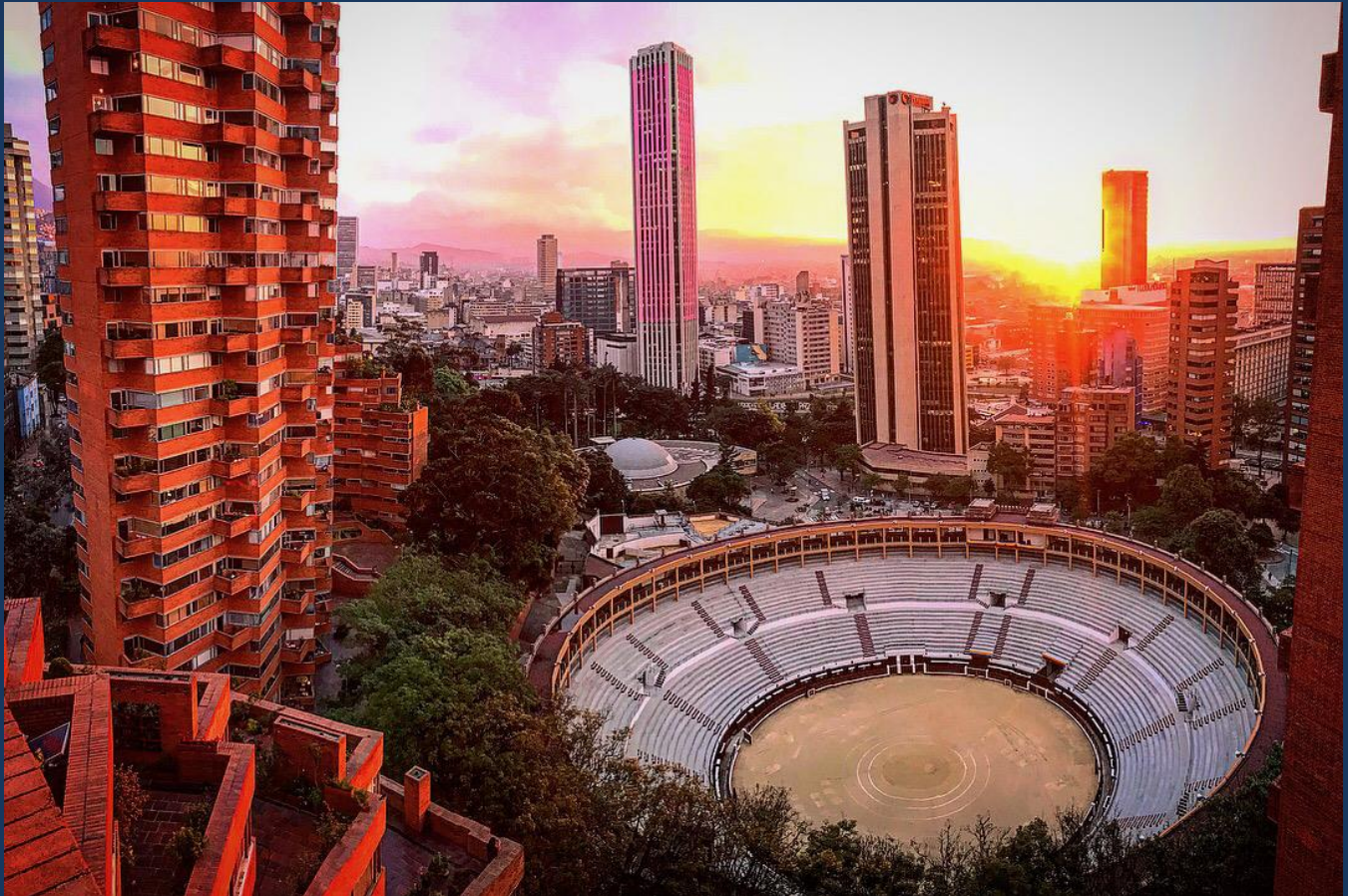# GRANTS MANAGEMENT PLAN

Responsive Governance Activity

Sponsoring USAID Office: USAID/Colombia

Task Order Number: 72051420F00016

Contractor's Name: DAI Global, LLC

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ACRONYMNS AND ABREVIATIONS

ADS	Automated Directives System
APS	Annual Program Statement
TOCO	Task Order Contracting Officer
TOCOR	Task Order Contracting Officer's Representative
CGR	Controlaría General de la República
COP	Chief of Party
DAI	DAI Global, LLC
DAI/W	DAI Global, LLC Headquarters
DCOP	Deputy Chief of Party
FAA	Fixed Amount Award
FAR	Federal Acquisition Regulations
FOM	Field Operations Manual
GMP	Grants Management Plan
KMT	Knowledge Management Team
MEL	Monitoring, Evaluation, and Learning
MST	Management Systems Team
NCE	No Cost Extension
NGO	Non-Governmental Organization
NOFO	Notification of Funding Opportunity
OFAC	Office of Foreign Assets Control
PEA	Political Economic Analysis
PGN	Procuraduría General de la Nación
RG	The Responsive Governance Activity
RFA	Request for Application
SAM	System for Award Management
SOA	Schedule of Authorities
TAMIS	Technical and Administrative Management Information System
TIP	Trafficking in Persons
USAID	United States Agency for International Development
USD	United States Dollar
USG	United States Government

INTRODUCTION

PURPOSE OF THE RESPONSIVE GOVERNANCE ACTIVITY GRANTS MANAGEMENT PLAN

This Grants Management Plan (GMP) of the Responsive Governance Activity (RG) comprises the policy and procedures governing the implementation of grant agreements under the RG activity. The policies and procedures are adapted from DAI's standard policies to the specific requirements of the RG contract and the programmatic objectives of the activity, and they are in full compliance with all required rules and regulations, including ADS 303 and ADS 302. This management plan defines grant subaward eligibility criteria and describes the procedures that will be used to manage the grants throughout the grant cycle, including solicitation, evaluation of applications, disbursements, monitoring of results, and closeout requirements.

RESPONSIVE GOVERNANCE ACTIVITY FIELD OPERATIONS MANUAL AND GMP ACCESS AND FORMAT

All DAI projects use a Lotus Notes database for all project policies, procedures, work instructions, and forms and templates that covers all aspects of project operations, compliance, and technical execution. This internal database is customized for the country and project during start-up and becomes the project Field Operations Manual (FOM), and it includes chapters on the project mission and objectives, project organization and roles and responsibilities, project compliance, office and equipment administration, technical execution, project systems, project financial management, human resources management, procurement and inventory management, travel and events logistics, project security and safety, grant management, and infrastructure management.

The RG FOM has already been created, and the DAI Washington (DAI/W) team has begun work to customize the manual for the project. This initial customization is projected to be completed by month six of the project, but it will be updated on a regular (sometimes weekly) basis to reflect the evolution of project staffing, objectives, and changing USAID or DAI corporate requirements. By housing the GMP in the Lotus Notes, it allows all staff to immediately access the most up-to-date version of each policy, procedure, or template, and it also tracks the full revision history of each document and captures the timestamped digital approval of DAI staff at the project or corporate level authorized to allow a modification of policy, procedure, work instruction, form or template. This system has served DAI and its projects very well in the past, both as a powerful document during audits and for knowledge capture.

This GMP, once finalized and approved, will be housed in the RG FOM. As a result, the format of the GMP as presented here is organized in a way consistent with the structure of the FOM. It consists of an overall grants policy and three procedures:

- Policy 12: Governing Policy on Management and Implementation of Grants

- Procedure 12.1: Solicitation and Award of Grants

- Procedure 12.2: Grantee Management and Reporting

- Procedure 12.3: Closing Out Grants

For the purposes of this submission, some of the more granular elements of the manual (for example, forms and work instructions) are omitted, as is Procedure 12.4: Customizing and Updating the Grant Manual and Grant Management Section (which are simply instructions and guidelines for customization). Note that as a result, the FOM language presented in the following pages is effectively an excerpt from a

larger document, and therefore there will be references within this submission to 'external' elements, such as the FOM chapter on procurement or internal DAI guidance (work instructions) on grant implementation. The corresponding links will only work within the Lotus environment.

By presenting the RG GMP in a manner that can be integrated with the rest of the project's policies and procedures instead of a stand-alone document, we ensure that this plan and any modifications to it are maximally accessible to RG staff, that all changes are tracked and approved per DAI's governing policies on project implementation, and most of all, that this document can be adapted as necessary to the project's evolving needs.

FIELD MANUAL

POLICY 12: GOVERNING POLICY ON MANAGEMENT AND IMPLEMENTATION OF GRANTS

1. PURPOSE AND SCOPE

1.1. The purpose of this governing policy is to provide a comprehensive statement of DAI's contractual, financial and administrative management policies for implementing a grants program and to describe the system and documentation put in place to implement these policies.

1.2. Much of the material in this section relates to implementing grants under funding from the US Agency for International Development (USAID). While at times some regulations are very specific to USAID, the material can form the basis of a grant program under a different donor.

1.3. This section of the manual pertains to the actual implementation of the grants program by project staff with specific guidance on how the process works. The project also provides a DAI/W-approved GMP to the client as a deliverable or condition of the award.

2. ROLES AND RESPONSIBILITIES:

2.1. The Technical Staff is responsible for the definition of the grants program to meet the stated project's goals and objectives, implementation of this policy and the following procedures, and ensuring that all steps (contractual, financial and procurement) meet DAI's established practices.

2.2. The Grants Manager is responsible for coordinating closely with technical teams to understand the pipeline of grants to be developed or solicited, monitoring grants at a programmatic level, training and supervising the Grants Staff in terms of administering and documenting the retention of grants, participating as a non-voting member of the Evaluation Committee, tracking and monitoring grant budget commitments, and working closely with the Chief of Party (COP), Deputy Chief of Party (DCOP), Technical Teams, and Knowledge Management Teams (KMT) to analyze and report on the grant program as a means of ensuring that the grants effective, sustainable, cost-effective, and contribute to the Activity results.

2.3. The DAI Office of Contracts and Grants is responsible for approving all templates, the GMP as a deliverable and this section, providing guidance to the field staff and signing all grants over the amount of USD $100,000.

2.4. The Management Systems Team (MST) is responsible for customizing the Technical and Administrative Management Information System (TAMIS) grants module to meet the implementation needs of the project.

2.5. The COP is responsible for ensuring compliance to this policy and that DAI field staff are trained on this policy and supporting procedures.

3. GRANT POLICIES AND OBJECTIVES

3.1. The project shall implement a grants program only under the written authorization of the donor or client as stated in the agreement or through a written modification of the agreement.

3.2. Under United States Government (USG) agreements, DAI shall follow all applicable laws, statutes and regulations that govern the use of grants under contracts and cooperative agreements. Similarly, the project shall flow down to the grant agreements any and all mandatory standard provisions according to the type of grant and/or the recipient organization.

3.3. DAI ensures through compliance with these laws and regulations, that all costs are reasonable, allocable and allowable, and the best use of USG and taxpayer funds.

3.4. USAID shall be significantly involved in establishing grantee selection criteria and shall approve the final selection of grantees, the identity of the proposed grantee, the amount of the proposed grant, and the nature of the grant activities where applicable (see table below).

3.5. USAID approval is required per the table below. DAI's grant approval request shall summarize the award selection process, identifying the potential recipient(s), and the program description of the selected applicant. Cost modifications also require approvals per the table below based on the modified value of the grant. Modifications which significantly change the program description, but do not change the value of the grant, will only go to the Task Order Contracting Officer's Representative (TOCOR), unless they are below the threshold approved by the COP.

The following outlines the approval thresholds for grants under the RG Activity. The DAI COP will be the signatory on the grant agreement itself:

Grants Approvals Table

GRANT ACTION	APPROVAL[1]
Grants up to $50,000	COP Approval and USAID TOCOR non-objection within 48 hours of reception of requirement.
Grants over $50,000	COP Approval DAI/W Contracts Manager Approval (if over $100,000) TOCOR Concurrence
Grants Over $250,000 or Grants to Local Government of any amount	COP Approval; DAI/W Approval; TOCOR Technical Concurrence Task Order Contracting Officer (TOCO) Approval
Amendments that increase the total subaward amount or that include significant technical changes to the program description or grant objectives or milestones	COP Approval DAI/W, TOCOR and/or TOCO approval per thresholds outlined above
No Cost Extensions (NCEs) of overall period of performance	COP Approval COR Concurrence
All other changes that do not trigger a contractual approval	COP Approval

3.6. USAID reserves the right to direct DAI to unilaterally terminate grants entered into by DAI for the project activity.

3.7. Consistent with USAID's approach, DAI encourages unrestricted competition of grant awards by seeking applications from all eligible and qualified entities and evaluating all applicants fairly and equally, unless there is a strong programmatic rationale to restrict eligibility that outweighs the benefits of a competitive process (see Work Instruction 12.6).

3.8. Upon signing an agreement with a recipient organization, the project recognizes that it is entering into a partnership for the attainment of mutually acceptable goals of the organization, DAI and the client. The project shall demonstrate respect for the recipient organization and ensure that the grant is administered in a fair and transparent manner.

3.9. Projects shall ensure that the most current mandatory provisions and certifications as per ADS 303 are included in all grant agreements.

3.10. Projects may include international travel or the purchase of equipment in grant budgets as long as the applicable standard provisions for those types of activities are attached to the grant award.

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[1] If the TOCOR (or his/her designee) does not respond within 5 days the request, this is considered a concurrence.

3.11. Field Grant Advances must be tracked effectively in the monthly project snapshot and administered and reconciled in accordance with Work Instruction 12.15: Cash Disbursements for Grants. If a letter of credit (LOC) is authorized, USAID/LOC funds may be used for Field Grant Advance.

GRANT PROGRAM OBJECTIVES

3.12. All grants shall be fully consistent with the project's strategies and priorities. The project shall ensure adequate coordination with implementing partners and other donor-funded interventions to avoid duplication of effort and maximize potential effectiveness.

3.13. To the maximum extent possible, grants shall be designed to contribute to achieving overall project results by enhancing good governance, public financial management and effective service delivery in conflict-affected municipalities of Colombia in order to foster peace and prosperity. In this way, grants shall contribute financially to promote and facilitate achievement of expected project results, and do so in a manner complementary to other, non-financial project contributions, e.g., volunteer labor or space. The grant program is designed to provide this financial support while leveraging local resources and those of other donors.

3.14. The project's grant program has the following objectives:

3.14.1. Objective 1: Strengthen GOC National-Level Institutions, Policies, Systems, and Mechanisms to Increase Service Delivery in Targeted Localities

3.14.2. Objective 2: Improve Public Administration and Financial Management Capacity of Targeted Conflict-Affected Municipalities

3.14.3. Objective 3: Increase Civil Society, Media, Academia, and Private Sector Engagement for Effective and Responsive Local Development

3.14.4. Objective 4: Enhance Capacity of Control Institutions to Oversee Public Resources in the Health, Education, and Infrastructure Sectors

3.14.5. Objective 5: Rapid Response Capacity to Adapt to Changing Needs

A NOTE ON OBJECTIVE 5: Objective 5 establishes a mechanism for rapid responsiveness and changing circumstances based on local security, social and political contexts. It will leverage project resources shared across the other 4 objectives (i.e. staffing, data information systems, strategic communications and technical expertise). However, a designated grants pool of $2.5 million is established for the specific use of programmatic activities under Objective 5. The RG COP will work with the TOCOR to understand if and how to implement activities under Objective 5. The RG team will use regular municipal-level political economic analyses (PEAs), including conflict/security analysis, to evaluate, plan and design discrete tasks and grants under this objective.

3.15. The following are examples of activities that may be supported by grant funds. These categories and activities are illustrative only; variations are likely to emerge in actual practice, in keeping with the needs and opportunities that arise during project implementation.

3.15.1. Grants to partners that strengthen GOC National-Level Institutions and Service Delivery in Targeted Localities, such as improve planning and management capabilities of education and health secretaries at the departmental/municipal levels, or the strengthening of local procurement policies in support of the 2019 Comisión de Nacional Infraestructura.

3.15.2. Grants that improve financial management capacity of targeted, conflict-affected municipalities such as building municipal capacity to improve own-source revenue mobilization by testing the Barranquilla model, which links cadasters to PFM systems in select municipalities.

3.15.3. Grants that increase civil society, media, academic, and private sector engagement for effective local development, such as the consolidation of local networks for monitoring service delivery in target municipalities, including groups representing women, Afro-Colombians, indigenous populations, and LGBTI persons.

3.15.4. Grants that enhance the capacity of control institutions in the health, education and infrastructure sectors, such as the development of multiyear risk-based performance oversight plans in Controlaría General de la República (CGR), Procuraduría General de la Nación (PGN) and other institutions.

3.16. Grants shall be structured, timely, quantified, and, whenever possible, used in combination with and in order to leverage other financial resources, including cost-sharing with grantee funds and in-kind contributions. Additionally, grants:

3.16.1. May be awarded for variable amounts and for variable periods;

3.16.2. May come under one or multiple categories of assistance;

3.16.3. May cover all or only a portion of specific activities or costs;

3.16.4. May be used to cover operational or administrative costs of an organization (such as salaries, honoraria, consulting fees, stipends, travel and per diem, data collection, analysis, communication and document preparation, workshops, conference participation, equipment, and other costs as may be approved).

3.17. All grants shall meet the following minimum criteria:

3.17.1. Grants may be awarded on both a solicited and unsolicited basis.

3.17.2. Meet at least one of the RG Activity objectives and principles noted above.

3.17.3. Contain expected outcomes and results consistent with and linked to the project's objectives.

3.17.4. Be submitted by non-U.S. organizations. Proposals from individual citizens will not be reviewed. Non-Colombian, international organizations (e.g., Third Country Non-Governmental organizations, U.S. organizations, etc.) are not eligible for grant funding unless special circumstances warrant specific approval by the client to that effect.

3.17.5. Cost share is not a requirement for subgrant recipients.

3.17.6. Must meet minimum statutory restrictions; System for Award Management (SAM); Terrorism/Special Designated Nationals (SDN)/Blocked Persons/Office of Foreign Assets Control (OFAC), United National Security designation/etc.

3.17.7. Provide Articles of Incorporation or other documentation which substantiates the legal registration of the entity in Colombia.

4. POLICY IMPLEMENTATION

4.1. The GMP, grant agreement templates, and the grants management section of the Field Operations Manual shall be approved by the Office of Contracts in DAI /W and, if required, by the client/donor prior to award and implementation of any grants.

4.2. All projects shall use DAI's TAMIS for management of their grants program.

4.4. The staff and partners implementing the project shall maintain high standards of ethical conduct in the solicitation, negotiation, award, implementation, and oversight of RG activities.

PROPOSAL MANAGEMENT

4.5. It is DAI policy to require all grants to be awarded competitively unless an exception is authorized. The competition requirement is met when an announcement is published according to Procedure 12.1 outlined in this section. Recommendations for awards are made following an impartial review and evaluation of all applications.

4.6. It is DAI policy to ensure maximum competition by seeking applications from all eligible and qualified entities. Establishing a two or more tiered level of competition (e.g. prequalification round) is in keeping with this policy, as long as applications are reviewed in a fair manner at each level. Competition may also be limited to local or regional organizations for appropriate projects.

4.7. Categories of Applications and Review Procedures

4.7.1. Applications for grants shall fall into one of three categories:

- Applications solicited through public notification for a specified program or support activity;

- Applications solicited directly from pre-selected potential grantees for a specific activity; and

- Unsolicited applications for grants that support the broad objectives of the project shall be reviewed on an ongoing basis.

4.7.2. All grants shall require an application and will undergo a documented review and approval process. All grant solicitations and applications, whether funded or rejected, shall be retained on file.

4.7.3. All information received from applicants shall be considered proprietary and held in strict confidence by those individuals who review it to protect the integrity and privacy rights of the grant applicant.

4.8. DAI examines and documents any potential awardee to ensure that the organization has adequate management, financial and internal controls systems to ensure implementation of and compliance with their grant agreement.

4.9. The project screens all potential grant activities for potential environmental impacts and strives to incorporate gender issues as a cross-cutting theme in its grant program.

GRANT AWARD MANAGEMENT

4.10. The project shall not award any grant that exceeds $500,000 USD.

4.11. Once the GMP, the grant agreement templates, and the grants section are approved, grant agreements under $100,000 may be administered without DAI/W approval.

4.12. Grants shall be awarded to various partners entities, including non-government organizations (national and local), universities, community-based organizations, cooperatives/associations, and other civil society partners.

4.13. Projects shall customize each grant agreement template at the start of the grant program in collaboration with the DAI/W Contracts Manager. The project may issue the following types of grants up to their respective maximum as outlined in DAI's policies:

- Fixed Amount Award (FAA)

- In-Kind Grant

- Standard Grant

- Simplified Grant

- Grants to Local Government Entities Form

- Fixed Amount Award with In-Kind Grant Agreement Template

The project will seek specific approval from USAID TOCO to issue grants to local governments prior to issuing any grants to local governments. DAI envisions that most grants to government entities would be awarded through an In-Kind mechanism. The grants plan does not prohibit DAI from leveraging additional GUC mechanisms in support of local governments, but the RG Activity will consult USAID if this is a consideration4.14. All grants awarded under the project's grant program shall include the following standard clause: The Contractor/Recipient is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the contractor/ recipient to ensure compliance with these Executive Orders and laws. This provision shall be included in all sub-contracts/sub-awards issued under this subcontract/agreement.

4.15. The grantee shall also be required to sign the certification regarding terrorist financing and may be required to sign other certifications, such as the certification regarding the prohibition assistance to drug trafficking. Support of international travel or the purchase of equipment having a useful life over one

year and an acquisition cost of $5,000 or more may be authorized as long as the applicable Standard Provisions for those types of costs are attached to a simplified grant format.

4.16. It is USAID policy that English shall be the official language of all award documents. If an award or any supporting documents are also provided in a foreign language it must be stated in each version that the English language version is the only official version (see ADS 303.3.20).

4.17. The project shall monitor the performance of each grantee and report to the client/donor on the achievement of grant outputs and/or milestones. The project shall maintain a file for each grant awarded.

4.18. The project shall comply with inventory management policies and procedures for procuring non-expendable and expendable items on behalf of grantees, or those purchased directly by the grantee under their grant agreement, which can be found in: DAI's Governing Policy on Procurement and Inventory Management FOM Procedure 9.6: Inventory Management.

4.19. For work performed outside the US, FAR clause 52.222-50, Combatting Trafficking in Persons (TIP), shall be incorporated into sub-award agreements. Sub-awardees for agreements over $500,000 must create a TIP compliance plan, certify it annually, and must receive materials and orientation appropriate for their level of capacity. A copy of all grantee TIP compliance plan certifications shall be maintained on file as per the Project Record Map.

WRAPPING UP THE GRANT

4.20. DAI shall not award any grant for a period that extends beyond the estimated completion date of the project. The terms of all grants shall allow for an orderly close-out prior to the expiration date of DAI's contract.

4.21. For USAID funded projects, all interest and other refunds by award recipients hereunder shall be made to a special, non-commingled, interest-bearing account established by the project (Separate Account). The project has no beneficial interest in any funds in the Separate Account. Funds in the Separate Account shall be paid annually to USAID, as directed by the TOCOR. At the conclusion of the contract, any funds remaining in the Separate Account shall be returned to USAID and any interest shall be refunded to the USG.

4.22. DAI and the client/donor shall reserve the right to terminate a grant, in whole or part, or suspend payments, should the grantee become insolvent during the performance of the award or should the grantee not meet their responsibilities as set forth in the Grant Agreement.

4.23. The client/donor has the right to terminate the grant activity (activities) unilaterally in extraordinary circumstances.

4.24. The client/donor reserves the right to conduct financial reviews or audits, and to otherwise ensure the adequate accountability of organizations expending its funds. The project's grant files shall contain the essential documents to demonstrate that the grant was successfully completed, an inventory of all equipment and goods purchased under each grant, and that funds were spent prudently with all costs justified.

4.25. Pursuant to the Standard Provision entitled Accounting, Audit and Records (October 2017), if the Grantee expends more than US $750,000 in all USAID awards (either directly or through another

USAID contractor or recipient) and excluding fixed price contracts and fixed amount awards federal grant funds in the Grantee's fiscal year, the Grantee shall conduct an annual audit; the cost of which may be paid from the grant. To comply with these guidelines, the project will, when necessary; include "audit costs" in the approved grant budget. The project may also retain the services of an auditing firm to conduct these audits.

5. GUIDANCE

This section describes guidance to aid in the understanding and implementation of this policy and does not include mandatory requirements.

5.1. For guidance on whether an activity is more appropriately acquired through a grant or procurement, see Designing and Selecting Appropriate Implementation Mechanisms.

PROCEDURE 12.1: SOLICITATION AND AWARD OF GRANTS

1. PURPOSE AND SCOPE:

1.1. This procedure implements the policies related to the solicitation and award of grants as stated in Policy 12. Governing Policy on Grants Management.

1.2. This procedure describes the entire process for issuing application notifications, reviewing, and evaluating applications, and determining awards for grants.

1.3. The overall purpose is to ensure competition in the award of grants unless an exception is authorized and to fulfill any requirements as set forth by the client.

2. ROLES AND RESPONSIBILITIES:

2.1. The Grants Staff are responsible for working with applicants from the application phase through grant award phase by documenting and processing the grants.

2.2. The Fund/Grants Manager is responsible for overseeing the entire process, drafting and issuing the Notices of Funding Opportunity (NOFO) in the form of Request for Application (RFA) and/or Annual Program Statement (APS), ensuring documentation in TAMIS of all information for each grant, and submitting proposed grantees to the client if required and issuing the awards.

2.3. The COP or her designee (e.g. DCOP or relevant technical lead) is responsible for reviewing the draft NOFO for applicability to the program, reviewing of applications and ensuring that applications conform to project objectives.

2.4. The DAI/W Contracts Administrator is responsible for approving final NOFO and submitting requests for grant concurrence by the client when required. The DAI/W Contracts Administrator shall approve grants per DAI's Schedule of Authorities (SOA).

2.5. The COP approves of grants as per the Project Schedule of Authorities (PSOA), and signs off on the final grant agreement and is responsible for ensuring compliance to this procedure and training for project staff.

3. PROCESS:

Responsibility	Action
	1. Solicitation Process
Fund/Grants Manager	2. Develop a NOFO (RFA or APS) in collaboration with the client and DAI/W based upon the project's needs
	2.1 The NOFO must clearly indicate whether the funding opportunity is open to all entities.
	2.2 If eligibility is restricted, the NOFO must state the type of entities that are eligible and the rationale for why restriction of eligibility is considered necessary.

Responsibility	Action
	2.3 The period of performance must not be for more than five years at any one time, not more than ten years from the original award date. No grant will exceed the period of performance of the main Task Order.
DCOP	3. Review and approve draft NOFO (RFA or APS) 3.1. Submit to DAI/W Project Team Lead for guidance or advice if the project is having difficulty designing the NOFO. 4. Submit to the client for review if the client requires input and/or consultation.
DAI/W Contracts Administrator	5. Review final NOFO and send to client for approval (if necessary).
Fund/Grants Manager	6. Set up a Selection Committee for application review if the program requires multiple or consensual decision /review. 7. Issue NOFO (RFA or APS) to the public through appropriate media channels (e.g. web site, radio, print advertisement). 7.1. The project meets DAI's competition policy for grants when an announcement is published. 7.2. All NOFOs must be available for receipt of applications of a reasonable amount of time no less than 30 days unless there are exigent circumstances supported by a written determination. DAI should provide longer response periods for sizeable activities or more detailed applications used to ensure high quality applications. 8. Set up a NOFO folder.
	Evaluation Process
Grants Staff	1. Receive and review applications by documenting the information in TAMIS. For each application received, a separate form is created in TAMIS. 1.1. Enter all contact information and grants details as outlined on the form for each applicant. 1.2. Check applicants in SAM as indicated on the form. 1.3. Log in the applications using the date they are received. 1.4. Review the applications and all supporting materials for completeness as listed in NOFO. 1.5. Notify applicants of receipt and next steps (rejection, review, needs more information) by creating the letter in TAMIS Prepare Application Competition Records in TAMIS. 2. Prepare Application Competition Records in TAMIS.
Grants Manager	3. Approve Application Competition Records in TAMIS.

Responsibility	Action
	4. Ensure all Selection Committee members or individuals involved in making the decision to award a grant on a non-competitive basis have signed and dated the Confidentiality & Disclosure of Relationships form certifying that the individual has no relationship that could affect their impartial and objective evaluation. 5. Forward NOFO and applications to the Selection Committee members for evaluation. 5.1. Notify selection committee members of review deadlines

Selection committee	6. Review and score applications and recommend potential grantees.
	
	    6.1. Create a score card in TAMIS and rate the application according to the pre -determined criteria.
	
	    6.2. Print and attach a score card to the application if any reviewer does not have access to TAMIS.

	7. Summarize Selection Committee ratings and for further review and the applicant will be contacted by a staff member.
	
	8. Notify applicant of decision using the letter templates in TAMIS. There are three options as described below
	
	    8.1. Accept the application and inform applicant it moves forward for further review and the applicant will be contested will be contacted by a staff member proceed to step 9.
	
	    8.2. Reject the application and provide explanation to the applicant as to why the application was rejected.
	
	        • Terminate the application by changing the status of the application in TAMIS to "rejected".
	
	        • Generate termination letter using the TAMIS template.
	
	    8.3. Request more information from the applicant to clarify their application, and upon receipt, the application will be reviewed again.
	
	        • Generate letter requesting more information from applicant.
	
	        • Return to step 4 upon receipt of requested information.
	
	9. Conduct cost analysis of applicants' budgets. If necessary, staff shall negotiate the budget to ensure that costs are realistic and reasonable. See Guidance for additional information.
	
	    9.1 Review each cost element for reasonableness and allow ability the extent of the cost analysis will vary among grant types and is determined based on the nature of the program, experience with the applicant, and the amount and type of costs involved.

Responsibility	Action
	9.2. Determine the applicants' understanding of the financial aspects of the proposed program and the applicants' ability to perform proposed activities with the funds requested. E.g., are enough funds budgeted? 9.3. Evaluate how the applicants' plans will accomplish the program objectives with reasonable economy and efficiency. 9.4. Determine if any costs are restricted or unallowable per DAI 's agreement with the client (e.g. vehicles, computer equipment, and fertilizer) as these items may require additional approvals. 10. Conduct pre-award responsibility determination of each applicant to ensure they have the capacity to implement a grant. 10.1 Attach all Questionnaires to the Financial Management Checklist in TAMIS. 11. Complete Environmental Review of grant if necessary. 11.1. Create the Environmental Review form in TAMIS and complete all fields. 11.2. Forward to project's designated Environmental Compliance Officer or DCOP/Technical for review. 11.3. Update TAMIS upon receipt of concurrence from the Environmental Compliance Officer or DCOP /Technical. 11.4. Ensure that any environmental mitigation efforts or reporting requirements are included in the grant agreement. 12. Assist applicants in fine tuning their applications, particularly if the Selection Committee raised specific issues or questions. 12.1. Revise goals, objectives, and results if needed. 12.2. Review and adjust the budget if any issues arose during the cost analysis. 12.3 Adjust the proposed plans if there are any mitigating environmental issues and describe how they will be addressed. 12.4 Review and document the cost share the grantee proposed in their application. 12.5 Create a Branding Strategy and Marking Plan. 13. Prepare Memorandum of Negotiation in TAMIS. 13.1 Document the cost analysis, pre-award determinations, and negotiation process and provide any other relevant details on points agreed upon in a Memorandum of Negotiation.
Grants Manager	14. Approve Memorandum of Negotiation in TAMIS

Responsibility	Action
Grants Staff	15. Prepare Request for Concurrence form in TAMIS if client needs to approve the grant award. If client approval is not required, proceed to Step 16.1. 15.1. Refer to the following work instruction to determine the need for approval. FOM Work Instruction 3.1: Contract Approval and Deliverable Matrix 15.2. Consult the DAI/W Contracts Administrator to determine what documentation must be submitted to the client. Generally, the Program Description and Budget are required, rather than the entire grant agreement. See Guidance for additional information. 15.3. Send the Request for Concurrence and all supporting documentation to the DAI/W Contracts Administrator for review and submission to the client. Once approved by the DAI/W Contracts Administrator, proceed to step 1
Chief of Party	16. Request concurrence from the client by providing the required documentation as determined by the DAI/W Contracts Administrator. 16.1. If the client does not require approval, the COP or his/her designate shall approve the package of information.
	Awards Process
Grants Staff	1. Convert the applicant's application to a grant upon receipt of written concurrence from client. 1.1. Update TAMIS by changing the status of the grant and converting the application to a grant by assigning a grant number. 1.2. Generate Grant Agreement documents in TAMIS upon receipt of written concurrence (or TAMIS concurrence if allowable) from client. 1.3. Generate rejection letter if grant is not approved by the client.
Grants Manager	2. Review and approve Grant Agreement documents, ensuring that the correct grant format is used and the require d standard provisions and certifications are attached
Chief of Party	3. Sign the Grant Agreement
Grants Staff	4. Forward the signed Grant Agreement to the applicant for signature and update applicant status in TAMIS

4. RECORDKEEPING

The required records that must be maintained during executing this procedure are provided in the Project Record Map.

5. GUIDANCE

This section describes guidance to aid in the understanding and implementation of these instructions and does not include mandatory requirements.

5.1. It is standard that there will be multiple grants awarded at one time or on a rolling basis. If there is only one grant available to be awarded, the process also takes that into account.

5.2. Only those applications which are certain to be a warded should undergo any pre-award audits or reviews. These audits and reviews may take time and therefore used only for those grantees that are worthy.

5.3. Typically the Program Description and Budget are the only documents required as part of anew grant concurrence request to the client, not the entire grant agreement. Based upon the grant concurrence requirements described in the task order or other requirements communicated by the client, the documents submitted for concurrence may vary. Additionally, the TOCO or TOCOR may ask for additional information. Only required and necessary documentation should be submitted to the client when requesting grant concurrence.

5.4. Best practices during solicitation and award of grants include:

- Issue thoughtful NOFOs (either RFAs and/or APSs). Do both RFAs and APSs if possible. RFAs can be specific and targeted to a technical or geographic area with a specific time frame. An APS is helpful as it can stay open all year and allow for new grant entrants and introduce opportunities to test out a new idea. Having a well thought out solicitation process sets the tone for the project and the grantees' expectations.

- Explain the proposal process to potential grantees at an applicants' meeting much like USAID does for large awards. This allows applicants to ask questions and provides DAI an opportunity to outline the application process and expectations, due dates, and what types of awards organizations can expect.

- Have clear templates for applicants to use, especially budget forms. The forms should reflect the information that will be needed for reporting to USAID and completion of TAMIS records.

- Budgets should not be a single column for the entire period. Budgets should show break down of lump sum costs so that it can be easily understood by both DAI and the Grantee. This would allow DAI to analyze the budget for cost reasonableness.

- Choose an appropriate award mechanism (Standard, In Kind, Fixed Amount) based on the organization 's abilities. Neglecting this may set the grantee up for failure and create a future problem for DAI.

- Don't make awards too complex or intricate by:

  - Making one grant dependent on another grantee's work, no matter how much you want to tie work together.

- Creating unachievable milestones or results. Milestones and results need to be achievable e and verifiable (measured). DAI must analyze an organization 's capabilities to achieve the desired results.

- Allowing grantees to make a third-tier award unless they are an experienced international or local NGO. DAI loses control of the third tier's work.

- Prioritize which grants go first. If you need to get seeds in the ground and crops in the field by a certain time, award those grants first before marketing or nutrition grants which are less time-sensitive.

- Avoid grants that are heavy on equipment and vehicles; these types of costs need to be scrutinized very carefully and justified, unless these items are critical to achieving results. Be mindful about any required client approvals.

- Avoid grants where organizations plan to hire additional staff to carry out the activities. To be sustainable the grantee must be prepared to maintain staff levels when funding is reduced. The grant budget should be analyzed to see what is necessary, and everyone's role needs to be defined in terms of what benefit they bring to the work.

PROCEDURE 12.2: GRANT ADMINISTRATION, MANAGEMENT, AND REPORTING

1. PURPOSE AND SCOPE:

1.1. This procedure implements the policies related to administering and monitoring a grant as stated in Policy 12: Governing Policy on Grants Management.

1.2. This procedure describes the end to end process of administering and managing a grant from the award to the point of close.

1.3. The overall purpose is to ensure compliance in administering and managing awards and the successful implementation of the grant.

1.4. Grant and reporting encompasses all dealings between the project and the grant recipient from the time the award is made until the end of the support. The specific nature and extent of the management shall 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.

1.5. All grants are subject to audit. Pursuant to the Standard Provision entitled Accounting, Audit and Records (October 2017), if the Grantee expends more than US$750,000 in federal grant funds in the Grantee 's fiscal year, the Grantee shall conduct an annual audit; the cost of which may be paid from the grant. To comply with these guidelines, the project will, when necessary, include "audit costs" in the approved grant budget. The project may also retain the services of an auditing firm to conduct these audits.

1.6. Site visits are an important part of effective award management. Joint site visits by project technical staff and USAID are encouraged, since they can often be a more effective review of the project. A brief report highlighting the findings will be completed and included in the grant file.

1.7. Grants are subject to the provisions established and included in each award.

2. PURPOSE AND SCOPE:

2.1. The Grants Staff shall serve as the focal point for the grantee and are responsible for the on-going financial and programmatic administration of the award.

2.2. The Grants Manager shall oversee the implementation of the award through the review of reports, correspondence, site visits, etc. The Grants Manager shall serve as the point of contact for all official communication dealing with grant administration. The Grants Manager shall provide for the continuing oversight by appropriate project staff of the financial management aspects of the award through reviews of reports, correspondence, site visits or other appropriate means. The Grants Manager or his/her designee shall determine that the award does not contain administrative approvals that conflict with the grant provisions, stated regulations and policies. The Grants Manager or his or her designee is responsible for processing all award agreements modifications, suspension and termination actions and maintaining complete grant records in TAMIS.

2.3. Technical Staff shall assist in the monitoring of the grantees where appropriate and review the milestones and outputs produced.

2.4. The Monitoring, Evaluation, and Learning (MEL) Specialist shall work with the Grants Staff and the grantee on reporting and collecting required data for project reporting and success stories.

2.5. The Procurement Officer is responsible for any direct purchasing by DAI on behalf of the grantee.

2.6. The Accountant is responsible for reviewing and recording the advances and expenses for grantee.

2.7. The COP is responsible for ensuring compliance to this procedure and that staff are trained on this procedure and supporting instruction.

3. PROCESS

Responsibility	Action
Grants Staff	1. Arrange an orientation meeting with the winning applicant upon approval by the authority stated in the Project Schedule of Authorities (PSOA) and, if required, the client. 1.1 Invite all project staff involved in the process to attend such as the Technical Staff, Fund/Grants Manager, the Procurement Officer, and the Accountant. 1.2 Clarify the roles and responsibilities of the project staff who will administer the grant and interface with the applicant. Briefly define the normal relationship between the Technical Staff and the Grants staff here perhaps, and add any additional clarification into Guidance for those projects where this may be different (technical and grants staff are the same, etc.) 1.3 Review all documents and terms of the agreement with the applicant and answer any questions. 1.4 Review all financial issues: request for funds, earned income, procurement, reimbursement, reporting (see Guidance for common reporting requirements), and records. • Work Instruction 12.17: Interest Earned on Grant Advances • Work Instruction 12.18: Use and Disposition of Project Income 1.5 Review all administrative issues related to implementing the grant: reporting, publications, grievances, termination, property, etc. 1.6 Review disposition of property under the grant. See Guidance 4.2. 1.7 Review the Branding and Marking Plan as determined in the application stage. 1.8 If applicable, review Trafficking in Persons (TIP) compliance requirements. • Policy 3: Governing Policy on Project Compliance • US Ops Policy 8.0a Governing Policy on Anti-Human Trafficking

	• Form 3.15: Subcontractor TIP Compliance Plan Template
	• Form 3.16: Anti-Human Trafficking Poster
	
	2. Request the applicant sign and return the grant agreement.
	
	   2.1 Change the status of the grant in TAMIS to active.
	
	3. Open a grantee file for hard copies and potential audits of the grant by setting up binders, files, etc. During implementation, all staff shall follow the established filing system.
	
	• Work Instruction 12.11: Grantee Documentation
	
	4. Update the grant record tab in TAMIS by scanning the grant agreement cover sheet with signatures and paste it into the space provided. No need to scan the whole document as it is in TAMIS.
	
	   4.1 Create a Grant Profile in TAMIS (see Guidance).
	
	5. Update TAMIS by recording the milestones and /or outputs for the grant which are in the grant agreement documents. Each output or milestone shall be entered individually.
	
	• Work Instruction 12.12: Publications and Media
	
	6. Develop a MEL plan for the grant in conjunction with the Technical Staff and the MEL Specialist and enter the information in TAMIS.
	
	   6.1 Enter the criteria and indicators to evaluate the grant.
	
	   6.2 Forward the plan to the Fund/Grant Manager for review.

Fund/Grants Manager	7. Approve the MEL plan and notify the Grants Staff and the MEL team.
Grants Staff	8. Forward a copy of the grant budget to the Accountant for payment control. 9. Review all planned disbursements and requisitions in the grant agreement and budget and enter them in TAMIS. Follow the instructions below according to the grant. If the grant is to a United States based Non-Governmental Organization (NGO), please review the Guidance Work Instruction 12.15: Cash Disbursements for Grants 9.1. If the grant is a Simplified Grant without a grant advance, no entry is required as it is cost reimbursable; proceed to step 9.5

	9.2. If the grant is a Simplified Grant with a grant advance, then see the table below.

9.3. If the grant is to a local government agency, it has a specific template and requirements. When possible, the project shall structure the grant as direct implementation.

9.4. If the grant is to a Public International Organization (PIO) disbursements still function as one of the following: Simplified, In Kind, Fixed Amount Award (FAA) or Standard. Refer to the terms of the grant agreement if unsure.

9.5. All DAI procurement policies and procedures are followed for In-Kind grants.

Fixed Amount Award	In Kind	Standard & Simplified Grant
Schedule disbursements in TAMIS based upon the timeline for all milestones/outputs as agreed upon in the award and as detailed on the "Activities and Outputs" tab during step 5.	Enter the requisition(s) for goods or services in TAMIS. Any special procurement plans/instructions not included in the requisition shall be sent to the Procurement Officer.	Enter any approved advance amount as a scheduled disbursement in TAMIS. Prepare the advance for the grantee following Financial Management Procedure 7.5 Field Advance Management.

Grants Manager	10. Monitor the grantee according to the approved MEL plan noted in step 7.

10.1. Follow up on outputs and grant progress through site visits, telephone calls, email, etc.

10.2. Ensure payments were issued and requisitions filled.

10.3. Confirm receipt of funds and /or goods and services by grantee.

10.4. Document all monitoring activities by creating a Comment Form in TAMIS. Attach any reports, emails, etc. to the Comment Form to detail all relevant actions/communications.

10.5. If the grantee requests an amendment, follow the FOM work instructions.

	10.6. If the grantee has a grievance which is not readily remedied through direct discussion (i.e. work stoppage, complaint of treatment or process) follow the relevant work instruction. 10.7. If the grantee is underperforming, unable or unwilling to fulfill grant requirements, or violating the terms of the agreement, follow the work instruction below. • Work Instruction 12.14: Grievances and Early Termination of Grants
Grants Staff	11. Receive and review grantee request for payment or request for reimbursement. 11.1. Check all receipts and documentation submitted by the grantee against the budget and implementation plan for simplified or standard grants. Obtain milestone approval from the Technical Lead for fixed amount award grants. 11.2. Follow up with the grantee on any questions or comments concerning receipts, milestones, or documentation. 11.3. Prepare a Request for Payment. 11.3.1 Download, or collect, all supporting documents attached to the TAMIS grant record and save them in a single file in the P Drive . It's possible these documents are already saved in the P drive subfolder corresponding to this grant. 11.3.2 Open a document combining tool (such as Adobe Pro or Nitropropane) and use the feature for "combining" documents. 11.3.3. Organize the backup documents in the following preferred order: • Signed grant award document and any amendments • All grant approvals • Competition and negotiation documents Note: if this is not the first payment request against the award, all backup documentation must be included in the electronic backup documents, even if they were included in the first payment. This is not true of the hardcopy. 11.3.4 Combine these documents (regardless of file type – Word, PDF, excel) into a single PDF using the "combine" function of the software and name it "Backup Documentation Grant Payment Request #X". 11.3.5 Open the scanned document and check the quality of the electronic document. If any pages do not meet the following requirements it must be rescanned:

- Pages are all easily readable
- Pages are not cut off, missing, or blackened fully or partially.
- Original paper copy is the same as the scanned image.

11.3.6 Provide this single PDF file to the Accountant .

11.4. Submit electronic payment request for approval, as per the PSOA.

- FOM Procedure 7.4. Field Expense Management and Reporting

11.5. Collect all hardcopy documents that support the grant request for payment. These are documents that were created, received, or signed in hardcopy format. It is not necessary to create hardcopy documents from documents that were created, received, or signed electronically. This means that the hardcopy set of backup documents may not contain all the same documents that are contained in the electronic set. Organize these in the same order as step #11.3.3 above.

Note: For any subsequent payments against a multiple payment award, the hardcopy set only must include an easy-to-find reference to the first payment Voucher Number, or payment Request Number, which must be listed on the Payment Request Form. There is no need to include hardcopies of all the original documentation again.

11.6. Provide hardcopy document set to the Accountant. There is no need to keep a duplicate copy in hardcopy of these documents in the Grants Office. Once these originals are submitted to Finance, electronic copies found in TAMIS are the only records that must be kept by the Grants Team.

11.7. When settling a grantee 's advance, follow the instructions in the financial management procedure below.

- FOM Procedure 7.5 Field Advance Management

11.8. If issuing an additional advance, return to step 9 above and continue the procedure from that point.

11.9. If there is cost share contribution requirements, check the validity of the receipts and the cumulative value of cost share contributions to date. Notify the grantee if they are falling behind on this obligation.

11.10. If this is the final grantee payment, do not pay. Proceed to:

- Procedure 12.3: Closing Out Grants.

12. Resume the on-going monitoring of the grant as outlined in Step 10.

	Pay attention to end dates and manage budgets closely at the advanced stages of the grants.
Fund/Grant Manager	13. Update the COP and Technical Staff on the grantees' status, noting any successes or delays in grant implementation, problems with the payments /requests for reimbursements, or cost share contributions. The frequency and format of the updates are normally determined by the client, contained in quarterly or monthly technical reports
Grants Staff	14. Notify the grantee that 30 days remain prior to the end date of the agreement. 14.1. Inform the grantee that all activities shall cease on the end date and no reimbursements shall be paid for costs incurred after this date. 14.2. Instruct the grantee to begin preparing the final report and that it shall be due on the end date of the agreement. 14.3. Inform the grantee that they have 30 days after the end date of the agreement to prepare and submit their final financial report. Remind the grantee that no costs incurred during preparation of this report shall be reimbursed as it is after the end date of the agreement. • Form 12.6: Grantee Final Report 15. Monitor the grant closely and stay in contact with the grantee during the final weeks of implementation. 16. Receive and review the Final Report from the grantee. 16.1. Log the report into TAMIS. 16.2. Review the Final Report against the approved milestones and outputs. 16.3. Contact the grantee regarding any discrepancies or missing documentation. 17. Issue the final grant amendment, can be in the form of an amendment or can be contained in the closeout letter which contains the final grant value. • Form 12.8: Grant Close-Out and Disposition Letter 18. Conduct a file audit using the Grants Checklist to confirm that the documentation found in TAMIS is complete. If any documents are missing, find them and scan and attach them. 19. Change the status of the grant in TAMIS to "completed". Continue with the close out process following the procedure below.

	• Procedure 12.3: Closing Out Grants

4. RECORDKEEPING

The required records that must be maintained during executing this procedure are provided in the Project Record Map. The detailed requirements and checklist tools are provided in Form 12.0: Grants Documentation Checklist

5. GUIDANCE

This section describes guidance to aid in the understanding and implementation of these instructions and does not include mandatory requirements.

5.1. Project staff should hold the orientation meeting for the winning applicant before the applicant signs the grant agreement. All terms and conditions should be fully explained to avoid any major differences or disagreements in the future. This also provides the applicant a chance to decline the award if they are uncomfortable with the terms and conditions.

5.2. The final responsibility for adequate completion of the grant requirements shall rest with the grantee. Keep in mind though that there is little involvement in the grant program by project staff other than monitoring and evaluation of the activities, finances, and outputs. Project staff may provide general assistance at the request of the grantee, but this is not a contract and therefore there is less control of the grantees methodology, management, and decisions

5.3. If the project is giving a grant to an NGO that is based in the U.S., payments are made from DAI/W. Grants Staff should contact the DAI/W Associate to execute any payments.

5.4. Grant Profiles are simply a general overall statement of the grantee and the work undertaken. Throughout the life of the project, even after a grant has closed, the project will make use of it for success stories, reports or general information for the client.

5.5. Best practices for grant management and reporting include:

- Minimize financial risk to DAI by considering the following:

    - For non-US organizations all grants should be issued in local currency unless the USD is the operating currency. This means that all budgets should be in the local currency and the grants will be issued in local currency. This will avoid problems with foreign exchange during implementation.

    - Disbursements, whether advances and/or reimbursements should be made in the same currency that the grant is issued. The project should not alternate between payments in local currency and USD.

    - All payments should be processed through TAMIS to maintain proper tracking. This includes any payments from the home office.

- Advances to a grantee should never exceed more than two months operating costs.

- Monitor burn rates closely to ensure that the grantee is on track to meet the milestones and objectives of the award.

- Have a kick off meeting with the grantees to explain the award document in detail, emphasizing timing and dates and amounts.

- Stay in regular communication with grantees to foster good working relationships. In addition to continuous monitoring of a grant, a collaborative approach to grants management is critical. The project needs to have a strong reporting system and a robust monitoring and evaluation process that project staff will implement.

- Keep track and remind the grantee of upcoming and /or critical milestones. The project needs to keep a balance between controlling a grantee (it is not a subcontract) and allowing the grantee to perform (within the parameters of the award).

- Process payment requests quickly but verify documentation. Do not fall behind in this work as the project has a responsibility to the grantee as well as the home office to manage funds properly.

5.6. It is recommended that the project use a variety of mechanisms to monitor grantees' performance, including evaluating end-of-activity results, conducting site visits of activities underway, and reviewing periodic reports.

5.7. All grantees will be subject to regular and periodic monitoring visits and reporting requirements. All grantees must submit a final report on activities and expenses supported by the grant. Preferably, quarterly expense and activity reports in addition to a final expense and activity report must be submitted to DAI, or as otherwise specified in the grant. The grant agreement will specify the reports required for a given grant. In addition to financial and management reports, recipients may also be required to submit the following:

- **QUARTERLY PROGRESS REPORT:** Quarterly progress reports that describe the progress towards achievement of the objectives and results by milestone. Quarterly reports include outputs; summary of major accomplishments, unexpected or unplanned outcomes /activities, and financial reports showing previous quarter cumulative expenditures and next quarter projected expenditures.

- **GRANT COMPLETION REPORT:** The grantee is obligated to submit to DAI the grant completion report both the technical progress and financial reports. The project reserves the right to withhold final payment pending submission of an acceptable grant completion report.

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

5.8. Grantees will be required to adhere to USAID regulations, including requirements to maintain records for a minimum of three years to make accounting records available for review by appropriate representatives of USAID or DAI. All grantees are subject to USAID audit.

5.9. DAI must closely monitor overruns in cost/expenditure categories or main line items. If major budget shifts are anticipated or observed, it is prudent to issue a modification to ensure proper monitoring and to avoid overruns. Under certain circumstances, and with DAI's approval, the grantee may shift budget line items.

5.10. A separate bank checking account must be used for depositing and expending the disbursed funds. The account name must be the official name of the grantee. No other funding shall be deposited into this account and no other expenditures shall be paid from this account.

List of definitions and acronyms: There are no definitions or acronyms for this procedure.

PROCEDURE 12.3 CLOSING OUT GRANTS

1.   PURPOSE AND SCOPE:

1.1. This procedure implements the policies related to closing out a grant agreement stated in Policy 12. Governing Policy on Grants Management.

1.2. This procedure describes the end to end process of closing a grant from the completion of all activities to auditing and closing the grant file.

1.3. The overall purpose is to ensure compliance in documenting the completion of grant awards.

2.   ROLES AND RESPONSIBILITIES:

2.1. The Grants Staff is responsible for ensuring that the grantee has completed all requirements for closeout and performs the required audit of files.

2.2. The Grants Manager shall oversee the proper closure of each award.

2.3. The Technical Staff shall review all final outputs from the grant awards.

2.4. The MEL Specialist and Staff shall assist in the final reporting of each grant award.

2.5. The Procurement Officer shall confirm that all goods and services were paid for and received.

2.6. The Accountant shall confirm that all payment requests were paid and advances cleared for grantees.

2.7. The COP/ DCOP is responsible for ensuring compliance to this procedure and that staff are trained to this procedure and supporting instructions.

3.   PROCESS:

Responsibility	Action	

Grants Staff	1. Begin drafting final evaluation report on the grant; highlighting successes and/or lessons learned. Work with the Technical Staff and MEL Specialist to compile all information.
	
	    • Form 12.7: Grantee Evaluation Report Template
	
	  1.1 Create a Close-out Form in TAMIS.
	
	  1.2 Begin auditing the Master Grant File while simultaneously proceeding through steps 4 to 11 of this procedure.
	
	    • Work Instruction 12.11: Grantee Documentation
	
	2. Contact the Procurement Officer to confirm that all requisitions are completed and closed.	

Responsibility	Action

Procurement Officer	3. Contact all vendors and service providers.
	
	   3.1 Confirm that all final goods and services were delivered.
	
	   3.2 Collect any outstanding invoices and submit for payment.
	
	4. Review and update the inventory list for In -Kind disbursed grants in TAMIS.
	
	   • Procedure 9.6: Inventory Management
	
	5. Notify Grants Staff that all procurement activities are complete and TAMIS is updated.

Grants Staff	6. Receive and review the Final Financial Report from the grantee.
	
	   • Form 12.5: Grantee Financial Report
	
	   6.1 Log the report into TAMIS.
	
	   6.2 Review the Final Financial Report against the approved budget and the remaining funds.
	
	   • Work Instruction 12.17: Interest Earned on Grant Advances
	   • Work Instruction 12.18: Use and Disposition of Project Income
	
	   6.3 Review all the receipts and back -up documentation.
	
	7. Contact the grantee regarding any discrepancies or missing documentation.
	
	8. Enter any final disbursements and /or reconciliation of advances in TAMIS.
	
	9. Forward the Final Financial Report and documentation to the Accountant.

Accountant	10. Review the Final Financial Report and all documentation.
	
	   10.1 Audit all advances and disbursements to grantee in the accounting system.
	
	11. Prepare the final disbursement for the grantee if required.
	
	   11.1 Ensure that all advances that have been billed to the client are reconciled.
	
	12. Notify Grant Staff when all documentation is in order and ready for final payment upon clearance from the Fund/Grant Manager.

Grants Staff	13. Finalize the Grant Evaluation Report with final inputs from Technical Staff and MEL Specialist. 14. Finalize the audit of the Master Grant File. 15. Notify the Fund /Grants Manager that the grant is completed and forward the Grant Evaluation Report and the Final Financial Report for review

Responsibility	Action
Grants Manager	16. Review and approve the reports. 16.1 Follow up with Grants Staff, Technical Staff, or MEL Specialist on any revisions or clarifications 17. Perform a final audit of the Master Grant File. 18. Notify the Grants Staff that everything is in order and the grant can be closed. 19. Notify the Grants Staff of any missing or incomplete documentation that is required to close the grant. Set a deadline for completion of the file.
Grants Staff	20. Notify the Accountant that documentation is now complete, and the final disbursement can be processed accordingly. 21. Draft the request for client approval to close the grant and forward with any supporting documentation including the Grant Evaluation Report. If client approval is not required, the Chief of Party is the final approver. 21.1 Include the final amount expended on the grant and attach any final reports and /or evaluations. Client approval is normally required when the client is substantially involved in the grant process or if there is a specific request that also accompanies closing out the grant such as de-obligating unused funds.
Grants Manager	22. Approve the request for client approval letter and documentation
COP/DCOP	23. Sign and submit the request for client approval letter
Grants Staff	24. Prepare close out letter for grantee upon receipt of client approval to close the grant. • Form 12.8: Grant Close-Out and Disposition Letter
Grants Manager	25. Review and approve Grant Close-Out Letter
COP/DCOP	26. Sign the Grant Close -Out Letter
Grants Staff	27. De-obligate any unspent funds and update TAMIS 28. Forward the Grant Close-Out Letter to the grantee 29. Update the Grantee Profile in TAMIS with a summary of successes and lessons learned. 30. Circulate Grantee Profile to internal technical staff for application to subsequent grants or technical work. 31. Submit any reports or publications to DAI/W. • Work Instruction 12.12: Publications and Media

Responsibility	Action
	32. Set the grantee status to "closed" in TAMIS

4. RECORDKEEPING

The required records that must be maintained during executing this procedure are provided in the Project Record Map. The detailed requirements and checklist tools are provided in Form 12.0: Grants Documentation Checklist.

5. GUIDANCE

This section describes guidance to aid in the understanding and implementation of these instructions and does not include mandatory requirements.

5.1. Per the language of the standard USAID grant agreement, USAID reserves the right to conduct financial reviews or audits, and to otherwise ensure the adequate accountability of organizations expending USG funds. The grant files shall contain the essential documents to demonstrate that the grant was successfully completed and that funds were spent prudently with all costs justified.