ul style="list-style-type: none"> Application Form Budget Template Re-Award Responsibility Determination Environmental Screening Form Grant Evaluation Document One Page Rationale 	
	Conduct initial discussion among GEC members, discuss the rationale document and outline areas of concerns about the application				
	Document minutes of meetings (MoM) of extensive evaluation session	Senior Grant Administration Specialist			MoM Template
	Send request for clarification/presentation/follow up to applicants	Senior Grant Administration Specialist	<ul style="list-style-type: none"> GEC Compliance Officer M&E Specialist 		Request for Clarification Letter
	Receive clarifications from applicants and circulate the answers on the GEC for	Senior Grant Administration	<ul style="list-style-type: none"> GEC Compliance Officer 		e-mails and Official Letters

Grant Stage	Activity/Task	Responsible Person	Involved/Notified Personnel	Tools/Templates/ Checklists	Timeline
	consensus and approval	Specialist	<ul style="list-style-type: none"> M&E Specialist 		
	Conduct extensive evaluation of full applications, assign ratings individually against pre-established evaluation criteria and provide narrative explanation justifying the scores.	GEC	<ul style="list-style-type: none"> Compliance Officer Grant Manager M&E Specialist 	Grant Application Evaluation Criteria	
	Discuss scoring among plenary session as basis for consensus scoring exercise and final narrative explanation.	GEC	<ul style="list-style-type: none"> Compliance Officer Grant Manager M&E Specialist 	Grant Application Evaluation Criteria	
	Prepare the evaluation matrix summary and the competition synopsis and circulate the on GEC members for final approval			Grant Application Evaluation Matrix	
	Send rejections notification to applicants with low scoring evaluation (not within the competitive range).	Senior Grant Administration Specialist	SMEFP Manager	Rejection Notification Letter	
	Respond to objections/request for clarifications for low scoring applicants.	Senior Grant Administration Specialist	<ul style="list-style-type: none"> SMEFP Manager Financial Evaluator 	e-mails, Official Letters	
	Develop grant summary, evaluation document and grant award recommendations and circulate on GEC members for final approval	Financial Evaluator	<ul style="list-style-type: none"> GEC Compliance Officer Grant Manager M&E Specialist 	<ul style="list-style-type: none"> Grant Evaluation Document Grant Summary Sheet 	
	Send notification to USAID and JEDCO's Approval Board for Grants Review Meetings with related documents	SMEFP Program Manager	<ul style="list-style-type: none"> GEC Grant Manager JEDCO's CEO 	e-mail	
	Conduct presentation for each proposal to JEDCO's Approval	<ul style="list-style-type: none"> Technical Evaluator 	<ul style="list-style-type: none"> GEC Grant Manager 	<ul style="list-style-type: none"> Grant Presentation Template Grant Summary Sheet 	

Grant Stage	Activity/Task	Responsible Person	Involved/Notified Personnel	Tools/Templates/ Checklists	Timeline
	Board/USAID to seek approval	<ul style="list-style-type: none"> Financial Evaluator 	<ul style="list-style-type: none"> M&E Specialist Compliance Officer 	<ul style="list-style-type: none"> Grant Evaluation Document 	
	Document the minutes of the deliberations of the JEDCO's Approval Board	Senior Grant Administration Specialist	<ul style="list-style-type: none"> Technical Evaluator Financial Evaluator 	MoM Form	
	Send notification to companies with the result of JEDCO's Approval Board review (Awarded or rejected or request for further information)	Senior Grant Administration Specialist	SMEFP Manager	<ul style="list-style-type: none"> Rejection Notification Letter Form Grant Awarding Letter 	
Award	Open grant master file for each award for record retention	Senior Grant Administration Specialist		File Documentation Checklist	
	Update the grant database (tracking tool) with all needed information	Senior Grant Administration Specialist		Grant Tracking Tool	
	Prepare the grant agreement and award packet.	Senior Grant Administration Specialist	<ul style="list-style-type: none"> Financial Evaluator Technical Evaluator Compliance Officer M&E Specialist Outreach Team 	Grant Agreement	
	Notify and discuss any special award conditions with the Recipient.	Senior Grant Administration Specialist	<ul style="list-style-type: none"> Financial Evaluator Technical Evaluator Compliance Officer M&E Specialist Outreach Team 	Special Award Conditions Notification Letter	
	Sign the grant agreement with all related annexes from Recipient& JEDCO	JEDCO CEO	<ul style="list-style-type: none"> SMEFP Manager 	Grant Agreement	
	Conduct post award orientation session with Recipients to clarify roles and	Senior Grant Administration	<ul style="list-style-type: none"> Account Manager Procurement Officer 		

Grant Stage	Activity/Task	Responsible Person	Involved/Notified Personnel	Tools/Templates/ Checklists	Timeline	
	responsibilities; implementation mechanisms and guidelines	Specialist	<ul style="list-style-type: none"> Compliance Officer M&E Specialist Outreach Team 			
Managing and Execution	Publish awarded grants on JEDCO's website	Outreach Team	<ul style="list-style-type: none"> Grant Manager 			
	Monitor the implementation and execution and progress of grant activities (this entails monitoring plan, which specifies the schedule for delivery of progress and final reports, payment requests, site visits, meetings, evaluations and audits)	Account/Task Manager Senior Grant Administration Specialist	<ul style="list-style-type: none"> SMEFP Manager M&E Specialist Procurement Officer Compliance Officer 	<ul style="list-style-type: none"> Monitoring/Site visit Report Progress Performance Report Template (Monthly, Quarterly, Semi-annual Report) Data Collection Form 		
	Receive and Process requests for reimbursements from Recipient	Senior Grant Administration Specialist	Account Manager		Budget Expenditure Sheet (From Grant Agreement)	
	Update grant budget tracking tool	Senior Grant Administration Specialist			Grant Tracking Tool	
	Receive and Process the grants award amendments requests	Senior Grant Administration Specialist	<ul style="list-style-type: none"> Account Manager SMEFP Program JEDCO Steering Committee 		Grant Amendment Exchange of Letters	
	Process grant terminations	Senior Grant Administration Specialist	<ul style="list-style-type: none"> JEDCO CEO SMEFP Manager Account Manager Compliance Officer 		Grant Termination Letter	
Close Out	Meet with Recipient to review and determine that all grant activities and audits have been completed and all financial and technical reports were submitted.	Senior Grant Administration Specialist Account/Task Manager	Compliance Officer		Grant Agreement	

Grant Stage	Activity/Task	Responsible Person	Involved/Notified Personnel	Tools/Templates/ Checklists	Timeline
	Reconcile grant budgets	<ul style="list-style-type: none"> Senior Grant Administration Specialist Account/Task Manager 	Accountant	Grant Budget	
	Receive, review and approve Grant completion reports	<ul style="list-style-type: none"> Senior Grant Administration Specialist Account/Task Manager 		Grant Completion Report	
	Issue the grant completion certifications	Senior Grant Administration Specialist	Account/Task Manager	Grant completion certification	
	Update the grant tracker tool	Senior Grant Administration Specialist	Account/Task Manager		
	Close grants and request records	Senior Grant Administration Specialist	Account/Task Manager	Grant Documentation and Close Out Checklist	

Section 2: Technical Assistance

Overview

One of JEDCO's primary responsibilities under the SMEFP will be to provide both pre and post-award technical assistance (TA) to SMEs that request it. While many of the SMEFP's grant recipients will utilize this TA, it will not be limited exclusively to SMEFP grantees. Rather, TA will be offered to any firm that wishes to utilize JEDCO's internal or external TA to increase its capacity to access financing, which will result in the growth of jobs, increase in revenues, enhancement of exports, or generation of investment. Providing TA will also be integral to our ability to prepare companies for expansion or entrepreneurs for startup of operations, as well as to assist SMEFP grant recipients in successfully executing their projects.

For both pre and post-financing TA, the SMEFP team will work with a vetted group of providers, who will be matched with companies, entrepreneurs, or recipients to provide demand-driven assistance. In the case of pre-financing TA, this may include standard Business Development Services (BDS), such as the creation of business plans, marketing strategies, and financial models, as well as assistance in human resources or communications. In terms of post-financing, TA may focus on specialized certification, market access assistance, or special uses for equipment. In either case, the SMEFP Grants and TA Team, will contract with the appropriate provider using a transparent process outlined within the SMEFP Operations Manual. The Operations Manual will discuss the two types of TA we will offer, and how it will be administered.

2.1 Technical Assistance Types

2.1.1 Overview

As stated above, JEDCO will offer two types of TA through the SMEFP, namely pre and post-financing, both of which are described here:

Pre-Financing TA

Through a cadre of vetted and qualified TA providers, JEDCO will offer pre-financing TA to those companies, which request it. The purpose of this TA is to assist SMEs in accessing financing for their projects, whether or not this includes a grant through the SMEFP. No recipient of pre-financing TA is guaranteed a grant, and none are required to apply for a grant to take advantage of the TA. In the pre-financing phase, the TA will focus on standard BDS, such as:

- Identification of a company's financial needs and the best structure for a potential project;
- Preparation of business plans or feasibility studies;
- Preparation of credit reports and files;
- Creation and/or compilation of financial reports and plans and other reports required by financial institutions to access credit; and/or
- Preparation of grant applications for the SMEFP or other mechanisms.

Post Financing TA

TA will also be provided to firms who have already received or will receive financing and who request assistance in ensuring implementation of specific activities such as:

- Development of internal systems (financial and accounting, costing, production, and MIS);
- Business/product accreditation and certification;
- Product design;
- Factory layout, time and motion studies;
- Marketing research and plans; and
- Procurement of software systems that will further its business objectives.

TA Providers/Qualifications

In order to ensure the quality and timeliness of both types of TA, JEDCO's SMEFP team will require potential providers to attend a 6.5 day "Linkages Program", which will provide information on the Program's templates, structure, and requirements. This workshop will include a post-assessment to establish a quality baseline for pre-financing TA and a score of 80% or above on the assessment will be required for a vendor to be considered as a TA provider. Both companies and individual consultants will be eligible for inclusion on the TA providers list. In some cases, SMEFP or JEDCO staff members may provide TA if their expertise is required.

The Linkages Program will mostly apply to the provision of BDS, which will include the following analysis on the part of providers when they are working with SME clients:

- Quantify an idea for the creation or expansion of a business, product, service line, or market;
- Assessment of market demand;
- Determine the legitimacy of this idea and the merits of moving forward;
- Develop a specific strategy (business plan) to highlight the strategic, operational, marketing, and financial aspects of the business, product, service line, or market; and
- Access financing to launch or expand the business, product, service line, or market.

The Linkages Program will focus on the following skills that will be required for SMEFP TA providers:

- Knowledge of the documents required by financial institutions, venture capital funds, and other sources of capital in order to ensure quality and timely delivery of BDS;
- Development of templates and/or design mechanisms for BDS, which will comply with these requirements;
- Capacity building for individuals and companies to provide BDS utilizing the templates provided in order to ensure quality, timeliness, cost, and efficiency through "certification" of providers with which it will contract through this program;
- Linkage of BDS to a grant or financing mechanism, which requires not only financial and technical participation by JEDCO, its BDS providers, and financial institutions, but by the entrepreneurs and/or MSMEs themselves;

- Creation of demand for BDS by utilizing the financial sector as a catalyst. In other words, working with banks and other financial institutions to structure lending requirements in such a way as to promote the need for BDS;
- Establishment of JEDCO as a provider of training and support to potential BDS providers, as well as in the creation of linkages between potential clients (entrepreneurs and MSMEs) and potential providers (usually private sector companies);
- Evaluation of BDS quality by surveying clients and monitoring KPI's, which focus on quantifying the impact of these services.

In short, the SMEFP Linkages Program will:

- Ensure that potential BDS providers understand all facets of the USAID-funded SME Grant and TA Program,
- Ensure that potential BDS providers understand financial institution/program requirements relative to lending,
- Develop a transparent referral program to link BDS providers with potential clients, and
- Put in place an evaluation program to measure the impact of BDS provided on the ability of JEDCO Recipients or TA Recipients to access additional capital.

Once they have successfully completed the Linkages Program, the TA providers must:

- Sign a quality and ethics statement, which will outline each BDS provider's responsibility to promote transparency and provide the highest quality deliverables.
- Provide semi-annual reports on the technical assistance and/or BDS provided using JEDCO's report template and KPI matrix.
- Agree to meet with JEDCO leadership quarterly to evaluate the effectiveness TA and BDS efforts and make corrections if necessary.

The SMEFP will solicit technical assistance and/or BDS services from "Linkage" program participants through a transparent procurement system, which includes:

- Negotiation and initiation of fixed-fee contracts for the provision of technical assistance and/or BDS. The contracts will be capped at a specific JD/dollar amount and LoE, which cannot be exceeded without written approval by both JEDCO and USAID.
- Identification of the technical assistance and/or BDS to be provided in order to ensure a customized BDS approach for each client.
- Linkage of BDS providers with clients based on a rotating system. Since all providers will be under fixed-fee contracts and will be able to provide customized services using JEDCO's methodology, clients will be assigned based on a rotational basis.
- Development of an agreement between JEDCO, the BDS provider, and the client as to the nature and scope of services to be provided, the responsibilities of each party, the timeline, and the deliverables to be produced.

Before any potential recipient can access TA under the SMEFP, the firm must meet our eligibility requirements, which are discussed below.

2.2 Technical Assistance Eligibility

2.2.1 Eligible Organizations

The eligibility requirements for organizations to receive pre or post-financing TA will be the same as noted in section 1.2.1 of this manual. In-eligible organizations are likewise consistent with those listed in section 1.2.2.

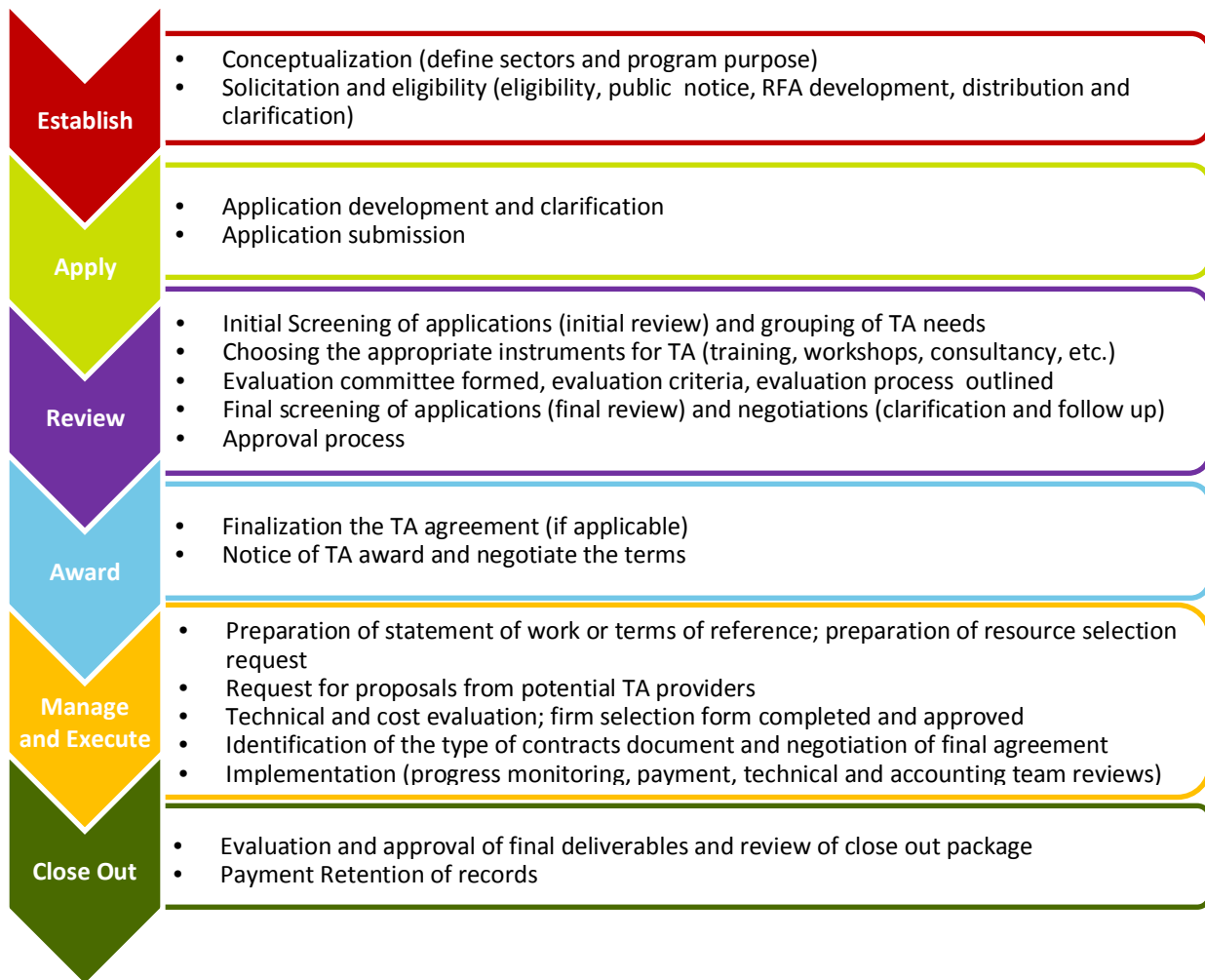
2.2.2 Requesting Technical Assistance

Under the SMEFP, TA will be provided through specific solicitation cycles during which SMEs may apply for specific types of TA, either pre or post-financing. As a general rule, independent requests for TA will not be addressed and requestors will be asked to apply during the next announced cycle. The only exceptions will be grantees that require specific post-award TA that falls outside the scope of a particular solicitation. All exceptions will be documented through a letter from the SMEFP Project Manager, which outlines the nature of and reason for the exception.

Once TA requests are received in a particular cycle, they will be reviewed by the Grants and TA Lead, who will assign a Technical Assistance Officer to meet with the potential recipient to determine the nature and scope of the request. If the request is deemed feasible in terms of budget and timing, a multi-phased process will be initiated to provide the TA. The following is an explanation of that process:

2.3 Technical Assistance Phases

The following chart represents the Technical assistance life cycle; each phase will be discussed and explained in full detail.



2.3.1 Establish Phase

All TA under the SMEFP will be awarded competitively through a transparent process described in Section 3 of this manual. Competition will be full and open, including but not limited to a published Request for Applications (RFA), which outlines the scope of the TA to be provided, the criteria, and timing, along with specific regulations associated with the particular program and/or service. Templates will be provided to all interested parties so that their submissions will be received in the required format for processing. Recommendations for awards will be made following an impartial review and evaluation of all applications.

2.3.1a Conceptualization

JEDCO will develop a concept for each TA RFA, which includes the identification of the sector, scope, and criteria that will apply to the specific program. In most cases, the TA program will mirror an upcoming grant solicitation program, in order to lay the groundwork for the creation of concept papers.

2.3.1b Solicitation / Public Notice

The SMEFP's TA programs will be advertised in order to elicit the maximum number of applications from Jordanian SMEs. In doing so, the SMEFP Communications and Outreach Team will focus on targeted newspapers within and outside Amman, as well as electronic media and postings on JEDCO's website. The Communications and Outreach Team will maintain a historical record of all RFAs by collecting samples for the file. Because the SMEFP is funded by USAID, the Communications and Outreach Team Lead will correspond with USAID as to the content, branding, and date of the RFA. USAID will also have the opportunity to review and comment on any RFAs prior to their publication.

The RFA (Annex 2A) will include but not be limited to the following:

- A statement to the effect that the program is authorized in accordance with the US Foreign Assistance Act;
- The technical assistance program solicitation number;
- A description of the SMEFP;
- The scope of the advertised program and the requirements for submission of an application.
- Eligibility and non-eligibility requirements of applicants;
- Minimum and maximum amounts of potential TA assistance;
- The deadline for submission of applications;
- Information on where to obtain a copy of the technical assistance program information packet and other relevant information; and an
- Overview of the evaluation process

In addition to being published through media outlets highlighted above, the RFA will also be distributed to organizations/institutions, which have direct involvement in the Program's area of focus (sector, region, etc.) in order to maximize distribution potential.

Unsolicited applications or those which do not fit the criteria for a specific, advertised TA program will not be accepted.

2.3.1c Technical Assistance Information Packet/Request for Application (RFA)

All respondents to the RFA for a specific technical assistance program under the SMEFP will be provided within twenty-four hours (if during the work week), a packet (Annex 2B) containing but not limited to the following information:

- A summary of the program requirements;
- The eligibility criteria;
- A general description of the proposed program;
- How the award will be administered;
- An estimate of funds available and number of awards to be issued;
- The required cost share;

- Application and budget templates;
- Instruction-guide for preparing the proposal stating the required number of copies, the mode of submission, the place of submission and the process for seeking clarification, deadline for submission;
- The technical and financial criteria, which will be used to evaluate applications and proposals in order to select potential awardees;
- Expected duration of JEDCO support or the period of performance;
- Consequences of late submission;
- Point of contact, including name, title, address and phone number;
- Statement to the effect that JEDCO reserves the right to fund any or none of the applications submitted; and
- Any other relevant information that is germane to the specific technical assistance program.

2.3.1d Distribution of Technical Assistance Information Packets

The SMEFP Communications and Outreach Team will post the technical assistance information packets containing the RFA on JEDCO's website and will also distribute them to interested parties through identified and appropriate means, including but not limited to disbursement by JEDCO team members during site visits to governorates, through a program information workshop, and/or scheduled information packet disbursement process.

2.3.1e RFA Clarification/Questions

Questions received from interested parties relative to any aspect of the TA program will be answered and/or clarification provided no later than one week prior to the closing date for submission of applications for a particular a TA cycle. This will be the case even if the program deadline has to be extended to account for this. This will ensure that all applicants have sufficient time to address any questions they may have concerning the RFA.

Thereafter, any remaining questions will be received and addressed in writing within twenty-four hours of their receipt (assuming they are received during the work week). Any information given to a prospective applicant in response to a question concerning the RFA will be furnished to all prospective applicants as an amendment to the RFA, if the lack of such information will be prejudicial to other applicants.

2.3.2 Application Phase

2.3.2a Development of Applications

Prior to the program's submission deadline, potential TA recipients will develop applications, which outline their TA requirements. The applications will be prepared utilizing a template (Annex 2C), which will be provided as part of the technical assistance program information packet. Applications in the appropriate format and which meet all eligibility criteria will be reviewed by the Technical Evaluation Committee (TEC) for recommendations. The TEC will have the right to reject any application at its discretion.

2.3.2b Submission of Applications

The deadline for submission of TA applications will be outlined in the RFA, as well as within the technical assistance program information packets. In no case will the deadline be less than two weeks after the date of the published advertisement/solicitation announcement and may be delayed if JEDCO believes significant questions/clarifications should be addressed within 1 week in accordance with the policy noted above. Applications will be time and date stamped when received, and the submitter will receive written confirmation of its receipt in accordance with the deadline. Applications will be required in soft copy form, but hard copies may also be required at JEDCO's discretion. No applications will be considered if they are not submitted by 4:00 p.m. on the deadline date in the required format.

2.3.3 Review/Evaluation Phase

2.3.3a Initial Screening

Upon receipt of the applications, the SMEFP's assigned Technical Assistance Officer, in conjunction with financial and technical evaluators will review them to ensure that they meet the basic eligibility criteria (Annex 2D). Only those applications that meet the criteria, are received by the deadline and are presented in the proposal format will be forwarded to the TEC for consideration.

Notification (Annex 2E) that the application doesn't meet the minimum criteria for eligibility will be made in writing within one week of submission, specific reasons will be provided as to why this is the case. Applicants may re-submit applications taking into account these reasons as long as the resubmission is received by the date information are provided to the members of the TEC.

Should an applicant feel their application was not fairly assessed by the TEC, he/she may submit a written request for clarification within ten days of the decision. The Technical Assistance Officer will explain in writing the basis for the decision. Clarification will be provided no later than 30 days after the written request is received.

2.3.3b Technical Evaluation Committee (TEC)

The TEC will include Financial and Technical Evaluators appointed by JEDCO's CEO in consultation with the SMEFP Program Manager. USAID representatives may attend the evaluation sessions as observers (if required).

The TEC will evaluate the applications according to the criteria stated in the Request for Applications (RFA). TEC members must keep selection information and applicant proprietary data confidential.

TEC members must possess the requisite technical knowledge or expertise to evaluate the technical merit of the applications. The TEC members, except for the USAID representative, should be JEDCO staff members with no ties to any of the potential Recipients and compliant with the Conflict of Interest requirements outlined in this manual. As in the case of the GEC, the SMEFP Program Manager will chair the TEC and the M&E and Compliance Officers will be ex-officio members, providing advice and technical support to TEC members.

The SMEFP Grant Program Manager will take all appropriate steps to ensure that TEC members do not have conflicts of interest with the organizations whose applications are being reviewed.

2.3.3c Conflict of Interest

The conflict of interest rules for TA apply equally for grants. Please see section 1.3.3c for an overview of what is considered to be conflict of interest.

2.3.3d Evaluation Criteria

The competency, suitability, and capability of eligible TA applications will be evaluated based on pre-established criteria (Annex 2F). The evaluation may entail interviews, background research, and/or solicitation of additional information.

The TEC may consider the following illustrative criteria during the evaluation process:

- The nature of the TA;
- The potential impact the TA will have on the development of an overall project for financing or the implementation of a current project;
- Technical merits of the proposed TA;
- The proposed project's impact in terms of job creation, revenue enhancement, and/or export increases;
- The proposed project's cost effectiveness and realism;
- The applicant's utilization of TA to initiate effective projects;
- The proposed project's potential for innovation;
- The proposed project's viability from an environmental, cultural, economic, and resource management perspective;
- The proposed project's ability to deliver services in an equitable and transparent manner within the targeted groups/communities and incorporate gender concerns;
- The proposed project responds to a demonstrated need;
- Proposed activity is in compliance with USAID and JEDCO's environmental regulations and guidelines;
- Financing needs identification;
- Readiness to approach banks;
- Loan Guarantee Fund (LGF) criteria are being met

2.3.3e Evaluation Process

The TEC will group the TA applications according to their needs in order to select the appropriate mechanism for providing TA (Trainings, Workshops, Consultancy, etc.). The TEC will rank the applications based on the selection criteria described in the RFA. A numerical scoring system will be developed in order to reduce the subjectivity involved in vetting applications.

In addition, TEC members will remain cognizant of any perceived or actual ethical issues related to the evaluation, the evaluation criteria and how they are to be applied, how the scoring system will be applied, and any administrative and logistical issues.

During the evaluation process, each member of the TEC will assign ratings using the agreed-upon criteria. These ratings will be discussed at a joint session after which a composite rating will be developed. Based on this rating a list of applicants within the competitive range (70 and above) will be identified after which the TEC will select those that will be recommended for TA.

2.3.3f Clarification and Follow-Up Issues

During the review of the applications, the TEC may raise certain questions for clarification or outlined areas of concern relative to the application, technical approach, or financial viability.

These questions and issues will be recorded and the Technical Assistance Officer will follow up with the potential recipient to ensure they are addressed to the TEC's satisfaction (Annex 2I). This will result in a written response to all questions, issues, or concerns. This should take no longer than one week.

2.3.3g Short-listing of High Scoring Applicants

As stated above, upon reviewing the applications under a particular TA program, the TEC will score each according to the established criteria. Applications with score of 70% or above will be forwarded to an Approval Committee (see 2.3.3h).

If an application receives a score less than 70%, an e-mail and/or letter (Annex 2E) will be provided by JEDCO to the applicant within one week after the TEC meeting advising the companies/organizations of the reason(s) for this decision. Resubmission of the applications will be permitted at a later time if they fall within the scope of another SMEFP grant or TA program.

As stated above, should an applicant feel his/her application was not fairly assessed by the TEC, he/she may submit a written request for clarification within ten days of the decision. JEDCO will explain in writing the basis for the decision. Clarification will be provided no later than 30 days after the written request is received.

2.3.3h Approval Process

Once the TEC recommends a list of applications for a TA support, the financial evaluator will prepare a matrix listing the score of each application, a brief narrative explaining the scoring for each, and a recommended technical assistance amount. This matrix will be circulated to the TEC members for final approval. The approval for all technical assistance support, regardless of their amounts, will be made by an Approval Committee consisting of JEDCO's CEO, the SMEFP Program Manager, the Compliance Officer, and the assigned Technical Assistance Officer. USAID will be informed of the recommendations/approvals anticipated by the Approval Committee before recipients are notified. If it desires, USAID may appoint an observer to the TEC.

2.3.4 Award Phase

Based on JEDCO's determination of TA awards as outlined above, the Financial Evaluator will notify in writing both those recommended for award (Annex 2J), along with those the TEC did not recommend. In the latter case, the notification will indicate the reason(s) why the application was not accepted (Annex 2E). Resubmission of the application will be permitted at a later date if the company/organization is an eligible entity and if the purpose for which the technical assistance was submitted is consistent with JEDCO's SMEFP objectives.

Once an application/proposal is approved, it will be entered into the appropriate tracking tools. The SMEFP Finance and Compliance Teams will establish a TA Database in Microsoft Access or Excel, in order to keep track of the type, status and value of activities for records, reporting, and outreach requirements. The database will also have information on type of TA, amount in U.S. dollars and local currency, description, background, justification, objectives, recipients, impact, deliverables, reports, coordination, recipient information, program categories, cross cutting themes, and special instructions. In addition, it will be included in the SMEFP Monitoring and Evaluation matrix, which will track its progress against planned results. Each recipient will be required to complete a DCF quarterly to track the impact of his/her project against the SMEFP's performance indicators. For more information on these indicators, please consult the Performance Monitoring Plan.

JEDCO/SMEFP staff will conduct a post award orientation with the recipient in order to clarify the roles and responsibilities. The meeting will include review of the regulations and procedures for TA administration, implementation and execution, as well as data collection for M&E purpose.

2.3.5 Technical Assistance Administration (Management and Execution) Phase

The assigned Technical Assistance Offer or his/her designee will monitor the ongoing implementation of the TA. This will include assisting the recipient in selecting a TA provider from the vetted list of firms certified to provide this assistance under the SMEFP, to the monitoring of the TA in progress. The specific nature and extent of this monitoring will vary from award to award. It can range from reviewing and analyzing performance reports or performing site visits to more technically developed involvement for high-risk recipients.

2.3.5a Prepare Statement of Work

Upon identification of the TA requirements that cannot be filled by existing SMEFP staff specialists, the Technical Assistance Officer will work with the recipient to develop a Statement of Work for the specific TA intervention required.

The Statement of Work (Annex 2K) will include the following:

- **Business Case:** what's the need for this technical assistance?
- **Expected Results:** what are the results that will come out of this assignment to address that need?
- **Specific Tasks and Level of Effort:**
 - What tasks must be completed to achieve the expected results
 - Provide detailed breakdown of work days by task
 - If multiple resources, indicate which tasks will be completed by which person on which trip
- **Deliverables:** what will the outputs be from performing these tasks?
- **Required Counterpart/Stakeholder Input:** what are the necessary inputs for a successful outcome?
- **Required Skill Set(s):** what experience must the consultant have to successfully perform the specific tasks?
- **Qualifications of Proposed Personnel:**
 - Completed after candidate is selected

- Summarizes candidate’s match to the required skills
- **Policies and Procedures:** standard language
- **About JEDCO and the SMEFP Program:** general background information

2.3.5b Selection of Sub-contractor

In order to ensure commitments to JEDCO’s team of vetted service providers and to ensure the transparency of the selection process, the following process will be used to match TA providers with recipients (based on the needs identified through the statement of work [SOW]):

- Identify the list of prospective providers (organizations or individuals) that can fulfill a specific TA need;
- Request cost and technical (including CVs) proposals from the prospective contractors based on the statement of work that was developed earlier. The proposals must be submitted within 5 days for consideration. If the contractor does not submit a suitable candidate in a timely manner, inform them you will be approaching another contractor.
- Evaluate the cost and technical proposals using the evaluation matrix, taking into consideration the following:
 - Compare candidate’s CV against the required skill set in the SOW;
 - Conduct an in-person or telephone interview with preferred candidate to confirm suitability if required;
 - As needed, obtain counterpart concurrence.
- Select resource and document the choice with Resource Selection Validation Form (Annex 2L: Resource Selection Validation Form);
- Seek the approval from the SMEFP Program Manager;
- Further elaborate draft SOW jointly with subcontractor to gain a new perspective and gain their buy-in to the approach; reach agreement on approach/tasks and LOE;
- Identify type of contracts document and start the implementation.

2.3.5c Progress Monitoring during Implementation

The Technical Assistance Officer or his/her designee will meet with the TA recipient and provider on a weekly basis to review work status. This will allow for immediate corrective action if the provider and/or recipient are off track. In addition, the Technical Assistance Officer will put in place the following structural review:

- The Technical Assistance Officer reviews and provides in-depth feedback;
- Then the consultant revises the deliverable;
- Recipient reviews and provides feedback; and
- Then the consultant finalizes the deliverable.

2.3.5d Payment

Invoices from TA providers will be forwarded to the Technical Assistance Officer along with the final deliverable(s). The Technical Assistance Officer will review both the invoice and deliverable(s) for accuracy and quality and if acceptable he/she will forward it to SMEFP's Finance Manager with a recommendation for payment. In doing so, he/she will make this recommendation in the form of a payment request coversheet (Annex 2M). The review is documented on the invoice coversheet along with deliverable and payment checklist (Annex 2N), which must accompany the payment request as it is processed by the Finance Team. The specifics of the review and payment process are the following:

2.3.5e Technical Team Review

The Technical Assistance Officer will do the following before recommending payment:

- Deliverables – Ensure that the TA provider has completed and submitted all the required deliverables and progress and other periodic reports in support of the activity. The Technical Assistance Officer will verify that the reports have been received and meet the approved SOW requirements.
- Expenditures – Review the expenditures to be sure they:
 - Are clearly tied to the SOW/TOR and within the SOW/TOR timeframe; and
 - Conform to the line items within the SOW budget.

2.3.5f Accounting Team Review

The Finance Team (Finance Officer) will answer the following questions in the affirmative before authorizing payment:

- Is there a signed agreement in place between JEDCO/SMEFP and the contractor?
- Is the request within the agreement timeframe?
- Is the request within the agreement budget? Are they getting close to the subcontract ceiling? If yes, have the required notifications been sent?
- Does the invoice contain the required disclaimers?
 - Are there timesheets, if applicable, for the appropriate period?
 - Is the documentation in English?
 - Are any procurement of the professional and technical services supported by evidence of appropriate competition? (Such as procurements over US\$500 are accompanied by at least 3 offers; there is clear selection justification if the subcontractor did not choose the lowest price vendor).
 - If invoices are in Arabic, have they been translated into English?
- For personnel costs, does the documentation contain the following:
 - First time request: CVs, signed bio-data
 - Timesheets showing hours and activity to which the time pertains
 - Evidence that the personnel have received the claimed payment

- Monthly personnel Level of Effort (LOE) tracker to confirm the rates and number of days/hours worked by each personnel JEDCO/SMEFP is covering.
- For travel and transportation costs, does the documentation contain the following:
 - Tickets and boarding passes
 - Hotel receipts
 - Verification against maximum per diem rates
- Tax exemption. The team also ensures that SMEFP does not reimburse the contractor for any taxes or duties from which SMEFP is exempt.

2.3.6 Close-Out Phase

TA support will be closed out in accordance with SMEFP's guidelines and close out documentation will be submitted to USAID. A close out meeting will be held with the recipient and the TA provider to review and determine that all technical assistance activities and audits have been completed in accordance with the agreement, and that any financial and technical reports that are due will be submitted within 30 days of completion of the technical assistance.

The Technical Assistance Officer is responsible for ensuring that the contractor has completed all requirements for closeout and shall include information on technical assistance closeout in the monthly report of technical assistance activities.

2.3.6a Record Retention

As stated above, the SMEFP team will open a TA file for each award. The file will contain the essential documents to demonstrate that the TA intervention was successfully completed and that funds were spent prudently with costs justified. TA files will be maintained for at least three (3) years after the last payment rendered to the recipient under the grant.

In order to prepare the grant files for closeout, the project will maintain an on-going official TA "Master File," which includes only the documents that need to be preserved in case of audit. This file will be clearly organized and easy to understand. An auditor with very little prior knowledge of the project should be able to quickly review the file and conclude whether the TA funds were used for their designated purpose, whether systematic and competitive procurement procedures were used, and whether all funds were properly accounted for.

A checklist located in Annex 2X details the documents that the master file must contain and provides an explanation of how they should be filed.

JEDCO will act as custodian for USAID of all records relating to TA and will preserve all records with respect to its grant making and administration, including the deliberations of all TA Evaluation Procedures. USAID will have full access to all JEDCO/SMEFP documents, and records with respect to its TA management responsibilities. If there remain any issues still pending with respect to the TA beyond the 3-year period, the recipient will retain all records pertaining to the TA until such time that all issues are resolved. JEDCO or USAID and/or its representatives may audit the documentation retained by the recipient.

Section 3: Goods/Services Procurement

Overview

Under the SMEFP, JEDCO and its grantees will procure a plethora of goods and services, requiring that specific processes be put in place to ensure compliance with best practices. JEDCO's procurement procedure is outlined in its Personnel and Operations Manual, of which every SMEFP team member receives a copy. This section, therefore, is devoted to overarching procurement principles which will apply to our grantees. These principles mirror JEDCO's own procurement policy in many ways, but also include certain USAID requirements as part of its funding of the SMEFP. In order to ensure full understanding of best practices in procurement, we will begin with a discussion of guiding principles, to which both SMEFP team members and grantees should adhere.

3.1 Guiding Principles of Procurement

When you initiate a purchase, you must ensure that you have:

- Identified a legitimate need for the purchase;
- Defined the procurement in a manner that allows potential bidders to effectively bid to provide products with the same specifications;
- Negotiated purchases in a manner compatible with SMEFP requirements and have selected the qualified vendor/bid that offers the best value for the client;
- Ensured that purchases are consistent with contract/grant agreement requirements;
- Documented each transaction;
- Received the required approvals;
- Complied with the Conflict of Interest and Code of Ethics statements in this document;
- Dealt with vendors professionally, impartially, and fairly;
- Received and inspected purchases before acceptance; and
- Marked, inventoried and disposed of the purchased items.

3.2 Conflict of Interest

As stated earlier in this manual, JEDCO takes real or perceived conflict of interest very seriously. All SMEFP financial staff should therefore refer to section 1.1.3 for the definition of and guidance on avoiding conflict of interest.

3.3 Code of Ethics

Transactions related to the expenditures of public funds require the highest degree of public trust, confidence, and impeccable standards of conduct. Individuals receiving JEDCO grant funding should

conduct business in a manner that is consistent with the goals of JEDCO and USAID, including the following:

- Procurement decisions will be made with integrity and objectivity, free from any personal considerations or benefits;
- JEDCO/SMEFP grant recipients and employees will not solicit or accept, directly or indirectly, any gift, favor, entertainment, loan or anything of monetary value from anyone maintaining a business connection with JEDCO;
- Purchasing activities will be conducted in a professional manner;
- All qualified vendors will be given equal opportunity to compete for procurement of goods and services under JEDCO/SMEFP grants;
- Purchasing decisions will be made on reasonable assessments of quality, service, competitive pricing, and technical qualifications;
- Efforts will be made to maintain positive and professional relations with vendors;
- Business will be conducted in good faith and disputes resolved quickly and equitably;
- Vendors doing business with recipients will be held to standards promoting sound and ethical business practices.

3.4 Procurement Standards

The following procedures apply both to grantees and JEDCO personnel and are outlined in Annex 3A and 3B:

- Any purchases of good and/or services over \$3,000 will require solicitation of at least three offers/quotations and the establishment of criteria to evaluate the offers. Unnecessary items will not be purchased. The only exception will be if there are not at least three firms that offer the good and/or service or if firms, which do offer the good and/or service choose not to submit an offer/quotation;
- Where appropriate, the recipient will conduct an analysis to determine whether leasing or purchasing alternatives are the most economical and practical means of obtaining the required goods and/or services; and
- A price or cost analysis will be conducted for each procurement action. This analysis will be conducted in various ways depending on the nature of the action. Analysis of offers will be the baseline for the analysis, but it may also include comparison of offers to market rates and analysis of discounts. The analysis is necessary to determine whether or not procurement costs incurred are reasonable, allocable, and allowable.

3.5 Allowable Costs/Eligibility Rules for Goods and Services

Expenses incurred by recipient must meet the following criteria in order to be eligible for reimbursement:

- **Reasonable Cost:** Means those costs which are generally recognized as ordinary and necessary and would be incurred by a prudent person in the conduct of normal business.
- **Allocable Costs:** Means those costs which are incurred specifically for the award.

- **Allowable Costs:** Means those costs which are reasonable and allocable and conform to any limitations in the award.
- **Cost Principles:** Means the determination as to whether or not costs are allowable, allowable with prior approval, or allowable by type of Recipient (U.S. NGO, non-U.S. NGO, etc.).

The SMEFP Senior Grant Administration Officer assigned to particular recipients, in close coordination with the Finance Team, will assist them in determining which costs are allowable, allowable with prior approval, or unallowable.

Since grants will be awarded using U.S. Government funding, the SMEFP Senior Grant Administration Officer and Finance Team will ensure that grantees understand the regulations governing allowable and unallowable costs. It will be the recipients' responsibility to comply with these regulations.

If the recipient has any concern about the allowability of an expense, it is his/her obligation to obtain the SMEFP Finance Officer's approval prior to purchasing a good/service. The initial inquiry should be made to the Senior Grant Administration Officer, who will consult the appropriate member(s) of the Finance Team.

3.6 Source and Nationality

In accordance with U.S. Government regulations, recipients of SMEFP grants must be aware of the source and nationality regulations that are in place. Unless otherwise noted herein, the source of goods and nationality of services procured must comply with USAID Authorized Geographic Code 937 which is defined as the United States, Jordan, and developing countries other than advanced developing countries, and excluding prohibited sources. The following conditions apply:

- **Source** means the country from which a commodity is shipped to Jordan either through direct purchase (by JEDCO or a Recipient) or secondary purchased from a local supplier, which received the goods from a supplier in another country.
- **Nationality** refers to the nationality of the vendor from which JEDCO/grantee will purchase the service.

There are certain exemptions from source and nationality regulations, **namely that any procurement not exceeding \$25,000 is automatically waived from the source and nationality requirements.**

However, the SMEFP Senior Grant Administration Officer and Finance Team members will monitor recipients to ensure that no "circumvention" of the waiver exception (i.e. breaking up procurement into amounts less than \$25,000) takes place. If a recipient is deemed to have violated the source and nationality rule, this may result in disallowed costs.

For a list of developing countries, advanced developing countries, and prohibited sources, please refer to <http://www.usaid.gov/policy/ads/300/310.pdf>.

In most cases, goods and services under the SMEFP can be procured under Code 937. However, there will be cases in which it is impossible or cost prohibitive for a recipient to do so. In these instances, the recipient should make a written request for a waiver, which will be reviewed and acted upon by the Grants and Technical Assistance and Finance and Operations Leads. Both must approve and sign the waiver for it to be in force.

SMEFP staff members who work with recipients should make them aware that special rules apply to the procurement of the following goods/services:

- Agriculture commodities;
- Motor vehicles (includes trucks, cars, buses, motorcycles, utility vehicles and motorized bicycles);
- Pharmaceuticals;
- Pesticides;
- Used equipment; and
- Fertilizer.

Any procurement of the above-mentioned items will require advance, written approval from the Grants and Technical Assistance and Finance and Operations Leads and will be subject to specific procurement guidelines, which will be covered with the recipient.

The following items may not be procured by recipients under the SMEFP:

- Military equipment;
- Surveillance equipment;
- Commodities for support of police and other law enforcement activities;
- Abortion equipment and services;
- Luxury goods and gambling equipment; and
- Weather modification equipment.

3.7 Equipment

Any recipient who purchases equipment using SMEFP funding must be aware of the following requirements, the first and foremost of which is the definition of the term. Equipment refers to any tangible personal property having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.

The recipient's primary responsibility, in addition to procuring the equipment in compliance with the regulations outlined in Annex 1F (p. 131), will be to:

- Maintain equipment records that include the description of the equipment, the source of the equipment, the title holder, the serial number or other identification, the acquisition date, the cost of equipment, the location, use, and condition of the equipment, and any ultimate disposition data including the date of disposal and the sale price of the equipment.
- Take an annual physical inventory of the equipment and reconcile the results with the equipment records and submit a copy of the physical inventory to the Senior Grant Administration Officer who will provide it to the appropriate Finance Team member.
- Agree to indemnify JEDCO/SMEFP and its officers and directors, including cost of defense, for any claim made against them arising out of the recipient's performance of this grant agreement. This indemnity shall be in excess of JEDCO/SMEFP's insurance policies, but not limited by the scope of

such policies. JEDCO/SMEFP and USAID do not assume liability for third party claims for damages arising from a recipient's performance under his/her grant.

3.8 Supplies

Recipients also need to be aware that supplies are subject to procurement regulations as well. Supplies are all property, excluding equipment. Procurement of supplies will be broken down in the grant budget and will be subject to the procurement rules outlined in 3.4.

3.9 Travel

Allowable travel costs will be negotiated by the Senior Grant Administration Officer and the recipient and will be part of the overall grant budget. Allowable travel will be reimbursed based on receipts provided and verified by the SMEFP Finance Team.

3.10 Debarment, Suspension, and Ineligibility

Under SMEFP, neither SMEFP employs nor recipients may solicit offers or award contracts to organizations and individuals who are suspended, debarred, or ineligible, as indicated on (1) the "List of Parties Excluded from Federal Procurement and Non-procurement Programs" and/or (2) the "Consolidated Lists of Designated Nationals".

Exception with respect to parties listed on the "List of Parties Excluded from Federal Procurement and Non-procurement Programs" may only be made upon waiver by USAID. No waivers may be granted to the rule with respect to parties on the "Consolidated Lists of Designated Nationals." SMEFP staff will refer to Annex 1b for specific guidance on how to address these issues.

3.11 Procurement Procedures

3.11.1 Overview

Recipients are expected to procure goods and services with integrity and transparency. To the extent possible, SMEFP will allow recipients to utilize their own procurement systems to purchase approved and allowable goods/services, as long as they adhere with the regulations outlined in this manual. The SMEFP Senior Grant Administration Officer and appropriate individuals from the Finance and Operations Teams will audit recipient procurement processes to ensure, as much as possible, compliance with the SMEFP requirements. Any gaps between recipient procurement processes and these requirements will be addressed on a case-by-case basis with SMEFP staff in accordance with applicable regulations. The SMEFP's goal, however, is to work with recipients to achieve the following goals relative to procurement:

- Integrity and transparency
- Full and open (or adequate, at a minimum) competition
- Fair and reasonable prices
- Fair and objective evaluation of offers
- Using responsible suppliers/service providers
- Documentation of the acquisition process

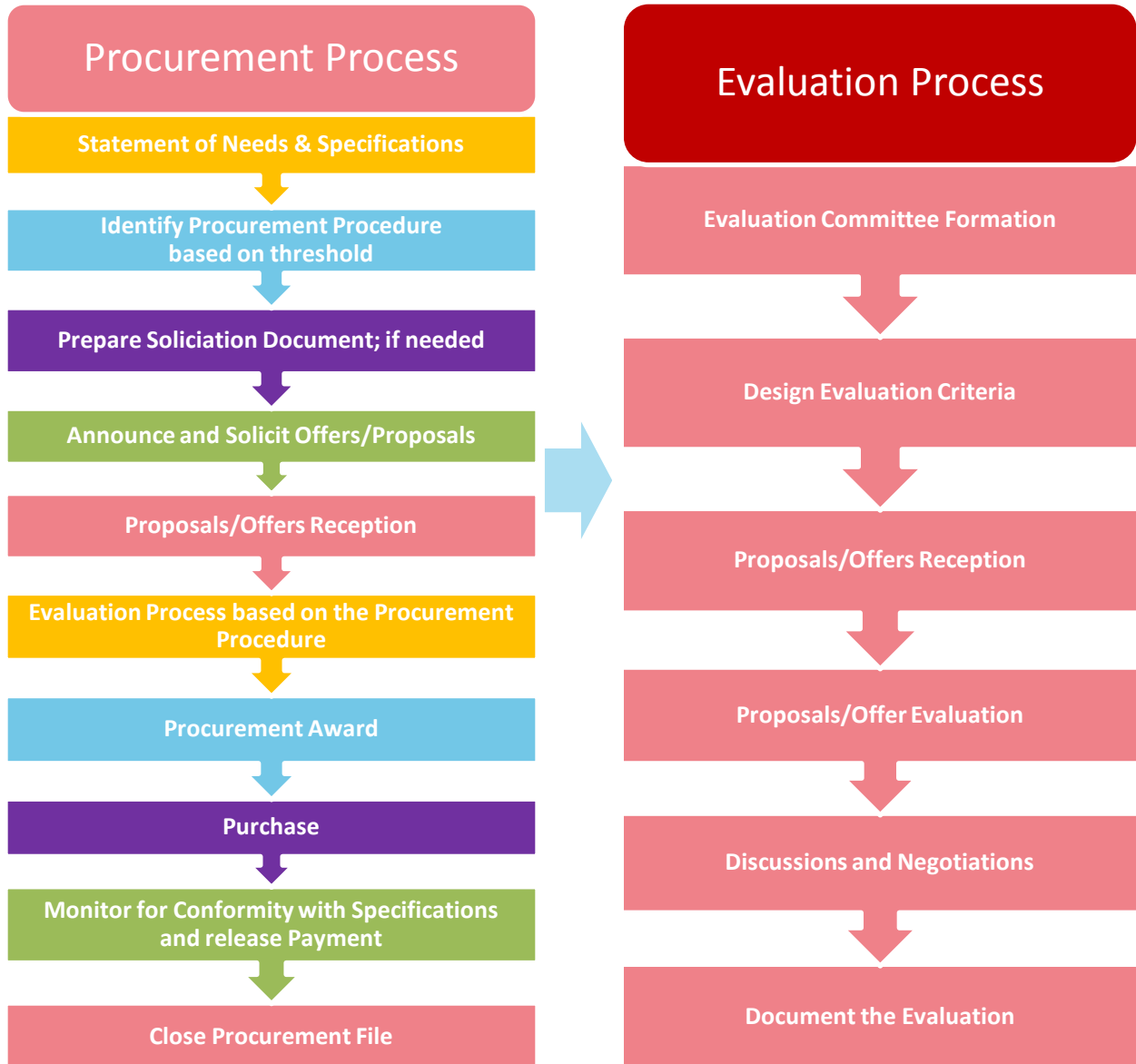
The following SMEFP procurement regulations will be the baseline for the audit of recipients' processes.

Procurement Amount/Category (\$)	Required Documentation
Procurement up to \$3,000	<ul style="list-style-type: none"> Fully completed Verbal Quotation Form (Annex 3I) Purchase Order/Contract
Procurement between \$3,000 - \$10,000	<ul style="list-style-type: none"> Simplified RFQ/RFP or SOW/TOR Actual Quotes/Bids Bid Comparison Matrix or Chart Purchase Order/Contract
Procurement between \$10,000 - \$25,000	<ul style="list-style-type: none"> Simplified RFQ/RFP or SOW/TOR Actual Quotes/Bids Bid Comparison Matrix or Chart Purchase Order/Contract Other documents as required (e.g. waiver)
Procurement between \$25,000 - \$100,000	<ul style="list-style-type: none"> Simplified RFQ/RFP or SOW/TOR Actual Quotes/Bids Bid Comparison Matrix or Chart Evaluation/Selection Memorandum Purchase Order/Contract (Annexes 3J, 3K, 3L) Source/Nationality Certificate (Annex 3M) Other documents as required (e.g. waiver)
Procurement >\$100,000	<ul style="list-style-type: none"> RFQ/RFP Actual Quotes/Bids Bid Comparison Matrix or Chart Evaluation/Selection Memorandum Purchase Order/Contract (Annexes 3J, 3K, 3L) Source/Nationality Certificate (Annex 3M) Other documents as required (e.g. waiver) Published RFQ for procurements over \$250,000

To assist recipients in implementing best practices in procurement, the SMEFP team will assist them in filling any gaps, which are not consistent with the procurement system outlined above. If this involves outside technical assistance, it will be considered on a case-by-case basis. Recipients will be provided a Grantee Handbook, which outlines all procurement processes. Depending on the nature of the solicitation, the Senior Grant Administration Officer and other appropriate SMEFP team members will work with recipients to implement the following system:

3.11.2 Procurement Process

The specificity and complexity of the procurement process will depend on the nature of the purchase, the dollar amount of the purchase, and the context in which the purchase takes place. This being the case, elements of the following process may be used in part or in total depending on the procurement.



Section 4: Performance Monitoring and Evaluation

4.1 Overview

4.1.1 Introduction

In order to quantify the SMEFP's success, JEDCO has developed a Performance Monitoring Plan (PMP), which is available from the PMP team. The PMP matrix that accompanies this plan is attached in hard copy and will be updated by our team on a monthly basis to ensure compliance and adequate tracking of activities/results.

This PMP implementation manual is designed to assist our implementation team in the development, operation, and upgrading of the SMEFP Performance Based Management (PBM) framework, so the steps included are integral in ensuring appropriate oversight.

Should you have any questions about the PMP, please refer to your direct supervisor, who will gladly answer them.

4.1.2 How to use this tool kit

This toolkit deals with the basics of setting up and using a monitoring and evaluation system for a project or an organization. It clarifies what monitoring and evaluation are, how you plan to do them, how you design a system that helps you monitor and an evaluation process that brings it all together usefully. It looks at how you collect the information you need and then how you save yourself from being overwhelmed by data by analyzing the information in a relatively straightforward way. Finally it raises, and attempts to address, some of the issues to do with taking action on the basis of what you have learned.

4.1.3 Who should use this toolkit?

In addition to the PMP Team, this toolkit should be useful to anyone working in JEDCO who is concerned about the efficiency, effectiveness and impact of the work of the project or organization.

4.2 The Value of Performance and Monitoring Plan

4.2.1 Purpose and Definition

The sign of a healthy performance monitoring and evaluation system is that it evolves over time. As the project evolves, activities will change, output will evolve, and the understanding of what is useful will grow into different meaning. The PMP helps improve performance and achieve better results through improved output and outcomes known as development results.

The main objectives of the PMP are:

- Provide practical approach for building and continuously enhancing competitive private sector.

- Embed the benefits for building a contributing private sector.
- Explain new innovative and methodologies in result oriented monitoring, evaluation and reporting approaches.
- Build a strategic and proactive economy through innovative private sector companies.
- Provide practical guidance through streamlined and flexible approaches to monitor progress for improved output.

4.2.2 Definitions of Monitoring and Evaluation

4.2.2a Monitoring

Is a continuing function that focuses on providing regular updates for management, stakeholders and decision makers about ongoing interventions, activities and tasks with early indications about progress or lack thereof?

4.2.2b Evaluation

Is a systematic determination of a subject's merit, worth and significance, using criteria governed by a set of standards. It can assist decision makers to assess any aim, realizable concept or proposal, or any alternative, to help in decision-making; or to ascertain the degree of achievement or value in regard to the aim and objectives and results of any such action that has been undertaken. The primary purpose of evaluation is gaining insight into prior or existing initiatives, and to enable reflection and assist in the identification of future change.

4.2.2c Reporting

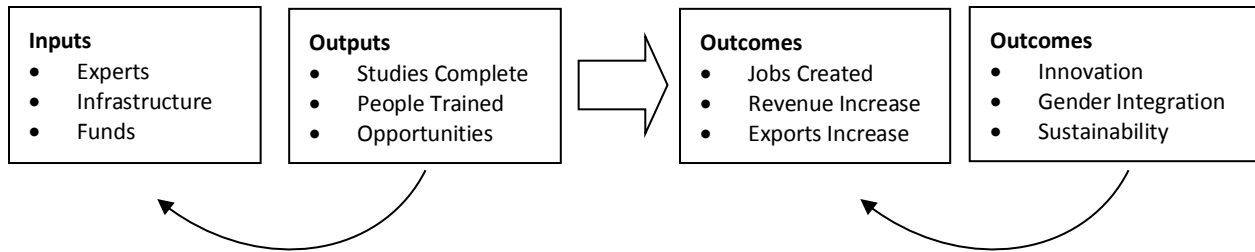
Is a narrative that outlines the project's outcomes and impact, as well as lessons learned. It also provides a way to communicate impact to both stakeholders and USAID.

4.2.2d Feedback

Is an integral part of the monitoring and evaluation components that provides information and knowledge, data and information that are used to assess overall progress towards results of confirm the level of achievement for a result.

4.2.2e Lessons Learned

Are examples based on previous experience applied to a certain situation that generated specific outputs? It is learning from experience. Lessons learned can reveal "good strategies" that suggest how and why different strategies work in different situations.



4.2.2f Result Based Management (RBM)

RBM is a way of managing whereby an organization ensures that all of its processes, products and services contribute to the achievement of desired results. It depends on clearly defined accountability for results, and requires systematic monitoring, self-assessment and reporting on progress.

Key elements or phases of results based management include:

- Identifying clear and measurable objectives (results).
- Selecting indicators that will be used to measure progress towards each objective.
- Setting explicit targets for each indicator, used to judge performance.
- Developing performance monitoring systems to regularly collect data on actual results.
- Reviewing, analyzing and reporting actual results vis-à-vis the targets.
- Integrating evaluations to provide complementary performance information not readily available from performance monitoring systems.
- Using performance information for internal management accountability, learning and decision making processes, and also for external performance reporting to stakeholders and partners.

The first three phases generally relate to a results-oriented planning approach, sometimes referred to as strategic planning. The first five steps, together, are usually included in the concept of performance measurement. All seven phases combined are essential to an effective results based management system. Thus, integrating complementary information from both evaluation and performance monitoring systems and ensuring management's use of this information are viewed as critical aspects of results based management and successful program.

4.3 Develop Monitoring and Evaluation

4.3.1 Planning Phase

4.3.1a Define Roles and Responsibilities of PMP Development Team

A team approach to the PMP will help provide the SMEFP team with steady goals measurement and unified vision towards achieving our objectives. It will provide a shared responsibility among different employees, department, unit heads and management level that will ensure that monitoring and evaluation process is integrated and constitutes an active role in realizing the organization goals and project success.

JEDCO's PMP team will include the following personnel:-

- PMP Team Leader: Manager
- PMP Data Collector/Analyst: Field Worker
- PMP Auditor and Key Performance Indicator (KPI) Analyst: Bookkeeper

4.3.1b Collect Background Material

Background information and data sheet are to be provided from the grants and technical support committees and benchmarked against JEDCO's tactical indicators (USAID Indicators) and operational indicators. However, the PMP should include other strategies to evaluate the measure of success for each project. These tools could include:

- Interviews: These can be structured, semi-structured or unstructured. They involve asking specific questions aimed at getting information that will enable indicators to be measured. Questions can be open- or closed-ended (yes/no answers). Can be a source of qualitative and quantitative information.
- Data Collection Forms (DCFs): These forms (Annex 4A and 4B) will be completed by recipients on a quarterly basis. SMEFP PMP staff will collect and categorize the information, inputting it into the performance management matrix.
- Event incident analysis: Is considered a focus interviews were it shed a light on a specific incident or event that yields specific measurements.

4.3.1c: Develop Work Plan

The PMP team should build and devise on a work plan that should and will be an integral part of the grants and technical support process for private sector. On a macro level, the work plan would include a data collection sheet, a follow-up process for data recording and documentation database for recordkeeping.

4.3.1d Conduct Team Briefing

The information regarding the PMP team and its related framework should be disseminated to company of all levels in order to ensure integration and successful implementation of all related grants and technical assistance. As a result, all involved employees to ensure capturing the right and needed information at the right time.

4.4 Exercise the Framework

4.4.1 Monitoring Phase

4.5.1a Develop performance indicators

Measures and indicators are a key component of any basic planning model. At the core of the monitoring process are the organization's values, its mission (why it exists) and its vision (where it wants to be in the future or how it wants to be viewed). Goals are the path to that future vision. Specific strategies, actions, and improvement initiatives will need to be incorporated into the operational activities of JEDCO to reach the goals. Measures of performance and strategic indicators will indicate the

progress the organization is making. Operational goals and USAID F indicators are set in alignment of JEDCO's own goals and reflect true and accurate indicators of what this projects aims to achieve.

4.4.1b Identify data source and collection method

As the Operational goals and USAID F Indicators have been set in relation to this project, it is essential to ensure to attain these goals and objectives through identifying the accurate data resources needed and the applicable collection method(s) in the Monitoring and Evaluation form. Accordingly, this form should be filled every three months from the applicant.

Note: Please refer for instruction sheet for a brief explanation for filling out the form.

There are six different components that need to be filled by the applicant every quarter with the support from JEDCO'S PMP team.

Component	Data Authentication Method
Business Details	The first section of the Monitoring and Evaluation form deals with the basic information of the concerned organization (Applicant). Accordingly, the National Company ID Number is set as the primary key and the only key identifier for all applicants. The national Company ID Number is attained through the company registration authenticated from the Ministry of Industry and Trade.
Business Ownership	The second section of the monitoring and evaluation framework lists the names of the owners' majority to ensure that at least 51% of the company ownership is owned by Jordanians. On a different level, it also ensures that all information is verified, authenticated and valid based on ownership details and signature(s). Company registration authenticated from the Ministry of Industry and Trade.
Support Details	The third section reflects the approved type of support i.e. Technical or Financial and it specifies the area of support i.e. Grant for factory expansion or Technical support for management training. Grant number is the focal point for verifying the type and area of support.
Financial Details	The fourth section; an audit of financial statements is the verification of the financial statements of a legal entity, with a view to express an audit opinion. The audit opinion is intended to provide reasonable assurance that the financial statements are presented fairly, in all material respects, and/or give a true and fair view in accordance with the financial reporting framework. The financial details are to be signed by the certified financial auditor firm. The needed documents are: quarterly submitted documents for the income tax department and on yearly basis the Ministry of industry and trade.
Business Human Resource	The fifth section requires the applicant to provide all employment details for the company within a specified period of time. This information is reflected through the authenticated social Security records. The PMP team should also cater for the retention rates that represents the average duration of employments.
Environment Details	The Sixth section provides the anticipated and actual environmental output (if any) that is expected as a result of JEDCO's funding. Moreover this section is obligatory for industrial sector applicants and verification method is based sole discretionary of the PMP team as it varies from industry to another.

4.4.1c Collect baseline data

Using the stated performance indicators, JEDCO PMP Team can easily identify the required baseline information needed. Only data that help answer performance questions are necessary. This helps avoid collecting data that is unnecessary and difficult to use to guide the project strategy and operations. The baseline data should be reflected by the applicant initial data provided for JEDCO.

4.4.1d Establish Performance Targets

Being clear about an indicator is what makes it measurable. The need for small set of indicators makes it especially important to ensure that are of high quality. Review each potential indicator to ensure that are not only clearly defined but is also reliable and feasible:

- Job Creation
- Increased Revenue
- Increased Exports
- Technical Assistance – Number of training and/or technical assistance interventions
- Number of Grantees and/or Technical Assistance recipients that received additional funding.

4.4.1e Plan for other assessing and learning activities

PMP team should also track the unexpected through more regular reflections. This is done over and above the set indicators and should be communicated back to the management on quarterly basis.

4.5 Measure Success

4.5.1 Performance Evaluation

In this section, review and assess the execution of the project. Identify opportunities to improve methodology and tools used knowledge transfer, estimates and the estimating process, work plan and schedule development, project execution process and benchmark to achieved KPI's.

Validating whether the project and JEDCO achieved what they intended to achieve.

- Assessing impact targets.
- Assessing the strategy of the organization and validating its effectiveness.
- What were the opportunity costs of the way it chose to work?

4.5.2 Define Background

PMP team to provide a clear background about the project or the involved organization detailing the problem identified, how long it existed, problem approach for the problem and the reason for this problem evaluation.

4.5.3 Reassert Purpose

The PMP Team should define the purpose of the intended evaluation and establish the purpose of why it's been done. This task should provide a clear statement of the root cause of the problem.

4.5.4 Define Key Evaluation Questions

The key evaluation questions are the central questions that the PMP team wants the evaluation process to answer. The purpose of the evaluation is to assess how efficient this Grant and/or Technical assistance project is in delivering benefits in relation to the set goals

4.5.5 Benchmark against Specific Objectives

The PMP team should always benchmark the monitoring and evaluation process with the preset specific objectives including; USAID F indicators and JEDCO's operational indicators.

4.5.6 Define Methodology

Conduct an evaluation process that looks almost entirely at written sources, primary or secondary: reports, data sheets, minutes and so on. The PMP Team may also conduct an evaluation process that involves getting input from all the key grantees groups.

The PMP team should complete the defined methodology by either conducting a survey, focus groups, questionnaires and interviews with the grantees.

4.5.7 Solve Logistical issues

Monitoring and evaluation have little value if the organization or project does not act on the information that comes out of the analysis of data collected. Once you have the findings, conclusions and recommendations from your monitoring and evaluation process, you need to:

- Report to PMP Management, other involved departments and stakeholders;
- Learn from the overall process; and
- Make effective decisions about how to move forward;

ANNEXES

1A Fixed Obligation Grant (FOG) Entity Eligibility Checklist

1. Organizational Integrity
 - a. Obtain a copy of the articles of incorporation or other documentation which substantiates the legal character/registration of the entity in country/region of operation.
 - b. Identify principals/key personnel/organization structure.
 - c. Vet the organization/principals through the
 - i. Regional Security Officer or other checkpoints to validate good standing in the local community (integrity, reputation, internal controls) and ensure that the minimum statutory requirements are met.
 - ii. Excluded Parties List System (EPLS).
 - iii. Terrorism/Special Designated Nationals (SDN)/Blocked Persons/Office of Foreign Assets Control (OFAC)/etc.
2. Organizational Capacity to Achieve the Proposed FOG Activity
 - a. Assess management and staff expertise/resources to accomplish the FOG activity
 - b. Intellectual property to be applied
 - c. Technology resources to be applied
 - d. Other assets available and commitments incurred to determine cash flow
 - e. Assess ability to procure/manage property/personnel
3. Past Performance in the Sector
 - a. Identify similar activities the entity has implemented
 - b. Obtain third-party information on performance related to quality of performance, timeliness of completion, and input from past funding entities and activity beneficiaries
 - c. Review, if available, objective performance documentation, such as evaluations
4. FOG Activity Implementation Viability
 - a. Are the milestones appropriate to the activity?
 - b. Can we reasonably define the accomplishments required to achieve the purpose of the grant in the milestones?
 - c. Are the milestones verifiable?

- d. Is there sufficient information available on estimated costs to:
 - i. Price milestones such that the FOG represents a good value to JEDCO.
 - ii. Identify risks to both the implementing entity and Agency, and mitigate the risks through “special conditions”.
 - e. Are the milestones priced to balance liquidity with incentives for the recipient to keep performing?
5. FOG Pre-Award Financial Review Checklist
- a. Is there a properly established bank account to receive funding?
 - b. Are account-related unused bank checks and petty cash on hand adequately safeguarded?
 - c. Are there appropriate controls established over account disbursements?
 - d. Are procedures established adequate to document account disbursement usage for grant activities?
 - e. Are appropriate procedures established for regular reconciliation of bank account statements with internal records?
 - f. If recipient had prior experience with managing funds from external sources, was past accountability adequate and were any past issues resolved? (Note: prior funds management experience not required).
 - g. Does recipient have a comprehensive cash-flow projection for the proposed activity which supports the proposed implementation plan?
 - h. Does the recipient understand JEDCO’s cash management requirements using either the 30-day rolling advance process or the working capital advance type methodology (see ADS 303, Awarding Fixed Obligation Grants Additional Help Document)?
 - i. A written report of findings on the above points should be made as part of the FOG checklist documentation. The report should provide a summary assessment of the overall advance fiduciary risks as high, medium or low, with a brief summary supporting narrative.

1B.1 Certification Regarding Terrorism

By signing and submitting this application, the prospective recipient provides the certification set out below:

1. The Recipient, to the best of its current knowledge, did not provide, within the previous ten years, and will take all reasonable steps to ensure that it does not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts, as that term is defined in paragraph 3.
2. The following steps may enable the Recipient to comply with its obligations under paragraph 1:
 - a. Before providing any material support or resources to an individual or entity, the Recipient will verify that the individual or entity does not (i) appear on the master list of Specially Designated Nationals and Blocked Persons, which list is maintained by the U.S. Treasury's Office of Foreign Assets Control (OFAC) and is available online at OFAC's website: <http://www.treasury.gov/resource-center/sanctions/SDN-List/Pages/default.aspx> or (ii) is not included in any supplementary information concerning prohibited individuals or entities that may be provided by USAID to the Recipient.
 - b. Before providing any material support or resources to an individual or entity, the Recipient also will verify that the individual or entity has not been designated by the United Nations Security (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the "1267 Committee") [individuals and entities linked to the Taliban, Usama bin Laden, or the Al Qaida Organization]. To determine whether there has been a published designation of an individual or entity by the 1267 Committee, the Recipient should refer to the consolidated list available online at the Committee's website: <http://www.un.org/sc/committees/1267/consolist.shtml>
 - c. Before providing any material support or resources to an individual or entity, the Recipient will consider all information about that individual or entity of which it is aware and all public information that is reasonably available to it or of which it should be aware.
 - d. The Recipient also will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.
3. For purposes of this Certification-
 - a. "Material support and resources" means currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, safehouses, false documentation or identification, communications equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials."
 - b. "Terrorist act" means:
 - i. an act prohibited pursuant to one of the 12 United Nations Conventions and Protocols related to terrorism (see UN terrorism conventions Internet site: http://treaties.un.org/Pages/DB.aspx?path=DB/studies/page2_en.xml&menu=MTDSG ; or
 - ii. an act of premeditated, politically motivated violence perpetrated against noncombatant targets by subnational groups or clandestine agents; or

- iii. any other act intended to cause death or serious bodily injury to a civilian, or to any other person not taking an active part in hostilities in a situation of armed conflict, when the purpose of such act, by its nature or context, is to intimidate a population, or to compel a government or an international organization to do or to abstain from doing any act.
- c. “Entity” means a partnership, association, corporation, or other organization, group or subgroup.
- d. References in this Certification to the provision of material support and resources shall not be deemed to include the furnishing of USAID funds or USAID-financed commodities to the ultimate beneficiaries of USAID assistance, such as recipients of food, medical care, micro-enterprise loans, shelter, etc., unless the Recipient has reason to believe that one or more of these beneficiaries commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.
- e. The Recipient’s obligations under paragraph 1 are not applicable to the procurement of goods and/or services by the Recipient that are acquired in the ordinary course of business through contract or purchase, e.g., utilities, rents, office supplies, gasoline, etc., unless the Recipient has reason to believe that a vendor or supplier of such goods and services commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

This Certification is an express term and condition of any agreement issued as a result of this application, and any violation of it shall be grounds for unilateral termination of the agreement by USAID prior to the end of its term.

Certification of Recipient

By signing below the recipient provides certifications and assurances for the Certification Regarding Terrorist Financing Implementing Executive Order 13224 above.

Recipient Entity _____

Typed Name and Title _____

Signature _____

Date _____

1B.2 Environmental Standards

1. General procedures

a. Preparation of the Initial Environmental Examination. Except as otherwise provided, an Initial Environmental Examination is not required for activities identified in §216.2(b)(1), (c)(2), and (d). For all other A.I.D. activities described in §216.2(a) an Initial Environmental Examination will be prepared by the originator of an action. Except as indicated in this section, it should be prepared with the PID or PAIP. For projects including the procurement or use of pesticides, the procedures set forth in §216.3(b) will be followed, in addition to the procedures in this paragraph. Activities which cannot be identified in sufficient detail to permit the completion of an Initial Environmental Examination with the PID or PAIP, shall be described by including with the PID or PAIP:

- i. An explanation indicating why the Initial Environmental Examination cannot be completed;
- ii. An estimate of the amount of time required to complete the Initial Environmental Examination; and
- iii. A recommendation that a Threshold Decision be deferred until the Initial Environmental Examination is completed. The responsible Assistant Administrator will act on the request for deferral concurrently with action on the PID or PAIP and will designate a time for completion of the Initial Environmental Examination. In all instances, except as provided in

§216.3(a)(7), this completion date will be in sufficient time to allow for the completion of an Environmental Assessment or Environmental Impact Statement, if required, before a final decision is made to provide A.I.D. funding for the action.

b. Threshold Decision.

- i. The Initial Environmental Examination will include a Threshold Decision made by the officer in the originating office who signs the PID or PAIP. If the Initial Environmental Examination is completed prior to or at the same time as the PID or PAIP, the Threshold Decision will be reviewed by the Bureau Environmental Officer concurrently with approval of the PID or PAIP. The Bureau Environmental Officer will either concur in the Threshold Decision or request reconsideration by the officer who made the Threshold Decision, stating the reasons for the request. Differences of opinion between these officers shall be submitted for resolution to the Assistant Administrator at the same time that the PID is submitted for approval.
- ii. An Initial Environmental Examination, completed subsequent to approval of the PID or PAIP, will be forwarded immediately together with the Threshold Determination to the Bureau Environmental Officer for action as described in this section.
- iii. A Positive Threshold Decision shall result from a finding that the proposed action will have a significant effect on the environment. An Environmental Impact Statement shall be prepared if required pursuant to §216.7. If an impact statement is not required, an Environmental Assessment will be prepared in accordance with §216.6. The cognizant Bureau or Office will record a Negative Determination if the proposed action will not have a significant effect on the environment.

- c. **Negative Declaration.** The Assistant Administrator, or the Administrator in actions for which the approval of the Administrator is required for the authorization of financing, may make a Negative Declaration, in writing, that the Agency will not develop an Environmental Assessment or an Environmental Impact Statement regarding an action found to have a significant effect on the environment when (i) a substantial number of Environmental Assessments or Environmental Impact Statements relating to similar activities have been prepared in the past, if relevant to the proposed action, (ii) the Agency has previously prepared a programmatic Statement or Assessment covering the activity in question which has been considered in the development of such activity, or (iii) the Agency has developed design criteria for such an action which, if applied in the design of the action, will avoid a significant effect on the environment.
- d. **Scope of Environmental Assessment or Impact Statement**
- i. **Procedure and Content.** After a Positive Threshold Decision has been made, or a determination is made under the pesticide procedures set forth in §216.3(b) that an Environmental Assessment or Environmental Impact Statement is required, the originator of the action shall commence the process of identifying the significant issues relating to the proposed action and of determining the scope of the issues to be addressed in the Environmental Assessment or Environmental Impact Statement. The originator of an action within the classes of actions described in §216.2(d) shall commence this scoping process as soon as practicable. Persons having expertise relevant to the environmental aspects of the proposed action shall also participate in this scoping process. (Participants may include but are not limited to representatives of host governments, public and private institutions, the A.I.D. Mission staff and contractors.) This process shall result in a written statement which shall include the following matters:
- (a) A determination of the scope and significance of issues to be analyzed in the Environmental Assessment or Impact Statement, including direct and indirect effects of the project on the environment.
- (b) Identification and elimination from detailed study of the issues that are not significant or have been covered by earlier environmental review, or approved design considerations, narrowing the discussion of these issues to a brief presentation of why they will not have a significant effect on the environment.
- (c) A description of
- the timing of the preparation of environmental analyses, including phasing if appropriate,
 - variations required in the format of the Environmental Assessment, and
 - the tentative planning and decision-making schedule; and
 - A description of how the analysis will be conducted and the disciplines that will participate in the analysis.
- ii. These written statements shall be reviewed and approved by the Bureau Environmental Officer.
- iii. **Circulation of Scoping Statement.** To assist in the preparation of an Environmental Assessment, the Bureau Environmental Officer may circulate copies of the written statement, together with a request for written comments, within thirty days, to selected federal agencies if that Officer believes comments by such federal agencies will be useful in

- the preparation of an Environmental Assessment. Comments received from reviewing federal agencies will be considered in the preparation of the Environmental Assessment and in the formulation of the design and implementation of the project, and will, together with the scoping statement, be included in the project file.
- iv. Change in Threshold Decision. If it becomes evident that the action will not have a significant effect on the environment (i.e., will not cause significant harm to the environment), the Positive Threshold Decision may be withdrawn with the concurrence of the Bureau Environmental Officer. In the case of an action included in §216.2(d)(2), the request for withdrawal shall be made to the Bureau Environmental Officer.
 - e. Preparation of Environmental Assessments and Environmental Impact Statement. If the PID or PAIP is approved, and the Threshold Decision is positive, or the action is included in §216.2(d), the originator of the action will be responsible for the preparation of an Environmental Assessment or Environmental Impact Statement as required. Draft Environmental Impact Statements will be circulated for review and comment as part of the review of Project Papers and as outlined further in §216.7 of those procedures. Except as provided in §216.3(a)(7), final approval of the PP or PAAD and the method of implementation will include consideration of the Environmental Assessment or final Environmental Impact Statement.
 - f. Processing and Review Within A.I.D.
 - i. Initial Environmental Examinations, Environmental Assessments, and final Environmental Impact Statements will be processed pursuant to standard A.I.D. procedures for project approval documents. Except as provided in §216.3(a)(7), Environmental Assessments and final Environmental Impact Statements will be reviewed as an integral part of the Project Paper or equivalent document. In addition to these procedures, Environmental Assessments will be reviewed and cleared by the Bureau Environmental Officer. They may also be reviewed by the Agency's Environmental Coordinator who will monitor the Environmental Assessment process.
 - ii. When project approval authority is delegated to field posts, Environmental Assessments shall be reviewed and cleared by the Bureau Environmental Officer prior to the approval of such actions.
 - iii. Draft and final Environmental Impact Statements will be reviewed and cleared by the Environmental Coordinator and the Office of the General Counsel.
 - g. Environmental Review after Authorization of Financing.
 - i. Environmental review may be performed after authorization of a project, program or activity only with respect to subprojects or significant aspects of the project, program or activity that are unidentified at the time of authorization. Environmental review shall be completed prior to authorization for all subprojects and aspects of a project, program or activity that are identified.
 - ii. Environmental review should occur at the earliest time in design or implementation at which a meaningful review can be undertaken, but in no event later than when previously unidentified subprojects or aspects of projects, programs or activities are identified and planned. To the extent possible, adequate information to undertake deferred environmental review should be obtained before funds are obligated for unidentified subprojects or aspects of projects, programs or activities. (Funds may be obligated for the other aspects for which environmental review has been completed.) To avoid an irreversible

- commitment of resources prior to the conclusion of environmental review, the obligation of funds can be made incrementally as subprojects or aspects of projects, programs or activities are identified; or if necessary while planning continues, including environmental review, the agreement or other document obligating funds may contain appropriate covenants or conditions precedent to disbursement for unidentified subprojects or aspects of projects, programs or activities.
- iii. When environmental review must be deferred beyond the time some of the funds are to be disbursed (e.g., long lead times for the delivery of goods or services), the project agreement or other document obligating funds shall contain a covenant or covenants requiring environmental review, including an Environmental Assessment or Environmental Impact Statement, when appropriate, to be completed and taken into account prior to implementation of those subprojects or aspects of the project, program or activity for which environmental review is deferred. Such covenants shall ensure that implementation plans will be modified in accordance with environmental review if the parties decide that modifications are necessary.
 - iv. When environmental review will not be completed for an entire project, program or activity prior to authorization, the Initial Environmental Examination and Threshold Decision required under §216.3(a)(1) and (2) shall identify those aspects of the project, program or activity for which environmental review will be completed prior to the time financing is authorized. It shall also include those subprojects or aspects for which environmental review will be deferred, stating the reasons for deferral and the time when environmental review will be completed. Further, it shall state how an irreversible commitment of funds will be avoided until environmental review is completed. The A.I.D. officer responsible for making environmental decisions for such projects, programs or activities shall also be identified (the same officer who has decision-making authority for the other aspects of implementation). This deferral shall be reviewed and approved by the officer making the Threshold Decision and the officer who authorizes the project, program or activity. Such approval may be made only after consultation with the Office of General Counsel for the purpose of establishing the manner in which conditions precedent to disbursement or covenants in project and other agreements will avoid an irreversible commitment of resources before environmental review is completed.
 - h. **Monitoring.** To the extent feasible and relevant, projects and programs for which Environmental Impact Statements or Environmental Assessments have been prepared should be designed to include measurement of any changes in environmental quality, positive or negative, during their implementation. This will require recording of baseline data at the start. To the extent that available data permit, originating offices of A.I.D. will formulate systems in collaboration with recipient nations, to monitor such impacts during the life of A.I.D.'s involvement. Monitoring implementation of projects, programs and activities shall take into account environmental impacts to the same extent as other aspects of such projects, programs and activities. If during implementation of any project, program or activity, whether or not an Environmental Assessment or Environmental Impact Statement was originally required, it appears to the Mission Director, or officer responsible for the project, program or activity, that it is having or will have a significant effect on the environment that was not previously studied in an Environmental Assessment or Environmental Impact Statement, the procedures contained in this part shall be followed including, as appropriate, a Threshold Decision, Scoping and an Environmental Assessment or Environmental Impact Statement.

- i. Revisions. If, after a Threshold Decision is made resulting in a Negative Determination, a project is revised or new information becomes available which indicates that a proposed action might be "major" and its effects "significant", the Negative Determination will be reviewed and revised by the cognizant Bureau and an Environmental Assessment or Environmental Impact Statement will be prepared, if appropriate. Environmental Assessments and Environmental Impact Statements will be amended and processed appropriately if there are major changes in the project or program, or if significant new information becomes available which relates to the impact of the project, program or activity on the environment that was not considered at the time the Environmental Assessment or Environmental Impact Statement was approved. When ongoing programs are revised to incorporate a change in scope or nature, a determination will be made as to whether such change may have an environmental impact not previously assessed. If so, the procedures outlined in this part will be followed.
- j. Other Approval Documents. These procedures refer to certain A.I.D. documents such as PIDs, PAIPs, PPs and PAADs as the A.I.D. internal instruments for approval of projects, programs or activities. From time to time, certain special procedures, such as those in §216.4, may not require the use of the aforementioned documents. In these situations, these environmental procedures shall apply to those special approval procedures, unless otherwise exempt, at approval times and levels comparable to projects, programs and activities in which the aforementioned documents are used.

2. Pesticide Procedures

- a. Project Assistance. Except as provided in §216.3 (b)(2), all proposed projects involving assistance for the procurement or use, or both, of pesticides shall be subject to the procedures prescribed in §216.3(b)(1)(i) through (v). These procedures shall also apply, to the extent permitted by agreements entered into by A.I.D. before the effective date of these pesticide procedures, to such projects that have been authorized but for which pesticides have not been procured as of the effective date of these pesticide procedures.
 - i. When a project includes assistance for procurement or use, or both, of pesticides registered for the same or similar uses by USEPA without restriction, the Initial Environmental Examination for the project shall include a separate section evaluating the economic, social and environmental risks and benefits of the planned pesticide use to determine whether the use may result in significant environmental impact. Factors to be considered in such an evaluation shall include, but not be limited to the following:
 - (a) The USEPA registration status of the requested pesticide;
 - (b) The basis for selection of the requested pesticide;
 - (c) The extent to which the proposed pesticide use is part of an integrated pest management program;
 - (d) The proposed method or methods of application, including availability of appropriate application and safety equipment;
 - (e) Any acute and long term toxicological hazards, either human or environmental, associated with the proposed use and measures available to minimize such hazards;
 - (f) The effectiveness of the requested pesticide for the proposed use;
 - (g) Compatibility of the proposed pesticide with target and non-target ecosystems;

- (h) The conditions under which the pesticide is to be used, including climate, flora, fauna, geography, hydrology, and soils;
- (i) The availability and effectiveness of other pesticides or nonchemical control methods;
- (j) The requesting country's ability to regulate or control the distribution, storage, use and disposal of the requested pesticide;
- (k) The provisions made for training of users and applicators; and
- (l) The provisions made for monitoring the use and effectiveness of the pesticide.

In those cases where the evaluation of the proposed pesticide use in the Initial Environmental Examination indicates that the use will significantly affect the human environment, the Threshold Decision will include a recommendation for the preparation of an Environmental Assessment or Environmental Impact Statement, as appropriate. In the event a decision is made to approve the planned pesticide use, the Project Paper shall include to the extent practicable, provisions designed to mitigate potential adverse effects of the pesticide. When the pesticide evaluation section of the Initial Environmental Examination does not indicate a potentially unreasonable risk arising from the pesticide use, an Environmental Assessment or Environmental Impact Statement shall nevertheless be prepared if the environmental effects of the project otherwise require further assessment.

- ii. When a project includes assistance for the procurement or use, or both, of any pesticide registered for the same or similar uses in the United States but the proposed use is restricted by the USEPA on the basis of user hazard, the procedures set forth in §216.3(b)(1)(i) above will be followed. In addition, the Initial Environmental Examination will include an evaluation of the user hazards associated with the proposed USEPA restricted uses to ensure that the implementation plan which is contained in the Project Paper incorporates provisions for making the recipient government aware of these risks and providing, if necessary, such technical assistance as may be required to mitigate these risks. If the proposed pesticide use is also restricted on a basis other than user hazard, the procedures in §216.3(b)(l)(iii) shall be followed in lieu of the procedures in this section.
- iii. If the project includes assistance for the procurement or use, or both of:
 - (a) Any pesticide other than one registered for the same or similar uses by USEPA without restriction or for restricted use on the basis of user hazard; or
 - (b) Any pesticide for which a notice of rebuttable presumption against reregistration, notice of intent to cancel, or notice of intent to suspend has been issued by USEPA,

The Threshold Decision will provide for the preparation of an Environmental Assessment or Environmental Impact Statement, as appropriate (§216.6(a)). The EA or EIS shall include, but not be limited to, an analysis of the factors identified in §216.3(b)(l)(i) above.

- iv. Notwithstanding the provisions of §216.3(b)(l)(i) through (iii) above, if the project includes assistance for the procurement or use, or both, of a pesticide against which USEPA has initiated a regulatory action for cause, or for which it has issued a notice of rebuttable presumption against reregistration, the nature of the action or notice, including the relevant technical and scientific factors will be discussed with the requesting government and considered in the IEE and, if prepared, in the EA or EIS. If USEPA initiates any of the regulatory actions above against a pesticide subsequent to its evaluation in an IEE, EA or EIS,

- the nature of the action will be discussed with the recipient government and considered in an amended IEE or amended EA or EIS, as appropriate.
- v. If the project includes assistance for the procurement or use, or both of pesticides but the specific pesticides to be procured or used cannot be identified at the time the IEE is prepared, the procedures outlined in §216.3(b)(i) through (iv) will be followed when the specific pesticides are identified and before procurement or use is authorized. Where identification of the pesticides to be procured or used does not occur until after Project Paper approval, neither the procurement nor the use of the pesticides shall be undertaken unless approved, in writing, by the Assistant Administrator (or in the case of projects authorized at the Mission level, the Mission Director) who approved the Project Paper.
- b. Exceptions to Pesticide Procedures. The procedures set forth in §216.3 (b)(I) shall not apply to the following projects including assistance for the procurement or use, or both, of pesticides.
 - i. Projects under emergency conditions. Emergency conditions shall be deemed to exist when it is determined by the Administrator, A.I.D. in writing that:
 - (a) A pest outbreak has occurred or is imminent; and
 - (b) Significant health problems (either human or animal) or significant economic problems will occur without the prompt use of the proposed pesticide; and
 - (c) Insufficient time is available before the pesticide must be used to evaluate the proposed use in accordance with the provisions of this regulation.
 - ii. Projects where A.I.D. is a minor donor, as defined in §216.1(c)(12) above, to a multidonor project.
 - iii. Projects including assistance for procurement or use, or both, of pesticides for research or limited field evaluation purposes by or under the supervision of project personnel. In such instances, however, A.I.D. will ensure that the manufacturers of the pesticides provide toxicological and environmental data necessary to safeguard the health of research personnel and the quality of the local environment in which the pesticides will be used. Furthermore, treated crops will not be used for human or animal consumption unless appropriate tolerances have been established by EPA or recommended by FAO/WHO, and the rates and frequency of application, together with the prescribed preharvest intervals, do not result in residues exceeding such tolerances. This prohibition does not apply to the feeding of such crops to animals for research purposes.
 - c. Non-Project Assistance. In a very few limited number of circumstances A.I.D. may provide nonproject assistance for the procurement and use of pesticides. Assistance in such cases shall be provided if the A.I.D. Administrator determines in writing that
 - i. emergency conditions, as defined in §216.3(b)(2)(i) above exist; or
 - ii. that compelling circumstances exist such that failure to provide the proposed assistance would seriously impede the attainment of U.S. foreign policy objectives or the objectives of the foreign assistance program. In the latter case, a decision to provide the assistance will be based to the maximum extent practicable, upon a consideration of the factors set forth in §216.3(b)(I)(i) and, to the extent available, the history of efficacy and safety covering the past use of the pesticide the in recipient country.

1B.3 Implementation Letter

Mr. Yarub Qudah
Chief Executive Officer
JEDCO
PO Box 7704
Amman, Jordan 11118

Dear Mr. Qudah:

Subject

Implementation Letter Number 278-PIL-014-EG-JEDCO-1 for the Small and Medium-sized Enterprise (SME) Financing Program: Grants and Technical Assistance Components, Under the Assistance Agreement between the United States of America and the Hashemite Kingdom of Jordan for Economic Growth.

I. Purpose

The United States Agency for International Development (USAID) has sub-committed and hereby, through this Implementation Letter (IL) Number 278-PIL-014-EG-JEDCO-1, sub-obligates Seven Million United States Dollars (\$7,000,000), the first tranche of funding to support JEDCO to implement the SME Financing Program: Grants and Technical Assistance Component as more specifically outlined herein. The total estimated USAID contribution for this five-year program is Thirty One Million United States Dollar (\$31,000,000) to be provided in accordance with the benchmarks outlined in this IL and subject to the availability of funds. The beginning date of this program is July 10, 2012 and the ending date is July 9, 2017. The purpose of this program is to create jobs and to stimulate economic growth in Jordan by increasing the availability of financing for SMEs and providing them opportunities to gain the skills they need to grow and prosper.

The first tranche of funding will cover the start-up phase of the Program which is expected to last approximately 12 months. Further tranches of funding are contingent on the Program's success in meeting agreed upon benchmarks and delivery of required reports.

II. Introduction

The United States has a long standing relationship with the Hashemite Kingdom of Jordan that has produced significant benefits to the people of both countries. The United States Government (USG) through USAID has partnered with many Government of Jordan (GOJ) institutions to bring about the shared vision of both governments. USAID/Jordan is pleased to welcome a new partnership with the Jordan Enterprise Development Corporation (JEDCO), which will undoubtedly be long and fruitful, allowing both parties to achieve common objectives in support of SME development.

III. Background

Poor access to credit is one of the primary constraints for SMEs in Jordan. Banks in Jordan have limited experience lending to SMEs, lack the capacity to properly analyze risk in the sector, and have poorly

developed outreach programs for SMEs. At the same time, SMEs in Jordan have limited ability to borrow funds and in many cases lack the capacity to produce the business plans and/or financial documents that banks need before they lend. The SME Financing Program, which is comprised of an OPIC partial-loan guarantee facility component and this Grants and Technical Assistance component, will address each of these constraints. USAID's contribution as outlined in this IL will enable JEDCO to provide technical assistance and grants to SMEs to ensure that they are able to access credit in order to expand their business.

IV. Program Description

Under the SME Financing Program: Grants and Technical Assistance Component, JEDCO will:

- Implement a grants program for SMEs designed to increase their viability and creditworthiness;
- Provide technical assistance to SMEs to increase their viability and creditworthiness;
- Implement an outreach program designed to ensure that a broad and inclusive range of SMEs are able to access support from JEDCO, the OPIC-supported Jordan Loan Guarantee Fund (JLGF), and financing opportunities from other sources; and
- Implement a range of activities designed to strengthen JEDCO as an institution to ensure that JEDCO is able to carry out this program and other GOJ mandates to support SMEs in Jordan.

Each component includes performance benchmarks which must be met before the next tranche of funding will be released. A detailed matrix of benchmarks for each component, timeframes for their completion, and the verifiable indicators required is attached.

A. Implementation of the SME Financing Program: Grants and Technical Assistance Component Program's Grants Component

The first tranche of funding will be used to support the launch of the USAID/JEDCO SME Grants Program. The grants issued with this support are intended to be complimentary to a \$250 million OPIC loan guarantee program for SMEs. JEDCO will target borrowers who might be eligible for loans from the OPIC program with grants to help them execute projects, meet capital requirements for business expansion, and/or enhance their managerial and operational capabilities.

The grant program will target key, high-value sectors or sectors that have high prospects for employment generation, including information and communications technology (ICT), clean technology, and medical services. Special consideration will be given to grant proposals that:

- Exhibit innovative practices;
- Introduce green or energy efficient technologies;
- Will employ Jordanians or replace foreign labor with Jordanians;
- Involve employment of youth and/or women;
- Are submitted by female-owned and operated businesses and firms outside of Amman; and/or
- Are for community involvement and development activities that will have a significant impact on the local communities.

The total amount of the grant will not exceed 20% of the total cost of the proposed project and can be used for a variety of purposes including:

- Projects designed to increase production and/or product quality;
- Purchase of new and/or enhancement, development and renewal of existing productive assets (e.g. machinery, tools and hardware);
- Purchase of relevant software systems;
- Costs of relocating or expanding operations from Amman to one of the governorates; and
- Construction activities with the purpose of starting up or expanding an eligible business.

JEDCO must employ a systematic method for reviewing all proposed projects to determine the eligibility of costs as outlined in section 3.1 of the SME Financing: Grants and Technical Assistance Components Proposal. This methodology must be defined in a Grants and Technical Assistance Manual. Grants can be given for projects that have not secured a guarantee for additional financing to community development projects and/or projects that can show they will provide jobs for women outside of Amman. However, these grants will only be awarded to proposals that will improve the creditworthiness and/or profitability of a particular firm. The full criteria by which grants will be evaluated and awarded will be contained in the Grants and Technical Assistance Manual mentioned above which will be produced by JEDCO and approved by USAID before any grants are issued with USAID funding.

USAID and/or its designated representative reserves the right to review all grant proposals. As this is the case, proposals will need to be translated into English by JEDCO. USAID will not be part of the approval committee for grants but reserves the right to disallow funding for a grant that does not fit the criteria outlined in the grants manual or that does not fit USAID SME program goals and objectives.

Benchmark 1 (End of month 4): Grant-making facility established and fully functional. This will entail hiring quality staff that are able to manage the day-to-day operations of the grant program and adequately evaluate the viability of the grant proposals that are submitted. It will also require compilation of a Grants and Technical Assistance Manual that will describe the operational aspects of the grant fund (as well as that of the technical assistance program as described below), procedures for submitting proposals, criteria for awarding and issuing grants, source nationality status, and a methodology for tracking results.

Benchmark 2 (Monthly Beginning of 5th Month – Throughout the Life of the Program): Issuance of solicitation for grant proposals that is publicized widely in each region in Jordan and through USG and JEDCO partners that might assist in encouraging SMEs to participate.

Benchmark 3 (End of month 8): Award of 33 grants worth up to approximately \$4,950,000 to well-qualified SMEs under the first round of grant making.

Benchmark 4 (End of 1st Year – due on an annual basis through the life of the program): Completion of an external audit that reviews the extent to which the JEDCO team complied with its grants manual to issue grants while expending this first tranche of USAID funding.

Benchmark 5 (End of month 4): JEDCO will develop a simplified Environmental Manual with selection criteria and a screening/environmental review checklist with mitigation measures for potential project activities for the grants committee.

B. Technical Assistance Component

The first tranche of funding will also support the launch of the Technical Assistance Component. Under this component, JEDCO will provide technical assistance and training to SMEs and banks that might be eligible to receive loans from the funds guaranteed by OPIC and to other SMEs that show clear potential for growth and job creation.

Technical Assistance will be provided to increase access to finance by building the capacity of SMEs to:

- Identify their financial needs and the best project financial structure;
- Prepare credit reports and files;
- Complete feasibility studies and put together a business plan;
- Compile financial reports and plans and other reports required by financial institutions to access credit; and/or
- Prepare grant applications.

Technical Assistance will be provided to increase SME growth and competitiveness by supporting:

- Development of internal systems [financial and accounting, costing, production, and MIS];
- Business/product accreditation and certification;
- Product design;
- Factory layout, time and motion studies;
- Marketing research and plans; and
- Procurement of software systems that will further SMEs' business objectives.

Solicitations for technical assistance will be issued on a bi-annual basis and will be widely advertised through print and digital media. All technical assistance provided through a sub-grant and/or contract will be issued in compliance with USG procurement rules and regulations and procedures agreed upon between JEDCO and USAID and clearly described in the Grants and Technical Assistance Manual described above. USAID and/or its representative will review requests for technical assistance, although USAID will not be part of the approval process. USAID will reserve the right to disallow funding for technical assistance that does not fit the criteria outlined in the grants manual; that does not fit USAID program goals and objectives; and/or if agreed upon procedures are not followed.

Benchmark 1 (End of month 4): The technical assistance program is established and fully functioning. This will entail hiring and retaining quality staff and/or sub-contractors who are able to give or procure high quality technical assistance and training materials to SMEs in the areas of management, marketing, finance and business planning.

Benchmark 2 (Beginning by month 5 through end of 1st Year): JEDCO has provided technical assistance to a minimum of 85 SMEs resulting in an increased viability of their businesses and ability to obtain financing to expand and grow their businesses.

Benchmark 3 (Beginning by month 5 through end of 1st Year): At least 25% of the SMEs that received technical assistance were able to receive financing from the OPIC loan guarantee program or some other private source.

C. Outreach Component

The JEDCO SME Financing Program: Grants and Technical Assistance Component's outreach component will be launched utilizing approximately \$260,000 in this first implementation period. Establishing a sound outreach program using a range of media including radio, television, and newspapers, is a crucial part of ensuring that the Grants and Technical Assistance Component of the JEDCO SME Financing Program is implemented in an inclusive way. It is also critical to ensure that JEDCO is able to attract high quality bids from potentially competitive SMEs. Finally, given the importance of this program to both the USG and GOJ, it is important to have a communications team that is able to tell the story of what has been accomplished with the investments made under this program.

Benchmark 1 (End of month 4): An experienced communications and outreach team is in place that includes communications experts in print and digital media with experience working both with the press and in getting messages out to hard-to-reach communities.

Benchmark 2 (Beginning by month 5 through end of 1st Year): A high quality outreach campaign has been designed and implemented to educate a broad range of Jordanian SMEs in each governorate about the opportunities provided by the JEDCO SME Financing Program: Grants and Technical Assistance Component. This campaign should include at least 3 publically available and advertised one-day events in each governorate designed to describe the JEDCO SME Financing Program: Grants and Technical Assistance, and educate SMEs as to how they might take advantage of it. JEDCO should ensure that OPIC and/or the Cooperative Housing Foundation is present at these events to speak about the OPIC loan guarantee program. JEDCO should also work with USAID and other GOJ development partners and Jordanian business associations to make sure that their client SMEs are made aware of the program.

Benchmark 3 (Monthly beginning in month 4): JEDCO is routinely issuing high quality press releases about the results of their work and is able to produce media of other sorts that tells their story and emphasizes the importance of their mission to support SME development.

D. Program and Administrative Support for JEDCO

Activities under this component will include efforts to ensure that JEDCO has high quality administrative, program, and financial staff that are able to establish and implement high quality operational, monitoring and evaluation, and financial management plans for JEDCO.

Benchmark 1 (End of month 4): JEDCO has retained high quality administrative, program and financial staff that are able to track programmatic and financial performance on a timely basis.

Benchmark 2 (End of month 4): To ensure that JEDCO meets the requirements for spending USG resources, JEDCO has retained a program coordinator that is solely tasked with ensuring the quality of the USAID-funded portion of the JEDCO SME Financing Program: Grants and Technical Assistance Component and compliance with relevant US rules and regulations, including environmental requirements. USAID will work closely with this individual to ensure that he/she has the requisite training to carry out his/her responsibilities.

Benchmark 3 (End of month 1): Production of a work plan for the start-up phase of the SME Financing Program: Grants and Technical Assistance Component that clearly shows how JEDCO will achieve the benchmarks outlined in their proposal (see Annex I) and in this IL.

Benchmark 4.1 (End of month 1): Production of a performance monitoring plan as required in Annex II of this IL (SOAG 14 Annex 1: Economic Growth Amplified Description).

Benchmark 4.2 (Beginning at the end of the 1st year and conducted annually): Production of a high quality annual progress report that clearly shows how USAID funding issued under this IL was spent and the results that were achieved. Please see section VIII. Program Monitoring and Evaluation for information as to the type of indicators and results JEDCO will be required to report on.

Benchmark 5 (Beginning at the end of the 1st year and conducted annually. This shall be resolved within three months from the audit report date): JEDCO exhibits successful performance and no material weaknesses on an externally conducted audit of their finances. This audit will need to comply with the rules and requirements outlined in section V below.

V. Criteria for Release of Next Tranche of Funding

As mentioned above, the USAID contribution to the JEDCO SME Financing Program is envisioned to be \$31 million over no more than 5 years. This IL releases \$7 million, the first tranche of this funding, to support the establishment of the program and operations over the first period of operation which is expected to be approximately 12 months.

USAID expects to issue the next tranche of funding, an amount expected to be between \$5 and \$10 million, based on achievement of all benchmarks outlined in Section IV above and timely delivery of all required quarterly and annual reports.

Future tranches will be awarded through Implementation Letters that will include new benchmarks and performance measures. USAID or its designated representative will work with JEDCO to determine these benchmarks given the program's performance to date.

VI. Roles and Responsibilities of the Parties

Activities to be carried out with USAID Direct Support under this IL will be implemented directly by JEDCO, its grantees, and/or its partner organization(s).

Grantees funded with resources from USAID must comply with USG rules and regulations governing assistance programs. JEDCO can find reference to these rules and requirements in Annex III which contains the provisions associated with the Assistance Agreement between the United States and the Hashemite Kingdom of Jordan for Economic Growth (Annex 2: Economic Growth Assistance Agreement,

Standard Provisions). JEDCO must also comply with the provisions outlined in Annex IV which contains the Initial Environmental Examination for the Program.

VII. Hiring of JEDCO Staff with USAID Resources

Given the importance of retaining quality staff and sub-contractors to carry out this program, JEDCO will need to provide a complete staffing plan of both staff that JEDCO intends to hire with USAID resources and staff that already work for JEDCO and will be tasked to assist with the implementation of the SME Financing Program. For each, USAID will need to see and approve both the job description and the CV of the person filling the position or the CV of the individual being recommended for the position before JEDCO will be authorized to use USG funds to pay their salary.

VIII. Program Monitoring and Evaluation

The main purpose of the SME Financing Program: Grants and Technical Assistance Component is to increase employment in Jordan by increasing SME viability, growth, and access to finance. As this is the case, the success of this program will be measured by at least four indicators:

- The percentage increase in profit shown by SMEs that are recipients of assistance from this program.
- The number of new jobs generated by SMEs receiving technical assistance and grants from this program.
- The number of SMEs that were able to obtain new financing as a result of technical assistance and grants from this program.
- The total amount of financing obtained by SMEs receiving assistance from this program.

JEDCO should carefully establish a baseline and method for collecting data on each of these indicators in a Performance Monitoring Plan that will be developed in collaboration with USAID.

All funds obligated under this IL have been obligated to JEDCO under USAID Program Element number 4.6.2 Private Sector Capacity and must be spent in a way that is consistent with the definitions found in Annex V of this IL.

JEDCO will be responsible for submitting quarterly reports to USAID outlining their achievements.

IX. Method of Payment and Reimbursement

JEDCO will be issued advance payments through Electronic Funds Transfer from USAID/Jordan's Financial Management Office according to the following regulations found in ADS 350 and ADS 636.

JEDCO will be required to maintain a *separate* depository account for USAID funds. JEDCO must be able to account for the receipt, obligation and expenditure of funds and interest earned on the advances provided by the USG. JEDCO must maintain advances of USAID funds in interest bearing accounts. JEDCO may retain up to \$250 of interest earned per year, for administrative expenses. Any additional interest earned on advances must be remitted to USAID/Jordan.

JEDCO must request advance payments at time intervals and amounts so that advance payments may be as close as is administratively feasible to the actual disbursements by JEDCO for the minimum

amounts needed for the period covered by the request for direct program costs and the proportionate share of any allowable indirect costs. JEDCO may not request, and USAID may not pay, advance payments for periods of longer than 30 days.

Upon signing the award, JEDCO must electronically submit to the payment office specified in the schedule of the award, a fully completed and signed Standard Form 270 (SF-270) "Request for Advance or Reimbursement" with the "Advance" box on the form checked, for the initial thirty day projected cash disbursement needs. Subsequent advance payment requests for each upcoming month (30-day period) must be submitted at least 30 days prior to the month for which funds are needed, in order to maintain consistent cash flow. Or, JEDCO may submit a set of SF-270 forms on a quarterly basis (i.e. submission of three SF-270s, one for each month in the upcoming quarter), and USAID will process the advance payments on a monthly basis. JEDCO must submit a liquidation voucher using Standard Form-1034 within 15 days of month end. The liquidation voucher must outline actual expenditures for the liquidation line item.

JEDCO must submit a detailed budget with their request for direct program costs. The budget format will be agreed upon with USAID and should include the annual budget by line item; funds disbursed to date, and projected requirements by line item for the coming 30 day period. This budget shall be tracked throughout the year against these program related line items and must be reconciled prior to any new disbursement of funds by USAID.

Within thirty days after the end of each calendar quarter, the recipient must electronically submit a fully completed and signed Standard Form 425 (SF-425) "Federal Financial Report" as specified in the award.

When the award expires, all unexpended funds that USAID has paid to the recipient and that the recipient has not already spent, or committed, in a legally binding transaction during the period of the award, must be immediately returned to USAID. USAID reserves the right, at any time, to 1) withhold or offset payments to or 2) require refund by, JEDCO of any amount that JEDCO did not spend according to the terms and conditions of this award or are otherwise determined by USAID to be in excess of the approved budget amount.

In the event that a final audit has not been performed prior to the closeout of this award, USAID retains the right to a refund until all claims, which may result from the final audit, have been resolved between USAID and JEDCO.

X. Restriction on Use of Funding

None of the funding covered by this IL may be provided to any official of the GOJ, including JEDCO or other level of government, in connection with the procurement of goods or services relating to the Program, nor will any GOJ employee or agent solicit or accept gratuities, favors or anything of monetary value from contractor's or parties to sub-agreements, except service fees or similar payments legally established in Jordan.

Grant funds cannot be used to cover the cost of salaries, to cover indirect costs, rent of facilities to house a business, as collateral for loans, for repayment of loans, to subsidize interest rates or pay loan fees.

JEDCO shall provide written notice to each grantee and recipient of technical assistance using USAID funds of these restrictions and prohibitions and those listed below.

None of the grants or technical assistance provided by JEDCO with USAID funding can be used to provide financial incentives and other assistance for U.S. companies to relocate abroad if it is likely to result in the loss of U.S. jobs; or contribute to violations of internationally recognized workers' rights defined in 19 U.S.C. 2467(4).

A. Environmental Review. (FAA Sec. 117; 22 CFR 216 (USAID Regulation 16), see ADS 204)

As JEDCO will be using USAID resources to provide grants and loans to SMEs for purposes yet to be defined, these activities are recommended for Negative Determination with Conditions per 22 CFR 216.3 (a) (2) (iii). USAID or its authorized representative, as well as a representative from JEDCO, will work with the Mission Environmental Officer to monitor and ensure that the mitigating measures are carried out during the implementation of the program. Please see the approved IEE for this program dated October 17, 2011 attached in Annex IV.

JEDCO shall consult with: Environmental Guidelines for Small-Scale Activities in Africa, 2nd edition: <http://www.encapafrica.org/egssaa.htm> and IFC Environmental, Health and Safety Guidelines: www.ifc.org/ifcext/sustainability.nsf/Content/EnvironmentalGuidelines; and the World Bank Roads & Environment Handbook: www.worldbank.org/html/fpd/transport/publicat/reh/toc.htm, where relevant. JEDCO will develop a simplified Environmental Manual with selection criteria and a screening/environmental review checklist with mitigation measures for potential project activities for the grants committee. To ensure compliance, the USAID designee will conduct or oversee periodic reviews of the checklists and small grants activities and report to the MEO to ensure compliance.

B. Tobacco. (FY 2008 Act Section 699N)

Funds made available in the FY 2008 Act may not be used to “promote the sale or export of tobacco or tobacco products, or to seek the reduction or removal by any foreign country of restrictions on the marketing of tobacco or tobacco products, except for restrictions which are not applied equally to all tobacco or tobacco products of the same type.”

All grants and sub-grants must be reviewed to ensure that SMEs will/do not undertake activities that would violate this Act.

C. Agricultural Activities (Bumpers Amendment). (FY 2008 Act Sec. 613(b))

See Annex VII of this IL for agricultural activity restrictions. Under the Program, JEDCO will be prohibited from using USG resources to support production of cereals, bovine products, or poultry.

D. Terrorist Financing Risk-Based Assessments

Consistent with guidance dated April 27, 2009 from the Middle East Bureau and USAID/Jordan’s Mission Order 200-02 dated June 28, 2009, all programs under this Assistance Agreement have been reviewed for and found to be in compliance with terrorist financing guidance approved by Deputy Secretary of State Negroponte on February 26, 2008. There are no known concerns with respect to terrorist risk financing; however, JEDCO and USAID will continue to monitor this requirement to ensure that sub-grants are not provided to organizations listed on the US Treasury’s Office of Foreign Assets Control’s (OFAC) prohibitive list.

E. Other Requirements

JEDCO shall inform USAID before awarding grants to SMEs engaged in certain health sector activities (i.e. family planning, HIV/AIDS) and construction activities or any other sectors. USAID retains the right to withhold grant funds for activities within these sectors if they do not meet USG reporting requirements or if they violate USG laws, codes, or regulations.

XI. Audit

JEDCO must obtain annual financial audits for any fiscal year that JEDCO expends more than \$300,000. The audits must be conducted on its expenditures in accordance with the Office of Inspector General's (OIG's) *Guidelines for Financial Audits of Foreign Recipients*. Under OIG Guidelines, JEDCO must procure audit services from an organization that has been vetted and approved by the Regional Inspector General based in Cairo. Presently, the Audit Bureau has not submitted an application to perform audits of USAID activities. Until the Audit Bureau submits an application and is approved by the Regional Inspector General, the Audit Bureau is not eligible to perform the required audits.

The audit shall determine whether:

- JEDCO's project fund accountability statement presents receipts and expenditures of funds provided under the IL in accordance with generally accepted accounting principles.
- JEDCO complied with terms of the IL.
- JEDCO maintained a system of internal control to protect the accountability of USAID funds.
- Annual audits shall be submitted to the Regional Inspector General in Cairo no later than nine months after JEDCO's fiscal year ending date.

XII. Additional Terms and Conditions

A. Gender

Jordanian women are some of the best educated women in the MENA region yet they represent only 18 % of the labor force in Jordan (one of the lowest participation rates in the region) and suffer from an unemployment rate of 34%.¹⁴ This paradox results in a partial loss of the educational investment made in women (other than what they pass on to their children) and a major loss of the potential for economic growth embodied in the vast numbers of well-educated women who are not participating in the labor market.

SMEs are not only a critical source of job creation in Jordan but can be an important source of jobs for women, particularly if the SME owner is a female. Female business owners are much more likely to hire female employees. Thus, encouraging female entrepreneurship and supporting growth of female-owned SMEs could lead to significant employment growth amongst women.

Wherever possible, JEDCO will address the needs of female-owned SMEs to ensure that they are able to reap the full benefits of this program. JEDCO will specifically address the needs of female-owned SMEs as they set up their technical assistance and grants programs and implement both in a

¹⁴ Jordan Human Development Report 2011: Small businesses and human development, UNDP and Ministry of Planning and International Cooperation

way that mitigates the constraints faced by female-owned SMES. JEDCO's interventions under this Agreement must be implemented in a way that ensures that there is no gender discrimination in accessing grants or any other program benefits.

B. Marking and Branding

JEDCO must provide guidance to sub-grantees regarding the USAID marking and branding guidelines as noted below.

- Sites financed by JEDCO sub-grants, including visible infrastructure projects (roads, bridges, buildings, etc.) or others that are physical in nature (agriculture, forestry, water management, etc.), must prominently display the USAID Identity. Temporary signs must be erected early in the construction or implementation phase.
- Public communications financed by JEDCO that are print products must prominently display the USAID Identity.
- Public communications financed by JEDCO that are audio, visual, or electronic must prominently display the USAID Identity
- Studies, reports, publications, web sites, and all informational and promotional products not authored, reviewed, or edited by USAID must contain a provision substantially as follows:
 - This study/report/Web site (specify) is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this (specify) are the sole responsibility of (name of organization) and do not necessarily reflect the views of USAID or the United States Government.
- Events financed by JEDCO must prominently display the USAID Identity.

C. Source Nationality

The funds being obligated have a USAID geographic procurement code 937; which is defined as the United States, Jordan, as the cooperating/recipient country, and developing countries other than advanced developing countries, and excluding prohibited sources.

For a list of developing countries, advanced developing countries, and prohibited sources, please refer to <http://www.usaid.gov/policy/ads/300/310.pdf>.

On behalf of USAID, I take this opportunity to express my pleasure at the ongoing cooperation and strategic partnership between our two institutions.

Sincerely,

Countersigned by,

Ms. Beth S. Paige
Mission Director
USAID/Jordan

His Excellency Dr. Jafar Hassan
Minister of Planning and International Cooperation

Date:

Date:

Eng. Yarub Qudah
Chief Executive Officer
Jordan Enterprise Development Corporation

Date:

CLEARANCE PAGE FOR IMPLEMENTATION LETTER regarding the \$31 million SME Financing Activity.

OEG: PBruning	_____	Date	_____
OPM: Atohill-Stull	_____	Date	_____
MEO: Aal-Homoud	_____	Date	_____
FMO: Jvernon	_____	Date	_____
RCO: Mzanganeh	_____	Date	_____
RLA: Hpatak	_____	Date	_____
DDIR: Dball	_____	Date	_____

- Documents:
- Benchmark Matrix
- SOAG EG Annex 1
- SOAG EG Annex 2
- Initial Environmental Examination
- EG Program Elements
- Bumpers Analysis

1B.4 Certification from Grant Recipient Organization

1. Our organization has received a copy of the Program’s Grant Applicant and Beneficiary Handbook and that our organization’s board and senior management have read and understood its contents.
2. Our organization has not received any funding from the Program for the preparation of this Application.
3. Our organization has no grant completion report required under a grant from USAID or a USAID contractor which is more than 30 days past due.
4. At the time of application there exists no condition within our organization or with respect to our organization’s management which renders the organization ineligible for a grant directly or indirectly funded by USAID.
5. If this is an application for a CRB or FOG Grant, we hereby certify that we are not requesting funding for any of the following:
 - a. International travel
 - b. Commodities with a useful life of greater than one year or cost more than \$5,000
 - c. Indirect costs of our organization
6. If this is an application for a Cost Reimbursement Grant, we have described as part of the proposed Project/Activity the specific costs that may be related to one or both of the following:
 - a. International travel
 - b. Commodities with a useful life of greater than one year or cost more than \$5,000
7. And we hereby certify that we are not requesting funding for any indirect organizational costs and that we have the resources to fully fund our contribution to the total cost of the proposed activities.
8. In order to demonstrate our organization’s eligibility, we have attached (choose all that apply):
 - a. A copy of our organization’s formal registration as evidence of our legal status
 - b. One or more copies of board of directors’ resolutions, strategic plans (overall long-range plan for beneficiary’s organization) or other documentation indicating our organization’s managerial commitment to implementing objectives that are consistent with grant application.
 - c. A copy of our organization chart

By affixing my signature below, I certify that the above statements are true and may be relied upon by the USAID Small & Medium Enterprise Financing Program (SMEFP) in determining eligibility for grant award.

Organization Name	Signatory Name	Title	Date
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1C Advertisement/Solicitation Notice



**USAID Funded Small and Medium Enterprise Financing Program
Call for Grant Concept Papers
RFA/#**

USAID funded Small & Medium Enterprise Financing Program (SMEFP) announces the 2013 competitive grant process with this call for concept papers for activities to support XXXXXXXXXXXX.

USAID Funded Small & Medium Enterprise Financing Program – SMEFP

- About the SMEFP Program

Current grant opportunity:

- From Conceptualization Document

Application Process

- While applications will be accepted at any time, there will be XXX evaluation periods during the year. To be considered in the first group, applications must be received by the SMEFP team by Month DD, YY. The next consideration period closes on Month DD, YY.

Eligible Entities

- Non-Government Organizations (NGOs), professional organizations, research institutions legally established in Jordan; or private firms legally established in Jordan who demonstrate a compelling need for grant funds through this competitive process.

Amounts of Potential Awards

- XXXX

Orientation/Grant Solicitation Workshop

- XXXX

How To Submit Concept Papers

- Eligible entities should download the Grant Information Packet from the JEDCO's website (www.jedco.gov.io) or by writing to grants@jedco.gov.io

1D Request for Concept Papers

Request for Concept Papers

«Title»

«Number»

JEDCO SMALL & MEDIUM ENTERPRISE FINANCING PROGRAM

Funded by USAID Jordan

«Issue_Date»

Authors

This call for concept papers was prepared by:

JEDCO
[Insert Address]

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1. Summary

USAID SMEFP Program — About SMEFP

Call for Concept Papers Summary

This document describes an opportunity for qualified entities to apply for a grant to carry out activities that support the broad program in the following specific areas.

Grant Background and Subject Area

From Conceptualization Document (Sectors, Areas of focus and Criteria)

Applicants are requested to submit concept papers for programs to address these areas in a way that will lead to increased exports, revenues and that will creating quality jobs for Jordanians.

Grant Application Process

As described more fully in this document, Applicants are to first to submit a concept paper. Concept papers will be reviewed for compatibility with the Program's objectives. From the group of concept papers submitted, the Program will screen the concept papers to identify the complete and compliant concept papers that will be presented to the grant evaluation committee (GEC) for technical evaluation. The applicants whose concept papers will pass the technical evaluation will be requested to submit formal application for further evaluation by the GEC. The applications that will fall within the identified competitive will be submitted to JEDCO's Approval Board and USAID for final approval.

Concept Papers Submission Deadlines

There will only be XX evaluation periods during the year. To be considered in the first group, applications must be received by the Program team by Month, Day Year. The next consideration period closes on Month, Day Year.

Eligibility

As described more fully in this document, Grantees may be private or public firms legally established in Jordan who demonstrate a compelling need for grant funds through this competitive process. Individuals, political organizations, foreign owned and government institutions and religious groups are not eligible for grants under the Program. Also ineligible are private firms and non-governmental organizations whose objectives are not consistent with the broad objectives of the Program.

Cost Share and Business Plan

Grantees are expected to cover some portion of the costs associated with carrying out the grant activity. For most grants, the Program expects applicants to provide at least a 10% cost share of the total project costs and 70% from additional funding sources, while the SMEFP program will contribute to maximum 20% of the grant. Actual and expected sources and amounts of the cost share must be stipulated within the Application.

For more general information about JEDCO or the USAID SMEFP Program, please visit the following website: JEDCO: <http://www.jedco.gov.jo>

2. Instructions for Applicants

1. General: Entities invited to submit Concept Papers or Applications are under no obligation to do so.

Applicants will not be reimbursed for any costs incurred in connection with the preparation and submission of their applications.

Applicants may submit more than one concept papers; however, each must be complete in itself.

For the purposes of interpretation of these Instructions to Applicants, the periods named herein shall be consecutive calendar days.

The Program reserves the right to conduct discussions once a successful application is identified, 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.

The Program reserves the right not to make any award.

These Instructions to Applicants will not form part of the offer or of the Grant Award. They are intended solely to aid Applicants in the preparation of their applications.

2. RFA contact information:

JEDCO Office

Attention: USAID Small & Medium Enterprise Financing SMEFP Program

[Address]

[Tel]

[Fax]

Email: grants@jedco.gov.jo

Clarifications:

- a. Method: Only written requests for clarification will receive a response. Send questions about the call for concept papers by email to the RFA Contact noted above.
 - b. Date for receipt: All requests for clarification must be received by COB «Questions_Due» to the email address noted above. Only questions received by this date will be considered.
 - c. Responses: By «Answers_Provided» we anticipate providing consolidated responses to the requests for clarifications. These responses will be posted on the JEDCO website (Link)
3. Orientation Workshop:

Orientation workshop will be held on <Workshop Date & Time> to explain to prospective Beneficiaries the nature of the grants being sought, the format of concept papers appropriate for consideration, answer questions from prospective applicants and orient them to the specific grant objective and requirements, the grant application, the evaluation process, and the award process. This information is contained in a Beneficiary Handbook, which will be available on JEDCO's website.

4. Concept Papers Due Date:«Due_Date»

5. Application Delivery Address:

JEDCO Office

Attention: USAID Small & Medium Enterprise Financing SMEFP Program

[Address]

[Tel]

[Fax]

Email: grants@xxx.com

6. Submission Requirements:

- a. Language: The application and all associated correspondence must be in English. Any award document resulting from this request will be in English.
- b. Currency: The cost must be presented in Jordanian Dinars/US Dollars.
- c. Method: Electronic copy & Hard Copy
- d. Marking: [Entity Name] «RFA_Number»
- e. Authorized Signer: Concept Papers/Application must be signed by a person duly authorized to submit a Concept Paper/Application on behalf of the Applicant and to bind the Applicant to the Application.
- f. Authorized Personnel. Provide name, title, email, and telephone number of the person or persons in the entity who are authorized to discuss and accept a grant, if awarded.

7. Eligibility.

From grant eligibility Section

8. Ineligible.

From grant ineligibility Section

9. Application Requirements.

Once a concept paper is selected (compliant, complete and passed the technical evaluation by the GEC), the Applicant must prepare an Application. All Applications for grants under the Program must be submitted in a specific format. Any Application submitted in any other format is not eligible for evaluation under the grants program and will be returned to the submitting organization. The acceptable format includes, but is not limited to, a cover letter and other supporting documentation (board resolution, articles of incorporation, etc.) as may be necessary to clearly demonstrate that it meets the following conditions precedent to Application Evaluation:

- That the Grantee is an eligible organization legally constituted under Jordanian law with a legal status as described in above or is in the process of obtaining such legal status through formal registration;
- That the Grantee has the managerial commitment, as evidenced by written board of directors resolutions, strategic plans (overall long-range plan for beneficiary's organization) or other documentation, indicating that it is, or will be, implementing the objectives referred above;

- That the Grantee has received a copy of the attached Grant Beneficiary Handbook and that the Applicant’s management has read and understood its contents;
 - That the Grantee has not received any funding from the Program for the preparation of its Application;
 - That the Grantee has no grant completion report required under a grant from USAID or a USAID contractor which is more than 30 days past due.
 - That at the time of application there exists no condition within the Grantee or with respect to the Grantee’s management which renders the organization ineligible for a grant directly or indirectly funded by USAID.
 - That the proposed period of funding requested in the application does not exceed the life of the Program.
10. Modification/Withdrawal of Applications: Any Applicant has the right to withdraw, modify or correct its offer after such time as it has been delivered to the Program provided that the request is made before the offer closing date.
11. Disposition of Applications: Concept papers/Applications submitted in response to this Call for concept papers will not be returned.
12. Timetable: The following is an illustrative timetable for the grant process:

Activity	Illustrative Timetable
Request for Concept Papers Issued	
Concept Papers Due	XX weeks from issue
Concept Papers Evaluated/Competitive Range Established	XX weeks from receipt
Grants applications received prospective grantees	XX weeks from notice
Applications Evaluated (Site visits, oral presentations, request for clarifications)	XX week from receipt
Final evaluation and selection, identification of competitive range	XX weeks from evaluation
GEC presents the applications that fall within the competitive range to JEDCO’s Approval Board and USAID	XX weeks
JEDCO/USAID Approval and Grant Awarded	XX weeks

3. Statement of Work

Background

4. Concept Paper/Technical Application Contents

As noted in the Summary, the application process is in three stages:

Stage 1: Submission of a concept page

Prior to developing a full grant application, potential grantees are to submit a concept paper for review and feedback. Developing a concept paper provides potential grantees with the opportunity to define and refine their thinking about the proposed project or activity and provides the Program review team with an opportunity to see how well the concept aligns with the USAID/SMEFP key objectives and goals.

A concept paper should be short – not more than 5 pages. Ideas should be clear, concise, to the point and provide an overview of what is planned, who will benefit, the results expected and a notional estimate of the proposed budget linked to the components of the activities planned. Below is a suggested outline for the concept paper and is designed to assure that key points have been covered. This summary will form the basis of the grant application should the Grantee be invited to the next stage.

1. Summary Abstract of proposed Activity:
 - a. One line description of the proposed grant Activity
 - b. What are the Objectives of the Activity?
 - c. How will this grant meet your need?
2. Problem/Need Statement?
 - a. What is the problem? Why does it exist?
 - b. Who is impacted by it?
3. Solution or Scope
 - a. How you will solve the problem and meet the need?
 - b. What are the details of your plan?
 - c. Why is this plan appropriate?
4. Methods/Approach
 - a. How will this grant be carried out?
 - b. What is the method/approach used to implement the plan?
 - c. What are the justifications for the use of these methods?
5. Benefits
 - a. Who are the beneficiaries from the proposed solutions?
 - b. How will they benefit?

6. Qualifications
 - a. Who are the responsible personnel for undertaking, overseeing, completing the implementation of this grant? (Identify project team and other relevant stakeholders)
 - b. What are their roles and responsibilities and their qualifications?
7. Evaluation plan
 - a. What are the Impacts of the activities implementation? (For example; Number of direct/indirect beneficiaries; Number of jobs created, Increase in revenue, etc.)
 - b. How success is evaluated? What kind of Reporting and Monitoring plan will be used during the period of the grant?
 - c. What is the justification of the evaluation strategy?
 - d. Who will evaluate the success?
8. II. Post Grant Sustainability:
 - a. How will the Grantee sustain the impact of the grant Activity after the grant is closed?
 - b. How will the Grantee report on results after the grant period is over?
9. Timeline/Location
 - a. What are specific scheduled begin and end dates of the plan components?
 - b. Where this grant will be carried out, please specify the location?
10. III. Background
 - a. Brief background on grantee and include information in regards to the following:
 - i. [Entity's] full legal name
 - ii. Is [Entity] public or private?
 - iii. Who is [Entity's] auditor?
 - iv. Where is [Entity] currently headquartered (address)?
 - v. Is [Entity] owned by a parent company?
 - vi. Does [Entity] have any subsidiaries or own 5%, or more, of any other entity?
 - b. Grantee's prior experience related to this Activity
11. Budget
 - a. What is the request amount and why? One Page Summary
 - b. Budget detailed line item budget (including # of Units, Unit Costs, Subtotals)
 - c. Cost Sharing and Third Party Contributions.

Stage 2: Oral Presentation

Those organizations whose concept papers are complete, compliant, eligible, and passed the technical evaluation by the grant evaluation committee (GEC) are deemed to be in the competitive range will be invited to submit full application. A standard application template is provided on the Program website.

Stage 3: Grant Application Evaluation

Applicants will be asked to submit a complete Grant Application and Budget for final evaluation and reviewing by the GEC against evaluation criteria and scoring sheet; those applications that will fall within the identified competitive range will be submitted for approval by JEDCO's Approval Board and USAID.

5. Budget Contents

The Applicant must:

- Propose a realistic one page budget, with a detailed summary following the format provided below (including # of units, unit costs, subtotals); and cost sharing and third party contributions.
- Include only those costs that can be directly attributed to the activities proposed.
- Propose a minimum 10% cost share of the total project costs
- Supporting information must be provided in sufficient detail to allow a complete analysis of all the proposed costs/prices. Add lines as necessary.

Budget Summary

Use this template for the Budget Summary:

Organization: XXXX					
Purpose:					
Date:					
Item	Cost (JD)	SMEFP	Organization	Other Sources	Subtotal
Personnel Technical Assistance and Training					
Program Activity Expenses					
Equipment					
Travel and Transportation					
Other Direct Costs					
Other					
SMEFP Total					
Organization Total					
Other Sources Total					
Grand Total					

Detailed Budget

Please use this template as guidance for your detailed budget. Use of Microsoft Excel is preferred.

Organization XYZ and Program							
Category	Description	JD	\$	Quantity	Days	\$	JD
Travel and Transportation (item xyz)							

Organization XYZ and Program							
Category	Description	JD	\$	Quantity	Days	\$	JD
Personnel (item xyz)							
Equipment (item xyz)							
Training and Technical Assistance (item xyz)							
Program Activity Costs (item xyz)							
Direct Costs (item xyz)							
						Organization Cost Share Total	Total
						Grant Budget Total	Total

6. Evaluation

The Program intends to award grants resulting from this solicitation to the responsible Grantee whose Application conforms to the application requirements and whose concept best supports the Program's objectives.

Technical Evaluation of Concept Paper

The Program will evaluate each concept paper based upon the evaluation factors set forth below. A concept paper can be categorized as unacceptable when it is incomplete, does not respond to the scope, does not comply with the format requirements or is submitted after the deadline.

Also concept papers that include, among other things, ineligible activities and costs, or failure to meet or complete certain certification, or failure to meet the basic grant recipient profile described in this document or the grant beneficiary handbook will be returned to the submitter. All concept papers will be reviewed in detail to ensure compliance with applicable regulations regarding the eligibility, allowability, reasonableness and allocability of proposed activities and costs, including the compliance checks on the Applicant. Depending on the nature of non-compliance, submissions may be rejected outright or if time permits, be returned to the submitter for correction and resubmission.

The technical criteria below are presented by major category, in relative order of importance, so that Applicants will know which areas require emphasis in the preparation of their concept papers.

Illustrative Concept	Sustainability, Technical Approach, Capacity to adhere to SMEFP guidelines	70%
Organization's Qualifications	Past Performance/Organizational Capacity	30%

Cost Evaluation of Grant Concept Papers/Application

The proposed budget and cost share will be analyzed as part of the Application evaluation process. Applicants should note that Budgets must be sufficiently detailed to demonstrate reasonableness and completeness, and that Applications including budget information determined to be unreasonable, incomplete, or based on a methodology that is not adequately supported may be judged unacceptable.

- **Reasonableness.** The Program will make a determination of reasonableness based on JEDCO's experience for similar items or services, what is available in the marketplace, and/or other competitive offers.
- **Completeness.** A detailed line item budget, budget notes, assumptions, and schedules that clearly explain how the estimated amounts were derived must adequately support the Applicant's budget. The Program may request additional supporting information to the extent necessary to determine whether the costs are fair and reasonable.
- **Cost-share.** The Program endorses cost sharing as an important principal in its relationship with its grantees. Under this grant competition, we expect that applicants provide a significant cost share, at least a 10% cost share of the total project costs. Actual and expected sources and amounts of the

cost share must be stipulated within the Application. Cost sharing above the 10% level is encouraged and will make an application more competitive.

7. Application

The Application can be found on the SMEFP website.

8. Grants Manual and References

The applicable guidelines for the awarding of grant through SMEFP are contained in JEDCO's Grantee Manual, which will be supplied to all applicants. This manual is available along with associated references on the SMEFP website.

1E Grant Concept Paper Guidelines

Purpose

Prior to developing a full grant application, potential grantees are to submit a concept paper for review and feedback. Developing a concept paper provides potential grantees with the opportunity to define and refine their thinking about the proposed project or activity and provides the Program review team with an opportunity to see how well the concept aligns with the USAID/SMEFP key objectives and goals.

A concept paper should be short – not more than 5 pages. Ideas should be clear, concise, to the point and provide an overview of what is planned, who will benefit, the results expected and a notional estimate of the proposed budget linked to the components of the activities planned. Below is a suggested outline for the concept paper and is designed to assure that key points have been covered. This summary will form the basis of the grant application should the Grantee be invited to the next stage.

1. Summary Abstract of Proposed Activity
 - a. One line description of the proposed grant Activity
 - b. What are the Objectives of the Activity?
 - c. How will this grant meet your need?
2. Problem/Need Statement?
 - a. What is the problem? Why does it exist?
 - b. Is their demand from the private sector?
 - c. Who is impacted by it?
3. Solution or Scope
 - a. How you will solve the problem and meet the need?
 - b. What are the details of your plan?
 - c. Why is this plan appropriate?
4. Methods/Approach
 - a. How will this grant be carried out?
 - b. What is the method/Approach used to implement the plan?
 - c. What are the justifications for the use of these methods?
5. Benefits
 - a. Who are the beneficiaries from the proposed solutions?
 - b. How will they benefit?
6. Qualifications
 - a. Who are the responsible personnel for undertaking, overseeing, completing the implementation of this grant? (Identify project team and other relevant stakeholders)

- b. What are their roles and responsibilities and their qualifications?
7. Evaluation plan
 - a. What are the Impacts of the activities implementation? (For example; Number of direct/indirect beneficiaries; Number of jobs created, Increase in revenue, etc.)
 - b. How success is evaluated? What kind of Reporting and Monitoring plan will be used during the period of the grant?
 - c. What is the justification of the evaluation strategy?
 - d. Who will evaluate the success?
 8. Post Grant Sustainability
 - a. How will the Grantee sustain the impact of the grant Activity after the grant is closed?
 - b. How will the Grantee report on results after the grant period is over?
 9. Timeline/Location
 - a. What are specific scheduled begin and end dates of the plan components?
 - b. Where this grant will be carried out, please specify the location?
 10. Background
 - a. Brief background on grantee and include information in regards to the following:
 - i. *[Entity's]* full legal name
 - ii. Is *[Entity]* public or private?
 - iii. Who is *[Entity's]* auditor?
 - iv. *Where is [Entity]* currently headquartered (address)?
 - v. Is *[Entity]* owned by a parent company?
 - vi. Does *[Entity]* have any subsidiaries or own 5%, or more, of any other entity?
 - b. Grantee's prior experience related to this Activity
 11. Budget
 - a. What is the request amount and why? One Page Summary
 - b. Budget detailed line item budget (including # of Units, Unit Costs, Subtotals)
 - c. Cost Sharing and Third Party Contributions.

Budget Summary

Use this template for the Budget Summary:

Organization: XXXX					
Purpose:					
Date:					
Item	Cost (JD)	SMEFP	Organization	Other Sources	Subtotal
Personnel Technical Assistance and Training					
Program Activity Expenses					
Equipment					
Travel and Transportation					
Other Direct Costs					
Other					
SMEFP Total					
Organization Total					
Other Sources Total					
Grand Total					

Detailed Budget

Please use this template as guidance for your detailed budget. Use of Microsoft Excel is preferred.

Organization XYZ and Program							
Category	Description	JD	\$	Quantity	Days	\$	JD
Travel and Transportation (item xyz)							
Personnel (item xyz)							
Equipment (item xyz)							
Training and Technical Assistance (item xyz)							
Program Activity Costs (item xyz)							
Direct Costs (item xyz)							
Organization Cost Share Total						Total	
Grant Budget Total						Total	

1F Regulatory Compliance and Completeness Review Checklist

Initial Screening of Concept Papers

Name of Grant (Applicant):

Grant Number:

Date of Initial Screening:

The concept papers will not be submitted to the Grant Evaluation Committee (GEC) if they are:

- Incomplete;
- Submitted after the posted applications submission deadline;
- Non-compliant with the priority geographic coverage of the project as agreed in the conceptualization phase.
- From a non-eligible organization or non-eligible activity/project.
- Include individuals or entities identified as Specially Designated Nationals & Blocked Persons or Excluded Parties list.

Activity	Yes	No	NA	Comments
Completeness and Responsiveness				
Applicants must conform to the forms and templates identified and not exceeding 5 pages, excluding the cost/budget proposal and supporting documentation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Concept papers must be written in English or with English translations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Applicants are within the priority geographic coverage of the project and the identified sectors as agreed in the conceptualization phase.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Applicants must clearly identify restricted goods or commodities and supply appropriate documentation as outlined in the Grant beneficiary guidebook.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Applicants must attribute costs to specific line items, rather than including "shared costs" (see Cost/Budget Guidelines).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Applications must contain a detailed, itemized budget in Jordanian Dinars (JD) and U.S. Dollars (USD) in Excel format, a corresponding budget narrative.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Applications must include all required signed Certifications and Supporting Documentation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<ul style="list-style-type: none"> • Copy of the Organization formal Registration as evidence of 				

Activity	Yes	No	NA	Comments
the legal status.				
<ul style="list-style-type: none"> • Organization Chart • Copy of board of directors' resolutions, strategic plans (overall long-range plan for beneficiary's organization) or other documentation indicating our organization's managerial commitment to implementing objectives that are consistent with grant application. 				
The proposed life-of-project funding in the application does not exceed the JD equivalent of \$250,000.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
The proposed period of funding requested in the application does not exceed the life of SMEFP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eligibility				
Eligible Organization				
A private or public shareholding company that has a business plan and/or concept that is deemed viable and that is consistent with JEDCO's program objectives as well as those defined by the SMEFP;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
An existing Jordanian organization with project total cost exceeding US\$ 50,000; and start-up Jordanian projects with a total cost ≤ US\$ 100,000;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Grantee must contribute at least 10% of the project cost through its own resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Grantees must submit concept papers and/or business plans, which focus on eligible high-value sectors that have the potential for employment creation. These sectors will be outlined in JEDCO's solicitation announcement for specific grant programs under the SMEFP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
60% of the employees of a Grantee must be Jordanian.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Grantees must have between 10 and 300 workers to be classified as SMEs, unless specifically revised within the grant solicitation. Grant programs that allow concept papers and/or business plans from entrepreneurs (startup businesses) will be so noted and the employment requirement will be waved.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Ineligible Organization				
Organizations that are not legally registered or otherwise recognized under the laws of Jordan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Any entity that has been found to have misused USAID or other donor funds in the past.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Any entity that has not met its obligations under any grants previously issued under the grants program of SMEFP or any other USAID-funded project.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Individuals unless applying for startup funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Governmental organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Political organizations, majority foreign-owned enterprises or institutions or their subsidiaries and affiliates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Activity	Yes	No	NA	Comments
Faith-based organizations whose objectives are for discriminatory and religious purposes, and whose main objective for the grant is of a religious nature.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Any entity whose name appears on the List of Parties Excluded from Federal Procurement and Non-procurement Programs (http://www.sam.gov)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Any entity with a member that appears on the U.S. Department of Treasury Office of Foreign Assets Control (OFAC) Specially Designated Nationals (SDN) and Blocked Persons list.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Any organization that refuses to sign the required certifications.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Any private firms and non-governmental organizations whose objectives are not consistent with those of JEDCO as a whole or the SMEFP in specific.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Wholesale, retail trade and real estate enterprises are also not eligible under SMEFP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eligible Activities/Projects				
Projects designed to increase production and/or product quality;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Purchase of new and/or enhancement, development and renewal of existing productive assets (e.g., machinery, tools and hardware);	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Purchase of relevant software systems;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Costs of relocating operations from Amman to one of the governorates; and	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other allowable direct costs as may be approved in the grant solicitation documents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Restricted Goods (Needs Prior Approval From USAID)				
Agricultural commodities (e.g. Support production of cereals, bovine products, or poultry)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Motor vehicles (includes trucks, cars, buses, motorcycles, utility vehicles and motorized bicycles);	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pharmaceuticals;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pesticides;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Contraceptives and Condoms;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Used equipment;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Fertilizers;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Construction activities with the purpose of starting up or expanding an eligible business.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health sector activities (i.e. family planning, HIV/Aids) and construction activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Ineligible Costs/Activities/Projects				
Creation of endowments (Note: financing of loan portfolios is not an endowment);	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Activity	Yes	No	NA	Comments
Any commodity which does not comply with, or which is not procured in a manner that complies with, the USG/USAID commodity procurement procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Any previous obligations by USAID to the Beneficiary;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
The bad debts or loan payments of the Beneficiary;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Fines and penalties imposed on the Beneficiary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Costs of salaries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Rent of facilities to house a business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Collateral for loans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Subsidize interest rates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Land purchases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Tax payments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Debt amortization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Costs incurred before execution of the grant Award will not be reimbursed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Costs related to any purchases or activities unnecessary to the accomplishment of the purpose which the grant was approved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Indirect costs such as but not limited to overhead or indirect fringe. Any expenses related to ceremonies, parties, and celebrations including but not limited to alcoholic beverages and tobacco products;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
The purchase of goods or services covered by OFAC or other restrictions or from suppliers as may be identified by USAID's consolidated list of debarred, suspended or ineligible entities;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Any expenses related to purchases or activities which are illegal under Jordanian or U.S. law.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Military equipment;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Surveillance equipment;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Commodities for support of police and other law enforcement activities;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Abortion equipment and services;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Luxury goods and gambling equipment;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Weather modification equipment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Activities to promote the sale or export of tobacco or tobacco products; or to seek the reduction or removal by any foreign country of restrictions on the marketing of tobacco or tobacco products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Proceed to Technical Evaluation by Grant Evaluation Committee (GEC)

Decline the Concept Paper

Reasons for the Rejection:

- Incomplete;
 - Submitted after the posted applications submission deadline;
 - Non-compliant with the priority geographic coverage of the project as agreed in the conceptualization phase.
 - Non-eligible organization or non-eligible activity/project.
 - Identified as Specially Designated Nationals & Blocked Persons or excluded parties list.
 - Other.
-

Comments:

Proceed to Technical Evaluation by Grant Evaluation Committee (GEC)

Review and Screening Team:

Financial Evaluator Name

Signature

Grant Manager Name

Signature

1G Rejection Letter

(Project Letterhead)

[Date]

[Name of Applicant Organization]

[Address of Applicant Organization]

Dear [applicant's name],

Thank you for applying to the JEDCO Small & Medium Enterprise Financing Program [SMEFP].

Your concept paper **is not eligible for further consideration** because of [state the reason of rejection]

In case of failing after GEC meeting

[We have evaluated your concept paper/application based on the evaluation criteria and scoring process. Unfortunately, your proposal received a score of XX, which is below the minimum qualifying threshold of XX points, and your project is not eligible for further consideration at this point].

Thank you for expressing interest in the JEDCO's Small & Medium Enterprise Financing Program [SMEFP].

Best regards,

SMEFP Program Director

1H Bid Evaluation Criteria and Comparison Matrix

The **Grant Evaluation Committee (GEC)** will formally review and rank all concept papers; the GEC will focus primarily on the innovative nature of the proposed project, its economic viability, potential impact, and potential for sustainability.

70 points are required to invite applicants to submit full proposal/application.

Date In:

Name of Applicant:

ID Number:

Criteria	Comments	Score
1. Strategic Fit (e.g. Anticipated impact on the beneficiaries , sustainability and Realistic plan for M&E) 25 Points		
	Sustainability of Project Results (10 points)	
	Overall mission and objectives are consistent with the themes of the SMEFP Program (5 points)	
	Anticipated Impact on the Beneficiaries (5 points)	
	Realistic Plan for M&E (5 points)	
2. Technical Approach of Project (e.g. Clearly defined goals, activities, reasonable timetable, & innovative approach) 40 Points		
	Clearly defined problem statement (10 points)	
	Goals clearly defined (10 points)	
	Viability of the Approach? The degree to which the proposed technical approach can reasonably be expected to produce the intended outcomes, achieve the expected results, and contribute to the SMEFP goals under the project. (10 points)	
	The likelihood of the proposed project to make a significant contribution in scaling up SMEFP activities and goals. (10 points)	
3. Budget (e.g. realistic and matched up with project activities) 10 Points		
	The proposed costs are realistic and match the project activity (5 points)	
	Cost sharing more than 10% (5 points)	
4. Past Performance/Organizational Capacity 20 Points		
	Past performance in similar projects (5 points)	
	Relevant staff skills to the proposed project (5 points)	

Criteria	Comments	Score
	Experience in geographic region (5 points)	
	Written accounting systems and capacity to adhere to financial guidelines? (5 points)	
5. Gender Considerations 5 Points, if gender component		
	Focus and Impact on Women’s Issues	
	Total Points	

Invitation to Submit Application?

Decline Concept Paper?

Reasons for rejection (where applicable):

GEC Member Name	Title	Date
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1I Conflict of Interest Certification

Evaluation Committee Member

[Name of Project]

[Name of Grant]

For the files:

As a participant in the [Name of Grant] Grant evaluation process, I shall NOT participate in the selection, award, or administration of an agreement supported by US Federal funds if a real or apparent conflict of interest would be involved.

A conflict of interest would arise if:

- I or my spouse, minor child, or partner have a financial interest; I am an officer, director, trustee, owner, partner, expert consultant, advisor, (with or without compensation) or employee or otherwise similarly associated with the applicant organization, its parent organization, or proposed grantee; there exists any arrangement concerning my past/prospective employment, financial interest, or other similar association with the applicant organization.
- If, for any reason, I cannot review the proposal in an unbiased, objective and independent manner, I will notify the Chairperson of the evaluation panel (or designate) and excuse myself.

I shall neither solicit nor accept gratuities, favors, or anything of monetary value from an applicant organization, or any partner or collaborator of the applicant organization at any time prior to, during, or after the application phase or award of grants.

I will also avoid any actions that might give the appearance that a conflict of interest exists or could reasonably be viewed as affecting my objectivity.

CERTIFICATION:

Name:

Title:

Signature:

Date:

1J Confidentiality Certification

Evaluation Committee Member

[Name of Project]

[Name of Grant]

For the files:

I acknowledge that I have read the [Name of Grant] and am aware of the requirements of the Call for Concept papers and applications evaluation. I attest that I will keep all information regarding the grant evaluation process confidential.

I will keep safe and secure (out of sight of others) all written information provided to me during the [Name of Grant] Grant selection process. I will not release or talk about any related information with regards to the selection process with others outside the Grant Evaluation Committee (GEC) members (applicant program and budget information, discussions of scoring, selection of grantees, etc.);

I will hold in confidence all information (organizational and financial), program information, application information, panel discussions, issues identified for negotiation, and information discussed at other interfaces. I will not disclose any of this information to any unauthorized parties.

An unauthorized party is defined as anyone outside of the [Name of Grant] Grant Evaluation Committee (GEC) program team or JEDCO's Approval Board during the Final Deliberation Meetings.

CERTIFICATION:

Name:

Title:

Signature:

Date:

1K Invitation to Submit Full Application

(Project Letterhead)

[Date]

[Name of Applicant Organization]

[Address of Applicant Organization]

Dear Sir/Madam:

We would like to inform you that your concept paper received on [date of receipt], has passed the completeness and compliance review and the technical evaluation by the grant evaluation committee; therefore you are invited to submit your full application for final evaluation before submitting it for grant approval by JEDCO.

You are requested to use the attached Application Form that should comprise the following documents:

- Technical Application
- Application Work Plan Template
- Application Monitoring and Evaluation Plan Template
- Financial Design
- Budget and Budget Notes
- Information about Applicant
- Organization's Support Documentation
- Certification from Applicant
- Other required documents that are to be submitted with the Application include:
 - Company's Registration Certificate
 - Documents about the debts of the applicant at the moment of application: letter from the tax office on debts towards state and local budgets printout from public registry illustrating the pledges towards fixed assets of the applicant
 - Actual financial documentation, including balance sheets, profit and loss statements, cash flow statements for at least 2 years of activity.

Kindly provide us with your application by [requested date]; we will proceed with the evaluation after receiving the full application.

Thank you.

Sincerely,

Grants Manager

1L Application Form for Grants

Date

Grants Manager

JEDCO Small & Medium Enterprise Financing Program – SMEFP

Insert Address

Subject: Grant Application

With this letter and attachments, _____ (*insert organization name*) is applying for a grant from the JEDCO Small & Medium Enterprise Financing Program - SMEFP.

We are requesting a grant to: (*insert one sentence description*)

The total value of our grant request is JD _____.

We are applying for:

Cost Reimbursement Grant (CRG)

Fixed Obligation Grant (FOG)

The estimated **start** date for proposed project/activity: _____.

The estimated **end** date for proposed project/activity: _____.

This application consists of the following materials.

- Attachment 1 Technical Application
- Attachment 2 Application Work plan Template
- Attachment 3 Application Monitoring and Evaluation Plan Template
- Attachment 4 Financial Design
- Attachment 5 Budget and Budget Notes
- Attachment 6 Information about Applicant
- Attachment 7 Organization’s Support Documentation
- Attachment 8 Certification from Applicant
- Attachment 9 Key Individual Certification

Sincerely,

(Name)

(Title)

(Organization)

ATTACHMENT 1

Technical Application

1. **Cover Page**
2. **Program Purpose.** The applicant provides basic contact information and information regarding the status of the organization.
3. **Expected Impact.** The Applicant describes the expected impact(s) of the program in the following areas:
 - a. **Catalytic effect.** A description of the outcomes that the grant can reasonably be expected to cause or catalyze.
 - b. **Financial impact.** State the JD value of the total expected impact.
 - c. **Leverage impact.** State the JD value of the leveraged impact which is defined as the total financial impact divided by the SMEFP cost share percentage. The SMEFP cost share percentage is the expected financial resources requested from SMEFP divided by the total expected budget of the program.
 - d. **Other impact 1.** State and quantify if possible the most significant non-financial impact of the program.
 - e. **Other impact 2.** State and quantify if possible the second most significant non-financial impact of the program. To improve its score, the applicant may state additional non-financial impacts beyond two.
4. **Programmatic Design.** The application should include the following minimum components:
 - a. **High-level Task Elements.** Identification and description of all high-level task elements needed to achieve programmatic purpose, including but not limited to, the following:
 - i. Each high-level task element required to achieve the program purpose
 - ii. The expected impact of each high-level task element
 - iii. Each significant sub-task under each high-level task element
 - iv. The resources required to accomplish each sub-task and the way in which these resources interact to achieve the sub-tasks and ultimately the high-level task elements
 - b. **Sub-tasks.** Clear identification and description of each sub-task necessary to complete the high-level task elements and achieve their expected impact
 - c. **Resource.** Clear identification and description of each resource required to complete each sub-task described as necessary to complete each high-level task element
 - d. **Resource Attributes.** Clear identification and description of the attributes each resource described as necessary to complete each sub-task, including but not limited to the following:
 - i. For human resources, the qualifications required to accomplish the high-level tasks or elements and the sub-tasks
 - ii. For financial resources, the JD cost of accomplishing each task
 - e. **Implementation Plan.** Clear identification and description of the order and timing of each high-level task element and each of its sub-tasks, and describe how each will interact to achieve the

overall programmatic purpose. In the case of FOG grants, milestones should be clearly identified and described

- f. Risk of Programmatic Failure. The applicant should identify and describe any significant risks that may negatively impact the likelihood of successful program completion.

5. **Managerial Design.** The following minimum components are required:

- a. Organizational Experience and Capacity. The application should provide:
 - i. A clear identification and description of the organizational structure required to complete the high-level task elements and each of their sub-tasks
 - ii. A clear identification and description of the Applicant's previous or on-going experience in the successful completion of similar high-level task elements and sub-tasks, and references that can attest to the applicant's past performance and capabilities
 - iii. An organization chart showing all required positions and their relation to each other
- b. Managerial Experience and Capacity of Key Personnel. All positions essential to the accomplishment of sub-tasks are defined as key positions and the individuals holding key positions are defined as key personnel. Applications should provide:
 - i. Key Position Description. A clear identification of each key position essential to the accomplishment of sub-tasks and a clear description of the role and responsibilities of each key position
 - ii. Key Position Qualifications. A clear description of the qualifications required for each position essential to the accomplishment of sub-tasks
 - iii. Key Personnel. The name and resume (CV) of all persons proposed to fill key positions
 - iv. Other Personnel. Best practice suggests that the Applicant should also identify personnel who are not proposed Key Personnel in order to promote full understanding of the financial plan.

USAID regulation "Prohibition of Assistance to Drug Traffickers" requires that grants valued at more than the JD equivalent of \$100,000 identify all key personnel, and these key personnel must sign a Key Individual Certification. (Attachment 9)

ATTACHMENT 2

Application Work Plan Template

USAID Funded Small & Medium Enterprise Financing Program - SMEFP

RFA for [Name of Grant]

[Date]

Work Plan Template

- Complete the table below and indicate when each activity will be implemented.
- Include project activities and action items from your organization’s Capacity Building Action Plan.

Activity	2012			2013												2014				
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M

ATTACHMENT 3

Application Monitoring and Evaluation Plan Template

USAID Funded Small & Medium Enterprise Financing Program - SMEFP
 RFA for [Name of Grant]
 [Date]

- Provide a narrative description of how the project will be monitored and evaluated.
- Provide a narrative description of how the organization will use monitoring data to guide programming decisions and interventions.
- Complete the table below and include clear targets and indicators to measure progress.

Activity	Performance Indicator	Target	Data Source	Data Collection Method	Frequency	Data Verification Plan
Activity 1.1				Determined by SMEFP		
Activity 1.2						
Activity 1.3						

ATTACHMENT 4

Financial Design

1. **Budget.** The Applicant's budget should be presented in the format required in the solicitation. In general, these formats require the Applicant to indicate the cost of each high-level task element and sub-tasks:
 - a. **Fixed obligation grants.** For fixed obligation grant budgets and simplified grant budgets, the budget application is the financial summary form (Annex A7), which presents the budget by tranche payments for costs associated with achieving proposed milestones. Although FOGs cannot cover indirect costs, grant funding can cover direct costs that will be incurred by the recipient to provide identifiable administrative and management support to the activity.
 - b. **Cost reimbursement grants.** For CRB grants, the form is based on an approved OMB format and consist of a summary budget section and the detailed budget section for the periods specified in the solicitation (monthly is usual). The summary budget section summarizes the anticipated expenditures by high-level task element for each period. The detailed budget section cites units and unit costs on a line-item basis for each period to project cash flow needs.
2. **Budget Notes.** Each budget line items must be supported by budget notes that:
 - a. Are in sufficient detail to determine allowability, allocability and reasonableness according to OMB Circular A-122 for NGOs (http://www.whitehouse.gov/omb/circulars_a122_2004/) and FAR 21 for commercial entities.
 - b. Can be justified with documentation if requested by JEDCO-SMEFP.
 - c. Are within the normal operating practices of the Applicant and in accordance with its written policies and procedures.
 - d. Indicate the origin of all project funds (e.g. the Applicant, USAID, third parties).
3. **Proposed Applicant Cost Share.** Cost sharing is desired for all recipients, which implies an Applicant cost share minimum of 10% from its own resources of the total program cost. The budget must clearly indicate which portions of the budget the Applicant will fund or provide in-kind, which portions it expects SMEFP to fund or provide in kind, and if applicable, which portions it expects third parties to fund or provide in kind. If third parties are expected to provide part of the project resources, the name, telephone number, and email address of the third party's contact person must be provided. The Applicant should clearly indicate its total contribution and the percentage of that contribution to the total program budget.
4. **Sustainability.** The Applicant must describe the sustainability of the proposed activity, particularly how the Applicant will fund its cost share and how it will financially support the activity when SMEFP funding is exhausted. The Applicant must identify both short term and longer-term, recurrent costs resulting from the proposed activity, and the Applicant's plan for sustainable coverage.

ATTACHMENT 5

A. Budget Form Template (in a separate Excel file)

B. Budget Notes

USAID Funded Small & Medium Enterprise Financing Program - SMEFP
RFA for [Name of Grant]
[Date]

[Note: The purpose of budget notes is to help proposal/grant review committees better understand the organization's budget, specifically the rationale for unit costs and quantities. Use this template to guide the development of your budget notes. Examples have been highlighted in green. Areas for input have been highlighted in yellow; add additional information as necessary to clarify your budget inputs, and delete information that is not relevant to your budget.]

[Organization Name]

BUDGET NARRATIVE

(Includes Instructions and Examples – Please revise to reflect the application budget and your organizations information)

[RFA #/Project Title]

Performance Period: [start date – end date]

Introduction

[Organization Name] is pleased to provide this budget narrative for the above-referenced project to describe the rationale for our budget. Costs presented in our budget reflect our proposed scope of work, as outlined in the Project Description, and are based on our experience implementing projects with a similar scope and duration. We are happy to provide any additional information or support upon request.

Detailed Budget Comments

1. Salaries and Wages

All salaries presented in this budget are **base rates** and do not include any fringe benefits. All positions that will contribute to this project are described in the table below. We have provided a copy of our **current payroll register** to support the salary rates for current staff named in this budget. We have provided a signed copy of a salary history to support the salary rates of proposed staff who are named in the budget but not yet employed by our organization. For those positions where a specific individual has not been named, we have budgeted salary rates based on [describe justification for proposed rate and list support documentation included in the annex]. We have included **CVs** of the project manager to demonstrate his/her capacity to meet the responsibilities of the positions.

Position Title	Name	Level of Effort	Responsibilities	Rate Justification

2. Fringe Benefits

Our organization offers Fringe Benefits to [e.g. all staff, only full time staff, both staff and volunteers, others] based on [e.g. applicable local and national labor laws, organization HR manual, other]. We have included a copy of these documents as an Annex. Our organization’s benefits are described in the table below.

Benefits	Description	Rate Justification
Medical Insurance	Xxxx	Quote attached
Gratuity	Xxxx	Organization policy

The Fringe Benefits for staff working on this project are calculated according to [describe your calculation of fringe benefits].

3. Consultants

We anticipate that we will need [XX] consultants to support this project. The role of each consultant is described in the table below.

Consultant	Role/Responsibility	Number of Persons and Days	Rate Justification

4. Travel and Transportation

Travel and Transportation costs for staff are estimated according to the anticipated scope of work and our previous experience on similar projects.

Rates for **air travel** are based on [e.g. economy class fares] and supported by quotes attached to this proposal. Rates for **ground transportation (taxis and hired cars)** are based on [describe rationale for unit cost]. Rates for **ground transport (personal vehicles)** are based on [describe rationale for unit cost].

Per Diem rates are based on [e.g. organization policy, local government rates, US Government standard rates, etc.]. Our organization provides per Diem to [list those who receive per Diem: e.g. staff on travel, volunteers, participants at workshops, etc.]

We anticipate that we will need to take the following trips to support the project:

- Air travel:
 - [X # of person(s)] will travel by air from [origin] to [destination] in order to [describe purpose of trip].
 - [X # of person(s)] will travel by air from [origin] to [destination] in order to [describe purpose of trip].
- Ground Transportation:
 - [X # of person(s)] will travel by taxi or hired car from [origin] to [destination] in order to [describe purpose of trip].
 - [X # of person(s)] will travel by personal vehicle from [origin] to [destination] in order to [describe purpose of trip].
 - [X # of person(s)] will travel by project vehicle from [origin] to [destination] in order to [describe purpose of trip].

5. Other Direct Costs

Many of the expenses budgeted in this category are general operating expenses that are shared across several projects implemented by the organization. In these cases, we have budgeted for a percentage of these costs (X%) to be charged to this project. This percent is based on the following calculation: [describe calculation or justification].

Office Rent: The organization has an office located in [XXX place(s)] where staff working on this project will be based. The total [monthly/yearly] rent for the organization's office spaces is [X \$ amount], as documented in the [indicate the documentation provided] included in the Annex. X% of this total amount has been charged to the project based on [calculation for shared expenses listed above, or describe other justification for %].

Office Utilities: The organization pays for utilities including [e.g. electricity, water, etc.] on a [monthly/quarterly/yearly] basis, as documented in the [indicate the documentation provided] included in the Annex. We have budgeted \$X for utilities per [month/quarter/year] for this project, based on the following calculation: [describe calculation or justification]. Costs are budgeted on a [monthly/quarterly/one time] basis over the life of the project.

Office Supplies: We have budgeted for general office supplies that will be required for day to day management and implementation of this project specifically. These supplies include: [list items, e.g. paper, toner, binders, flipcharts, and pens]. The total [monthly/yearly] cost for the organization's office supplies is [X \$ amount], as documented in the [indicate the documentation provided] included in the

Annex. X% of this total amount has been charged to the project based on [calculation for shared expenses listed above, or describe other justification for %]. Costs are budgeted on a [monthly/quarterly/one time] basis over the life of the project.

Postage, Delivery, Courier: We have budgeted funds to cover the costs for regular postage, delivery/courier of financial reports or other materials required over the course of the project. The budgeted rate is based on [describe justification for rate] and supported by [describe documentation to support rate]. Costs are budgeted on a [monthly/quarterly/one time] basis over the life of the project.

Printing Materials: We have budget funds to cover printing/reproduction of materials for day to day project operations. The budgeted rate is based on [describe justification for rate] and supported by [describe documentation to support rate]. Costs are budgeted on a [monthly/quarterly/one time] basis over the life of the project.

Communications: We have budgeted funds to cover communication expenses for [e.g. internet, telephone, fax]. The budgeted rate is based on [describe justification for rate] and supported by [describe documentation to support rate]. Costs are budgeted on a [monthly/quarterly/one time] basis over the life of the project.

Bank Fees: We have budgeted funds to cover bank fees associated with the project. The budgeted rate is based on [describe justification for rate] and supported by [describe documentation to support rate]. Costs are budgeted on a [monthly/quarterly/one time] basis over the life of the project.

Audit Costs: We have budgeted funds to costs of an audit. The budgeted rate is based on [describe justification for rate] and supported by [describe documentation to support rate]. Costs are budgeted on a [monthly/quarterly/one time] basis over the life of the project.

Activities and Events: [Describe all costs for each activity and event proposed in the budget and proposal]

6. Equipment

We have budgeted for the purchase of the equipment that is required for implementation of this project. The justification for each piece of equipment is included in the table below. The unit costs for each piece of equipment are based on vendor quotes and are attached.

Equipment	Justification/Use for Project Activities

7. Subcontracts

Our organization will award [subcontracts] to XX organizations. The role of each organization and the anticipated funding amount is listed in the table below.

Organization	Description of Scope of Work	Anticipated Funding Amount

ATTACHMENT 6**Grant Applicant Data Sheet
(Submit as Excel Worksheet)**

Name of Entity	:
Mailing Address	:
Street Address	:
Telephone	:
Fax	:
Mobile	:
Point of Contact Name	:
POC Title	:
Email	:
Date Established	:
Type of Entity	:
Legal Status	:
Entity's Auditor	:
Is the Entity owned by a parent company?	:
Does the Entity have any subsidiaries or own 5%, or more, of any other entity?	:
Are there any owners/shareholders of the Entity that owns 5%, or more of another Entity?	:
<ul style="list-style-type: none"> • If yes, please list the owners and their percentage owned. • Also, please list any other entities which the shareholder controls and if the shareholder is an individual, list any other entities in which this shareholder serves as an officer 	
Fiscal Year Period	:
Accounting System in Place	:
Accounting System Computerized	:

ATTACHMENT 7

Organizations Support Documentation

1. Copy of the organization's valid Jordanian registration certificate.
2. Documents about the debts of the applicant at the moment of application: letter from the tax office on debts towards state and local budgets printout from public registry illustrating the pledges towards fixed assets of the applicant.
3. Actual financial documentation, including balance sheets, profit and loss statements, cash flow statements for at least 1 year of activity.
4. Copy of the organization's charter and by-laws (if applicable; first time applicants only).
5. Signed copies of all required certifications.

ATTACHMENT 8**Certification from Organization**

1. Our organization has received a copy of the Program’s Grant Applicant and Beneficiary Handbook and that our organization’s board and senior management have read and understood its contents.
2. Our organization has not received any funding from the Program for the preparation of this Application.
3. Our organization has no funding from USAID or a USAID contractor which have been outstanding and un-liquidated for longer than 90 days, and that our organization has no grant completion report required under a grant from USAID or a USAID contractor which is more than 30 days past due.
4. At the time of application there exists no condition within our organization or with respect to our organization’s management which renders the organization ineligible for a grant directly or indirectly funded by USAID.
5. If this is an application for a Simplified or FOG Grant, we hereby certify that we are not requesting funding for any of the following:
 - a. commodities with a useful life of greater than one year or cost more than \$5,000
 - b. indirect costs of our organization
6. If this is an application for a Standard Grant, we have described as part of the proposed Project/activity the specific costs that may be related to one or both of the following:
 - a. international travel
 - b. commodities with a useful life of greater than one year or cost more than \$5,000
7. And we hereby certify that we are not requesting funding for any indirect organizational costs and that we have the resources to fully fund our contribution to the total cost of the proposed activities.
8. In order to demonstrate our organization’s eligibility, we have attached (choose all that apply):
 - A copy of our organization’s formal registration as evidence of our legal status
 - One or more copies of board of directors’ resolutions, strategic plans (overall long-range plan for beneficiary’s organization) or other documentation indicating our organization’s managerial commitment to implementing objectives that are consistent with grant application.
 - A copy of our organization chart

By affixing my signature below, I certify that the above statements are true and may be relied upon by the USAID Economic Prosperity Initiative in determining eligibility for grant award.

_____	_____	_____	_____
Organization Name	Signatory Name	Title	Date

1M Grant Budget Template

Budget Summary

Organization Name	:
Project Title	:
Period of Performance (Start Date – End Date)	:

Budget Item	Total	Cost		Name of Organization for Other Sources
		SMEFP Grant Funds	Other Sources	
I. Salaries and Wages				
II. Fringe Benefits				
III. Consultants				
IV. Travel and Transportation				
V. Other Direct Costs				
VI. Equipment				
VII. Indirect Cost				
Total Program Budget				

Detailed Budget

- Present all costs in JD and USD

Cost Category	Grant				
	Unit Cost (JD)	Unit Cost (USD)	Quantity	Total Cost (JD)	Total Cost USD
I. Salaries and Wages					
Position Title				0.0	0.0
Name				0.0	0.0
				0.0	0.0
				0.0	0.0
Total Salaries				0.0	0.0
II. Fringe Benefits					0.0
					0.0
					0.0
					0.0
Total Fringe Benefits					0.0

Cost Category	Grant				
	Unit Cost (JD)	Unit Cost (USD)	Quantity	Total Cost (JD)	Total Cost USD
III. Consultants					
Consultant Name or Scope of Work					0.0
					0.0
					0.0
					0.0
Total Consultants					0.0
IV. Travel and Transportation					
Airfare (from X - to Y)					0.0
Per diem (city Y)					0.0
Ground Transportation					0.0
Ground Transportation (from A - to B)					0.0
Per Diem (city B)					0.0
Local Ground Transportation/Fuel					0.0
Vehicle Maintenance					0.0
Total Travel and Transportation					0.0
V. Other Direct Costs					
Office Rent					0.0
Utilities					0.0
Office Supplies					0.0
Communications					0.0
Postage/ Courier					0.0
Photocopying/Reproduction					0.0
Bank Fees					0.0
Audit Fees					0.0
Printing/Materials Production					0.0
Activity					0.0
Activity					0.0
Total Other Direct Costs					0.0
VI. Equipment Costs					
See Attached					0.0
Total Equipment					0.0
VII. Indirect Cost					
VIII. Total Grant Budget					0.0

Equipment List

Organization Name : _____

Project Title : _____

Period of Performance (Start Date – End Date) : _____

Item	Grant			
	Rate (Price)	/Unit	Quantity	Total
				0.0
				0.0
				0.0
Total				0.0

Activity Worksheet

Organization Name : _____

Project Title : _____

Period of Performance (Start Date – End Date) : _____

1N Environmental Screening Form for Grant

Name of Recipient	:
Application Number	:
General Background of the Project	:
Location of the Project	:

Please review and answer the following questions when preparing the project proposal. This list is designed to assist your group assess the potential links between the proposed activities and the environmental conditions of the project area. If any of the questions are answered YES, then a short Environmental Review will be carried out for that particular activity by the environmental specialist at JEDCO. The questions are broken down into four areas: Natural Resources, Ecosystems and Biodiversity, Agricultural Production and Community Social issues.

Natural Resources		
Impact	Yes	No
Accelerate erosion by water or wind, reduce soil fertility and/or permeability?	<input type="checkbox"/>	<input type="checkbox"/>
Alter existing stream flow, reduce seasonal availability of water resources; potentially contaminate surface and ground water?	<input type="checkbox"/>	<input type="checkbox"/>
Involve the extraction of non-renewable resources? (Minerals, fossil beds).	<input type="checkbox"/>	<input type="checkbox"/>
Reduce local air quality through generating dust, burning of wastes or using fossil fuels in improperly ventilated areas?	<input type="checkbox"/>	<input type="checkbox"/>
Restrict customary access to natural resources?	<input type="checkbox"/>	<input type="checkbox"/>

Ecosystems and Biodiversity		
Impact	Yes	No
Drain wetlands, harvest wetland plant materials or utilize wet land sediments?	<input type="checkbox"/>	<input type="checkbox"/>
Lead to the clearing of woodlands for agriculture, the over-harvesting of forest species, or promote in-forest bee keeping?	<input type="checkbox"/>	<input type="checkbox"/>
Lead to increased hunting, or the collection of animals or plant materials?	<input type="checkbox"/>	<input type="checkbox"/>
Increase the risks to endangered or threatened species?	<input type="checkbox"/>	<input type="checkbox"/>
Introduce new exotic species (flora and fauna) to the area?	<input type="checkbox"/>	<input type="checkbox"/>
Lead to road construction or rehabilitation, or otherwise facilitate access to fragile areas (woodlands, wetlands, erosion-prone areas).	<input type="checkbox"/>	<input type="checkbox"/>

Agricultural and Forestry Production		
Impact	Yes	No
Have an impact on existing or traditional agricultural systems by reducing seed availability or reallocating land for other purposes?	<input type="checkbox"/>	<input type="checkbox"/>
Lead to forest plantation harvesting without replanting, the burning of pastureland, or a reduction in fallow periods).	<input type="checkbox"/>	<input type="checkbox"/>
Affect existing food storage capacities by reducing food inventories or encouraging the incidence of pests?	<input type="checkbox"/>	<input type="checkbox"/>
Affect domestic livestock by reducing grazing areas, or creating conditions where livestock disease problems could be exacerbated?	<input type="checkbox"/>	<input type="checkbox"/>
Involve the use of pesticides?	<input type="checkbox"/>	<input type="checkbox"/>
Community and Social Issues		
Impact	Yes	No
Have a negative impact on potable water supplies?	<input type="checkbox"/>	<input type="checkbox"/>
Encourage domestic animal migration through natural areas?	<input type="checkbox"/>	<input type="checkbox"/>
Change the existing land tenure system?	<input type="checkbox"/>	<input type="checkbox"/>
Have a negative impact on culturally important sites in the community?	<input type="checkbox"/>	<input type="checkbox"/>
Increase in-migration to the area, which would put a strain on the existing natural resource base?	<input type="checkbox"/>	<input type="checkbox"/>
Create conditions that lead to a reduction in community health standards?	<input type="checkbox"/>	<input type="checkbox"/>
Lead to the generation of non-biodegradable waste?	<input type="checkbox"/>	<input type="checkbox"/>
MEO and AOR/COR approval (USAID)	<input type="checkbox"/>	<input type="checkbox"/>

10 Grant Process Checklist

Name of Grant (Applicant) :

Application/Grant ID Number :

Phase	Activity	Yes	No	NA	Comments	Date	Initials
Establish	Has JEDCO's Steering Committee developed a Concept for the programmatic objectives; including the identification of the sectors, scope, and criteria?						
	Development of the Grant Information Packet and Call for Concept Papers Document <ul style="list-style-type: none"> • Scope of work • Instructions to applicants • Evaluation criteria • Forms to applicants • Deadline for submission • Orientation Workshop • e-mail account to receive applications 						
	Development of the solicitation notice						
	Publishing of the solicitation notice in the local Media <ul style="list-style-type: none"> • Newspapers (3) • Electronic Media 						
	Upload grant information packet on JEDCO's Website						
	Distribution of Solicitation Notice and Grant Information Packet on related and involved Organizations/Institutions						
	Has JEDCO maintained electronic record on the solicitation notice and the list of Organization/Institution for distribution?						
	Has JEDCO received and responded to all questions and inquiries about the call for concept papers within 3 working days? <ul style="list-style-type: none"> • Written (Letter or e-mail), • Verbal (Contact Person) 						
	Has JEDCO furnished all clarifications to all prospective applicants? <ul style="list-style-type: none"> • JEDCO's Website • Involved Organization/Institution 						

Phase	Activity	Yes	No	NA	Comments	Date	Initials
Apply	Has JEDCO conducted the orientation workshop to the prospective grantees?						
	Has the applicant attended the orientation workshop conducted by JEDCO?						
	Has the beneficiary received assistance in the development of the concept paper?						
	Has JEDCO provided the beneficiary with receipt and stamped the concept paper upon submission?						
Review	Has the SMEFP assigned the Grant Evaluation Committee (GEC) to conduct the evaluation? <ul style="list-style-type: none"> Voting members Non-voting members 						
	Has the GEC been advised of their roles and responsibilities and have been introduced to the evaluation criteria?						
	Has each GEC member signed Conflict of Interest Certification and Certification of Confidentiality prior the evaluation?						
	Has JEDCO conducted the Regulatory Compliance and Completeness Review of the concept papers against; <ul style="list-style-type: none"> Compliance <ul style="list-style-type: none"> Eligibility and Ineligible Organizations Criteria Eligibility and Ineligible Costs and Activities Criteria Excluded Parties List Specially Designated Nationals & Blocked Persons Completeness <ul style="list-style-type: none"> Cover Letter Concept Papers (Format) Budget Certifications Supporting Documents (List them) 						
	Has JEDCO sent rejection notification to ineligible companies and concept papers?						

Phase	Activity	Yes	No	NA	Comments	Date	Initials
	Has JEDCO received any objections or request for clarification related to the Regulatory Compliance and Completeness Review of the concept paper?						
	Has JEDCO responded to the request for clarifications of the ineligible concept papers?						
	Has the grant manager distributed the compliant concept papers on all GEC members to conduct the technical evaluation?						
	Has the grant manager set a date for the technical evaluation session of the concept papers?						
	Has the GEC members conducted the technical evaluation for the concept papers against the evaluation criteria.						
	Has the deliberations (MoM) of the technical evaluation have been documented?						
	Has JEDCO sent rejection notification letter to non-viable concept papers?						
	Has JEDCO received any objections or request for clarification related to the technical evaluation of the concept paper?						
	Has JEDCO responded to the request for clarifications of the non-viable concept papers?						
	Has JEDCO issued an invitation to viable concept papers to submit full proposals and applications for final evaluation?						
	Has JEDCO received the full proposal and application in the required format and templates with all the supporting and needed documents						
	<ul style="list-style-type: none"> • Application • M&E Plan • Activity Timeline and Schedule • Detailed budget • Certifications • Supporting Documents (List them) 						
Has JEDCO conducted the financial and technical analysis of applications?							

Phase	Activity	Yes	No	NA	Comments	Date	Initials
	Has JEDCO conducted the pre-award survey for the applicants?						
	Has JEDCO's Technical Team prepare one page brief and rationale as why the application should be recommended for approval?						
	Has the grant manager circulated the application with the all supporting documents on all GEC members prior to the evaluation session?						
	Has the GEC members conducted the initial discussion discussing the rationale document and outline areas of concerns about the application?						
	Has the deliberations (MoM) of the extensive evaluation session of the applications have been documented?						
	Has JEDCO sent request for clarification/ presentation/follow up to applicants?						
	Has JEDCO received clarifications from applicants?						
	Has JEDCO circulated the answers and clarifications on all the GEC for consensus and approval?						
	Has each GEC members conducted extensive evaluation of full application, assign ratings individually against pre-established evaluation criteria and provide narrative explanation justifying the scores?						
	Has JEDCO discussed the scoring among plenary session as basis for consensus scoring exercise and final narrative explanation?						
	Has JEDCO prepared the evaluation matrix summary and the competition synopsis and circulate them on GEC members?						
	Has GEC members approved the evaluation matrix summary and the competition synopsis?						
	Has JEDCO sent rejection notification to applicants with low scoring evaluation (not within the competitive range)?						
	Has JEDCO received any objections or request for clarification related to the noncompetitive applications?						
	Has JEDCO responded to the request for clarifications of the						

Phase	Activity	Yes	No	NA	Comments	Date	Initials
	noncompetitive applications?						
	Has JEDCO develop grant summary, evaluation document and grant award recommendations?						
	Has the GEC members approved the grant summary, the evaluation document and the grant award recommendations?						
	Did JEDCO send notification to USAID & JEDCO's Approval Board for Grants Review Meetings with related documents?						
	Has JEDCO conducted presentation for JEDCO's Approval Board/USAID to seek approval?						
	Has the minutes of the deliberations of JEDCO's approval board meeting been documented?						
	Has JEDCO sent notification to companies with the result of JEDCO's Approval Board review <ul style="list-style-type: none"> Awarded Rejected Request for further information 						
Award	Has JEDCO opened grant master file for the applicant for record retention?						
	Has the grant manager updated the grant database (tracking tool) with all needed information?						
	Has JEDCO prepared the grant agreement and award packet? <ul style="list-style-type: none"> Grant Agreement Program Description Program Budget Schedule Grant Payment Application Form Reporting on Payment of Foreign Taxes Report Format Required Certification/s Branding Strategy and Branding Strategies and Marking Plan 						

Phase	Activity	Yes	No	NA	Comments	Date	Initials
	<ul style="list-style-type: none"> Mandatory Standard Provisions and Required as Applicable Provisions Special Award Conditions Notification Letter Monitoring and Evaluation Plan 						
	Has JEDCO notified and discussed any special award conditions with the grantee?						
	Has the grant agreement been signed with all related annexes from grantee & JEDCO?						
	Has JEDCO conducted post award orientation session with grantees to clarify roles and responsibilities; implementation mechanisms and guidelines?						
Managing and Execution	Has JEDCO published the awarded grant on JEDCO's website?						
	Has JEDCO monitored the implementation & execution and progress of grant activities, this entails: <ul style="list-style-type: none"> Monitoring plan, Activities Timeline and Schedule Delivery of progress and final reports, Payment requests, Site visits, Meetings, Evaluations Audits 						
	Has JEDCO received and process requests for reimbursements from grantee?						
	Has JEDCO updated the grant budget tracking tool?						
	Has JEDCO received and processed any grant award amendments requests?						
	Has JEDCO processed any grant terminations?						
Close Out	Has JEDCO met with grantee to review and determine that all grant activities and audits have been completed and all financial and technical reports were submitted?						

Phase	Activity	Yes	No	NA	Comments	Date	Initials
	<ul style="list-style-type: none"> • Monitoring plan, • Activities Timeline and Schedule • Delivery of progress and final reports (Financial & Technical) • Payment requests, • Site visits, • Meetings, • Evaluations • Audits 						
	Has JEDCO done reconciliation of the grant budget?						
	Has JEDCO received the Grant completion report?						
	Has JEDCO reviewed the Grant completion report?						
	Has JEDCO approved the Grant completion report?						
	Has JEDCO issue the grant completion certification for the grantee?						
	Has JEDCO updated the grant tracker tool?						
	Has JEDCO closed the grant and requested and the supporting records for retention?						

1P Pre-Award Responsibility Determination

Evaluation Committee Member Confidentiality Certification

[Name of Project]

[Name of Grant]

For the files:

I acknowledge that I have read the [Name of Grant] and am aware of the requirements of the Call for Concept papers and applications evaluation. I attest that I will keep all information regarding the grant evaluation process confidential.

I will keep safe and secure (out of sight of others) all written information provided to me during the [Name of Grant] Grant selection process. I will not release or talk about any related information with regards to the selection process with others outside the Grant Evaluation Committee (GEC) members (applicant program and budget information, discussions of scoring, selection of grantees, etc.);

I will hold in confidence all information (organizational and financial), program information, application information, panel discussions, issues identified for negotiation, and information discussed at other interfaces. I will not disclose any of this information to any unauthorized parties.

An unauthorized party is defined as anyone outside of the [Name of Grant] Grant Evaluation Committee (GEC) program team or JEDCO's Approval Board during the Final Deliberation Meetings.

CERTIFICATION:

Name:

Title:

Signature:

Date:

1Q Request Clarification Letter

(Project Letterhead)

[Date]

[Name of Applicant Organization]

[Address of Applicant Organization]

Subject: Company #
Request Clarification

Dear Sir/Madam:

We acknowledge receipt of your application on [date of receipt], however, prior the final evaluation and scoring of your application, we require the following additional information:

- [clarification 1]
- [clarification 2, etc.]

Kindly provide us with your answers by [requested date]; we will proceed with the evaluation after receiving this needed information.

Thank you.

Sincerely,

Grants Manager

1R Grant Evaluation Document

USAID Funded Small and Medium Enterprise Financing Program - SMEFP

Name of Organization	:
Name of Grant	:
Grant Number	:
Date	:

The following proposal was competitively bid: Yes No

Purpose of Grant

The purpose of this grant is to provide support for the

Period of Grant

The effective date of this Grant is {insert} and the estimated completion date of the Grant is {insert}.

Recommended Value of Award

The recommended value of award is US\${insert}.

Discussion of rationale for choice of grant type

CRB or FOG Grant

Impact of the Proposed Grant

The impact of this grant is

Grant Evaluation Committee Members

Voting and Non-voting Members

Describe the competitive process that was followed and attach supporting documents

Places, dates, agenda of all evaluation/negotiation meetings and decisions made

Provide summary and attach checklists, evaluation forms, MoM, etc.

Pre-award Responsibility Determination

If applicable, classification of high risk and steps taken to minimize the risk depending on the Pre-award and financial capability questionnaire.

Rationale Approval Document (Technical and Financial Analysis)

Technical Analysis includes but not limited to

- Innovative projects, energy and water efficiency projects and emission reduction projects, technological modernization, encouraging entrepreneurship, Environmental friendly products
- Relevancy of the project with the overall Fund Objectives: Job creation and Social Aspects (local, disabled, minorities, disadvantaged groups), export driven project, flourishing the governorates.
- Relevancy of the project with the nature of the targeted governorate
- Clustering (Backward and Forward Linkages)
- Proposed activity is in compliance with USAID and JEDCO's environmental regulations and guidelines.

Financial Analysis includes but not limited to

- Feasibility
- Profitability
- Liquidity
- Solvency
- Coverage ratios
- Cash flow ratios
- Feasibility indicators for the project (IRR, NPN, Payback Period)

Budget and Cost Breakdown

Detailed cost breakdown and analysis with a justification of all cost elements.

Attachments

- Grant Application with all related documents,
- Grant Status Sheet,
- Regulatory Compliance and Completeness Review Checklist,
- Concept Paper Technical Evaluation Summary Matrix,
- The Pre-award Responsibility Determination Questionnaire,
- Signed Grant Application Evaluation Grid for Each GEC Member and Summary Matrix.
- Supporting Documents and Certifications,
- Consolidated List of Debarred, Suspended and Ineligible Awardees has been reviewed and the recipient's name was not included on the list Print out of the results of the search on the EPLS website.

GEC Member	Signature	Date
SMEFP Program Director		
Technical Evaluator		
Financial Evaluator		
Grant Manager		
Compliance Officer		
M&E Specialist		
Other		

1S Plenary Session Grant Application Evaluation Summary

The Grant Evaluation Committee (GEC) will formally and individually review and rank all applications; as well as provide narrative explanations justifying the individual scores provided by the evaluator for each individual criterion.

The GEC will review the Application’s objective, expected impact, and programmatic, managerial, and financial designs.

The grant manager will ensure the grant application completeness with the needed supporting documents; otherwise the application cannot be considered by the GEC.

75 points are required to invite applicants to submit full proposal/application.

Name of Applicant	:
Grant name	:
Application ID Number	:
Date of Evaluation	:

Criteria	Points	GEC No.1 Score	GEC No.2 Score	GEC No.3 Score	GEC No.4 Score	Total Score	Justification
Impact and Sustainability Criteria							
The proposed project’s impact in terms of job creation, revenue enhancement, and/or export increases;							
The proposed project’s sustainability after the grant period;							
The potential grantee outlines a concrete plan for capturing and disseminating lessons from the project;							
The potential grantee has a viable monitoring and evaluation plan; with specific targets and impact indicators (including							

Criteria	Points	GEC No.1 Score	GEC No.2 Score	GEC No.3 Score	GEC No.4 Score	Total Score	Justification
specific deliverables and verifiable outputs) are well identified.							
Programmatic Design							
The proposed project’s technical merits and how clearly are programmatic elements specifically identified and described?							
How clearly do these elements align with SMEFP’s and the grants program purpose?							
Is the outcome of each element clearly described and consistent with program purpose?							
Is the impact of each programmatic element clearly identified and described?							
Are milestones clearly identified and described for each programmatic element?							
Estimated the risk of programmatic failure?							
How the rationale document supports the grant and how well analyzes the financial (Feasibility) and the technical (Innovation, Entrepreneurship and Environmental Impact) aspects of the grant.							
The proposed project’s potential for innovation							
The proposed project’s ability to deliver services in an equitable and transparent manner within the targeted groups/communities and incorporate gender concerns;							
The methodologies proposed for accomplishment of the Business Plan are consistent with international best practices							
Managerial Design							
How clearly are all key managerial positions identified and described?							
How clearly are the responsibilities of each managerial position identified and described?							

Criteria	Points	GEC No.1 Score	GEC No.2 Score	GEC No.3 Score	GEC No.4 Score	Total Score	Justification
What is the level of accuracy of organizational chart?							
How clearly do the key positions match the programmatic design?							
How clearly do personnel proposed CV's match the technical capacity required to implement the proposed activity (or has identified additional technical assistance it requires);							
How clearly the applicant's senior management possesses the managerial and leadership qualities of necessary to successfully implement the Plan, as evidenced by their CV's.							
Organizational and Institutional Development and MIS Financial Control							
The extent to which the applicant has installed or is demonstrably in the process of installing a computerized accounting system that accurately reflects the financial position of the applicant organization, that creates an audit trail by which all receipts and expenditures may be traced and allocated, and that provides financial data as required in any Grant Agreement as may be approved for funding and systems of control to monitor financial matters.							
The availability of the basic human resource development plans which include job descriptions, performance based staff remuneration schemes and on-going training plans							
The availability of written policies and procedures which will govern management, operational decision-making and plan implementation and which are fully consistent with Best Practice.							
A long range strategic plan (overall long-range plan for beneficiary's organization) in place and operational.							
Financial Design							
The proposed project's cost effectiveness and realism;							
How clearly do the budget categories match the programmatic design elements?							
How reasonable are budget amounts given their matching							

Criteria	Points	GEC No.1 Score	GEC No.2 Score	GEC No.3 Score	GEC No.4 Score	Total Score	Justification
programmatic element?							
The proposed project incorporates cost-sharing strategies, if appropriate and feasible, Score the applicant’s cost share (>50% = High; 25% to 50% = Med; <25% = Low)							
Estimate sustainability and Applicant's ability to fund its own cost share.							
The potential grantee’s ability to secure additional funding to implement the project;							
Past Performance							
How relevant are the activities conducted in the past to the proposed project							
Duration of the organization’s experience							
Duration of the key personnel’s experience							
Past period financial experience							
Total Points							

Competitive Range, Recommended for Award:? Noncompetitive Range?
 Reasons for rejection (when applicable):

 GEC Member Name and Title Date Signature

1T Grant Evaluation Document

USAID Funded Small and Medium Enterprise Financing Program - SMEFP

Name of Organization	:
Name of Grant	:
Grant Number	:
Date	:

The following proposal was competitively bid: Yes No

Purpose of Grant

The purpose of this grant is to provide support for the

Period of Grant

The effective date of this Grant is {insert} and the estimated completion date of the Grant is {insert}.

Recommended Value of Award

The recommended value of award is US\${insert}.

Discussion of rationale for choice of Grant Type

Cost Reimbursement or Fixed Obligation

Impact of the Proposed Grant

The impact of this grant is

Grant Evaluation Committee Members

Voting and Non-voting Members

Describe the competitive process that was followed and attach supporting documents

Places, dates, agenda of all evaluation/negotiation meetings and decisions made

Provide summary and attach checklists, evaluation forms, MoM, etc.

Pre-award Responsibility Determination

If applicable, classification of high risk and steps taken to minimize the risk depending on the Pre-award and financial capability questionnaire.

Rationale Approval Document (Technical and Financial Analysis)

Technical Analysis includes but not limited to

- Innovative projects, energy and water efficiency projects and emission reduction projects, technological modernization, encouraging entrepreneurship, Environmental friendly products
- Relevancy of the project with the overall Fund Objectives: Job creation & Social Aspects (local, disabled, minorities, disadvantaged groups), export driven project, flourishing the governorates.
- Relevancy of the project with the nature of the targeted governorate
- Clustering (Backward and Forward Linkages)
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Financial Analysis includes but not limited to

- Feasibility
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Budget and Cost Breakdown

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Attachments

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GEC Member	Signature	Date
SMEFP Program Director		
Technical Evaluator		
Financial Evaluator		
Grant Manager		
Compliance Officer		
M&E Specialist		
Other		

TOTAL Activity
USAID Grant Request Percentage
Grantee Percentage
Other Funding Sources Percentage

1V Branding and Marketing Plan

The branding and marketing plan is contained in JEDCO's Communications and Outreach Manual. Specific regulations and templates are discussed within this manual. Questions on any aspect of branding and marketing should be referred to the Communications and Outreach Team Lead.

1W Grant Award Agreement

Grant No.

This **(TYPE OF GRANT)** Grant Award Agreement is made this _____ between Jordan Enterprise Development Corporation (SMEFP) and (hereinafter referred to as the Beneficiary or Grantee) in the amount of \$_____ payable in Jordanian Dinars (JD_____) (hereinafter referred to as the Grant Funding) to cover a portion of the costs of the _____.

By accepting this Grant, your organization agrees to contribute goods and services in cash or in kind valued at approximately JD_____ towards the accomplishment of the grant activity and agrees to provide the reports or deliverables specified in the grant application and this agreement.

1. Terms and Conditions

The terms and conditions of the Grant are as follows:

- a. **Program Description.** By accepting this Grant and signing below, the Beneficiary certifies that the Grant shall be used for the activities described in Attachment I Program Description and as described in your request for assistance noted above, incorporated and made part of this agreement.
- b. **Period of the Grant.** The effective date of this Grant Agreement is **{insert}** and the estimated completion date of the Grant Agreement is **{insert}**.
- c. **Grantee Responsibility.** By accepting this Grant and signing below, the Beneficiary certifies that:
 - i. It is eligible for award.
 - ii. It has sufficient management and necessary financial capabilities to carry out the Grant.
 - iii. It has read and understands the Grant's Terms and Conditions and agrees to abide by them.
 - iv. It has not received any funds from JEDCO/SMEF Program to prepare its Grant Application.
 - v. It will use any income earned from Grant activities to further the program activities outlined in Attachment I.
 - vi. It will provide the cash or in-kind contributions noted above towards the grant activity.
- d. **Certification Regarding Terrorist Financing.** By signing and submitting this grant agreement, the prospective recipient must provide and sign the anti-terrorism certification outlined in Attachment II.
- e. **Other Certifications.** The Beneficiary must provide standard certifications found in Attachment III and IV.
- f. **Grantee Performance Reporting.** The Beneficiary will provide the periodic performance reports outlined in Attachment XXX as well as all reports and deliverables outlined in the Grant Application, incorporated and made part of this Agreement. A reporting format is included a part of this agreement.
- g. **Grantee Obligations.** By accepting this Grant and signing below, the Beneficiary Organization agrees to:

- i. Document that reasonable steps were taken to ensure that all purchases charged to the grant are at reasonable prices from responsible sources.
 - ii. Maintain complete records of all costs charged to the grant for a period of three years after the expiration of the grant and make such records available to JEDCO and their representatives for review at any reasonable time.
 - iii. Refund to JEDCO/SMEFP, any funds received from the Program that represent reimbursement for any costs determined by JEDCO/SMEFP not to have met the terms and conditions of this grant.
- h. **Terms and Conditions.** By accepting this Grant and signing below the Beneficiary certifies that this Grant and the Beneficiary are governed by the Terms and Conditions set forth in the grant agreement.
- i. **Allowable Goods and Services.** Grant Funding may be used to pay the actual incurred direct local financed costs, as defined in the Grantee Handbook provided by JEDCO. These costs are only for the goods and services required to complete the project (hereinafter referred to as Allowable Goods and Services) and as outlined in the attached detailed budget. Procurement should be carried out in accordance with JEDCO's regulations as outlined in the Grantee Handbook. While international travel may be allowable, the Grantee must consult his/her assigned JEDCO Grant Specialist prior to incurring this expenditure.
- j. Financial Terms and Conditions — Payment**
- i. SMEFP shall make payments to the Grantee for reasonable, allowable costs incurred under the Grant in accordance with the payment provisions of this agreement.
 - ii. Disbursements will be made subject to approval of financial and program reports for the preceding
 - iii. Disbursements to recipients must be made based allowable costs in keeping with disbursement schedule specified the Grant budget Summary. The following documentation and processes are conditions precedent to all disbursements under cost reimbursement Grants:
 - (a) A Disbursement Request completed and signed by the Recipient;
 - (b) A report of grant activity progress to date;
 - (c) A budget summary statement indicating the following:
 - The grant total budget for each line item;
 - The cumulative allowable costs to date against each line item; and
 - The allowable costs for which reimbursement is being sought in this request.
 - iv. The remaining 10% of the grant funds will be reimbursed upon receipt and approval by JEDCO/SMEFP of the final report.
 - v. Reports and Reimbursement request Forms should be sent to the Grants Manager.
- k. Financial Records**
- i. The Grantee shall maintain financial records, including receipts, time reports, and other accounting documentation to sufficiently substantiate its charges to JEDCO/SMEFP and to allow for an accounting of Grant project costs separate from costs funded by other sources

and the ability to report accordingly. These records shall be made available to JEDCO or its representatives for review at any time. All financial records and documentation shall be kept available for three years after completion of this Grant.

- ii. On request, the Grantee will provide the necessary documentation to demonstrate that all purchases made with this grant have been made at reasonable prices and from reliable sources.
- iii. When items are purchased under this grant agreement, the appropriate documentation must be kept on file to justify the purchase, together with a comparative table and 3 quotations. For construction or other services contracts the publication and bidding processes for the contract(s) must be presented. If it is not possible to obtain 3 quotations (e.g. if only one or two suppliers exist) the justification should be presented in writing. For items costing more than US \$500 three price quotations must be presented, shown on a comparative table and selecting the best option based on price and quality.

I. Other Financial Requirements

This Grant is made to the Grantee on condition that the funds will be administered in accordance with the terms and conditions set forth herein as follows:

- i. The funds provided under the terms of this agreement shall be used to pay for the expenses incurred by grantee in performance of the project in accordance with the terms and conditions of this Grant Agreement and its attachments.
- ii. At the request of JEDCO/SMEFP, the Grantee shall return any of the funds received from the Program which have been used for any questionable or unallowable expenses, as determined by JEDCO, which do not comply with the terms and conditions of this grant.
- iii. The Grantee is expected to provide supporting evidence of his cost-sharing contribution under the terms of this agreement (agreement, invoice, acceptance/delivery act, payment receipt).

m. Monitoring and Audits

The JEDCO/SMEFP staff will monitor the Grantees to ensure compliance with all USAID grant requirements, whether they are mandatory or 'required as applicable' Standard Provisions – such as semi-annual progress reports, audits, evaluations, and completion of disbursement vouchers. Each Grantee will have a monitoring plan, which specifies the schedule for delivery of reports, payment requests, site visits, meetings, and evaluations and audits. The monitoring plan's purpose will be to measure and evaluate the Grantee's progress in achieving objectives and to assist the Grantee in complying with grant requirements. M&E benchmarks for each grant will be obtained through the mandatory completion of a Data Collection Form (DCF) Attachment VII, and will be updated quarterly thereafter. A JEDCO/SMEFP staff member will be assigned to monitor each Grantee.

All Grantees will be subject to regular and periodic monitoring visits in order to monitor implementation progress. The assigned JEDCO/SMEFP staff member will prepare a site visit report summarizing what was observed against what was reported and identifying any problems and solutions. These reports will be provided to the Grantee and will be placed in the official grant file.

The assigned JEDCO/SMEFP staff member will closely monitor overruns in cost/expenditure categories or main line items. If major budget shifts are anticipated or observed, he/she will work

with appropriate JEDCO/SMEFP staff to issue a modification in order to ensure proper monitoring and to avoid overruns.

n. Progress Reporting

All Grantees must submit a final report on activities supported by the grant. For projects completed in less than a six-month period, a final expense and activity report, including the amount of cost share accompanied by supporting documents, must be submitted to JEDCO Grants Manager upon completion. For projects exceeding a six-month timeframe, monthly expense and activity reports, in addition to a final expense and activity report (which includes the amount of cost-share accompanied by supporting documentation), must be submitted to JEDCO. The deadline for receipt of this report is no later than 30 days after the end of the project.

The Grantee's report will contain the following:

- i. Description of program activities (to date);
- ii. Description of implementation and management;
- iii. Supporting information and documentation
- iv. Actual accomplishments with goals established for the period. If the outputs of the program can be readily quantified, such quantitative data should be related to cost data for computation of unit cost;
- v. Reasons why established goals were not met, if applicable;
- vi. When appropriate, analysis and explanation of cost overruns or high unit costs.

The Grantee will also ensure that the appropriate program evaluation, monitoring and financial systems are in place and that USAID and JEDCO have complete access to all relevant project data through quarterly completion of Data Collection Forms (DCF's). Failure to complete DCF's by the established deadline date will cause an interruption in grant payments and could, in extreme cases, cause termination of a grant award. The Grantee shall deliver to JEDCO copies of relevant materials, products or deliverables.

2. Other Terms and Conditions

- a. **Modification of this Grant Agreement.** This Grant Agreement may be modified from time to time for reasons such as, but not limited to, the following:
 - i. the achievement of the program objective is in jeopardy, but an agreed upon implementation schedule modification can put the activity back on track;, and/or
 - ii. there is an unanticipated increase in the cost of the activity(ies) proposed for Grant funding.

All modifications must be in writing and must be signed by the JEDCO/SMEFP Program Director (or his/her designee), and the Agent of the Beneficiary. In no case shall any modification be approved which increases the total Grant Funding above the JD equivalent of US\$250,000.

- b. **Termination.** This Grant Agreement, and any modification thereto, may be unilaterally terminated by the JEDCO/SMEFP by giving 30 (thirty) days written notice to the Beneficiary.

Please sign two original copies of this Grant Agreement and each of the certifications contained in the Attachments to acknowledge your understanding and acceptance of their terms and conditions. Please

return the two original copies of the agreement and certifications to the Grants Manager. The signed agreement and certifications must be received prior to any disbursement of grant funds.

On behalf of _____, the Beneficiary, I hereby acknowledge our understanding and acceptance of the terms and conditions of this Grant Agreement.

Name: _____
 Title: _____
 Date: _____
 Signature: _____

On behalf of Jordan Enterprise Development Corporation/SMEF Program

Name: _____
 Title: Program Director
 Date: _____
 Signature: _____

Attachments

- Attachment I Program Description
- Attachment II Performance Reporting/ Standard Reporting Tool
- Attachment III CERTIFICATIONS, ASSURANCES, AND OTHER STATEMENTS OF THE RECIPIENT
- Attachments IV Mandatory and Optional Standard Provisions – USAID ADS 303 (located at <http://www.usaid.gov/policy/ads/300/303.pdf>)
- Attachments V Grants Manual for Beneficiaries
- Attachment VI Data Collection Form (DCF)
- Agreement Distribution:
 - One Original Copy to the Beneficiary
 - One Original to the JEDCO
 - Copy to be uploaded on portal

Report Distribution

- One Original Copy to the Beneficiary
- One Original Copy to JEDCO's Grants Manager

Attachment I

Program Description

1. Statement of Grant Purpose
2. Background to Grant
3. Description of Proposed Activity
4. Expected Outputs
5. Budget

Attachment II

Performance Reporting

(Standard Reporting Tool Included In Beneficiary Guide)

Regular Reports

Recipients are responsible for managing and monitoring each activity supported by the Grant. The recipient shall prepare quarterly performance reports as well as a final report. Quarterly performance reports are required 30 days after the end of each quarter. The final performance report is due 90 calendar days after the expiration or termination of the award.

The performance reports shall be in the following form:

1. Grantee Name:
2. Grant Number:
3. Date Period Covered by Report: monthly reporting
4. Accomplishments during the monthly period. The Grantee shall provide a bulleted list and short summary of the accomplishments during the period. The Grantee shall provide a comparison of the actual accomplishments with the goals and objectives established for the period. If appropriate, the Grantee should include readily results (e.g., number of people trained, number of jobs created). Such results should be disaggregated by gender when possible.
5. Reasons why established goals were not met, if appropriate.
6. Financial Summary. The Grantee shall provide a summary of financial expenditures relative to achievements. If expenditures are more than anticipated, the Grantee shall include the probable cause and a plan for ensuring that the Grant activities will be completed within the grant award amount.

Recipients shall submit the original and two copies of performance reports to the JEDCO/SMEFP Grants Manager.

Reports of Problems of Issues

Recipients shall immediately notify JEDCO/SMEFP Grants Manager of developments that have a significant impact on the award-supported activities, including problems, delays, or adverse conditions which materially impair the ability to meet the objectives of the award.

This notification shall include a statement of the action taken or contemplated, and any assistance needed to resolve the situation.

Attachment III

Certifications, Assurances, and Other Statements of the Recipient (May 2006)

(Document attached in email)

Attached From USAID Web Page: <http://www.usaid.gov/policy/ads/300/303sad.pdf>

303sad - Certifications, Assurances, and Other Statements of the Recipient (May 2006)

Please sign two copies and return the original to JEDCO/SMEFP Grants Manager

Attachment IV

Mandatory Standard Provisions for Non-U.S. Nongovernmental Recipients Trafficking in Persons

1. JEDCO is authorized to terminate this award, without penalty, if the recipient or its employees, or any subrecipient or its employees, engage in any of the following conduct:
 - a. Trafficking in persons (as defined in the Protocol to Prevent, Suppress, and Punish Trafficking in Persons, especially Women and Children, supplementing the UN Convention against Transnational Organized Crime) during the period of this award;
 - b. Procurement of a commercial sex act during the period of this award; or
 - c. Use of forced labor in the performance of this award.
2. For purposes of this provision, “employee” means an individual who is engaged in the performance of this award as a direct employee, consultant, or volunteer of the recipient or any subrecipient.
3. The recipient must include in all subagreements, including subawards and contracts, a provision prohibiting the conduct described in a(1)-(3) by the subrecipient, contractor or any of their employees.

Preventing Terrorist Financing (June 2012)

1. The recipient must not engage in transactions with, or provide resources or support to, individuals and organizations associated with terrorism. In addition, the recipient must 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 U.S. Treasury (online at: <http://www.treasury.gov/resource-center/sanctions/SDN-List/Pages/default.aspx>) or the United Nations Security designation list (online at: http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml).
2. This provision must be included in all sub-agreements, including contracts and subawards, issued under this award

International Travel and Air Transportation

[APPLICABILITY: This provision is applicable when costs for international travel or air transportation of cargo are anticipated to be funded by USAID. This provision is not applicable if the recipient is providing for international travel costs as part of its contribution.]

1. Travel Costs

All travel costs must be consistent with those normally allowed in like circumstances in the recipient's non-JEDCO-funded activities. Costs incurred by employees and officers for travel, including airfare, costs of lodging, other subsistence, and incidental expenses, may be considered reasonable and allowable only to the extent such costs do not exceed charges normally allowed by the Partner in its written travel policies. Additionally, any required airfare for travel must be booked at economy class rate. Business Class airfare is not authorized under this grant.

2. Fly America Act Restrictions

- a. The recipient must use U.S. Flag Air Carriers for all international air transportation (including personal effects) funded by this Project pursuant to the Fly America Act and its implementing regulations to the extent service by such carriers is available.
- b. In the event that the recipient selects a carrier other than a U.S. Flag Air Carrier for international air transportation, in order for the costs of such international air transportation to be allowable, the recipient must document such transportation in accordance with this provision and maintain such documentation pursuant to the Standard Provision, "Accounting, Audit and Records." The documentation must use one of the following reasons or other exception under the Fly America Act:
 - i. The recipient uses a European Union (EU) flag air carrier, which is an airline operating from an EU country that has signed the US-EU "Open Skies" agreement (<http://www.state.gov/e/eb/rls/othr/ata/i/ic/170684.htm>).
 - ii. Travel to or from one of the following countries on an airline of that country when no city pair fare is in effect for that leg (see <http://apps.fas.gsa.gov/citypairs/search/>):
 - (a) Australia on an Australian airline,
 - (b) Switzerland on a Swiss airline, or
 - (c) Japan on a Japanese airline;
 - iii. Only for a particular leg of a route on which no US Flag Air Carrier provides service on that route;
 - iv. For a trip of 3 hours or less, the use of a US Flag Air Carrier at least doubles the travel time;
 - v. If the US Flag Air Carrier offers direct service, use of the US Flag Air Carrier would increase the travel time by more than 24 hours; or
 - vi. If the US Flag Air Carrier does not offer direct service,
 - (a) Use of the US Flag Air Carrier increases the number of aircraft changes by 2 or more,
 - (b) Use of the US Flag Air Carrier extends travel time by 6 hours or more, or
 - (c) Use of the US Flag Air Carrier requires a layover at an overseas interchange of 4 hours or more.

3. Definitions

The terms used in this provision have the following meanings:

- a. "Travel costs" means expenses for transportation, lodging, subsistence (meals and incidentals), and related expenses incurred by employees who are on travel status on official business of the recipient for any travel outside the country in which the organization is located. "Travel costs" do not include expenses incurred by employees who are not on official business of the recipient, such as rest and recuperation (R&R) travel offered as part of an employee's benefits package that are consistent with the recipient's personnel and travel policies and procedures.
- b. "International air transportation" means international air travel by individuals (and their personal effects) or transportation of cargo by air between a place in the United States and a place outside thereof, or between two places both of which are outside the United States.

- c. "U.S. Flag Air Carrier" means an air carrier on the list issued by the U.S. Department of Transportation at <http://ostpxweb.dot.gov/aviation/certific/certlist.htm>. U.S. Flag Air Carrier service also includes service provided under a code share agreement with another air carrier when the ticket, or documentation for an electronic ticket, identifies the U.S. flag air carrier's designator code and flight number.
- d. For this provision, the term "United States" includes the fifty states, Commonwealth of Puerto Rico, possessions of the United States, and the District of Columbia.

Attachment V

**Grant Beneficiary Handbook
(Document attached in email)**

Attachment VI

Data Collection Form (DCF)

SMEFP Grants Data Collection Form				
<p>The below Monitoring and Evaluation form should be filled every three months throughout the duration of your loan/grant. You will need to arrange a meeting with JEDCO advisor and complete the business form. You can complete this form with the assistance of your business advisor during the meeting or with the help of a certified business professional. Your Business Adviser will inform you of any further documentation that may be required to support your application. Your request for credit will be progressed when your Business Adviser has received these documents along with your signed Business Application Form.</p>				
JEDCO Auditor		Signature		Date
Part 1: Business Details				
Business Name		Company ID Number		
Trading Name		Grant Number		
Company Type	Expansion		Startup	
Business Address		Outlets Locations		
		Business Type		
Contact Person				
Email		In Business Since		
Telephone		Primary Business Activity		
Mobile				
Part 2: Business Ownership Details				
<p>List the names of all individuals who ultimately own or control 25% or more of the shares or voting rights in the Company or otherwise exercises control over the management of the Company.</p>				
Owner name		Percentage Sharing		%
Owner name		Percentage Sharing		%
Owner name		Percentage Sharing		%
Part 3: Support Details				
Financial Loan	Yes	No	Loan Value	
Grant/Loan Support	1		2	
	3		4	
Technical Support	Yes	No	Technical Value	
Technical Support	1		2	
	3		4	

Part 4: Business Financial Details							
Accounts Type :	Audited		Auditor's Name				
Activity/Period	Data Source	Baseline	3 Mo./1 Yr.	3 Mo./2 Yr.	3 Mo./3 Yr.	3 Mo./4 Yr.	3 Mo./5 Yr.
Direct Revenue							
Exports							
Variable Cost							
Direct Cost							
Gross Profit							
ROE (Return on Equity)							

SMEFP Grants Data Collection Form				
<p>The below Monitoring and Evaluation form should be filled every three months throughout the duration of your loan/grant. You will need to arrange a meeting with JEDCO advisor and complete the business form. You can complete this form with the assistance of your business advisor during the meeting or with the help of a certified business professional. Your Business Adviser will inform you of any further documentation that may be required to support your application. Your request for credit will be progressed when your Business Adviser has received these documents along with your signed Business Application Form.</p>				
JEDCO Auditor		Signature		Date

Part 1: Business Details				
Business Name		Company ID Number		
Trading Name		Grant Number		
Company Type	Expansion		Startup	
Business Address		Outlets Locations		
		Business Type		
Contact Person		In Business Since		
Email		Primary Business Activity		
Telephone				
Mobile				

Part 2: Business Ownership Details				
List the names of all individuals who ultimately own or control 25% or more of the shares or voting rights in the Company or otherwise exercises control over the management of the Company.				
Owner name		Percentage Sharing		%
Owner name		Percentage Sharing		%
Owner name		Percentage Sharing		%

Part 3: Support Details							
Financial Loan	Yes	No	Loan Value				
Grant/Loan Support	1			2			
	3			4			
Technical Support	Yes	No	Technical Value				
Technical Support	1			2			
	3			4			
Part 4: Business Financial Details							
Accounts Type :	Audited		Auditor's Name				
Activity/Period	Data Source	Baseline	3 Mo./1 Yr.	3 Mo./2 Yr.	3 Mo./3 Yr.	3 Mo./4 Yr.	3 Mo./5 Yr.
Direct Revenue							
Exports							
Variable Cost							
Direct Cost							
Gross Profit							
ROE (Return on Equity)							

1X Site Visit Report

Grant/Company Title	:
Grant Number	:
Date of Visit	:
Location	:

Overview of Tasks:

Describe the tasks that form the basis of the visit.

Task Status

Task Description	Completed (yes/No)	Assigned to

Any Additional Work Completed

Task Description	Reason task was completed	Completed by

Assumptions:

Describe assumptions you have related to the project:

- 1.
- 2.
- 3.

Recommendations:**1. Current Work**

Describe recommendation on the work that has been undertaken

- a.
- b.
- c.

2. Future Work

Describe your recommendations on future work that may be undertaken

- a.
- b.
- c.

Budget Utilization:

Task Description	Estimated budget spent

1Y Grant Progress Report

Grantee	:
Grant Number	:
Grant Start Date	:
Grant End Date	:
Grant Budget	:
Reporting Period	:

Activity as per the approved Agreement	Description of Activity	Date of Activity	Place of Activity	Achievements/Results	% Complete	Comments/Concerns
<p>بيان اسم النشاط/ المرحلة خلال هذه الفترة حسب الاتفاقية الموقع عليها</p> <p>List the name of the activity</p>	<p>وصف شامل للنشاط/ المرحلة بما تخلله من نشاطات فرعية لتنفيذه</p> <p>Give a full description of the Activity and include the sub-activities that took place to fulfill this activity</p>	<p>التاريخ</p> <p>Date</p>	<p>المكان</p> <p>Place</p>	<p>تعداد نتائج هذا النشاط على سبيل المثال: عدد المتدربين، عدد الوظائف الناجمة عن هذا النشاط، الإيرادات الناجمة عنه</p> <p>List the Impacts of the activity during this period (i.e. No. of beneficiaries, Revenue generated, jobs created)</p>	<p>Percentage</p>	<p>وصف اية ملاحظات او اهتمامات خلال فترة النشاط</p> <p>List any comments or concerns during the implementation of the activity</p>

Activity as per the approved Agreement	Description of Activity	Date of Activity	Place of Activity	Achievements/Results	% Complete	Comments/Concerns
--	-------------------------	------------------	-------------------	----------------------	------------	-------------------

Grantee: _____

Name: _____

Date: _____

Signature: _____

NOTE: all reports must be submitted in English

1Z Activity Close Out Checklist

USAID Funded Small and Medium Enterprise Financing Program - SMEFP

File Documentation Checklist

- Grant Documents
 - Concept Paper from grantee
 - Signed Detailed Budget
 - Environmental Evaluation Form
 - Grant Status Sheet
 - Regulatory Compliance & Completeness Review
 - Concept Paper Technical Evaluation Criteria
 - Grant Application and related documents
 - Pre award Responsibility Determination
 - Completed financial capability questionnaire
 - Copy of most recent audit, if no recent audit, “Balance Sheet”, “Income Statement” for the most current and previous fiscal year
 - Incorporation papers or certificate of registration and statute
 - Summary of relevant past performance - including type of contract/grant, contract/grant value, title, client (and contact information, if available)
 - if applicable - NICRA, or if no NICRA, the profit and loss statements which include detail of the total costs of goods and services sold, by information of
 - The applicant's customary indirect cost allocation method, together with supporting computations of the basis for the indirect cost allocation method
 - Organizational chart, if available g. cash flow, description of management structure and/or oversight procedures, if available
 - Copy of applicant's accounting manual, if available
 - Copy of applicant's operations manual, if available
 - Copy of purchasing policies and description of the applicant's purchasing system (for large grantees), if available
 - Any other pertinent information regarding the applicant (please explain in "comments" section)
 - Print-outs of debarment and terrorist financing searches
 - US Government Excluded Parties List
 - List of Specially Designated Nationals and Blocked Persons

- Grant Evaluation Criteria
- Grant Evaluation Document
- Signed Grant Agreement and amendments if necessary
- Grant Clauses as appropriate for different types of grants.
- Any extensions or additional approvals from JEDCO (including print-outs of approval emails), where applicable
- Budget amendments and approvals, including budget amendment details
- Grant correspondence
- Grantee Certifications
- Waivers if applicable
- Procurement Documents
 - Bidding documentation (see Procurement Procedures)
 - Procurement Negotiation Memorandum/Procurement Bidding Document
- Financial Documents
 - Original financial documentation is maintained by the finance officer. Copies of invoices, purchase orders, payment requests, etc. are kept in the grant record.
 - Audit record if required
- Reporting and Evaluation Documents
 - When applicable, the file shall include the determination of responsibility of the grantee.
 - Final reports from grantee
 - Completion certificates (in English Language)
 - Impact assessments
 - Monitoring reports
 - Site Visit Reports
 - Final Evaluation Reports
 - Additional demonstration of activities (i.e. photographs, success stories, etc.)
 - Completion Report

1AA Grant Completion Report

Grant Name

Final Report

Small and Medium-Sized Enterprise Financing Program

Contract Number:

Jordan Enterprise Development Corporation

<Date>

Author:

Contents

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Implementation	191
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The layout of the report is as follows:

1. Introduction

2. Proposed Activity

A short description of the activity

3. Implementation

Technical Narrative - This section will include:

- A summary of the grant objectives and achievements, including but not limited to the specific indicators, targets and results for the grant.
- A summary of the activity implementation process, lessons learned, and recommendation; and public dissemination process

Financial Report - Depending on grant type, this section will include:

- Funds Reconciliation: Grant expenditures substantiated by the backup documentation should match the funds disbursed. The Recipient shall reimburse SMEFP for any differences between disbursements and approved expenditures.

4. Results

1AB Grant Completion Certification

Name
Company
Address

Subject: **Grant Number**

Dear Sirs,

In order to complete processing of the final close out under the subject grant, please return the following certification to the Jordanian Enterprise Development Corporation.

Sincerely,

Name
Grants Manager

We, THE GRANTEE certify that we have no further claims under this subject grant.

On Behalf of the Grantee:

Grantee Agent

Dated: _____

1AC Data Collection Form

SMEFP Grants Data Collection Form					
<p>The below Monitoring and Evaluation form should be filled every three months throughout the duration of your loan/grant. You will need to arrange a meeting with JEDCO advisor and complete the business form. You can complete this form with the assistance of your business advisor during the meeting or with the help of a certified business professional. Your Business Adviser will inform you of any further documentation that may be required to support your application. Your request for credit will be progressed when your Business Adviser has received these documents along with your signed Business Application Form.</p>					
JEDCO Auditor		Signature		Date	
Part 1: Business Details					
Business Name		Company ID Number			
Trading Name		Grant Number			
Company Type	Expansion		Startup		
Business Address		Outlets Locations			
		Business Type			
Contact Person		In Business Since			
Email		Primary Business Activity			
Telephone					
Mobile					
Part 2: Business Ownership Details					
List the names of all individuals who ultimately own or control 25% or more of the shares or voting rights in the Company or otherwise exercises control over the management of the Company.					
Owner name			Percentage Sharing		%
Owner name			Percentage Sharing		%
Owner name			Percentage Sharing		%
Part 3: Support Details					
Financial Loan	Yes	No	Loan Value		
Grant/Loan Support	1		2		
	3		4		
Technical Support	Yes	No	Technical Value		
Technical Support	1		2		
	3		4		

Part 4: Business Financial Details							
Accounts Type :	Audited		Auditor's Name				
Activity/Period	Data Source	Baseline	3 Mo./1 Yr.	3 Mo./2 Yr.	3 Mo./3 Yr.	3 Mo./4 Yr.	3 Mo./5 Yr.
Direct Revenue							
Exports							
Variable Cost							
Direct Cost							
Gross Profit							
ROE (Return on Equity)							

2A Technical Assistance Solicitation Notice



USAID Funded Small and Medium Enterprise Financing Program - SMEFP

Request for Applications RFA/#

USAID funded Small and Medium Enterprise Financing Program (SMEFP) announces the 2013 competitive Technical Assistance Support process with this Request for Applications for activities to support XXXXXXXXXXXX.

USAID Funded Small and Medium Enterprise Financing Program – SMEFP

About The SMEFP Program

Application Process

While applications will be accepted at any time, there will be XXX evaluation periods during the year. To be considered in the first group, applications must be received by the SMEFP team by Month DD, YY. The next consideration period closes on Month DD, YY.

Eligible Entities

Non-Government Organizations (NGOs), professional organizations, research institutions legally established in Jordan; or private firms legally established in Jordan who demonstrate a compelling need for grant funds through this competitive process.

Eligible Technical Assistance Support Types

XXXX

Amounts of Potential Awards

XXXX

How to Submit Applications

Eligible entities should download the Grant Information Packet from the JEDCO's website (www.jedco.gov.jo) or by writing to grants@jedco.gov.jo

2B Information Packet/RFA

Request for Application

<Title>
<Number>

USAID-Funded Small and Medium Enterprise Financing Program

A USAID-Jordan Funded Project

<Issue_Date>

Authors

This Request for Applications (RFA) was prepared by:

JEDCO
[Insert Address]

Contents

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1. Summary

USAID SMEFP Program — About SMEFP

Request for Applications Summary

This document describes an opportunity for qualified entities to apply for a Technical assistance support to carry out activities that support the broad program in the following specific areas.

Technical Assistance Background and Subject Area

From Conceptualization Document (Sectors, Areas of focus and Criteria)

Applicants are requested to submit applications for programs to address these areas in a way that will lead to increased exports, revenues and that will creating quality jobs for Jordanians.

Technical Assistance Application Process

As described more fully in this document, Applicants are to submit applications. Applications will be reviewed for compatibility with the Program's objectives. From the group of applications submitted, the Program will screen the applications to identify the complete and eligible applications that will be presented to the technical evaluation committee (TEC) for evaluation. The applications that will fall within the identified competitive will be submitted to JEDCO's Approval committee for final approval.

Applications Submission Deadlines

There will only be XX evaluation periods during the year. To be considered in the first group, applications must be received by the Program team by Month, Day Year. The next consideration period closes on Month, Day Year.

Eligibility

As described more fully in this document, Applicants may be private or public firms legally established in Jordan who demonstrate a compelling need for grant funds through this competitive process.

Individuals, political organizations, foreign owned and government institutions and religious groups are not eligible for grants under the Program. Also ineligible are private firms and non-governmental organizations whose objectives are not consistent with the broad objectives of the Program.

For more general information about JEDCO or the USAID SMEFP Program, please visit the following website: JEDCO: <http://www.jedco.gov.jo>

2. Instructions for Applicants

1. General: Entities invited to submit Applications are under no obligation to do so.

Applicants will not be reimbursed for any costs incurred in connection with the preparation and submission of their applications.

Applicants may submit more than one application; however, each must be complete in itself.

For the purposes of interpretation of these Instructions to Applicants, the periods named herein shall be consecutive calendar days.

The Program reserves the right to conduct discussions once a successful application is identified, 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.

The Program reserves the right not to make any award.

These Instructions to Applicants will not form part of the offer or of the TA Award. They are intended solely to aid Applicants in the preparation of their applications.

2. RFA contact information:

JEDCO Office

Attention: USAID Small & Medium Enterprise Financing SMEFP Program

[Address]

[Tel]

[Fax]

Email: TA@xxx.com

3. Clarifications:

- a. Method: Only written requests for clarification will receive a response. Send questions about the Request for Applications by email to the RFA Contact noted above.
- b. Date for receipt: All requests for clarification must be received by COB «Questions_Due» to the email address noted above. Only questions received by this date will be considered.
- c. Responses: By «Answers_Provided» we anticipate providing consolidated responses to the requests for clarifications. These responses will be posted on the JEDCO website (Link)

4. Applications Due Date:«Due_Date»

5. Application Delivery Address:

JEDCO Office

Attention: USAID Small & Medium Enterprise Financing SMEFP Program

[Address]

[Tel]

[Fax]

Email: grants@xxx.com

6. Submission Requirements:

- a. Language: The application and all associated correspondence must be in English. Any award document resulting from this request will be in English.
- b. Currency: The cost must be presented in Jordanian Dinars/US Dollars.
- c. Method: Electronic copy & Hard Copy
- d. Marking: [Entity Name] «RFA_Number»
- e. Authorized Signer: Concept Papers/Application must be signed by a person duly authorized to submit a Concept Paper/Application on behalf of the Applicant and to bind the Applicant to the Application.
- f. Authorized Personnel. Provide name, title, email, and telephone number of the person or persons in the entity who are authorized to discuss and accept a grant, if awarded.

7. Eligibility.

From TA eligibility Section

8. Ineligible.

From TA ineligibility Section

9. Application Requirements.

Once an application is selected (compliant, eligible and complete); it will be forwarded to the TEC for technical evaluation. All Applications for Technical assistance under the Program must be submitted in a specific format. Any Application submitted in any other format is not eligible for evaluation under the grants program and will be returned to the submitting organization. The acceptable format includes, but is not limited to, a cover letter and other supporting documentation as may be necessary to clearly demonstrate that it meets the following conditions precedent to Application Evaluation:

- a. That the applicant is an eligible organization legally constituted under Jordanian law with a legal status as described in above or is in the process of obtaining such legal status through formal registration.
- b. That the applicant has the managerial commitment, as evidenced by written board of directors resolutions, strategic plans (overall long-range plan for beneficiary's organization) or other documentation, indicating that it is, or will be, implementing the objectives referred above.
- c. That the Grantee has no grant completion report required under a grant from USAID or a USAID contractor which is more than 30 days past due.
- d. That at the time of application there exists no condition within the Grantee or with respect to the Grantee's management which renders the organization ineligible for a grant directly or indirectly funded by USAID.
- e. That the proposed period of funding requested in the application does not exceed the life of the Program.

10. Modification/Withdrawal of Applications: Any Applicant has the right to withdraw, modify or correct its offer after such time as it has been delivered to the Program provided that the request is made before the offer closing date.
11. Disposition of Applications: Applications submitted in response to this RFA will not be returned.
12. Timetable: The following is an illustrative timetable for the TA process:

Activity	Illustrative Timetable
Request for Applications Issued	
Applications Due	XX weeks from issue
Applications Evaluated by TEC/Competitive Range Established	XX weeks from receipt
TEC presents the applications that fall within the competitive range to JEDCO's Approval Committee	XX weeks
JEDCO Approval and TA Awarded	XX weeks

3. Statement of Work (From Conceptualization Phase)

4. Technical Application Contents

As noted in the Summary, the application process is in two stages:

1. Stage 1: Submission of an application page

The applications will be submitted in specific format with all the supporting documents and should include the following:

- a. Summary Abstract of proposed Activity:
 - i. One line description of the proposed Activity
 - ii. What are the Objectives of the Activity?
- b. Problem/Need Statement
 - i. What is the problem? Why does it exist?
 - ii. Who is impacted by it?
- c. Solution or Scope
 - i. How you will solve the problem and meet the need?
 - ii. What are the details of your plan?
 - iii. Why is this plan appropriate?
- d. Methods/Approach
 - i. How will this grant be carried out?
 - ii. What is the method/Approach used to implement the plan?
 - iii. What are the justifications for the use of these methods?
- e. Timeline/Location
 - i. What are specific scheduled begin and end dates of the plan components?
 - ii. Where this TA will be carried out, please specify the location?
- f. Budget
 - i. What is the request amount and why?
 - ii. Budget detailed line item budget (including # of Units, Unit Costs, Subtotals)
 - iii. Cost Sharing and Third Party Contributions.

2. Stage 2: TA Application Evaluation

Applications will be evaluated and reviewed by the TEC against evaluation criteria and scoring sheet; those applications that will fall within the identified competitive range will be submitted for approval by JEDCO's Approval committee.

5. Budget Contents

The Applicant must:

- Propose a realistic one page budget, with a detailed summary following the format provided below (including # of Units, Unit Costs, Subtotals); and Cost Sharing and Third Party Contributions.
- Include only those costs that can be directly attributed to the activities proposed.
- Propose a minimum XX% cost share of the total project costs

Supporting information must be provided in sufficient detail to allow a complete analysis of all the proposed costs/prices. Add lines as necessary.

Budget Summary

Use this template for the Budget Summary.

Organization: XXXX					
Purpose:					
Date:					
Item	Cost (JD)	SMEFP	Organization	Other Sources	Subtotal
Personnel Technical Assistance and Training					
Program Activity Expenses					
Equipment					
Travel and Transportation					
Other Direct Costs					
Other					
SMEFP Total					
Organization Total					
Other Sources Total					
Grand Total					

Detailed Budget

Please use this template as guidance for your detailed budget. Use of Microsoft Excel is preferred.

Organization XYZ and Program							
Category	Description	JD	\$	Quantity	Days	\$	JD
Travel and Transportation (item xyz)							
Personnel (item xyz)							
Equipment (item xyz)							
Training and Technical Assistance (item xyz)							
Program Activity Costs (item xyz)							
Direct Costs (item xyz)							
						Organization Cost Share Total	Total
						Grant Budget Total	Total

6. Evaluation

The Program intends to award TA resulting from this solicitation to the responsible recipient whose Application conforms to the application requirements and whose concept best supports the Program's objectives.

Technical Evaluation of Applications

The Program will evaluate each application based upon the evaluation factors set forth below. An application can be categorized as unacceptable when it is incomplete, does not respond to the scope, does not comply with the format requirements or is submitted after the deadline.

Also applications that include, among other things, ineligible activities and costs, or failure to meet or complete certain certification, or failure to meet the basic recipient profile described in this document will be returned to the submitter. All applications will be reviewed in detail to ensure compliance with applicable regulations regarding the eligibility, allowability, reasonableness and allocability of proposed activities and costs, including the compliance checks on the Applicant.

The technical criteria below are presented by major category, in relative order of importance, so that Applicants will know which areas require emphasis in the preparation of their concept papers.

Illustrative Concept	Sustainability, Technical Approach, Capacity to adhere to SMEFP guidelines	75%
Organization's Qualifications	Past Performance/Organizational Capacity	25%

2C Application Form for Technical Assistance

Date: _____

Grants Manager

USAID Funded Small & Medium Enterprise Financing Program – SMEFP

Insert Address

Subject: Technical Assistance Application

With this letter and attachments, _____ (*insert organization name*) is applying for a technical assistance from the USAID Funded Small & Medium Enterprise Financing Program - SMEFP.

We are requesting a technical assistance to: (*insert one sentence description*)

The total value of our TA Request is JD _____.

We are applying for:

Pre Financing Technical Assistance

Post Financing Technical Assistance

The estimated **start** date for proposed project/activity: _____.

The estimated **end** date for proposed project/activity: _____.

This application consists of the following materials:

- Attachment 1 Technical Application
- Attachment 2 Budget
- Attachment 3 Information about Applicant
- Attachment 4 Organization’s Support Documentation

Sincerely,

(Name)

(Title)

(Organization)

Attachment 1

Technical Application

1. Cover Page
 - a. Summary Abstract of proposed Activity:
 - b. One line description of the proposed Activity
 - c. What are the Objectives of the Activity?
2. Problem/Need Statement?
 - a. What is the problem? Why does it exist?
 - b. Who is affected by it?
3. Solution or Scope
 - a. How you will solve the problem and meet the need?
 - b. What are the details of your plan?
 - c. Why is this plan appropriate?
4. Methods/Approach
 - a. How will this grant be carried out?
 - b. What is the method/Approach used to implement the plan?
 - c. What are the justifications for the use of these methods?
5. Timeline/Location
 - a. What are specific scheduled begin and end dates of the plan components?
 - b. Where this TA will be carried out, please specify the location?

Attachment 2

Budget

1. What is the request amount and why?
2. Budget detailed line item budget (including # of Units, Unit Costs, Subtotals)
3. Cost Sharing and Third Party Contributions.

Attachment 3

Grant Applicant Data Sheet (Submit as Excel Worksheet)

Name of Entity	:
Mailing Address	:
Street Address	:
Telephone	:
Fax	:
Mobile	:
Point of Contact Name	:
POC Title	:
Email	:
Date Established	:
Type of Entity	:
Legal Status	:
Entity's Auditor	:
Is the Entity owned by a parent company?	:
Does the Entity have any subsidiaries or own 5%, or more, of any other entity?	:
Are there any owners/shareholders of the Entity that owns 5%, or more of another Entity?	:
<ul style="list-style-type: none"> • If yes, please list the owners and their percentage owned. • Also, please list any other entities which the shareholder controls and if the shareholder is an individual, list any other entities in which this shareholder serves as an officer 	
Fiscal Year Period	:
Accounting System in Place	:
Accounting System Computerized	:

Attachment 4

Organization's Support Documentation

1. Copy of the organization's valid Jordanian registration certificate.
2. Documents about the debts of the applicant at the moment of application: letter from the tax office on debts towards state and local budgets printout from public registry illustrating the pledges towards fixed assets of the applicant.
3. Actual financial documentation, including balance sheets, profit and loss statements, cash flow statements for at least 1 year of activity.
4. Copy of the organization's charter and by-laws (if applicable; first time applicants only).
5. Signed copies of all required certifications.

2D Eligibility and Completeness Review Checklist

(Initial Screening of Technical Assistance Applications)

Name of Applicant:

RFA Number:

Applicant Number:

Date of Initial Screening:

The applications will not be submitted to the Technical Evaluation Committee (TEC) if they are:

- Incomplete;
- Submitted after the posted applications submission deadline;
- Non-compliant with the priority geographic coverage of the project as agreed in the conceptualization phase;
- From a non-eligible organization or non-eligible activity/project;
- Identified as Specially Designated Nationals & Blocked Persons or excluded parties list.

Activity	Yes	No	NA	Comments
Completeness				
Applicants must conform to the forms and templates identified and submit the supporting documentation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Applications must be written in English or with English translations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Applicants are within the priority geographic coverage of the project and the identified sectors as agreed in the conceptualization phase.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Applicants must attribute costs to specific line items, rather than including "shared costs" (see Cost/Budget Guidelines).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Applications must contain a detailed, itemized budget in Jordanian Dinars (JD) and U.S. Dollars (USD) in Excel format, a corresponding budget narrative.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Applications must include all required signed Certifications and Supporting Documentation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<ul style="list-style-type: none"> • Copy of the Organization formal Registration as evidence of the legal status. • Organization Chart • Copy of board of directors' resolutions, strategic plans 				

Activity	Yes	No	NA	Comments
(overall long-range plan for beneficiary's organization) or other documentation indicating our organization's managerial commitment to implementing objectives that are consistent with grant application.				
The proposed life-of-project funding in the application does not exceed the JD equivalent of \$250,000.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
The proposed period of funding requested in the application does not exceed the life of SMEFP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eligibility				
Eligible Organization				
A private or public shareholding company that has a business plan and/or concept that is deemed viable and that is consistent with JEDCO's program objectives as well as those defined by the SMEFP;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
An existing Jordanian organization with project total cost exceeding US\$ 50,000; and start-up Jordanian projects with a total cost ≤ US\$ 100,000;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Applicants must submit applications which focus on eligible high-value sectors that have the potential for employment creation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
60% of the employees of an applicant must be Jordanian.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Applicants must have between 10 and 300 workers to be classified as SMEs, unless specifically revised within the grant solicitation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Ineligible Organization				
Organizations that are not legally registered or otherwise recognized under the laws of Jordan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Any entity that has been found to have misused USAID funds in the past.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Any entity that has not met its obligations under any grants previously issued under the grants program of SMEFP or any other USAID-funded project.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Individuals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Governmental organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Political organizations, foreign-owned enterprises or institutions or their subsidiaries and affiliates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Faith-based organizations whose objectives are for discriminatory and religious purposes, and whose main objective for the grant is of a religious nature.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Any entity whose name appears on the List of Parties Excluded from Federal Procurement and Non-procurement Programs (http://www.epls.gov)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Any entity with a member that appears on the U.S. Department of Treasury Office of Foreign Assets Control (OFAC) Specially Designated Nationals (SDN) and Blocked Persons list.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Activity	Yes	No	NA	Comments
Any organization that refuses to sign the required certifications.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Any private firms and non-governmental organizations whose objectives are not consistent with those of JEDCO as a whole or the SMEFP in specific.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Wholesale, retail trade and real estate enterprises are also not eligible under SMEFP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eligible Activities/Projects				
Identify the financial needs and the best project financial structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Prepare credit reports and files	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Complete feasibility studies and prepare business plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Compile financial reports, plans and other required reports by financial institutions to access credit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Prepare grant application	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Development of internal systems (Financial, accounting, costing, production and MIS)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Business/Product accreditation and certification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Product design	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Factory layout, time and motion studies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Marketing research and plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Procurement of software systems that will further enhance the SMEs business objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Proceed to Technical Evaluation by Technical Evaluation Committee (TEC)				<input type="checkbox"/>
Decline the Application				<input type="checkbox"/>
Reasons for the Rejection:				
<input type="checkbox"/> Incomplete;				
<input type="checkbox"/> Submitted after the posted applications submission deadline;				
<input type="checkbox"/> Non-compliant with the priority geographic coverage of the project as agreed in the conceptualization phase.				
<input type="checkbox"/> Non-eligible organization or non-eligible activity/project.				
<input type="checkbox"/> Identified as Specially Designated Nationals & Blocked Persons or excluded parties list.				
<input type="checkbox"/> Other.				
Comments:				

Proceed to Technical Evaluation by Grant Evaluation Committee (GEC)

Review and Screening Team:

Financial Evaluator Name

Signature

Technical Evaluator Name

Signature

2E Technical Assistance Evaluation Criteria and Memo

The **Technical Evaluation Committee (TEC)** will formally review and rank all concept papers; the GEC will focus primarily on the innovative nature of the proposed project, its economic viability, potential impact, and potential for sustainability.

70 points are required to approve the applications and provide TA.

Date In:

Name of Applicant:

ID Number:

Criteria	Comments	Score
1. Strategic Fit (e.g. Anticipated impact on the beneficiaries and sustainability) 25 Points		
	Sustainability of Project Results (10 points)	
	Overall mission and objectives are consistent with the themes of the SMEFP Program (10 points)	
	Anticipated Impact on the Beneficiaries (5 points)	
	Realistic Plan for M&E (5 points)	
2. Technical Approach of Project (e.g. Clearly defined goals, activities, reasonable timetable, and innovative approach) 40 Points		
	Clearly defined problem statement (10 points)	
	Goals clearly defined (10 points)	
	Viability of the Approach? The degree to which the proposed technical approach can reasonably be expected to produce the intended outcomes, achieve the expected results, and contribute to the SMEFP goals under the project. (10 points)	
	The likelihood of the proposed project to make a significant contribution in scaling up SMEFP activities and goals. (10 points)	
3. Budget (e.g. realistic and matched up with project activities) 10 Points		
	The proposed costs are realistic and match the project activity (5 points)	
	Cost sharing more than 10% (5 points)	
4. Access to Finance 20 Points		
	Financing Needs Identification (5 points)	
	Readiness to Approach Banks (5 points)	

Criteria	Comments	Score
	Loan Guarantee Fund (LGF) criteria are being Met? (10 points)	
5. Gender Considerations 5 Points, if gender component		
	Focus and Impact on Women’s Issues	
	Total Points	

Approve Application?

Decline Application?

Reasons for rejection (where applicable):

TEC Member Name	Title	Date	Signature
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2F Non-Conflict of Interest Certification

Evaluation Committee Member

[Name of Project]

[Name of Grant/TA/Procurement]

For the files:

As a participant in the [Name of Grant/TA/Procurement] evaluation process, I shall NOT participate in the selection, award, or administration of an agreement supported by US Federal funds if a real or apparent conflict of interest would be involved.

A conflict of interest would arise if:

I or my spouse, minor child, or partner have a financial interest; I am an officer, director, trustee, owner, partner, expert consultant, advisor, (with or without compensation) or employee or otherwise similarly associated with the applicant organization, its parent organization, or proposed grantee; there exists any arrangement concerning my past/prospective employment, financial interest, or other similar association with the applicant organization.

If, for any reason, I cannot review the proposal in an unbiased, objective and independent manner, I will notify the Chairperson of the evaluation panel (or designate) and excuse myself.

I shall neither solicit nor accept gratuities, favors, or anything of monetary value from an applicant organization, or any partner or collaborator of the applicant organization at any time prior to, during, or after the application phase or award of grants.

I will also avoid any actions that might give the appearance that a conflict of interest exists or could reasonably be viewed as affecting my objectivity.

CERTIFICATION:

Name:

Title:

Signature:

Date:

2G Confidentiality Certification

Evaluation Committee Member

[Name of Project]

[Name of Grant/TA/Procurement]

For the files:

I acknowledge that I have read the [Name of Grant/TA/Procurement] and am aware of the requirements of the Call for Concept papers, applications and procurement evaluation process. I attest that I will keep all information regarding the grant/TA/Procurement evaluation process confidential.

I will keep safe and secure (out of sight of others) all written information provided to me during the [Name of Grant/TA/Procurement] Grant/TA/Procurement selection process. I will not release or talk about any related information with regards to the selection process with others outside the Evaluation Committee members (applicant program and budget information, discussions of scoring, selection of recipients, etc.);

I will hold in confidence all information (organizational and financial), program information, application information, panel discussions, issues identified for negotiation, and information discussed at other interfaces. I will not disclose any of this information to any unauthorized parties.

An unauthorized party is defined as anyone outside of the [Name of Grant/TA/Procurement] Evaluation Committee program team or JEDCO's Approval Board during the Final Deliberation Meetings.

CERTIFICATION:

Name:

Title:

Signature:

Date:

2H Rejection Letter

(PROJECT Letterhead)

[Date]

[Name of Applicant Organization]

[Address of Applicant Organization]

Dear [applicant's name],

Thank you for applying to the USAID funded Small & Medium Enterprise Financing Program [SMEFP].

Your application is not eligible for further consideration because of [state the reason of rejection]

In case of failing after TEC meeting

[We have evaluated your application based on the evaluation criteria and scoring process.

Unfortunately, your proposal received a score of XX, which is below the minimum qualifying threshold of XX points, and your project is not eligible for further consideration at this point].

Thank you for expressing interest in the USAID funded Small & Medium Enterprise Financing Program [SMEFP].

Best regards,

SMEFP Program Director

2I Request Clarification Letter

(PROJECT Letterhead)

[Date]

[Name of Applicant Organization]

[Address of Applicant Organization]

Subject: Company #
Request Clarification

Dear Sir/Madam:

We acknowledge receipt of your application on [date of receipt], however, prior the final evaluation and scoring of your application, we require the following additional information:

- [clarification 1]
- [clarification 2, etc.]

Kindly provide us with your answers by [requested date]; we will proceed with the evaluation after receiving this needed information.

Thank you.

Sincerely,

Grants Manager

2J Award Letter



Date

Mr./Ms. *(Name of Applicant's contact person)*
(Name of Applicant Organization)
(Address of Applicant Organization)

Subject: Grant No.

Dear Mr./Ms. *(family name of Applicant contract person):*

This letter is in response to the Application you submitted to JEDCO/SMEFP on *(date of application)* requesting consideration for technical assistance under the SMEFP Grants Program.

We are pleased to inform you that your Application for technical assistance has been approved. The TA Agreement that will govern SMEF Program support is attached for your consideration. If the Agreement meets your requirements, please sign and return all copies for counter signature by the SMEF Program Director. Please contact the Senior Grants Officer at JEDCO if you have any questions.

Thank you for your commitment to expanding economic opportunities in Jordan. We look forward to working with you in the future.

Sincerely yours,

SMEFP Director

2K Terms of Reference

Work Plan Deliverable(s):	[Instructions: Exact Number and Title in work plan.]
Resource Name(s):	[Instructions: Complete after personnel is selected.]
Approved Level of Effort:	[Instructions: If more than 1 resource, specify LOE for each.]
Planned Start Date:	[Instructions: Earliest date to begin work or date of departure from home country.]
Planned End Date:	[Instructions: Final work date or date of departure from Amman.]
Subcontractor(s):	[Instructions: Complete after subcontractor is selected.]
TOR Task Manager:	[Instructions: Full name and email address.]

Business Case

[Instructions: Write a sentence or two that sets the stage for this activity and how it relates to the overall SMEFP Program.]

Write a sentence or two about the general problem facing the country (probably the sector this activity supports or component target area).

Write a sentence or two about how this activity will address the problem you have just identified. This sentence should lead into the next section on specific expected results.]

Expected Results

[Instructions: Describe the specific results you expect to see from this activity. These must be specific to the output indicators and outcome results noted above in the Framework.]

Specific Tasks, Schedule and Level of Effort

[Instructions: Provide bullets or matrix of measurable Specific Tasks that, combined, will achieve the Expected Results listed above. Include LOE for each Task and schedule. If more than one resource, specify which tasks each will perform. If more than one trip, specify which tasks during which trip. You may need to include, for example:

- Preparatory review of materials sent in advance
- Scoping with counterpart(s)
- Report Writing
- Task 1 (X LOE)
- Task 2 (X LOE)
- Task 3 (X LOE)
- Etc.]

The total required level of effort (LOE) to perform these tasks is:

- Team member title 1 (X LOE)
- Team member title 2 (X LOE)

Deliverables

[Instructions: List the output(s) that we expect to receive from each resource that is to perform the Specific Tasks listed above.]

- Deliverable 1
- Deliverable 2

Identify and submit any resources (tools), in the technical area in which you're working, that could benefit the understanding of best-practices and/or the reform efforts of the Jordanian organization(s) that are the primary focus of your consultancy. This could include templates, case studies, presentations, web links, white papers, online newsletters, assessments or checklists, podcasts, etc. Please make note of any resources that may be subject to copyright or usage restrictions.

Required Counterpart / Stakeholder Input

[Instructions: Provide assumptions regarding counterpart/stakeholder contributions that are necessary conditions to achieving the Expected Results.]

As necessary conditions to a successful outcome of this Consultancy, Counterpart XXXX must:

- Assumption 1
- Assumption 2

If these inputs are not delivered, Consultant must immediately inform the SABEQ TOR Task Manager to determine whether to revise or terminate this TOR.

Required Skill Set(s)

[Instructions: Describe the required experience and skills to perform the above Specific Tasks, such as number of years of experience, regional expertise, sector-specific knowledge, etc.]

The following profile describes the skills and experience required for successful achievement of this consultancy:

- Qualification 1
- Qualification 2

Qualifications of Proposed Personnel

About the USAID-funded Small & Medium Enterprise Financing Program – SMEFP

2L Resource Selection Validation Form

Date of Request:

Counter Part Name:

Resource Name(s)

Expected Level of Effort:

Planned Start Date/End date:

SMEFP TOR Task Manager:

Continuation of earlier activity?

If Yes:

- Type of Subcontractor who did original work
- Subcontractor
- Past Performance Assessment

If No (not continuation of earlier activity):

- Nature of New Activity
- Particular subcontractors preferred?
- Why

If no particular sub preferred, we will compete the opportunity:

- Which subs were invited to bid?
- Do you need just a resume?
- Do we also need a cost proposal?
- Deadline for resume/cost proposals?

Firms Selected

Basis of Selection

Task Manager Signature

SMEFP Manager Approval

2M Payment Request Form



Payment Request and Accounting Submission PR#

Vendor Information	
Name:	:
Address:	:
Telephone:	:
Fax:	:

Category of Purchase		Required Prior Approvals Attached		
Routine Office Supplies	<input type="checkbox"/>	N/A	<input type="checkbox"/>	<input type="checkbox"/>
Training/Events	<input type="checkbox"/>	Program Director	<input type="checkbox"/>	Finance Officer <input type="checkbox"/>
Subcontractor Payments	<input type="checkbox"/>	Program Director	<input type="checkbox"/>	Finance Officer <input type="checkbox"/>
Special Purchases	<input type="checkbox"/>	Program Director	<input type="checkbox"/>	Finance Officer <input type="checkbox"/>
Other	<input type="checkbox"/>	Program Director	<input type="checkbox"/>	Finance Officer <input type="checkbox"/>

Request Originated by	
Signature:	Date of Request:
Activity Code:	Activity Date:
Activity Location	

Invoice Number	Invoice Date	Quantity	Description	JD Price per Unit	Total Price

2N Technical Assistance Deliverable and Payment Checklist

USAID Funded Small & Medium Enterprise Financing Program – SMEFP

Recipient Name:

TA Number:

Date:

When submitting invoices/salaries for reimbursement, the following checklist must be completed and included:

Activity	Yes	No	Date	Initials
Technical Team Review				
Receive the final deliverable for the consultant	<input type="checkbox"/>	<input type="checkbox"/>		
JEDCO's review; where in-depth feedback is provided	<input type="checkbox"/>	<input type="checkbox"/>		
The consultant revises the deliverable	<input type="checkbox"/>	<input type="checkbox"/>		
Counterpart (Recipient) then review; and provide feedback	<input type="checkbox"/>	<input type="checkbox"/>		
The consultant finalizes the deliverable.	<input type="checkbox"/>	<input type="checkbox"/>		
Ensure that the contractor has completed and submitted all the required deliverables and progress and other periodic reports in support of the activity.	<input type="checkbox"/>	<input type="checkbox"/>		
The account manager and the technical manager sign that the reports have been received and meet the approved SOW/TOR requirements.	<input type="checkbox"/>	<input type="checkbox"/>		
Expenditures – Review the expenditures to be sure they: <ul style="list-style-type: none"> • Are clearly tied to the SOW/TOR and within the SOW/TOR timeframe. • Conform to the SOW/TOR budget line items. 	<input type="checkbox"/>	<input type="checkbox"/>		
Accounting Team Review				
Is there a signed agreement in place between JEDCO/SMEFP and the contractor?	<input type="checkbox"/>	<input type="checkbox"/>		
Is the request within the agreement timeframe?	<input type="checkbox"/>	<input type="checkbox"/>		
Is the request within the agreement budget? Are they getting close to the subcontract ceiling? If yes, have the required notifications been sent?	<input type="checkbox"/>	<input type="checkbox"/>		
Does the invoice contain the required disclaimers?	<input type="checkbox"/>	<input type="checkbox"/>		
Are there timesheets, if applicable, for the appropriate period?	<input type="checkbox"/>	<input type="checkbox"/>		
Is the documentation in English?	<input type="checkbox"/>	<input type="checkbox"/>		
Are any procurement of the professional and technical services supported by evidence of appropriate competition? (Such as procurements over US\$500 are accompanied by at least 3 offers; there is clear selection justification if the subcontractor did not choose the lowest price vendor).	<input type="checkbox"/>	<input type="checkbox"/>		
If invoices are in Arabic, have they been translated into English?	<input type="checkbox"/>	<input type="checkbox"/>		

Activity	Yes	No	Date	Initials
For personnel costs, does the documentation contain the following? <ul style="list-style-type: none"> • First time request: CVs, signed bio-data • Timesheets showing hours and activity to which the time pertains • Evidence that the personnel have received the claimed payment • Monthly personnel Level of Effort (LOE) tracker to confirm the rates and number of days/hours worked by each personnel JEDCO/SMEFP is covering. 	<input type="checkbox"/>	<input type="checkbox"/>		
For travel and transportation costs, does the documentation contain the following: <ul style="list-style-type: none"> • Tickets and boarding passes • Hotel receipts • Verification against maximum per diem rates 	<input type="checkbox"/>	<input type="checkbox"/>		
Ensures that SMEFP does not reimburse the contractor for any taxes or duties from which SMEFP is exempt	<input type="checkbox"/>	<input type="checkbox"/>		

3A Grantee Procurement Checklist

Grantee Name:

Grant Number:

Date:

Procurement Item Description and Specification

Purpose and Need of Procurement

Total Procurement Amount

Approved Grant Budget

Sources of Funds

Procurement up to 3,000 USD

Activity	Yes	No	Template Used	Date	Initials
Obtain minimum of 3 verbal quotations	<input type="checkbox"/>	<input type="checkbox"/>	Request for Verbal Quotations		
Procurement Evaluation and Award	<input type="checkbox"/>	<input type="checkbox"/>			
Place order using Purchase Order/ Subcontract	<input type="checkbox"/>	<input type="checkbox"/>	Purchase Order/Subcontract		
Receive goods/Implement Service	<input type="checkbox"/>	<input type="checkbox"/>			
Monitor and Approve goods/service with conformity with specifications	<input type="checkbox"/>	<input type="checkbox"/>			
Approve vendor's invoice and release payment	<input type="checkbox"/>	<input type="checkbox"/>			
File procurement checklist and related supporting documents	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> Procurement checklist Deliverable Invoices 		

Procurement from 3,000–10,000 USD

Activity	Yes	No	Template Used	Date	Initials
Prepare solicitation document (simplified RFP/RFQ with SoW/ToR)	<input type="checkbox"/>	<input type="checkbox"/>			
Identify and Select known vendors and companies	<input type="checkbox"/>	<input type="checkbox"/>			
Distribute RFP/RFQ to potential vendors and companies	<input type="checkbox"/>	<input type="checkbox"/>			
Receive quotes/proposals	<input type="checkbox"/>	<input type="checkbox"/>			
Prepare Bid Evaluation Document and Comparison Matrix	<input type="checkbox"/>	<input type="checkbox"/>			
Verify vendor is not prohibited	<input type="checkbox"/>	<input type="checkbox"/>			

Procurement from 3,000–10,000 USD					
Activity	Yes	No	Template Used	Date	Initials
<ul style="list-style-type: none"> Specially Designated Nationals and Blocked Persons Excluded Parties List 					
Procurement Evaluation and Award	<input type="checkbox"/>	<input type="checkbox"/>			
Place order using Purchase Order/ Subcontract	<input type="checkbox"/>	<input type="checkbox"/>	Purchase Order/Subcontract		
Receive goods/Implement Service	<input type="checkbox"/>	<input type="checkbox"/>			
Monitor and Approve goods/service with conformity with specifications	<input type="checkbox"/>	<input type="checkbox"/>			
Approve vendor's invoice & release payment	<input type="checkbox"/>	<input type="checkbox"/>			
File procurement checklist and related supporting documents	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> Procurement checklist Deliverable Invoices 		

Procurement from 10,000–25,000 USD					
Activity	Yes	No	Template Used	Date	Initials
Prepare solicitation document (simplified RFP/RFQ with SoW/ToR)	<input type="checkbox"/>	<input type="checkbox"/>			
Identify and Select known vendors and companies	<input type="checkbox"/>	<input type="checkbox"/>			
Distribute RFP/RFQ to potential vendors and companies	<input type="checkbox"/>	<input type="checkbox"/>			
Receive quotes/proposals	<input type="checkbox"/>	<input type="checkbox"/>			
Prepare Selection and Evaluation Criteria, Prepare Bid Evaluation Document and Comparison Matrix	<input type="checkbox"/>	<input type="checkbox"/>			
Verify vendor is not prohibited	<input type="checkbox"/>	<input type="checkbox"/>			
<ul style="list-style-type: none"> Specially Designated Nationals and Blocked Persons Excluded Parties List 					
Procurement Evaluation	<input type="checkbox"/>	<input type="checkbox"/>			
Obtain JEDCO/SMEFP consent on the Bid Evaluation Document and Comparison Matrix by e-mail	<input type="checkbox"/>	<input type="checkbox"/>			
Procurement Award	<input type="checkbox"/>	<input type="checkbox"/>			
Place order using Purchase Order/ Subcontract	<input type="checkbox"/>	<input type="checkbox"/>	Purchase Order/Subcontract		
Receive goods/Implement Service	<input type="checkbox"/>	<input type="checkbox"/>			
Monitor and Approve goods/service with	<input type="checkbox"/>	<input type="checkbox"/>			

Procurement from 10,000–25,000 USD					
Activity	Yes	No	Template Used	Date	Initials
conformity with specifications					
Approve vendor's invoice & release payment	<input type="checkbox"/>	<input type="checkbox"/>			
File procurement checklist and related supporting documents	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> Procurement checklist Deliverable Invoices 		

Procurement from 25,000–100,000 USD					
Activity	Yes	No	Template Used	Date	Initials
Prepare solicitation document (simplified RFP/RFQ with SoW/ToR)	<input type="checkbox"/>	<input type="checkbox"/>			
Identify and Select known vendors and companies	<input type="checkbox"/>	<input type="checkbox"/>			
Distribute RFP/RFQ to potential vendors and companies	<input type="checkbox"/>	<input type="checkbox"/>			
Receive quotes/proposals	<input type="checkbox"/>	<input type="checkbox"/>			
Prepare Selection and Evaluation Criteria, methodology and Prepare Bid Evaluation Document and Comparison Matrix	<input type="checkbox"/>	<input type="checkbox"/>			
Convene Evaluation/Selection Committee	<input type="checkbox"/>	<input type="checkbox"/>			
Ensure that Source and Nationality Requirements, pursuant to the geographic code has been correctly applied.	<input type="checkbox"/>	<input type="checkbox"/>	Source/Nationality Certification		
Verify vendor is not prohibited	<input type="checkbox"/>	<input type="checkbox"/>			
<ul style="list-style-type: none"> Specially Designated Nationals and Blocked Persons Excluded Parties List 					
Procurement Evaluation	<input type="checkbox"/>	<input type="checkbox"/>			
Prepare Procurement Evaluation Memo	<input type="checkbox"/>	<input type="checkbox"/>			
Obtain JEDCO/SMEFP consent on the Bid Evaluation Document and Comparison Matrix by e-mail	<input type="checkbox"/>	<input type="checkbox"/>			
Procurement Award	<input type="checkbox"/>	<input type="checkbox"/>			
Place order using Purchase Order/ Subcontract	<input type="checkbox"/>	<input type="checkbox"/>	Purchase Order/Subcontract		
Receive goods/Implement Service	<input type="checkbox"/>	<input type="checkbox"/>			
Monitor and Approve goods/service with conformity with specifications	<input type="checkbox"/>	<input type="checkbox"/>			
Approve vendor's invoice and release payment	<input type="checkbox"/>	<input type="checkbox"/>			
File procurement checklist and related	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> Procurement checklist 		

Procurement from 25,000–100,000 USD					
Activity	Yes	No	Template Used	Date	Initials
supporting documents			<ul style="list-style-type: none"> Deliverable Invoices 		

Procurement Above 100,000 USD					
Activity	Yes	No	Template Used	Date	Initials
Prepare solicitation document (Fully detailed RFP/RFQ with SoW/ToR)	<input type="checkbox"/>	<input type="checkbox"/>			
Identify and Select known vendors and companies	<input type="checkbox"/>	<input type="checkbox"/>			
Distribute RFP/RFQ to potential vendors and companies	<input type="checkbox"/>	<input type="checkbox"/>			
Advertise in Newspapers if procurement above 250,000 USD	<input type="checkbox"/>	<input type="checkbox"/>			
Receive quotes/proposals	<input type="checkbox"/>	<input type="checkbox"/>			
Design Selection and Evaluation Criteria, methodology and Prepare Bid Evaluation Document and Comparison Matrix	<input type="checkbox"/>	<input type="checkbox"/>			
Convene Evaluation/Selection Committee	<input type="checkbox"/>	<input type="checkbox"/>			
Ensure that Source and Nationality Requirements, pursuant to the geographic code has been correctly applied.	<input type="checkbox"/>	<input type="checkbox"/>	Source/Nationality Certification		
Verify vendor is not prohibited <ul style="list-style-type: none"> Specially Designated Nationals & Blocked Persons Excluded Parties List 	<input type="checkbox"/>	<input type="checkbox"/>			
Procurement Evaluation	<input type="checkbox"/>	<input type="checkbox"/>			
Negotiate offers, as appropriate	<input type="checkbox"/>	<input type="checkbox"/>			
Prepare Procurement Evaluation Memo	<input type="checkbox"/>	<input type="checkbox"/>			
Obtain JEDCO/SMEFP consent on the Bid Evaluation Document and Comparison Matrix by e-mail	<input type="checkbox"/>	<input type="checkbox"/>			
Procurement Award	<input type="checkbox"/>	<input type="checkbox"/>			
Place order using Purchase Order/ Subcontract	<input type="checkbox"/>	<input type="checkbox"/>	Purchase Order/Subcontract		
Receive goods/Implement Service	<input type="checkbox"/>	<input type="checkbox"/>			
Monitor and Approve goods/service with conformity with specifications	<input type="checkbox"/>	<input type="checkbox"/>			
Approve vendor's invoice and release payment	<input type="checkbox"/>	<input type="checkbox"/>			
File procurement checklist and related	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> Procurement checklist 		

Procurement Above 100,000 USD					
Activity	Yes	No	Template Used	Date	Initials
supporting documents			<ul style="list-style-type: none">• Deliverable• Invoices		

3B Technical Assistance Procurement Checklist

Beneficiary Name:

Company TA Number:

Date:

Procurement Item Description and Specification

Purpose and Need of Procurement

Total Procurement Amount

Approved TA Budget

Sources of Funds

Procurement up to 3,000 USD

Activity	Y	N	Template Used	Date	Initials
Prepare SoW/ToR	<input type="checkbox"/>	<input type="checkbox"/>			
Identify list of prospective contractors that can fulfill the project need from JEDCO's Roaster or Certified BDS	<input type="checkbox"/>	<input type="checkbox"/>			
Request cost proposals and CVs of personnel from the prospective contractors based on the SoW/ToR.	<input type="checkbox"/>	<input type="checkbox"/>			
Reception of proposals and candidate CV.	<input type="checkbox"/>	<input type="checkbox"/>	Request for Verbal Quotations		
Proposals Evaluation	<input type="checkbox"/>	<input type="checkbox"/>			
Select resource and document the choice	<input type="checkbox"/>	<input type="checkbox"/>	Resource Selection Validation Form		
Approve the form from the SMEFP Director	<input type="checkbox"/>	<input type="checkbox"/>			
Identify type of contract and place the subcontract	<input type="checkbox"/>	<input type="checkbox"/>			
Implement the Service	<input type="checkbox"/>	<input type="checkbox"/>			
Progress monitor during implementation to ensure conformity with specifications	<input type="checkbox"/>	<input type="checkbox"/>			
Technical Team Review - Deliverable Review by SMEFP and Counterpart	<input type="checkbox"/>	<input type="checkbox"/>			
Accounting Team Review - Approve vendor's invoice and release payment	<input type="checkbox"/>	<input type="checkbox"/>			
File procurement checklist and related supporting documents	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> • Procurement checklist • Deliverable • Invoices 		

Procurement from 3,000 – 10,000 USD					
Activity	Y	N	Template Used	Date	Initials
Prepare solicitation document (SoW/ToR)	<input type="checkbox"/>	<input type="checkbox"/>			
Identify list of prospective contractors that can fulfill the project need from JEDCO's Roaster or Certified BDS	<input type="checkbox"/>	<input type="checkbox"/>			
Request cost proposals and CVs of personnel from the prospective contractors (Companies/Individuals) based on the SoW/ToR.	<input type="checkbox"/>	<input type="checkbox"/>			
Reception of proposals and candidate CV.	<input type="checkbox"/>	<input type="checkbox"/>			
Prepare Bid Evaluation Document and Comparison Matrix	<input type="checkbox"/>	<input type="checkbox"/>			
Verify vendor is not prohibited <ul style="list-style-type: none"> • Specially Designated Nationals and Blocked Persons • Excluded Parties List 	<input type="checkbox"/>	<input type="checkbox"/>			
Proposals Evaluation	<input type="checkbox"/>	<input type="checkbox"/>			
Select resource and document the choice	<input type="checkbox"/>	<input type="checkbox"/>	Resource Selection Validation Form		
Approve the form from the SMEFP Director	<input type="checkbox"/>	<input type="checkbox"/>			
Identify type of contract and place the subcontract	<input type="checkbox"/>	<input type="checkbox"/>			
Implement the Service	<input type="checkbox"/>	<input type="checkbox"/>			
Progress monitor during implementation to ensure conformity with specifications	<input type="checkbox"/>	<input type="checkbox"/>			
Technical Team Review - Deliverable Review by SMEFP and Counterpart	<input type="checkbox"/>	<input type="checkbox"/>			
Accounting Team Review - Approve vendor's invoice and release payment	<input type="checkbox"/>	<input type="checkbox"/>			
File procurement checklist and related supporting documents	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> • Procurement checklist • Deliverable • Invoices 		

Procurement from 10,000 – 25,000 USD					
Activity	Y	N	Template Used	Date	Initials
Prepare solicitation document (simplified RFP/RFQ with SoW/ToR)	<input type="checkbox"/>	<input type="checkbox"/>			
Identify list of prospective contractors that can fulfill the project need from JEDCO's Roaster or Certified BDS	<input type="checkbox"/>	<input type="checkbox"/>			
Request cost proposals and CVs of personnel from the prospective contractors (Companies/Individuals) based on the SoW/ToR.	<input type="checkbox"/>	<input type="checkbox"/>			
Reception of proposals and candidate CV.	<input type="checkbox"/>	<input type="checkbox"/>			

Procurement from 10,000 – 25,000 USD					
Activity	Y	N	Template Used	Date	Initials
Prepare Selection and Evaluation Criteria, Prepare Bid Evaluation Document and Comparison Matrix	<input type="checkbox"/>	<input type="checkbox"/>			
Verify vendor is not prohibited	<input type="checkbox"/>	<input type="checkbox"/>			
<ul style="list-style-type: none"> • Specially Designated Nationals and Blocked Persons • Excluded Parties List 					
Proposals Evaluation	<input type="checkbox"/>	<input type="checkbox"/>			
Select resource and document the choice	<input type="checkbox"/>	<input type="checkbox"/>	Resource Selection Validation Form		
Approve the form from the SMEFP Director	<input type="checkbox"/>	<input type="checkbox"/>			
Identify type of contract and place the subcontract	<input type="checkbox"/>	<input type="checkbox"/>			
Implement the Service	<input type="checkbox"/>	<input type="checkbox"/>			
Progress monitor during implementation to ensure conformity with specifications	<input type="checkbox"/>	<input type="checkbox"/>			
Technical Team Review - Deliverable Review by SMEFP and Counterpart	<input type="checkbox"/>	<input type="checkbox"/>			
Accounting Team Review - Approve vendor's invoice and release payment	<input type="checkbox"/>	<input type="checkbox"/>			
File procurement checklist and related supporting documents	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> • Procurement checklist • Deliverable • Invoices 		

Procurement from 25,000 – 100,000 USD					
Activity	Y	N	Template Used	Date	Initials
Prepare solicitation document (simplified RFP/RFQ with SoW/ToR)	<input type="checkbox"/>	<input type="checkbox"/>			
Identify list of prospective contractors that can fulfill the project need from JEDCO's Roaster or Certified BDS	<input type="checkbox"/>	<input type="checkbox"/>			
Request cost proposals and CVs of personnel from the prospective contractors (Companies/Individuals) based on the SoW/ToR.	<input type="checkbox"/>	<input type="checkbox"/>			
Reception of proposals and candidate CV.	<input type="checkbox"/>	<input type="checkbox"/>			
Design Selection and Evaluation Criteria, Prepare Bid Evaluation Document and Comparison Matrix	<input type="checkbox"/>	<input type="checkbox"/>			
Convene Evaluation/Selection Committee	<input type="checkbox"/>	<input type="checkbox"/>			
Ensure that Source and Nationality Requirements, pursuant to the geographic code has been correctly applied.	<input type="checkbox"/>	<input type="checkbox"/>	Source/Nationality Certification		
Verify vendor is not prohibited	<input type="checkbox"/>	<input type="checkbox"/>			
<ul style="list-style-type: none"> • Specially Designated Nationals and Blocked 					

Procurement from 25,000 – 100,000 USD					
Activity	Y	N	Template Used	Date	Initials
Persons					
• Excluded Parties List					
Proposals Evaluation	<input type="checkbox"/>	<input type="checkbox"/>			
Negotiate offers, as appropriate	<input type="checkbox"/>	<input type="checkbox"/>			
Prepare Procurement Evaluation Memo	<input type="checkbox"/>	<input type="checkbox"/>			
Select resource and document the choice	<input type="checkbox"/>	<input type="checkbox"/>	Resource Selection Validation Form		
Approve the form from the SMEFP Director	<input type="checkbox"/>	<input type="checkbox"/>			
Identify type of contract and place the subcontract	<input type="checkbox"/>	<input type="checkbox"/>			
Implement the Service	<input type="checkbox"/>	<input type="checkbox"/>			
Progress monitor during implementation to ensure conformity with specifications	<input type="checkbox"/>	<input type="checkbox"/>			
Technical Team Review - Deliverable Review by SMEFP and Counterpart	<input type="checkbox"/>	<input type="checkbox"/>			
Accounting Team Review - Approve vendor's invoice and release payment	<input type="checkbox"/>	<input type="checkbox"/>			
File procurement checklist and related supporting documents	<input type="checkbox"/>	<input type="checkbox"/>			<ul style="list-style-type: none"> • Procurement checklist • Deliverable • Invoices

Procurement above 100,000 USD					
Activity	Y	N	Template Used	Date	Initials
Prepare solicitation document (Fully detailed RFP/RFQ with SoW/ToR)	<input type="checkbox"/>	<input type="checkbox"/>			
Identify list of prospective contractors that can fulfill the project needs from JEDCO's Roaster or Certified BDS	<input type="checkbox"/>	<input type="checkbox"/>			
Request cost proposals and CVs of personnel from the prospective contractors (Companies/Individuals) based on the SoW/ToR.	<input type="checkbox"/>	<input type="checkbox"/>			
Advertise in Newspapers if procurement above 250,000 USD	<input type="checkbox"/>	<input type="checkbox"/>			
Reception of proposals and candidate CV.	<input type="checkbox"/>	<input type="checkbox"/>			
Design Selection and Evaluation Criteria, Prepare Bid Evaluation Document and Comparison Matrix	<input type="checkbox"/>	<input type="checkbox"/>			
Convene Evaluation/Selection Committee	<input type="checkbox"/>	<input type="checkbox"/>			
Ensure that Source and Nationality Requirements, pursuant to the geographic code has been correctly applied.	<input type="checkbox"/>	<input type="checkbox"/>	Source/Nationality Certification		
Verify vendor is not prohibited	<input type="checkbox"/>	<input type="checkbox"/>			

Procurement above 100,000 USD					
Activity	Y	N	Template Used	Date	Initials
<ul style="list-style-type: none"> Specially Designated Nationals and Blocked Persons Excluded Parties List 					
Proposals Evaluation	<input type="checkbox"/>	<input type="checkbox"/>			
Negotiate offers, as appropriate	<input type="checkbox"/>	<input type="checkbox"/>			
Prepare Procurement Evaluation Memo	<input type="checkbox"/>	<input type="checkbox"/>			
Select resource and document the choice	<input type="checkbox"/>	<input type="checkbox"/>	Resource Selection Validation Form		
Approve the form from the SMEFP Director	<input type="checkbox"/>	<input type="checkbox"/>			
Identify type of contract and place the subcontract	<input type="checkbox"/>	<input type="checkbox"/>			
Implement the Service	<input type="checkbox"/>	<input type="checkbox"/>			
Progress monitor during implementation to ensure conformity with specifications	<input type="checkbox"/>	<input type="checkbox"/>			
Technical Team Review - Deliverable Review by SMEFP and Counterpart	<input type="checkbox"/>	<input type="checkbox"/>			
Accounting Team Review - Approve vendor's invoice and release payment	<input type="checkbox"/>	<input type="checkbox"/>			
File procurement checklist and related supporting documents	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> Procurement checklist Deliverable Invoices 		

3C Request for Proposals

(Use for procurement of goods/services from \$3,000 - \$250,000)

1. Introduction

[Insert Company Name] is implementing the [Name of Project] to [Purpose]. As part of the project's objectives, [Insert Company Name] seeks [Activity] in [Location]. Through this Request for Proposals (RFP), [Insert Company Name] seeks a vendor to provide the goods and services as outlined in the Scope of Work (SOW) in Appendix 1.

2. Proposal Format

In order for [Insert Company Name] to conduct the most efficient proposal evaluation, bidders are required to include the following information in their proposals as described below:

- a. Corporate Credentials –
 - iv. Description of the vendor and past performance;
 - v. Company's overall services and capabilities;
 - vi. Company's experience with projects of similar nature;
 - vii. List of 3 customers whom similar services were performed including contact details;
 - viii. Technical personnel employed by your company qualified to undertake the work described;
 - ix. Number of years the vendor has operated in Jordan.
- b. Technical Proposal –
 - x. Description of the proposed approach to service.
 - xi. High level schedule describing the proposed tasks.
 - xii. Key staff to be assigned to the project and their proposed roles; with CVs reflecting the level of expertise.
- c. Price Proposal – A detailed price proposal in Jordanian Dinars (JD)/U.S. dollars (USD) as shown in Appendix 2
- d. Contact Information – A statement of main point of contact for negotiations
- e. INSERT OTHER REQUIRED DOCUMENTS

3. Submission of Proposals and Closing Time

Please submit proposals to:
Proposals are due by:

The proposal shall be submitted to INSERT NAME, INSERT TITLE at INSERT EMAIL ADDRESS by TIME (example: 5:00pm Eastern Standard Time) on DATE (example: Friday, April 13, 2013).

4. RFP Schedule

- RFP Distribution..... INSERT DATES
- Proposals Submittal.....INSERT DEADLINE
- Proposals EvaluationINSERT DATES

5. Type of Contract

This will be INSERT CONTRACT TYPE (example: Firm Fixed Price, Cost Reimbursable, etc.) contract. The contract will contain standard contract terms and conditions that will be provided to the bidder prior to contract negotiation. [Insert Company Name] may undertake at its sole discretion, negotiation with bidders whose proposals as to price and other factors show them to be qualified, responsible and capable of performing the work.

6. Technical Specifications and Guidelines

Bidders shall comply with the attached specifications in Appendix A and the following terms:

a. Offers/Quotations

Prices must not include any Value-Added Tax (VAT). A VAT exemption letter will be provided to the winning bidder. Quotes prices should remain valid for sixty (60) calendar days.

b. Terms of Payment

Payment will be made based on agreed upon milestones defined in the contract, pending final approval of [Insert Company Name] agreed upon deliverables stated in the contract.

c. Source/Nationality

The Geographic Code for this project is 937, defined as the United States, Jordan, and developing countries other than advanced developing countries, excluding prohibited sources. For all purchases greater than \$25,000, the winning bidder must be incorporated or legally organized under the laws of a Code 937 country and operating as a going concern in that country.

Goods purchased from this RFP must be shipped from a Code 937 country. Individuals providing services under a contract resulting from this RFP must be citizens or permanent residents of a Code 937 country, unless the individual is a consultant providing technical or professional services.

d. Transportation, Custom Duties, and Sales Tax

Bidders should clearly identify delivery costs separately from the price of the equipment and components as well as separately identify any custom duties and Sales Tax if necessary. The purchase will be net of Sales Tax and customs duties. Sales Tax shall not be added to the price.

e. Documentation

Quoted prices should include all operation and maintenance manuals, drawings, and certification documents.

f. Language

This solicitation and all resulting contracts will be awarded in English and shall prevail for interpretive purposes.

7. Solicitation Guidelines and Conditions

[Insert Company Name] will select the Bidder whose offer will provide the most favorable mix of corporate credentials, delivery deadline and cost thereby ensuring and overall best value procurement.

a. Price Evaluation

[Insert Company Name] intends to award a [INSERT CONTRACT TYPE] contract resulting from this solicitation to the responsible Bidder whose proposal will be most advantageous, price and other factors considered. Therefore, the Bidder's initial offer should contain the best terms from a price and technical standpoint. If determined to be necessary, [Insert Company Name] reserves the right to conduct discussions with the Bidder. [Insert Company Name] may reject any or all offers if such action is in the interest of [Insert Company Name]; accept other than the lowest offer; and waive informalities and minor irregularities in offers/quotes received.

b. Proposal Evaluation

The following evaluation criteria will be utilized to evaluate the proposals by an internal evaluation team from [Insert Company Name] at the [INSERT PROJECT NAME]:

- xiii. Technical Approach
- xiv. Corporate/Individual Credentials
- xv. Past Experience
- xvi. Cost Reasonableness
- xvii. Cost Competitiveness
- xviii. Warrantee
- xix. Payment terms
- xx. INSERT ADJUST FACTORS

8. Attachments: (to be developed on case by case basis)

Appendix 1 – Scope of Work

3D Request for Quotations

(Use for procurement of goods/services from \$3,000 - \$250,000)

Date: _____

(INSERT Company Name) solicits quotations for the supply of goods and services as described below:

Description of Goods/Services to be Purchased:

Item Description/Specifications/Qty

Description of Goods/Services to be Purchased:

Item	Description/Specifications	Qty
------	----------------------------	-----

Should you be interested, please send a written quotation. The quotation must include and will be evaluated on the following factors: (check all that apply)

- Price/Cost
- Delivery time
- Company reputation/Credentials
- Technical quality
- Location
- Maintenance Agreement
- Payment method
- Warrantee
- Other: _____

Prices must be in ___JD/USD_____ and must NOT include VAT (VAT exemption letter will be provided).

Dead line to receive the offers is Day at Time DD/MM/YY

Please send quotations to:

Contact person name & Position,

Tel:

e-mail address:

Offerors invited to send their quotations are under no obligation to do so. Offerors will not be reimbursed for any costs incurred in connection with the preparation and submission of their offers.

3E Bid Evaluation Criteria and Comparison Matrix

The Technical Evaluation Committee (TEC) will formally review and rank all bidders against pre-established evaluation criteria.

For Commercial Goods and Services

Vendor # 1						
Name of Vendor:						
Tel:						
Contact Person						
Criteria	Points	TEC #1	TEC #2	TEC #3	TEC #4	Average Score
Price/Cost						
Delivery Time						
Availability						
Vendor Service						
Technical quality						
Location						
Maintenance Agreement						
Payment Method						
Warrantee						
Other						
Total						

Vendor # 2						
Name of Vendor:						
Tel:						
Contact Person						
Criteria	Points	TEC #1	TEC #2	TEC #3	TEC #4	Average Score
Price/Cost						
Delivery Time						
Availability						
Vendor Service						
Technical quality						
Location						
Maintenance Agreement						
Payment Method						
Warrantee						
Other						
Total						

Vendor # 3						
Name of Vendor:						
Tel:						
Contact Person						
Criteria	Points	TEC #1	TEC #2	TEC #3	TEC #4	Average Score
Price/Cost						
Delivery Time						
Availability						
Vendor Service						
Technical quality						
Location						
Maintenance Agreement						
Payment Method						
Warrantee						
Other						
Total						

Item Description	Qty	Vendor # 1		Vendor # 2		Vendor # 3	
		Price	Availability	Price	Availability	Price	Availability

The Technical Evaluation Committee (TEC) comprises of X persons. Following review of all bids received and after considering the above mentioned criteria, the committee decided to select the following vendor:

Name of Vendor:

Contact Person:

Summary of items to be purchased:

Item Description	Qty	Unit	Price/Unit	Total
Total				

TEC Member Name	Title	Date	Signature
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3F Bid Evaluation Criteria and Comparison Matrix

The Technical Evaluation Committee (TEC) will formally review and rank all bidders against pre-established evaluation criteria.

Vendor # 1						
Name of Vendor:						
Tel:						
Contact Person						
Criteria	Points	TEC #1	TEC #2	TEC #3	TEC #4	Average Score
Technical Approach						
Corporate/Individual Credentials						
Period of Performance						
Past Experience						
Cost Reasonableness						
Cost Competitiveness						
Warrantee						
Payment terms						
Others						
Total						

Vendor # 2						
Name of Vendor:						
Tel:						
Contact Person						
Criteria	Points	TEC #1	TEC #2	TEC #3	TEC #4	Average Score
Technical Approach						
Corporate/Individual Credentials						
Period of Performance						
Past Experience						
Cost Reasonableness						
Cost Competitiveness						
Warrantee						
Payment terms						
Others						
Total						

Vendor # 3						
Name of Vendor:						
Tel:						
Contact Person						
Criteria	Points	TEC #1	TEC #2	TEC #3	TEC #4	Average Score
Technical Approach						
Corporate/Individual Credentials						
Period of Performance						
Past Experience						
Cost Reasonableness						
Cost Competitiveness						
Warrantee						
Payment terms						
Others						
Total						

Service Description	Vendor # 1		Vendor # 2		Vendor # 3	
	Price	Duration	Price	Duration	Price	Duration

The Technical Evaluation Committee (TEC) comprises of X persons. Following review of all bids received and after considering the above mentioned criteria, the committee decided to select the following vendor:

Name of Vendor:

Contact Person:

TEC Member Name	Title	Date	Signature
-----------------	-------	------	-----------

3G Evaluation/Selection Memorandum-Procurement

(Use for procurements of goods and services with a total cost from \$25,000 and up)

BASIC INFORMATION

1. Procurement Description

Brief description of procurement

2. Explanation of need

Brief description of why this procurement is needed to meet project objectives

3. Grant Number

Grant Number from the grant agreement

4. Item Approved budget

Specific approved budget that supports this procurement from the grant agreement

5. Expected CONTRACTING MECHANISM

Check one:

- Purchase Order
 Service Agreement

COMPETITIVE PROCUREMENT PROCESS

6. VENDOR IDENTIFICATION

Check all that apply:

The following vendors were targeted:

- _____
- _____
- _____
- _____

Vendors were selected for the following reasons:

- _____
- _____
- _____
- _____

The RFP/RFQ was published (Required for procurements above 250,000USD)

- Location(s) published:
- Date published:

7. QUOTES/PROPOSALS DEADLINE

Proposals/Quotes were requested on: _____

Quotes were requested from vendors by the following method:

Check all that apply:

- Written RFQ, required for over \$25,000
- Phone call
- In-person
- Email
- Other: _____

8. EVALUATION CRITERIA

For commercial goods/services:

All vendors were told they would be evaluated on the following criteria:

Check all that apply:

- Price/Cost
- Delivery time
- Availability
- Company reputation/Credentials
- Technical quality
- Location
- Maintenance Agreement
- Payment method
- Warrantee
- Other: _____

For Professional & technical services:

Describe the evaluation criteria and applicable weighing system.

- Technical Approach
- Corporate/Individual Credentials
- Past Experience
- Cost Reasonableness

- Cost Competitiveness
- Warrantee
- Payment terms
- INSERTADJUST FACTORS

9. RECEIVED PROPSALS/QUOTES

The following vendors submitted quotes:

- 9. _____
- 10. _____
- 11. _____
- 12. _____

EVALUATION

10. EVALUATION COMMITTEE MEMBERS

List the names and titles of all evaluation committee members

- 13. _____
- 14. _____
- 15. _____
- 16. _____

Date evaluation committee reviewed the proposals/quotes:

11. EVALUATION CHART

Check one:

- Separate evaluation matrix/chart is attached
- Evaluation chart is below:

(Name all of the criteria listed in section 8 above)	Vendor 1:	Vendor 2:	Vendor 3:
Criteria 1:			
Criteria 2:			
Criteria 3:			
Criteria 4:			

PROPOSED VENDOR**12. VENDOR RECOMMENDATION**

Evaluation Committee recommends the following vendor:

13. JUSTIFICATION

Check one:

- Recommend the lowest price vendor
 Recommend other than the lowest price vendor (must provide justification below)

Justification:

14. FINAL PRICE

Final, total price to be paid to proposed vendor:

15. PROHIBITED LISTS CHECK

The proposed vendor was not on the following lists (screenshots attached):

- Specially Designated Nationals & Blocked Persons
 Excluded Parties List

16. SOURCE/NATIONALITY

Attached, certificate for source and origin from vendor.

- Source, specify _____
 Nationality, specify _____

17. DISCLOSURE

To the best of each of the below signatory's knowledge, is any member of the evaluation committee a friend or relative of any proposed vendors?

Yes

No

Attached Certificate of Confidentiality and Conflict of Interest Certificate for each Technical Evaluation Committee Member.

APPROVALS

18. APPROVALS		
Preparer of Procurement Memo and title:	Signature	Date
CEO/Chief of Team:	Signature	Date
SMEFP Procurement Manager:	Signature	Date
SMEFP Program Director:	Signature	Date
19. ATTACHMENTS		
<p>Required:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Completed Procurement Checklist <input type="checkbox"/> RFQ/RFP with SOW/TOR <input type="checkbox"/> Written proposals/quotes <input type="checkbox"/> Evaluation Matrix/Chart <input type="checkbox"/> Printouts of screenshots of the Prohibited Lists <input type="checkbox"/> Certificate of Confidentiality and Conflict of Interest Certificate for each TEC Member <input type="checkbox"/> Source/Nationality certification, if over \$25,000 <input type="checkbox"/> Any relevant vendor correspondence 		

4A Performance Management—Data Collection Form

SMEFP Grants Data Collection Form					
<p>The below Monitoring and Evaluation form should be filled every three months throughout the duration of your loan/grant. You will need to arrange a meeting with JEDCO advisor and complete the business form. You can complete this form with the assistance of your business advisor during the meeting or with the help of a certified business professional. Your Business Adviser will inform you of any further documentation that may be required to support your application. Your request for credit will be progressed when your Business Adviser has received these documents along with your signed Business Application Form.</p>					
JEDCO Auditor		Signature		Date	
Part 1: Business Details					
Business Name		Company ID Number			
Trading Name		Grant Number			
Company Type	Expansion		Startup		
Business Address		Outlets Locations			
		Business Type			
Contact Person					
Email		In Business Since			
Telephone		Primary Business Activity			
Mobile					
Part 2: Business Ownership Details					
<p>List the names of all individuals who ultimately own or control 25% or more of the shares or voting rights in the Company or otherwise exercises control over the management of the Company.</p>					
Owner name			Percentage Sharing		%
Owner name			Percentage Sharing		%
Owner name			Percentage Sharing		%
Part 3: Support Details					
Financial Loan	Yes	No	Loan Value		
Grant/Loan Support	1		2		
	3		4		
Technical Support	Yes	No	Technical Value		
Technical Support	1		2		

	3		4				
Part 4: Business Financial Details							
Accounts Type :	Audited		Auditor's Name				
Activity/Period	Data Source	Baseline	3 Mo./1 Yr.	3 Mo./2 Yr.	3 Mo./3 Yr.	3 Mo./4 Yr.	3 Mo./5 Yr.
Direct Revenue							
Exports							
Variable Cost							
Direct Cost							
Gross Profit							
ROE (Return on Equity)							

4B Instruction Sheet-Data Collection Form

Instruction Sheet Guidelines		
Performance Monitoring Sheet – Generic Version		
These guidelines indicate what should be covered in response to each question		
Section	Content	Description
-	JEDCO Auditor, Signature and Date	The nominated person from JEDCO (PMP Team) responsible for the follow up of this specific Technical/Grant assistance. Should include the Name, authorized signature and date of performance.
Part 1 – Business Details		
Business Name		Part of the initial grant application – Company name according to registration from the Ministry of Industry and Trade (MIT).
Company ID Number		Part of the initial grant application – Company Unique ID Number according to company registration from the Ministry of Industry and Trade (MIT).
Trading Name		Part of the initial grant application – Company Trading name according to company registration from the Ministry of Industry and Trade (MIT).
Grant number		Refers to the initial recipient application with the approved grant number from JEDCO.
Company type		Refer to the initial recipient application. Company type indicates Services or industrial type.
Business Address		Refer to the initial recipient application for documented address
Outlet Locations		Different branches for company ID number
Contact person		Authorized personnel for providing company approved information. This is a must to ensure authenticity of the provided data.
Business Type		Refers to which specific industry company is working in: i.e. Telecom, IT, retail, Manufacturing.
Email		Agreed upon contact method
In Business Since		The date by which company was incepted.
Telephone		Agreed upon contact method
Mobile		Agreed upon contact method
Primary Business Activity		In Certain cases recipient companies might be involved in several business activities. Accordingly, the business activity with the highest percentage of revenue is referred to as the primary business type.

Instruction Sheet Guidelines (Continued)**Performance Monitoring Sheet – Generic Version**

These guidelines indicate what should be covered in response to each question

Section	Content	Description
Part 2 –Business Ownership Details		
List the names of all individuals who ultimately own or control 25% or more of the shares or voting rights in the Company or otherwise exercises control over the management		
Owner Name		List name of ownership of the recipient company who owns majority of stakeholders/voting shares.
Part 3 - Support Details		
Financial loan		Part of the initial recipient application – The total financial grant awarded.
Grant/Loan Support		Lists the agreed upon areas to be supported by the financial grant.
Technical Loan		Part of the initial recipient application – The total technical grant awarded.
Technical Support		Lists the agreed upon areas to be supported by the technical grant.
Part 4 – Business Financial Details		
Site visits should be conducted every three months beginning the grant awarding and till grant proper closing. Baseline Information should be populated based on grant approval and source should be listed / attached for verify data		
Accounts Type		Include the name of the certified auditor and certified audit (submitted to Income Tax Department) papers with date for the concerned company. A hard copy of the audit should be attached to the visit. To be collected once a year.
Direct revenue		Refers to company approved revenue (audited figures every year). A hard copy of the revenue sheet should be attached.
Exports		Refers to company approved export (audited figures every year). A hard copy of the export sheet should be attached.
Variable Cost		Refers to company approved variable cost (audited figures every year). A hard copy of the variable cost should be attached.
Direct Cost		Refers to company approved Direct cost (audited figures every year). A hard copy of the direct cost should be attached.
Gross Profit		Refers to company approved Gross profit (audited figures every year). A hard copy of the income Statement sheet should be attached.
ROE (Return on Equity)		Reflects the increased profitability of the recipient that is directly related to JEDCO's intervention.

Instruction Sheet Guidelines (Continued)
Performance Monitoring Sheet – Generic Version

These guidelines indicate what should be covered in response to each question

Section	Content	Description
Part 5 –Business Human Resource Details		
This section provides the details of human resources related activities. Baseline information should be pre populated on grant approval and source is verified by the Social security Corporation.		
Direct jobs		Provides an authenticated list of employees verified through social security Corporation and includes employment date.
Woman		Refers to number of jobs for woman. This number should be vetted through company records.
Youth (18-30)		Refers to number of jobs for youth. This number should be vetted through company records.
Indirect Jobs		Captures the indirect job creation directly related to JEDCO's Grant. Vetted through company reasoning and records.
Woman		Refers to number of indirect jobs for woman. This number should be vetted through company reasoning and records.
Youth (18-30)		Refers to number of indirect jobs for youth. This number should be vetted through company reasoning and records.
Part 6 – Business Environment Details		
To be filled by recipient approved representative (manufacturing Industry only)		
Increase in domestic Sewage		This reflects the effect of the grant on environmental issues. The direct/indirect effect should be collected based on interview skills and available documents from recipient. Number should be documented and attached to the visit.
increased Liquid Wastes from Industrial Operations		This reflects the effect of the grant on environmental issues. The direct/indirect effect should be collected based on interview skills and available documents from recipient. Number should be documented and attached to the visit.
Air Contaminant emissions		This reflects the effect of the grant on environmental issues. The direct/indirect effect should be collected based on interview skills and available documents from recipient. Number should be documented and attached to the visit.
Increased Water usage		This reflects the effect of the grant on environmental issues. The direct/indirect effect should be collected based on interview skills and available documents from recipient. Number should be documented and attached to the visit.
Increased Energy Usage		This reflects the effect of the grant on environmental issues. The direct/indirect effect should be collected based on interview skills and available documents from recipient. Number should be documented and attached to the visit.