



USAID
FROM THE AMERICAN PEOPLE

USAID TUHIFADHI MALIASILI GRANTS MANUAL

SEPTEMBER 2021

Submission: September 17, 2021

This document was produced for review by the United States Agency for International Development (USAID). It was prepared by RTI International.

Contract Number: 72062121C00001

Contract Officer's Representative: Munezero Kanyangemu

This manual was made possible through support provided by the USAID/Tanzania Mission, U.S. Agency for International Development, under the terms of Contract No. 72062121C00001. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the U.S. Agency for International Development.

Table of Contents

Table of Contents	2
1 Introduction	6
2 Organizational Structure and Systems.....	8
2.1 International Grants, Procurement, and Subcontracts (iGAPS) Team	8
2.2 Project Grants Team	8
2.3 Grants Management System.....	12
3 Selection Process for Grants.....	13
3.1 Choosing the Grant Competition Format — Full and Open, or Targeted/Limited	13
3.2 Choosing the Grant Solicitation Process — Single-Step or Two-Step	13
3.3 Exceptions to Competition.....	14
3.4 Completing the Grant Application Form and Creating the RFA Solicitation	15
3.4.1 The RFA Template	17
3.4.2 Certifications, Assurances, and Other Statements of the Applicant for USAID-funded Grants.....	17
3.4.2.1 Certification Regarding Terrorist Financing	18
3.4.2.2 Certification and Certification and Disclosure Form for Restrictions on Lobbying (SF-LLL)	19
3.4.2.3 Trafficking in Persons	19
3.4.2.4 Drug Trafficking Certifications.....	20
3.4.2.5 Policy Section 487 of the U.S. Foreign Assistance Act (FAAct)	20
3.4.2.6 Assurance of Compliance with Laws and Regulations Governing Nondiscrimination in Federally Assisted Programs.....	21
3.4.2.7 Certification of Compliance with Standard Provisions Entitled “Condoms” and “Prohibition on the Promotion or Advocacy of the Legalization or Practice of Prostitution or Sex Trafficking”	21
3.5 Developing the Selection Criteria	21

3.5.1 Special Guidelines when Issuing Grants to Foreign Governments under USAID Funding.....	22
3.5.2 Additional Guidance Regarding USAID Substantial Involvement ...	22
3.6 Reviewing and Releasing the RFA	22
4 Evaluation Process.....	23
4.1 Organizing and Convening the Technical Evaluation.....	23
4.1.1 Conflict of Interest Certifications	23
4.2 Evaluating the Applications	24
4.2.1 Budget Review and Cost Analysis.....	24
4.3 Documenting the Process in the Memorandum of Negotiations.....	25
5 Pre-Award Assessment.....	25
5.1 Conducting the Desk Review	26
5.1.1 Organizational Control Environment Questionnaire.....	26
5.1.2 Grantee Screening.....	27
5.1.3 Indirect Cost Rates	28
5.1.3.1 Indirect Costs under Standard Cost Reimbursement Grants.....	28
5.1.3.2 Indirect Costs under Fixed Amount Award and Simplified Cost Reimbursement Grants	29
5.2 Conducting the Site Review.....	30
5.3 USAID-Specific Guidance and Tools for Pre-Award Assessment.....	30
5.3.1 U.S. Government-funded Federal Funding Accountability and Transparency Act (FFATA) of 2006.....	30
5.4 Conducting the Risk Assessment	31
5.4.1 Mitigating Risks.....	32
5.5 Recording the Determination of Responsibility in the MON	33
5.6 Environmental Review Report.....	34

6 The Grant Award	38
6.1 Selecting the Grant Type.....	38
6.1.1 Fixed Amount Awards (FAAs).....	39
6.1.1.1 Disbursement	41
6.1.1.2 USAID Standard Provisions for U.S. and non-U.S. Nongovernmental Organizations under FAAs	42
6.1.2 Simplified Cost Reimbursement Grants (SIGs).....	42
6.1.2.1 Disbursement	43
6.1.2.2 USAID Standard Provisions for U.S. and non-U.S. Nongovernmental Organizations under SIGs	43
6.1.3 Standard Cost Reimbursement Grants (STGs)	43
6.1.3.1 Disbursements.....	44
6.1.3.2 USAID Standard Provisions for U.S. and non-U.S. Nongovernmental Organizations for STGs.....	44
6.1.4 In-Kind Grants	44
6.1.4.1 Disbursements.....	45
6.1.5 Other Grant Award Types and Documentation	45
6.1.5.1 Expedited Grants.....	45
6.1.5.2 Letter of Authorization	46
6.2 Submitting the Grant Package to the GMS	46
6.2.1 Approval Authority and Delegation of Signature Authority	46
6.2.1.1 Approval Authority.....	46
6.2.1.2 Signature Authority.....	47
6.3 Modifications to the Grant Agreement.....	47
7 Grant Administration.....	48
7.1 Grants-Under-Subcontracts.....	48

7.2 Grant Files	48
7.2.1 Grant Award and Management Documents	48
7.2.2 Procurement Documents	49
7.2.3 Financial Documents	49
7.2.4 Reporting and Evaluation Documents	49
7.3 Costs	50
7.3.1 Allowable Costs	50
7.3.2 Unallowable Costs	50
7.3.3 Reasonable Costs	51
7.3.4 Allocable Costs	52
7.3.5 Disallowed Costs	52
7.4 Prior Approvals	52
7.5 Advances	53
7.5.1 Grant Advances and Invoices Paid from the Field	54
7.5.2 Grant Advances and Invoices Paid from the Home Office.....	54
7.6 Reporting Host Government Taxes.....	55
7.7 Procurement	55
7.8 Mandatory Disclosures.....	56
7.9 Program Income	56
7.10 Equipment Management	56
7.11 Publications	57
7.11.1 USAID Branding Implementation Plan and Marking Plan Requirements	57
7.11.2 Applicable Guidelines (USAID ADS 303) and Regulations (2 CFR 200) under USAID- funded Grants	58
8 Grants Monitoring	58

8.1 Grants Monitoring Guidelines.....	58
8.1.1 Monitoring through Reporting.....	59
8.1.2 Monitoring through Site Visits	60
8.2 Audits	61
8.2.1 2 CFR 200 Subpart F—Audit Requirements	61
8.3 Remedies for Non-Performance of Grantee.....	62
8.4 Termination or Suspension	62
9 Grant Closeout.....	63
Grants Forms, Templates, and Supporting Documents.....	63
Glossary	81
Index.....	89

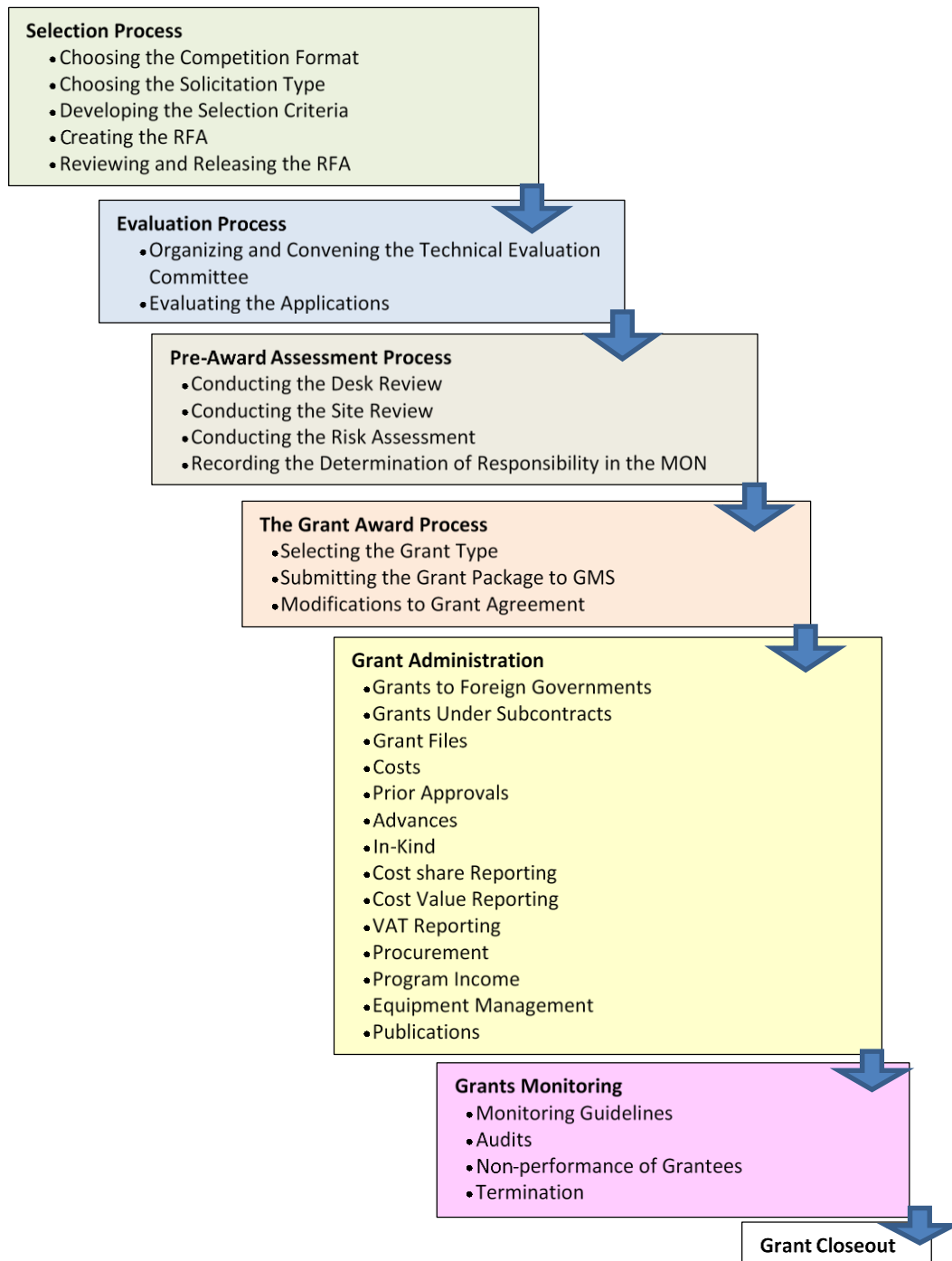
1 Introduction

This *Grants Management and Administration Manual* provides written guidelines for RTI International staff implementing international projects with a grants program as a sub-set of the project’s objectives. These guidelines apply to all recipients that receive an assistance award under an international project; however, they are primarily designed for implementation in developing countries working with non-U.S., locally based organizations. All project-dedicated grants teams (i.e., Project Grants Teams) are expected to coordinate the formation of individual grant programs following the guidelines provided in this manual and to operate under the oversight of the RTI International Grants, Procurement & Subcontracts (iGAPS) group at RTI Headquarters.

The administrative procedures outlined in this manual are consistent with guidelines for U.S. Agency for International Development (USAID) funding, and all grants (USAID and non-USAID) should be administered in accordance with these guidelines. When a project is implementing a non-USAID-funded grant program the Project Grants Team should work with iGAPS to update this manual to reflect relevant client requirements. RTI’s policies and procedures on grant administration should be consistent and in compliance with client policies and procedures. Note that any alterations to the content of this manual made by project staff, whether applying to USAID or non-USAID grants, **must be reviewed and approved in advance by their iGAPS Regional Grants Manager.**

A diagram outlining the RTI grants-making process can be found in **Figure 1-1** below. The sections of this manual correspond generally to the steps of the grants-making process and provide guidance regarding grant conceptualization, application, evaluation, implementation, monitoring, and closeout procedures.

Figure 1-1. Grant Award Process



2 Organizational Structure and Systems

This section provides an overview of RTI’s organizational structure and system for grants management, as well as responsibilities for key roles.

2.1 International Grants, Procurement, and Subcontracts (iGAPS) Team

The iGAPS Team at RTI Headquarters in Research Triangle Park, NC, is the office responsible for corporate oversight of all international grants issued by RTI under programs implemented under USAID and other RTI clients (i.e., donors). iGAPS is also responsible for developing and monitoring the implementation of general policies on grants administration. iGAPS staff provide guidance and training to projects on all aspects of grants management and administration, from the application process to closeout.

The grants management team is composed of the Director and the Regional Grants Managers. The iGAPS Director provides oversight of the Regional Grants Managers, serves in an advisory role on applications, and has signatory authority above the regional delegation. The Regional Grant Managers support the grant activities/programs within their assigned regions and serve as the day-to-day points of contact for the Project Grants Teams. The Regional Grant Managers also participate in the hiring process for Project Grant Managers.

The signatory on a grant is considered to be the Grants Officer. In situations where a member of iGAPS serves as the grant signatory, the iGAPS team member should be considered the Grant Officer.

2.2 Project Grants Team

At the project level, grant administration is performed by the Project Grants Team, which is expected to coordinate the formation of a project’s grant program following iGAPS guidelines. All Project Grants Teams at RTI operate under the oversight of iGAPS.

The four key staff roles on the Project Grants Team are as follows:

- **Project Grants Manager:** Serves as the administrator for day-to-day oversight of the grant.
- **Chief of Party (COP):** Serves in a high-level management role with responsibility for ensuring that the overall grants program goals are met.
- **Technical Monitor:** Provides technical overview and ensures that the grantee meets all goals and the deliverables schedule.
- **Project Manager/Coordinator/Financial Analyst:** Assists the Project Grants Manager and COP in project management tasks, generally from the Home Office (RTI Headquarters).

Table 2-1 presents a matrix outlining the grant administration roles and responsibilities of the Project Grants Team members and the iGAPS team.

Table 2-1. Roles and Responsibilities Matrix

Project Team	
<p>Project Grants Manager</p>	<p>Administers the grants program following iGAPS policies and procedures. Key tasks include the following:</p> <ul style="list-style-type: none"> • Customize the RTI Grants Manual, as necessary; final version of manual must be cleared by the iGAPS Regional Grants Manager. • In collaboration with the Technical Monitor, prepare the Request for Application (RFA) for submission to Chief of Party (COP). • Process and track grant applications up to award phase (including ensuring Agreement Officer’s Representative [AOR]/ Contracting Officer’s Representative [COR] approval) • Prepare grant award package, including the Memorandum of Negotiations (MON), in collaboration with the Technical Monitor • For grants signed in the field, prepare grant agreement and modifications for signature by the COP (if limited signature authority has been delegated by iGAPS at RTI Headquarters) • Perform financial and administrative monitoring tasks to assess grantees' performance and compliance with their award • Review and approve invoices of grantees to ensure expenses are in compliance with the grant agreement, client regulations, and iGAPS policies and procedures • Maintain grant files, and verify all grant application documents and certifications • Perform closeout of completed grants.
<p>Technical Monitor</p>	<p>Technical project team member who provides technical overview and ensures that the grantee meets all goals and complies with the deliverables schedule. Key tasks include the following:</p> <ul style="list-style-type: none"> • In coordination with the project Grants Manager, develop the Request for Applications (RFA), which includes the scope of work, selection criteria, etc. for submission to COP.

Project Team	
Project Team	<ul style="list-style-type: none"> Serve as a member of the Technical Evaluation Committee (TEC) to review grant applications In collaboration with the project Grants Manager, finalize Memorandum of Negotiation (MON) for submission to COP. Review and provide feedback to program reports submitted by grantee (e.g., tracks progress of activities, reviews actual accomplishment against approved implementation plan)
Chief of Party	<p>Oversees the project team and ensures that the project's Grant Component meets all goals and the deliverables schedule. Key tasks include the following:</p> <ul style="list-style-type: none"> Approve the selection and evaluation process, as well as the selected grantees Approve the MON and the risk level determination Execute the grant agreements and/or modifications, in accordance with the COP Delegation of Signature Authority
Project Manager / Project Coordinator / Financial Analyst	<p>Works in close coordination with Project Grants Manager and COP. Key tasks include the following:</p> <ul style="list-style-type: none"> Manage the overall funding allocation for grants within project budgets Process invoices/advances for grantees paid from iGAPS at RTI Headquarters Approve the MON and the risk level determination in accordance with the International Field/Regional Approvals Matrix
Finance Manager	<p>Provides financial management and cash disbursements from the grants budget. Key tasks include the following:</p> <ul style="list-style-type: none"> Review invoices prior to payment to ensure the proper accounting of recorded transactions including advances vs. reconciliations

Project Team	
	<ul style="list-style-type: none"> • Disburse cash payments in accordance with RTI procedures • Track advances to ensure reconciliations are processed in line with RTI procedures
International Grants, Procurement, and Subcontracts Team	
<p>Regional Grants Manager</p>	<p>Serves as a resource to and primary point of contact for Project Grants Managers for general grants. Key tasks include the following:</p> <ul style="list-style-type: none"> • Participate in the hiring process and annual performance evaluation of Project Grants Managers • Provide guidance to Project Grants Managers on applicable regulations and use of the RTI Grants Manual • Provide training in grants administration • Administer delegation of authority (DOA) to field staff. • Review grants for compliance when they exceed the delegated signature authority of COP • Has signature authority, and serves as the signatory for all grants awarded from RTI Headquarters and grants awarded in the field that are above the delegated signature authority of the COP • Process purchase order requisitions for grants to be paid from RTI Headquarters • Develop/approve project grant manuals and grant-related solicitation documents (RFAs) • Track and inform projects about changes in policies and regulations applicable to grants (USAID ADS 303; 2 Code of Federal Regulations [CFR] 200 and supporting project teams to modify grants as needed) • Conduct periodic compliance audit of grants • Provide access to and training on iGAPS/RTI grants policies, procedures, and systems
<p>iGAPS Director</p>	<p>Provides supervision and oversight of the International Grants, Procurement, and Subcontracts Team. Key tasks include the following:</p>

Project Team

- Develop overall policy on grants administration and approves deviations from established policy
- Provide functional oversight of Regional Grant Managers
- Has signature authority for grants above the Regional Grant Managers.

2.3 Grants Management System

All grants are maintained in RTI's Grants Management System (GMS), which is an internal database that includes pre-award/application documents, as well as signed grant agreements, modifications, and monitoring documentation. Project staff should enter all grants issued by RTI into the GMS and use it as the central repository and document archive. Use of the GMS by staff is essential to ensure transparency in information available by project, region, and RTI Business Unit.

Major features of the GMS include:

- Electronic maintenance of grant files
- Reporting by project/country/program area
- Document monitoring
- Access to delegated grants signed in the field.

Staff can access the GMS from RTI's Insider at <http://staffnet.rti.org/services/contracts/apps/grants/MainMenu.cfm> (accessible via RTI Intranet only). For more information on how to access or use the GMS, please contact any member of the iGAPS team.

Figure 2-1. RTI Grants Management System

The screenshot shows the RTI StaffNet interface. At the top left is the RTI International logo and 'StaffNet'. On the top right, there is a search bar for 'Search staffnet' and links for 'Staff Directory', 'RTI AIRS', and a help icon. Below this is a navigation menu with items: 'About RTI', 'Quick Links', 'Forms & Policies', 'Systems', 'Research', 'Services & Support', and 'Collaboration'. The main content area shows a breadcrumb trail: 'Services & Support > P3 > Grants Management System'. Below the breadcrumb is a font resize control. The main heading is 'Grants Management System - Version 1.1'. There are three tabs: 'Overview' (selected), 'Reports', and 'Support'. The 'Overview' tab contains the following text: 'Grants Management System Action Overview', 'The items on this page are available only to grants managers in the field and in the home office. You may view details about grants from the "Main Menu" tab above. Please view grants management reports from the "Reports" tab above.', and 'This overview page shows only five items in each category. If there are less than five grants in any category, then you are seeing all of the records. If there are five records in the list, make sure to click "Show All Records" to view the entire list.' At the bottom of the content area are links for 'Return to Report Menu' and 'Logoff'.

3 Selection Process for Grants

To the maximum extent practicable, and in accordance with the standards provided in this manual, grant awards (the use of the term “grant” or “award” may be used interchangeably throughout this manual) should be based on a **competitive selection process** that seeks applications from all eligible and qualified entities (e.g., organizations, educational institutions, companies) to identify and fund the best activities to achieve project objectives.

The following subsections will review the information and processes associated with the competitive selection process, including the following:

- The two competition formats for grants (Full and Open, or Targeted/Limited).
- The two processes that can be used to solicit grant applications (single-step or two-step process).
- Situations when a grant may be awarded without going through a competitive selection process (i.e., sole-source award).
- The steps for initiation of the grant application process (e.g., creation and release of the Request for Applications (RFA), development of the selection criteria).

3.1 Choosing the Grant Competition Format — Full and Open, or Targeted/Limited

Staff may choose between two formats when conducting a grant competition—Full and Open, or Targeted/Limited. These formats are described more fully below:

- **Full and Open.** In a Full and Open grants competition, the competition is open to all applicants. For this type of solicitation, the competition must be (1) announced through appropriate media, and (2) seek applications from all eligible and qualified entities.
- **Targeted/Limited.** In a Targeted/Limited grants competition, RTI requests that specific entities participate in the competitive process, rather than making the process open to all applicants. An example of this type of competition would be a grant program that wants to facilitate local capacity building by targeting nascent nongovernmental organizations (NGOs) and community-based organizations (CBOs), or entities that come from specific regions designated as “focus areas,” as part of an overall assistance project. This is also appropriate when eligible entities are known and there is a limited number that would qualify for grant funding.

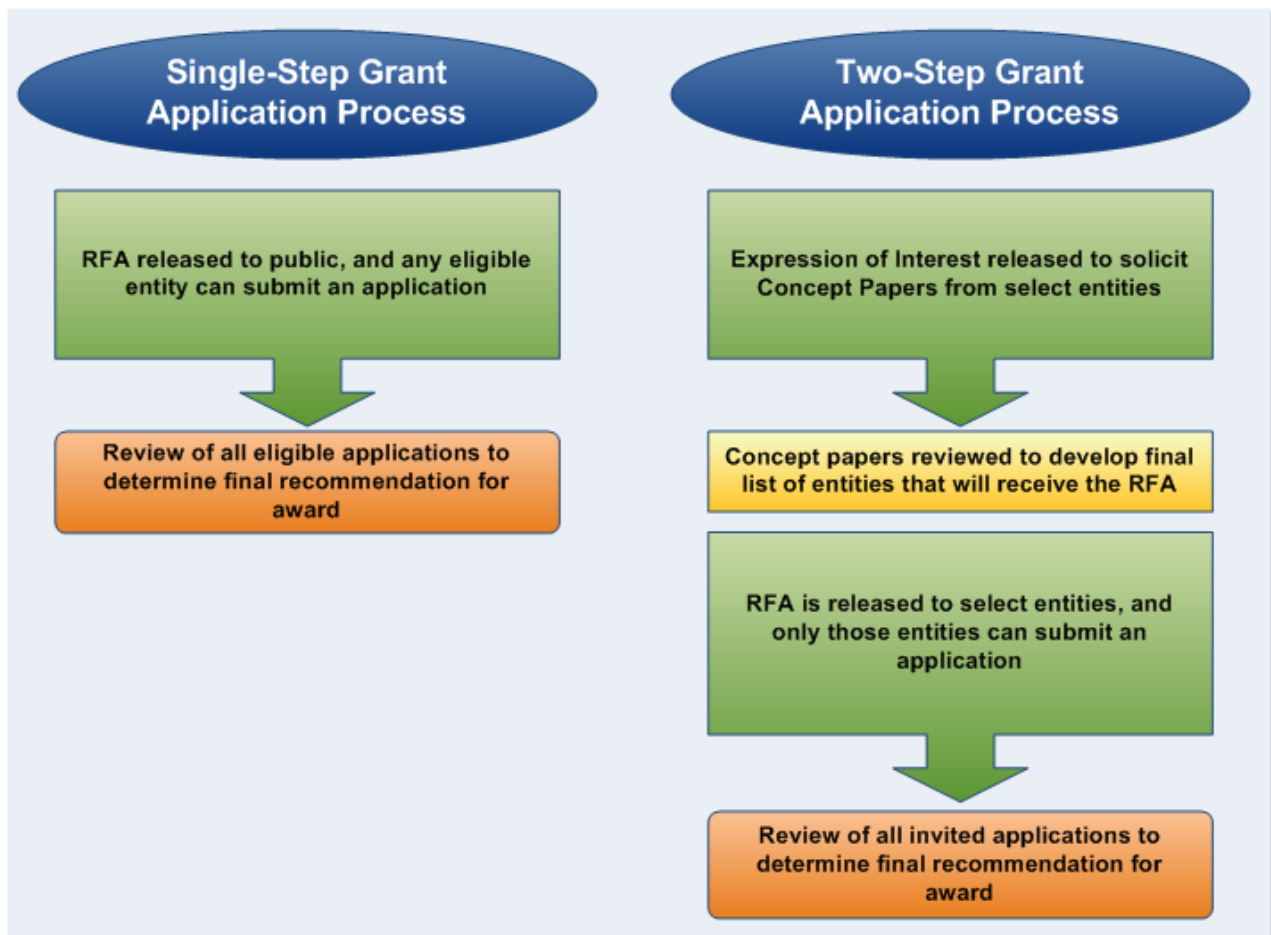
Whether a Full and Open or Targeted/Limited competition format is used, reviewers are expected to conduct an impartial evaluation of applications and to make an objective grant award. More information on the review and evaluation process for competitions is provided in [Section 4](#) of this manual.

3.2 Choosing the Grant Solicitation Process — Single-Step or Two-Step

As outlined in Figure 3-1, a project may follow either a single-step or two-step process to solicit grant applications:

- **Single-Step Application Process (i.e., Request for Application Only).** A Request for Application (RFA) is the official announcement to the public of the solicitation for applications. Under a single-step process, the project issues an RFA that solicits applications from all eligible entities (see [Section 3.4.1](#) of this manual for instructions on creating the RFA).
- **Two-Step Process (Expression of Interest and RFA).** Under a two-step process, a project issues an Expression of Interest (EOI) **prior to issuing the RFA**. An EOI invites entities to submit Concept Papers (2–4 pages) to determine whether the entities may be eligible for a grant under the project. An EOI should request basic organizational information (e.g., technical expertise, staff expertise, past performance) to allow for determination of the applicant’s ability to meet minimum eligibility requirements and to meet targeted project outcomes. Based on review of the Concept Papers, the project selects a short list of entities to receive the full RFA.

Figure 3-1. Single-Step and Two-Step Processes for Solicitation of Grant Applications



3.3 Exceptions to Competition

In certain situations, a competitive grant award process may be waived so that eligibility to receive an award is restricted (i.e., a sole-source award). All sole-source awards must be done in

consultation with an iGAPS Regional Grants Manager. Eligibility to competition can be restricted to (See [Policy USAID ADS 303.3.6.5](https://www.usaid.gov/ads/policy/300/303)): <https://www.usaid.gov/ads/policy/300/303>

- Local entities;
- Organizations that have received less than \$25 million in USAID funding at any tier (as a prime implementer or a sub) over the past 5 years;
- Awards that are at or below the simplified acquisition threshold;
- Associate awards under a Leader with Associate Award;
- Awards for disaster relief, rehabilitation, or reconstruction assistance provided under section 491 of the Foreign Assistance Act, and for emergency food aid under Title II of the Food for Peace Act;
- Awards for which legislation includes a legally binding Congressional directive that specifies that USAID make an award to that particular organization;
- Awards made under a USAID-Administrator approved blanket determination or justification, or;
- Awards for which there is a programmatic purpose for restricting eligibility. Examples of this include but are not limited to: when an award recipient has an exclusive or predominant capability based on specialized skills or experience, proprietary resources, or specialized facilities; when responding to a disaster or other emergency situation that requires an award to be made more rapidly than unrestricted competition can accommodate; developing a unique or proprietary solution addressing a pressing development challenge.

IMPORTANT NOTE: The two-step process is recommended when it is anticipated that a large number of entities will apply for funding under a project, or that the entities applying will need significant support to finalize the application.

Prior to making a sole-source award, the Project Grants Manager or designated project staff, in collaboration with the Regional Grants Manager, must consult the terms of RTI's Prime award to ensure adherence with any specific competition requirements mandated by the client. In addition, the Project Grants Manager must prepare a written justification for the sole-source award that outlines the reason for the exemption from the competitive process and insert it into the Memorandum of Negotiations (MON). The justification is approved by the Chief of Party.

Policy Reference: [USAID ADS 303.3.6.5](https://www.usaid.gov/ads/policy/300/303) <https://www.usaid.gov/ads/policy/300/303>

3.4 Completing the Grant Application Form and Creating the RFA Solicitation

The Project Grants Manager and the project team are responsible for creating the RFA. The RFA describes the grant opportunity and provides project, funding, and timeline details so that organizations may submit applications for grant funding.

The RFA must also provide RTI's standard [Grant Application Form](#) included in page 76 of this document for applicants to use when applying for grant funding. RTI requires that all grant applicants use the Grant Application Form, including all form attachments and required certifications—when applying for grant funding under an RTI project.

The Grant Application Form should include a completed Organizational Control Environment Questionnaire (OCEQ). There are two versions of the OCEQ. The first version is the [Simplified Organizational Control Environment Questionnaire \(Simplified OCEQ\)](#) for grant awards that are at or under \$250,000; the second version is the [Full Organizational Control Environment Questionnaire \(Full OCEQ\)](#), which is a more in-depth questionnaire for grant awards that are over \$250,000. If the prospective grantee does not submit a grant application or select other than Open competition, the OCEQ is still a requirement to be completed and reviewed as part of the pre-award stage.

Note that when including the Grant Application Form in the RFA, projects may supplement the form with additional requirements outside of those requested, but **no section of the form may be deleted from a solicitation without prior review and approval of iGAPS.**

An RFA that effectively communicates the components of a grant project, and the application process, includes the following information as needed:

- Minimum eligibility and qualification requirements.
- A general description of the overall program, with an indication of the range of activities that might be involved and any established goals to be achieved by the program. While there is no mandatory, standard format for program descriptions, program goals should be results-oriented. A result is **a significant, intended, and measurable change in the condition of a beneficiary, or a change in the host country, institutions, or other entities that will affect the beneficiary directly or indirectly.** Results are linked by causal relationships (i.e., a result is achieved because related, interdependent result[s] were achieved).
- Weighted selection criteria for evaluating applications, including an indication of their relative importance. Information on creating the selection criteria is provided in [Section 3.6](#) of this manual. Note that solicitations **should not contain minimum qualification or evaluation criteria/selective factors that require "prior" client experience.**
- A statement that the grant will be administered in accordance with the applicable client regulations. For USAID, these regulations will include as applicable the *Standard Provisions for U.S. and Non-U.S. Nongovernmental Recipients*, the *Standard Provisions for Non-U.S. Nongovernmental Recipients*, or the *Standard Provisions for Fixed Amount Awards*.
- An estimate of funds available for the grant and the number of awards anticipated.
- A request for a detailed, line-item budget accompanied by a budget narrative explaining all costs.
- The minimum cost-sharing element percentage, whether it is required or suggested, and the impact of the proposed cost-sharing percentage on the award decision (generally, this is applicable to grants under Cooperative Agreements).
- The expected duration of support or the period of performance.
- The requirements and expectations regarding results, indicators, monitoring, and reporting.
- The deadline for submitting the application, and the consequences of late submission.
- A request for the name, address, and other contact information of at least three past performance references, as required by the Grant Application Form.
- Point of contact information for the applicant, including a key person's name, title, address, email address, and phone number.
- Required certifications.
- Any other requirements.

The Project Grants Manager should consult RTI’s Prime award and the Regional Grants Manager for further guidance or requirements that may need to be included in the RFA. The client's prior approval is required before execution of the grant award.

3.4.1 The RFA Template

RTI has created an [RFA Template](#) for use by Project Grants Teams to ensure that the RFA solicitation provides the specifics of the award, includes all necessary components, and informs applicants about the information requested in the Grant Application Form.

Consult with your Regional Grants manager for guidance on how to best articulate your program needs in an RFA as well as see examples of past RFAs for project review.

3.4.2 Certifications, Assurances, and Other Statements of the Applicant for USAID-funded Grants

For USAID projects, the Grant Application Form provided in the RFA should incorporate any certifications required for the type of organization, level/type of funding, flow down from the Prime award, or work that will be performed for the grant.

Table 3-1 provides guidance on required certifications for U.S. and Non-U.S. organizations under USAID-funded awards. For Non-USAID-funded grants, RTI’s Prime award and the Regional Grants Manager should be consulted for mandatory flow downs that should be incorporated into the application process or grant award. The subsections following **Table 3-1** provide additional information on various types of certifications.

Table 3-1. Look-up Guide for Required Certifications and Assurances (USAID/U.S. Government Funding)

Types of Certificates/ Assurances	U.S. Organization	Non-U.S. Organization
Certification Regarding Terrorist Financing	Required	Required
Certification on Lobbying (SF-LLL)	Required if grant exceeds \$100,000	Required if grant exceeds \$100,000
Certification on Trafficking in Persons	Required if grant exceeds \$500,000	Required if grant exceeds \$500,000
Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals	See Footnote ¹	See Footnote ¹

¹ This requirement applies only to those subrecipients specifically designated by USAID, or unilaterally selected by USAID to receive or provide more than \$100,000 in “covered assistance for funds used in the named countries. USAID approval of a subrecipient selected by another party (such as prime recipient or

Types of Certificates/ Assurances	U.S. Organization	Non-U.S. Organization
Key Individual Certification—Narcotics Offenses and Drug Trafficking	See Footnote ¹	See Footnote ¹
Participant Certification—Narcotics Offenses and Drug Trafficking	See Footnote ¹	See Footnote ¹
Assurance of Compliance with Laws and Regulations Governing Nondiscrimination in Federally Assisted Programs	Required	Required if the program is partly undertaken in the United States

3.4.2.1 Certification Regarding Terrorist Financing

The Anti-Terrorism Certification is a worldwide USAID requirement (see Acquisition and Assistance Policy Directive [AAPD] 04-14) and applies to USAID grants and cooperative agreements to U.S. and Non-U.S. NGOs applying for USAID grant funds. The purpose of the certification is to provide USAID with assurances that an NGO is not providing assistance to organizations that provide or have provided assistance to terrorists or for terrorist activities.

The latest version of the Anti-Terrorism Certification can be found at http://www.usaid.gov/sites/default/files/documents/1861/Anti-Terrorism_Certificate.pdf

All USAID applicants are required to submit this certification, and Project Grant Managers must obtain the certification prior to making an award. Project Grant Managers (or other project staff with responsibility for grants management and administration) must also verify that the prospective grantee (individual or entity) does not appear on the active exclusions of the System for Award Management (SAM), the master list of Specially Designated Nationals and Blocked Persons maintained by the Office of Foreign Assets Control (OFAC) of the U.S. Department of Treasury, or the Master list of the United Nations Security Council Committee (i.e., “1267 Committee”). See [Section 5.1.2, Grantee Screening](#), for instructions on the process for checking these lists. The Project Grants Manager must save a copy of the verifications in the grants file.

In the certification, references to providing material support and resources will not be deemed to include furnishing USAID funds or USAID-financed commodities to the ultimate beneficiaries of USAID assistance (e.g., recipients of food, medical care, micro-enterprise loans, and shelter, among others) *unless* RTI has a reason to believe that one or more of these beneficiaries commits, attempts

contractor), or joint selection by USAID and another party, does not meet the regulatory definition of “designation” or “specifically designated.” See USAID ADS 206.

to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts.

Refer to [The Anti-Terrorism Certification](#).

3.4.2.2 Certification and Certification and Disclosure Form for Restrictions on Lobbying (SF-LLL)

The Certification and Certification and Disclosure Form for Restrictions on Lobbying (SF-LLL) is required only for grants in excess of \$100,000 (U.S. dollars [USD]). Further guidance can be found in 22 CFR 227. Refer to the [Disclosure Form for Restrictions on Lobbying](#).

3.4.2.3 Trafficking in Persons

[The Trafficking in Persons Certification](#) is a mandatory requirement for all prime recipients of USAID funds and applies to USAID grants and cooperative agreements. The purpose of the certification is to provide USAID with assurances that the recipient is preventing, reporting, and cooperating with enforcement agencies against any form of trafficking in persons.

The Executive Order 13627 “Strengthening Protections Against Trafficking in Persons in Federal Contracts” creates a stronger framework to apply and enforce U.S. government existing policy that prohibits Government employees and recipient’s personnel from engaging in trafficking-in-persons activities. The rules, which are contained in Mandatory Standard Provisions for both U.S. and Non-U.S. organizations (“Trafficking in Persons”), require all recipients and sub-recipients their employees, labor recruiters, brokers, or other agents, to, among other things:

1. Prevent severe forms of trafficking, procurement of commercial sex acts, and use of forced labor by taking concrete, preventive steps to ensure that employees do not engage in trafficking-related activities.
2. Cooperate with, and provide access to, enforcement agencies investigating compliance with anti-trafficking and forced labor laws.
3. Self-report if it receives any credible information from any source that alleges a recipient employee, subcontractor, or their employee has engaged in conduct that violates this policy.

For grants that exceed \$500,000, the grantee must submit to RTI the annual “Certification regarding Trafficking in Persons,” as required prior to execution of any award, and must implement a compliance plan to prevent the activities described in the standard provisions. The grantee must provide a copy of the compliance plan to RTI upon request and must post the useful and relevant contents of the plan or related materials on its website (if one is maintained) and at the workplace. (A [sample template of an Anti-Trafficking Compliance Plan](#) is available.)

The complete details and requirements of this Executive Order are outlined under "Trafficking in Persons" in the Mandatory Standard Provisions for U.S. organizations and non-U.S. organizations. (The [Combating Trafficking in Persons Certification](#) form is also available.)

3.4.2.4 Drug Trafficking Certifications

Prohibition on Assistance to Drug Traffickers (see the following section for applicability information on Covered Assistance, Covered Countries, and Covered Participants) involves the following certifications:

- Key Individual Certification—Narcotics Offenses and Drug Trafficking; and
- Participant Certification—Narcotics Offenses and Drug Trafficking.

Policy Reference: USAID ADS 206.3.10.

3.4.2.5 Policy Section 487 of the U.S. Foreign Assistance Act (FAAct)

This policy requires that reasonable steps be taken to ensure that assistance is not provided to or through drug traffickers or persons with narcotics convictions. "Key individuals" of certain entities and covered participants must provide the certifications referenced below before the grant is signed:

- **Key individuals.** A key individual is defined as an official of a public or private entity who is receiving assistance and who may be expected to principally control or benefit from the assistance, e.g., the principal operating officer of a firm. In the case of U.S. NGOs, the key individual is the in-country Project Manager or similar official principally responsible for administration of the USAID-financed activity. In cases where there is no in-country presence, there is no requirement to identify U.S.-based key individuals. In light of the many types of organizations and scopes of agreements, it is difficult to set forth any definitive criteria for the identification of key individuals of non-U.S. NGOs. For example, when a grant is not a substantial part of the total support of the organization, the key individual is normally the Project Manager or another in-country person principally responsible for administration of the grant. In contrast, if USAID grants are a substantial portion of an in-country, non-U.S. NGO's support, the key individuals are typically the in-country principal officers of the organization. Key individuals of U.S. and non-U.S. NGOs must complete the Key Individual Certification (or a substantive alternative) before agreements providing covered assistance are signed. The certification can be downloaded from the following location <http://www.usaid.gov/ads/policy/200/20657m1>
- **Covered assistance.** Covered assistance is considered a contract, grant, cooperative agreement, guarantee, or other agreement in a covered country that meets the criteria relating to amount, funding source, and recipient.
- **Covered countries.** Covered countries are those identified annually by the U.S. President as major, illicit, drug-producing, or drug-transit countries under section 706(1) of the Foreign Relations Authorization Act (FRAA), fiscal year 2003 (Public Law 107-228), as well as any country or portion of a country that the U.S. Department of State determines is to be treated as a covered country under the 487 Policy Regulations. As of September 2020, the President has identified the following countries as covered countries: **Afghanistan, The Bahamas, Belize, Bolivia, Burma, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, India, Jamaica, Laos, Mexico, Nicaragua, Pakistan, Panama, Peru, and Venezuela.**
- **Covered participants.** A covered participant is a USAID-financed participant (including in-country) receiving a scholarship, fellowship, or other structured training of more than 6 hours, but only where USAID specifically approves the individual participant. Individuals receiving

assistance at any tier, and regardless of the cost of training, are covered participants. In other words, the procedures apply whether USAID is funding and administering training directly, through host governments, or through NGO implementing entities. There is no monetary threshold for covered participants. The following certification should be completed and collected from participants as described above:

<https://www.usaid.gov/ads/policy/200/20657m2>

- **Subrecipients.** The 487 Policy Regulations apply only to those subrecipients who are specifically designated by USAID to receive or be provided with more than \$100,000 USD in covered assistance. Designation means that the subrecipient has been unilaterally selected by USAID as the subrecipient. USAID approval of a subrecipient selected by another party, or joint selection by USAID and another party, does not constitute designation.

3.4.2.6 Assurance of Compliance with Laws and Regulations Governing Nondiscrimination in Federally Assisted Programs

For U.S. organizations, a signed copy of this certification is required. This certification is applicable to non-U.S. organizations only if any part of the program will be undertaken in the United States.

This certification can be found in the following location:

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

Policy Reference: USAID ADS 303.3.8(a).

3.4.2.7 Certification of Compliance with Standard Provisions Entitled “Condoms” and “Prohibition on the Promotion or Advocacy of the Legalization or Practice of Prostitution or Sex Trafficking”

These provisions must be included in any new Request for Applications (RFA) intending to obligate funds made available for HIV/AIDS activities, regardless of the USAID program account. Please find the most current versions of these provisions in the applicable USAID Standard Provisions for U.S. organizations, Non-U.S. organizations, or Fixed Amount Awards. Located in ADS 303.

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

3.5 Developing the Selection Criteria

Each project may develop its own selection criteria based on its objectives and the relevant evaluation mechanisms that meet those objectives. The criteria must also address the importance of the technical and/or administrative elements.

The selection criteria should, at minimum, include a review of the following:

- The technical merits of the application (e.g., Are the goals realistic? How will the grant help achieve the overall goals of the project? Who are its beneficiaries? Is it reaching target sectors/population?);
- The cost effectiveness and cost realism of the budget; and
- The past performance of the applicant in the management and outcomes of previous programs.

It is not necessary to quantify the relative weight of the criteria in the RFA, but the relative importance of the criteria should be indicated. If not indicated, then all selection criteria should be equally weighted.

Policy Reference: USAID ADS 303.3.6.2.

3.5.1 Special Guidelines when Issuing Grants to Foreign Governments under USAID Funding

Special procedures apply when a grantee is a foreign governmental organization or a host country government (HCG), also referred to as partner government entity. A foreign governmental organization is defined as a foreign organization that functions as a governing body; for example, ministries, local or state governments, or agencies. Included in this definition are foreign government-owned parastatal organizations, which are defined as firms operating as commercial companies in which foreign governments have a controlling interest. Foreign government-controlled universities and other educational governmental entities are covered under this policy. See USAID ADS 302.3.4.13, USAID Acquisition Regulation (AIDAR) 731.205-71(a)(2) for more information for issuing Grants Under Contracts. If the prime award is a Cooperative Agreement, guidance for issuing subgrants is found in USAID 303.3.21 (b). In both cases, in-kind assistance is excluded from any restrictions outlined.

Under USAID ADS 302, the guidelines governing grants under contracts outline the procedures for executing grants to NGOs and partner government entities (see USAID ADS 302.3.4.13). Any deviations from USAID ADS 302 must be approved by the USAID Contracting Officer.

3.5.2 Additional Guidance Regarding USAID Substantial Involvement

For grants under contracts (GUCs), USAID COR will participate in establishing the selection criteria and will receive a full copy of the RFA developed by the Grants Team. Prior approval by USAID COR is required for any recipients selected by the Contractor with a threshold of \$250,000 or less. USAID Contracting Officer approval is required for all recipients selected by the Contractor for an amount over \$250,000. The Chief of Party will submit all communication and approval requests to USAID. USAID Contracting Officer will be copied on all approval requests regarding of threshold amounts. USAID will also have the right to unilaterally terminate grants under contracts in extraordinary circumstances.

Policy Reference: USAID ADS 303.3.11 and USAID ADS 302.3.4.13

Documentation of any required client approvals of the selection criteria or the selection for award should be retained in the grant files.

3.6 Reviewing and Releasing the RFA

The Project Grants Manager must review the application process and the RFA with iGAPS prior to submitting it to USAID for approval before the RFA release for competition.

At a minimum, projects should release the RFA at least 30 days before applications are due; however, based on the complexity of the information to be submitted in response to the RFA, a project may allot a time period longer than 30 days for application submissions.

RFAs may be posted on [RTI's external website](#) to allow prospective organizations to access the RFA and accompanying documents. Another frequent method used to alert prospective grant recipients is to post an advertisement in a local newspaper. Either option is available for full and open competition.

4 Evaluation Process

RTI uses a systematic evaluation process to determine an applicant's merit based on the selection criteria defined in the RFA. This process provides for decision-making of grant applications that will be selected for funding under the guidelines provided in this manual.

The following subsections will review the information and processes associated with the evaluation process, including:

- The steps for organizing and convening a Technical Evaluation Committee (TEC), including who should serve as TEC members and how to ensure that members do not have a conflict of interest when evaluating the applications
- The process for conducting the evaluation.

4.1 Organizing and Convening the Technical Evaluation

The project will organize and convene a TEC to review all applications and make the final recommendation for award to the client. The TEC should evaluate all applications that meet the minimum selection criteria established in the RFA.

Members of the committee may include, but are not limited to, the following individuals:

- COP
- Technical Advisor
- Monitoring, Evaluation and Learning Manager
- Project Grants Manager.

4.1.1 Conflict of Interest Certifications

Projects must conduct an impartial review and evaluation of all applications. Thus, members of the TEC should not have any conflicts of interest, or the appearance of such, with the organizations whose applications are under review.

An individual is considered to have the appearance of a conflict of interest if that person, or that person's spouse, partner, child, close friends, or relatives, work for, are negotiating to work for, or have a financial interest in (including being an unpaid member of a Board of Directors) any organization that submits an application that is under the TEC's review. In

addition, members of the TEC may neither solicit nor accept gratuities, favors, or anything of monetary value from applicants.

Prior to receiving any grant applications for review, the members of the TEC must sign a [Conflict of Interest Certification](#) certifying that they do not have a conflict of interest. In cases where a possible conflict of interest is indicated, the Project Grants Manager should carefully review the situation, in consultation with the Regional Grants Manager and Project Management Unit (PMU) as needed, to determine the appropriate action required to avoid or mitigate the conflict and to ensure impartiality in the award of grants under the program. RTI's Code of Conduct, which all RTI employees must acknowledge annually, addresses conflict of interest more thoroughly. For more information or reporting a possible conflict of interest violation, project staff or grantees may email ethics@rti.org

4.2 Evaluating the Applications

The TEC must prepare a written evaluation of each application that compares the application to the established selection criteria. If no numerical values have been assigned to the selection criteria, the comparison will be entirely narrative. The narrative should explain each application's strengths and weaknesses as compared to the selection criteria established prior to the commencement of the selection process.

When the grant applications are submitted under a competitive process (Open or Limited), the project should develop a Score Sheet that records each grant application submitted, indicates whether the grant application was selected or rejected for funding, and provides a summary of the strengths and weaknesses of each application. This information should be maintained in the grant file.

After the initial review of the grant application, applicants that meet the minimum criteria may need to respond to questions or gaps identified in the submitted applications. The Project Grants Manager should maintain documentation of written communications in the grant file of the initial application, as well as corresponding amendments or subsequent submissions to the original grant application. If an applicant is unable to submit the documents, or if subsequent submissions do not meet the TEC criteria, the applicant will be informed of its non-selected status. The non-selected applicants are notified in writing by the COP and information on their application maintained in the project files until project closeout.

A non-competitive grant selection process should document the justification for lack of competition using the exceptions identified in [Section 3.3](#). In addition, a non-competitive grant selection process should still entail an evaluation of the technical merits of the application, as defined in [Section 3.5](#).

4.2.1 Budget Review and Cost Analysis

The TEC Project Grants Manager in consultation with the TEC must review the grantee's budget submission for cost realism as well as compliance with client regulations, including reasonableness, allowability, and allocability. The budget narrative submitted with the Grant Application will serve as the description to justify the need for each proposed cost element of the grant activity.

The Project Grants Manager should document the budget review in the [Memorandum of Negotiations](#) described in [Section 4.3](#). This section should describe the review and evaluation of each element of cost to determine reasonableness and allowability of the cost. It should include a discussion of [significant adjustments](#) to the budget (up or down) as a result of the budget review performed and a discussion of the basis for determining the reasonableness of the costs included in the final negotiated budget.

4.3 Documenting the Process in the Memorandum of Negotiations

A MON is used to document the selection and resulting negotiations with the selected grantee. The MON should describe the selection and evaluation process and identify the competitive or non-competitive process followed, as discussed above.

The MON should be continuously updated throughout the solicitation, pre-award assessment, and award process. The Project Grants Managers are encouraged to “write as they go” leading up to an award to capture important discussions, meeting minutes, budgetary and programmatic revisions, and other transactions/communications with the grantee. Upon award to a grantee, the MON must be signed by the COP and Project Grants Manager as the internal approval to issue the grant award and must be submitted with the grants package to RTI Headquarters.

The MON must include the following:

- Grant type and rationale for selection if the selected type of grant is a Fixed Amount Award (FAA)
- Initial and final grant budgets
- Brief description of the grant program
- Description of the solicitation process and selection criteria
- Technical evaluation
- Budget review and cost analysis
- Past performance references
- Responsibility determination and risk assessment
- Initial and final budget with cost analysis
- Certifications and Due Diligence; SAM, OFAC, UN Security Designation List.
- Monitoring and Oversight Plan.

A [Memorandum of Negotiations](#) template is provided.

5 Pre-Award Assessment

After a potential grantee is recommended for award, the Project Grants Manager must conduct a pre-award assessment to ensure that the applicant has the capacity to adequately perform the tasks associated with the award.

The potential grantee’s performance should be assessed in accordance with the principles established by the RTI Grants Management, [2 CFR 200](#), and the policy of the funding agency, such as USAID, U.S. Centers for Disease Control and Prevention (CDC), the U.S. Department of State, and others.

An award can be made only after RTI makes a positive determination of responsibility for the potential grantee, meaning that the organization possesses, or has the ability to obtain, the necessary management competence to carry out the grant activity and will practice mutually agreed upon methods of accountability for funds and other assets funded by USAID or other agencies. The pre-award assessment must result in a determination about the recipient's ability, or potential ability, to comply with the following items in [2 CFR 200](#):

- Financial management requirements (2 CFR 200.300-309):
 - To ensure that the potential grantee's accounting, record keeping, and overall financial management systems meet the applicable standards in 2 CFR 200.300-309.
 - To determine if the potential grantee's system of internal controls, including segregation of duties, handling of cash, contracting procedures, and personnel and travel policies, is reasonable and conducted in accordance with the applicable cost principles.
- Property standards, if equipment will be procured using USAID funds (2 CFR 200.310-316);
- Procurement standards, if procurement is significant to the award (2.CFR 200.317-326); and
- Reports and records requirements (2 CFR 200.327-329, 2 CFR 200.333-337).

The Project Grants Manager will conduct a pre-award assessment to assess the level of risk and to make a Determination of Responsibility (per USAID ADS 303.3.9) regarding the potential grantee. The pre-award assessment can include a number of data gathering methods, including the following:

- A **desk review** to
 - Assess the potential grantee's control environment through the Organizational Control Environment Questionnaire (submitted as part of the Grant Application Form)
 - Vet the potential grantee to ensure that the entity is eligible for a grant under U.S. Government awards
 - Assess the anticipated Indirect Cost Rates
 - Complete additional review requirements based on other USAID/client-specific guidance and tools for pre-award assessment.
- A **site review** to gather additional information on the potential grantee's capabilities and to observe the functionality of the organization's managerial systems first-hand.

5.1 Conducting the Desk Review

5.1.1 Organizational Control Environment Questionnaire

To begin the pre-award assessment, the Project Grants Manager should review the potential grantee's answers to the Organizational Control Environment Questionnaire. The questionnaire gathers information on whether and how the potential grantee meets the standards of responsibility, which allows RTI to assess the risk level of the organization by examining and assessing the potential grantee's management systems for the following controls:

1. **Authorization.** Authorization controls provide reasonable assurance that transactions, events from which they arise, and procedures under which they are processed are authorized in accordance with laws, regulations, and management policy.
2. **Approval.** Approval controls provide reasonable assurance that appropriate individuals approve recorded transactions in accordance with established policies and procedures.
3. **Segregation of Duties.** Segregation of Duties controls are designed to reduce the opportunities for an individual to perpetrate and/or conceal errors or irregularities in the normal course of their duties.
4. **Design and Use of Records.** Design and Use of Records controls provide reasonable assurance that transactions and events are properly recorded.
5. **Safeguards over Access to and Use of Assets and Records.** Access controls are designed to protect assets and records against physical harm, loss, misuse, or unauthorized alteration. These controls restrict unauthorized access to assets and records.
6. **Independent Checks.** Controls in this category provide independent checks on the validity, accuracy, and completeness of processed data.
7. **Valuation of Recorded Amounts.** These controls provide assurance that assets are valued at appropriate amounts.
8. **Summary of Accounting Data.** Controls in this category provide assurance that transactions are accurately summarized and that any adjustments are valid.
9. **Assets and Liabilities.** These controls provide assurance that (1) the organization owns recorded assets, with the ownership supported by appropriate documentation; (2) the organization has the rights to its assets at a given date; and (3) the recorded liabilities reflect the organization's legal obligations at a given date.
10. **Presentation and Disclosure.** Controls in this category are designed to provide assurance that (1) accounts are properly classified and described in the financial statements; (2) the financial statements are prepared in accordance with applicable accounting principles; and (3) footnotes contain all information to be disclosed.

At RTI's discretion, applicants may be asked to provide the following documentation, in addition to submitting a completed Organizational Control Environment Questionnaire (Simplified or Full):

- Copies of their financial statements for the previous 3-year period that have been audited by a certified public accountant or other auditor recognized by RTI;
- Projected budget, cash flow, and organizational chart;
- Copies of policies and procedures on accounting, purchasing, property management, and personnel; and
- Copy of Legal Registration.

The additional documentation is not required for Fixed Amount Awards (FAAs) and Simplified Cost Reimbursement Grants (SIGs) up to \$250,000 USD, although RTI may require the additional documentation from organizations new to USAID (U.S. or non-U.S.). RTI may also require additional documentation from organizations that have provided audits that show outstanding findings.

5.1.2 Grantee Screening

To be eligible for a grant under U.S. Government-funded awards, potential grantees and any of their staff considered key individuals must not:

- Have active exclusions in the [System for Award Management \(SAM\)](#);
- Appear on the [Specially Designated Nationals \(SDN\) and Blocked Persons List](#) maintained by the U.S. Treasury for the Office of Foreign Assets Control, sometimes referred to as the “OFAC List.”
- Be listed in the [United Nations Security designation list](#).

Policy Reference: USAID ADS 303.3.21, Subawards.

To document the screening of prospective grantees, Project Grants Managers should access Amber Road to run a report. Amber Road is a subscription service to Lexis Nexis that will run a search and aggregate information from the most important sanction lists (OFAC, EU, UN, BOE, FBI BIS, etc.) worldwide; enforcement lists and court filings worldwide, such as the FDA, U.S. HHS, UK FSA, SEC, as well as all the mandatory screenings required under ADS 303.3.21. A copy of the report should be included in the grant file.

It should be used for all funding types and not exclusively under USG-funded prime awards.

For multi-year grants, projects should run an updated Amber Road report on an annual basis and include a copy of the report in the grant file.

Project Grants Managers can request an Amber Road verification account from the Regional Grants Manager. This screening is required for all grants.

5.1.3 Indirect Cost Rates

Indirect costs are operational costs that cannot be directly identified with a single grant. This term is also referred to as “overhead” or “shared costs.” Some examples of indirect costs include office space rental, utilities, and clerical and managerial staff salaries.

There are various ways to budget these costs, based on the grant type being used, as discussed in the following subsections.

5.1.3.1 Indirect Costs under Standard Cost Reimbursement Grants

The Project Grants Manager should review applications for Standard Cost-Reimbursement Grants (STGs) to ensure that, for indirect costs included in the grant budget as a percentage, the potential grantee has provided either (a) a Negotiated Indirect Cost Rate Agreement (NICRA) or (b) If the apparently successful applicant has never received a negotiated indirect cost rate, the recipient may choose to charge a de minimus rate of 10% of modified total direct costs (see 2 CFR 200.414(f)). If the prospective applicant chooses the de minimus rate, the Project Grants Manager must incorporate the indirect cost rate in the award budget, and the recipient must follow the requirements in 2 CFR 200.414(f). As described in 2 CFR 200.403, costs must be consistently charged as either indirect or direct costs but may not be double charged or inconsistently charged as both.

Figure 5-1 outlines the documentation required for potential grantees applying for an STG. This documentation should be submitted to the iGAPS Director and cognizant Business Unit VP for Finance as part of the grants package.

Figure 5-1. Required documentation for indirect costs under STGs

Past Recipients of US Aid or Other U.S. Government Assistance Awards		Organizations New to USAID
<p>U.S. Organizations</p> <ul style="list-style-type: none"> • Schedule of proposed indirect cost rates and basis of calculation, or a copy of the NICRA, if available. • A-133 or similar audits. 	<p>Non-U.S. organizations</p> <ul style="list-style-type: none"> • Schedule of proposed indirect cost rates and basis of calculation, or a copy of the NICRA, if available. • Audits performed in accordance with ADS 591.3.4.2. 	<p>(U.S. and non-U.S.), or those with outstanding audit findings.</p> <ul style="list-style-type: none"> • Schedule of proposed indirect cost rates and basis of calculation; • Copies of the applicant's financial statements for the previous 3-year period that have been audited by a certified public accountant or other auditor recognized by RTI; • Projected budget, cash flow, and organizational chart; and • Copies of policies and procedures on accounting, purchasing, property management, and personnel.

** Grantees may submit a request as part of their application and budget to be allowed to charge a de minimus rate along with the above required documentation in Figure 5-1.

5.1.3.2 Indirect Costs under Fixed Amount Award and Simplified Cost Reimbursement Grants

For review of indirect costs under FAAs and SIGs, the Project Grants Manager should ensure that indirect costs have been converted and shown as direct costs broken down by line item/unit values in the potential grantee's budget. In addition, the potential grantee must provide a justification for how the shared costs were allocated amongst funding sources.

IMPORTANT NOTE: If an applicant has not submitted the required documentation, then indirect costs included in budgets as a percentage cannot be approved. A suggested alternative is to find a fair and reasonable method to charge RTI's grant a proportionate share of the grantee's administrative costs. The basis for allocating shared costs is most often calculated on a percentage of total revenue or annual operating budget. This situation should be re-evaluated on an annual basis for multi-year awards.

5.2 Conducting the Site Review

To better assess the prospective grantee's capabilities and the level of risk, the Project Grants Manager is encouraged to conduct an internal systems review at the grantee's office (i.e., a site visit). The site review is required for grants in excess of \$250,000 USD and is strongly recommended for organizations considered to be high risk (see [Section 5.4](#) for information on assessing risk). The Project Grants Manager may also conduct a site visit to gather additional information and to observe the functionality of the management systems first hand.

Based on the site visit findings, a potential grantee may require specific instructions on needed improvements to ensure proper handling of grant funds, and special provisions should be included in the grant agreement. A [Site Visit Assessment Tool](#) is provided to assist Project Grants Managers with the site visit review.

An outside audit firm may be required to audit the applicant's financial records. Note on grantees awarded FAAs: Given that the disbursement of funds under the FAA mechanism is based upon the completion of grant milestones that are quantifiable and not the compilation of receipts for reimbursement, it is not necessary to implement special award conditions for deficient financial systems, unless the deficiency would impair the grantee's ability to report on completion of milestones. Recommended approaches to high-risk grantees are discussed later in this manual.

5.3 USAID-Specific Guidance and Tools for Pre-Award Assessment

The [Recipient Control Environment Checklist](#) found in USAID ADS 591 is another tool that the Project Grants Manager should use to identify specific conditions that may indicate weaknesses in the applicant's management systems. This tool allows RTI to determine the risk level of the prospective grantee to implement the grant project.

For non-U.S. organizations that have been identified as current recipients or that will be able to qualify for direct funding from USAID/the U.S. Government, it is highly recommended that the [USAID ADS 303 Non-U.S. Organization Pre-Award Survey Guidelines and Support \(NUPAS\) tool](#) be used to assess the potential applicant, rather than the Organizational Control Environment Questionnaire or the Site Visit Assessment Tool.

5.3.1 U.S. Government-funded Federal Funding Accountability and Transparency Act (FFATA) of 2006

Under the Federal Funding Accountability and Transparency Act (FFATA), recipients must report to the U.S. Government each subaward (i.e., grant) that obligates \$25,000 USD or more in Federal funds to other subrecipients. This is effective for all subawards issued after October 1, 2010.

Additionally, compensation for subawardee's executive staff members for those organizations that receive more than \$25 million USD or more in annual gross revenue from the U.S. Federal Government must be reported. If any grantees meet these criteria, iGAPS will advise what is required for reporting.

The U.S. Government has established a website to submit the required reporting. The data to be reported on the website include the organization’s name, address, Dun & Bradstreet (DUNS) number (#), grant title/description, award amount, and period of performance. iGAPS uses the data uploaded into the GMS to submit the required reports.

Project Grant Managers are expected to work closely with grantees to obtain the DUNS Number. Instructions for obtaining a DUNS number are provided in the [Grant Application Form](#). Note that **GRANT MANAGERS MUST NEVER** request a DUNS Number on behalf of a grantee.

5.4 Conducting the Risk Assessment

After completion of the desk and site reviews, the Project Grants Manager should review the findings as part of a risk assessment to determine the potential grantee’s level of risk. Risk assessments are a necessary part of the pre-award process because they help RTI determine whether a potential grantee is responsible (i.e., Determination of Responsibility [USAID ADS 303.3.9]). If an iGAPS Grants Manager is the Grants Officer for the grant (i.e., the signatory for the grant), then that individual should also review and evaluate the risk level and make adjustments if needed.

In carrying out the risk assessment, the Project Grants Manager should review and evaluate the grantee based on common characteristics that describe a low- or high-risk grantee, such as those shown below in **Table 5-1**. Characteristics of risk can be specific to an organization and the nature of the grant relationship, and both should be considered when making a risk-level determination.

For example, operational deficiencies are linked to the risk of an organization’s ability to perform the work, whereas large dollar value grants or extremely politically complex activities are linked to the risk of the grant relationship. Local conditions, the applicant’s technical and operational capabilities, and the type of program will impact the determination of the risk level. Reference checks for an organization’s past performance may also affect the determination of the organization’s risk level.

Table 5-1. Characteristics of low- and high-risk grantees

Low-Risk Characteristics	High-Risk Characteristics
<ul style="list-style-type: none"> ▪ Type of grant contemplated (e.g., FAAs are lower risk) ▪ Lower dollar-value grants ▪ Audited financial statements with no or minor findings ▪ Annual audited indirect rates and/or approved NICRA ▪ No advances ▪ Payment via electronic funds transfer (electronic funds transfers (i.e., EFTs)/wires ▪ Direct costs only and no overhead ▪ Trained staff with low turnover ▪ Strong internal controls ▪ Strong control environment 	<ul style="list-style-type: none"> ▪ Higher dollar-value grants ▪ Qualified audited statements or lots of findings ▪ No annual audited indirect rates ▪ Advances Payment via cash ▪ Minimally trained staff ▪ Weak internal controls ▪ Weak control environment ▪ New or untrained staff ▪ High turnover ▪ Multiple locations without easy access ▪ Weak or limited monitoring systems ▪ No outsourcing ▪ Not compliant with International Accounting Standards

Low-Risk Characteristics	High-Risk Characteristics
<ul style="list-style-type: none"> ▪ Single locations with easy access ▪ Strong monitoring systems ▪ Outsources services to reputable firms ▪ In compliance with International Accounting Standards ▪ Fully complies with local tax and reporting needs ▪ Timely report submission 	<ul style="list-style-type: none"> ▪ Not compliant with local tax and reporting needs ▪ Delays in reporting and other requirements

In addition to the high-risk characteristics shown in **Table 5-1**, grantees who are found to have operational deficiencies should always be categorized as high risk.

Operational deficiencies include the following:

- History of poor performance;
- Financial instability;
- A management system that fails to meet the standards prescribed in [2 CFR 200](#);
- Failure to conform to the terms and conditions of a previous award; or
- Activities that indicate the potential grantee is otherwise not responsible.

5.4.1 Mitigating Risks

When risks are identified, a project may impose additional requirements, as needed, to mitigate the risks. The Project Grants Manager should explain to the potential grantee the reason why additional requirements are being imposed, the nature of the corrective actions needed, the time allowed for completing the corrective actions, and the method for requesting reconsideration of the additional requirements imposed.

Specific grantee requirements to mitigate risk include, but are not limited to:

- establishing special award conditions, such as additional financial reporting detail or frequency; and
- providing technical assistance to the grantee to correct any operational deficiencies.

Table 5-2 provides examples of special award conditions for high-risk grantees.

Table 5-2. Illustrative Examples of Special Award Conditions for High-risk Grantees

Monitoring Functions	Fixed-Amount Award	Cost-Reimbursement Grants
Financial Management	<ul style="list-style-type: none"> Structure milestones to regulate the disbursement of funds. For example, increase the number of milestones or smaller initial disbursements (no more than 25%) Handle disbursement of funds directly to vendors (no cash disbursements to grantees) 	<ul style="list-style-type: none"> Require grantee to open a separate bank account for grant funds from RTI Provide grantee templates for invoices and receipts Increase frequency of invoices submitted by grantee (i.e., monthly instead of quarterly) Require that copies of receipts or substantiation of costs incurred be submitted with financial reports
Property Management Standards	<ul style="list-style-type: none"> Have grantee provide physical location of equipment to be purchased under grant Require that physical location be secured (e.g., locked room) 	<ul style="list-style-type: none"> Have grantee provide physical location of equipment to be purchased under grant Require that physical location be secured (e.g., locked room)
Procurement Standards	<ul style="list-style-type: none"> Handle procurement directly with vendors on behalf of grantees. Prescribe a pre-determined list of equipment for grantee to choose from. Require that grantee seek pre-approval of purchases of certain items (commodities or services). 	<ul style="list-style-type: none"> RTI handles procurement above a certain threshold directly with vendors on behalf of grantees. Require grantee to seek pre-approval of purchases of certain items (commodities or services). Require grantee to purchase from prequalified vendors determined by RTI.
Reports and Records	<ul style="list-style-type: none"> Provide financial and programmatic reporting templates to grantee. 	<ul style="list-style-type: none"> Provide financial and programmatic reporting templates to grantee. Increase frequency of reports submitted by grantee (i.e., monthly instead of quarterly).

5.5 Recording the Determination of Responsibility in the MON

Based on the pre-award assessment and prior to awarding any grant, the Project Grants Manager must provide a written record of the Determination of Responsibility in the MON.

This record must reflect 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, both 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.

Once the responsibility and risk level determinations have been recorded in the MON, the Project Grants Manager should have the COP (or the staff member with approval authority) review and endorse the MON so that this documentation can be included in the grants package submission. The approval of the MON represents internal approval of the grant requisition as per the International Field/Regional Approvals Matrix. As discussed in [Section 6.2.1.1](#), approval authority is the authority of designated project staff to approve grant applications and endorse them for award following general iGAPS guidelines and other project-specific selection criteria. Approval authority is defined by the International Field/Regional Approvals Matrix, and is related to the grant application review process – it does not constitute signature authority to commit or bind RTI to an award.

5.6 Environmental Review Report

The Environmental Review Report presents the environmental issues associated with the proposed activities. It also documents mitigation and monitoring commitments. Its purpose is to allow the applicant and USAID to evaluate the likely environmental impacts of the project.

For a single, moderate risk activity, the Environmental Review Report is typically a SHORT 4–5-page document. The Report will typically be longer for (1) multiple activities; (2) activities of high or unknown risk; and/or (3) when a number of impacts and mitigation measures are being identified and discussed.

The Environmental Review Report follows the outline below. Alternate outlines are acceptable, so long as all required information is covered.

A. Summary of Application. Very briefly summarize background, rationale and outputs/results expected. (Reference application, if appropriate).

B. Description of Activities. For all moderate and high-risk activities listed in Section B of the ERF, succinctly describe location, siting, surroundings (include a map, even a sketch map). Provide both quantitative and qualitative information about actions needed during all project phases and who will undertake them. (All of this information can be provided in a table). If various alternatives have been considered and rejected because the proposed activity is considered more environmentally sound, explain these.

C. Site-specific Environmental Situation & Host Country Requirements. Describe the environmental characteristics of the site(s) where the proposed activities will take place. Focus on site characteristics of concern—e.g., water supplies, animal habitat, steep slopes, etc. With regard to

these critical characteristics, is the environmental situation at the site degrading, improving, or stable?

Also note applicable host country environmental regulations and/or policies. (For example, does the project require host country environmental review or permitting? Building approval? Etc.)

NOTE: provide site-specific information in this section, NOT country-level information. General information about country level conditions should already be contained in the IEE governing the USAID Tuhifadhi Maliasili Activity.

D. Environmental Issues, Mitigation Actions, and Findings. For ALL proposed activities

- i. Briefly note the potential environmental impacts or concerns presented by the proposed activities (if any). *For guidance, refer to Africa Bureau’s Environmental Guidelines for Small-Scale Activities; available at www.encapafrika.org/egssaa.htm.*

As per the *Small-Scale Guidelines*, consider direct, indirect and cumulative impacts across the activity lifecycle (i.e. impacts of site selection, construction, and operation, as well as any problems that might arise with abandoning, restoring or reusing the site at the end of the anticipated life of the facility or activity). Note that “environment” includes air, water, geology, soils, vegetation, wildlife, aquatic resources, historic, archaeological or other cultural resources, people and their communities, land use, traffic, waste disposal, water supply, energy, etc.)

- ii. Assess the extent to which these *potential* impacts and concerns are significant in the context of the specific activity design and site.
- iii. Set out the mitigation actions to be employed to address these issues.

Mitigation actions are means taken to avoid, reduce or compensate for impacts. Mitigation measures must be reasonable and implementable by field staff. They should be consistent with the good practice guidance provided in Africa Bureau’s Environmental Guidelines for Small-Scale Activities; (www.encapafrika.org/egssaa.htm.) Cite this or other guidance used for mitigation design.

- iv. Reach one of three findings regarding the potential impacts:

a. Significant adverse impacts are very unlikely. Of its nature, the activity in question is very unlikely to result in significant, adverse environmental impacts. Special mitigation or monitoring is not required.

Note: this conclusion is rarely appropriate for high-risk activities.

b. With implementation of the specified mitigation and monitoring, significant adverse impacts are very unlikely.

c. Significant adverse impacts are possible. That is, it is not possible to rule out significant adverse environmental impacts even given reasonable, attainable mitigation and monitoring.

In this case, USAID and the partner will consult regarding next steps. If the activity is to go forward in its current form, additional analysis in the form of an IEE or EA will be required.

Format and structure of this section. Choose a format and structure that presents the necessary information clearly and succinctly.

Table formats can be used. In the example below, the proposed activity was construction of an institutional facility on a 7500m³ plot bisected by a seasonal stream providing drainage to the local area. One potential impact of the activity was reduction of or alteration to the drainage eco-service provided by the seasonal stream.

Issue or cause for concern	Analysis	Finding and conditions/mitigation actions
<p>The seasonal stream running through the plot drains an area of at least 2 km² to the WNW.</p> <p>Diminution or alteration to this drainage “service” could result in increased upstream pooling & flooding during the rainy season, with associated property damage and increased breeding habitat for disease vectors.</p>	<p>As indicated at left, this impact only arises if the drainage “service “ provided by the seasonal stream is diminished or altered in some adverse manner.</p> <p>So long as compound design maintains the existing service level and construction is managed without disruption to stream flow, actual adverse impact will be negligible or zero.</p>	<p>Per analysis at left, this potential impact is not significant, so long as the following mitigations are implemented:</p> <ol style="list-style-type: none"> 1. Total stream capacity cannot be diminished by the development of the compound. (Stream channel on average is 3m x 1m.) 2. The stream must remain substantially in the same channel and cannot, e.g., be re-routed around the property. 3. If construction will result in an interruption to stream flow, provision must be made to provide a temporary bypass. Temporary damming of stream flow is not permissible. 4. Post-construction, the stream bed within the property, including point-of-entry (e.g. via culvert under perimeter wall) must be maintained free of obstructions to flow.

E. Environmental Mitigation and Monitoring Plan (EMMP). Set out how compliance with mitigation actions will be monitored/verified. This includes specifying WHO will be responsible for the various mitigation actions, and HOW implementation of the mitigation actions will be tracked/verified.

Also specify how you will report to USAID on the implementation of mitigation actions. (You are REQUIRED to provide your ACOR with sufficient information on the status of mitigation implementation for USAID to effectively fulfill its oversight and performance monitoring role.)

Again, choose a format and structure that presents the necessary information clearly and succinctly. EMMPs are typically in table format, and often include a compliance log or “monitoring record” section that records implementation status of the various mitigation actions. The EMMP with current monitoring log can then simply be submitted to the /COR with the quarterly or 6-month project report, satisfying the environmental compliance reporting requirement. .

The most basic EMMP format is

Mitigation action	Responsible Party	Monitoring/Verification Method	Monitoring Record (date, result, corrective actions taken, if any)

For additional EMMP formats and examples, see the ENCAP EMMP factsheet, available via www.encapafrika.org/meoEntry.htm

F. **Other Information.** Where possible and as appropriate, include photos of the site and surroundings; maps; and list the names of any reference materials or individuals consulted.

(Pictures and maps of the site can substantially reduce the written description required in parts B & C)

Step 6. Transcribe findings from the Environmental Review Report to the ERF

For each high-risk or unknown/moderate-risk activity, transcribe your finding from the environmental review report to the last column of Section B of the ERF.

Step 7. Sign certifications (Section C of former.)

Step 8. Submit form to Tuhifadhi Maliasili. Be sure to attach the Environmental Review Report, if any.

6 The Grant Award

Once the Project Grants Manager has completed the pre-award assessment; recorded the risk determination level and the Determination of Responsibility in the MON; and obtained approval and signature of the MON from the COP or authorizing staff, he/she should complete the Grant Agreement Template for the type of grant being awarded. This agreement will be included as part of the grants package submitted via the GMS for grant award.

The following subsections provide descriptions of the different grant types, as well as an overview of additional processes outside of the standard grant award process (i.e., expedited grants process and Letter of Authorization). The subsections continue to provide an overview of the signature and approval authority.

NOTE: Grants under contracts (GUCs) to U.S. organizations shall not exceed \$100,000 USD during the life of the project. This limit does not apply to non-U.S. organizations (USAID ADS 302.3.4.12).

All grants to non-U.S. organizations are typically denominated and disbursed in the local currency. A USD exchange can be included for budget purposes. Client approvals are generally provided in USD. Therefore, RTI must track the expenditures to ensure the grantee does not exceed the USD-approved amount.

6.1 Selecting the Grant Type

The four types of grants that may be awarded are (1) fixed amount awards (FAAs), (2) simplified cost-reimbursement grants (SIGs), (3) standard cost-reimbursement grants (STGs), and (4) in-kind grants. The grant types are discussed below, and their limitations, funding, and primary use are shown in **Table 6-1**.

Table 6-1. Grants Award Types and Amounts

Grant Type	Limitations	Funding	Primary Use
Fixed Amount Award (FAA)	Up to \$250,000 USD (up to 3 years) (\$100,000 USD for U.S. organizations)	Paid a set amount upon achievement of milestones, not necessary to verify costs incurred	Activities with clear deliverables and a fixed scope with little anticipated changes in activities or cost with host country governments and moderate- to high-risk grantees changes in activities or cost.

Grant Type	Limitations	Funding	Primary Use
Simplified Cost-reimbursement Grant (SIG)	Up to \$ 250,000 USD (up to 3 years)	Based on actual costs incurred	Capacity building activities, activities with primarily labor costs, and programs when the outcome is not clearly defined with moderate or high-risk grantees
Standard Cost-reimbursement Grant (SIG)	Over \$ 250,000 USD	Based on actual costs incurred	Higher-dollar, more complex and multi-year programs, with low- to moderate-risk grantees
In-kind Grant	No limitations	No limitations	Procurement of goods or services for Host Country Governments, high-risk, low-capacity grantees

NOTE: Grants under contracts (GuCs) to U.S. organizations shall not exceed \$100,000 USD during the life of the project unless the project award document provides otherwise. This limit does not apply to non-U.S. organizations. GUC to government and parastatal entities (e.g., ministry, municipality, district, etc.) must be in-kind only and must not exceed \$300,000 for the duration of the prime contract. (USAID ADS 302.3.4.13).

Grants to non-U.S. organizations are typically denominated and disbursed in the local currency. A USD exchange can be included for budget purposes. Client approvals are generally provided in USD. Therefore, RTI must track the expenditures to ensure the grantee does not exceed the USD-approved amount. Exceptions with a justification for paying the grant in other than local currency should be documented in the grant file and approved by the iGAPS Regional Grants Manager.

6.1.1 Fixed Amount Awards (FAAs)

An FAA is an award based on a fixed-amount payment upon achievement of a milestone. FAAs are for very specific activities and do not require monitoring of the actual costs incurred by the grantee. This type of grant is intended for use in supporting specific activities where there is a certainty about the costs and where the accomplishment of the purpose or milestone in the grant is readily discernible, such as conferences and supplies. An FAA can be awarded to a non-U.S. organization up to a total estimated cost of \$250,000 and for a duration up to 3 years. For a U.S. organization, an FAA cannot exceed \$100,000 or exceed 3 years in performance.

An important aspect to FAAs is the structure of the payments. **Grantees are paid a set amount upon achievement of milestones**; therefore, it is essential that there is sufficient cost history to negotiate the payments. Structuring payments also ensures that (1) funds requested are expected to reflect the estimated cost of the effort at the time the budget is submitted, (2) no funds will remain upon completion of the project, and (3) the grantee **does not receive a windfall** upon completion of the grant. Grant closeout is accomplished with the acceptance of the final milestone and approval of payment.

While signature of the grant by the grantee is not considered a milestone by itself, the initial milestone can be a small set of activities to finalize or initiate the Implementation Plan. Generally, advance payments are not made under an FAA, given the ability to provide for sufficient cash flow through milestone payments. Cash advances should be provided only in very exceptional circumstances and approved on a case-by-case basis by iGAPS. Individual milestone payments do not necessarily reflect the costs to complete the milestone; rather, milestone payments are structured to provide liquidity throughout implementation.

The award amount in an FAA is fixed and should only be modified in very limited circumstances. An increase in costs is not a valid justification and should be based on factors outside the grantee's control or for additional activities/milestones.

There are four characteristics of a milestone: (1) the description of the task/output, (2) the description of how the grantee will document the completion of the task, (3) the due date for when the milestone is *expected* to be completed, and (4) the amount to be paid once the evidence of the milestone has been completed.

The appropriate use of an FAA should be based on the following factors:

- The ability to easily identify and quantify programmatic accomplishments or results in establishing grant milestones;
- Limited risk that there will be changes to the program; and
- Adequate cost (historical or unit pricing) available to determine and negotiate the fixed price of the grant. Fixed price may include indirect costs if supported by a NICRA (see [Section 5.1.3.1](#)) with a U.S. Federal government agency. If not supported by a NICRA, indirect costs may be included in the grant budget if they are represented as direct costs with sufficient unit cost breakdown, as required, for other budget cost elements. These costs might include but are not limited to operational expenditures such as office rent, communications, and office supplies. No fees or costs can be included as percentage of budget (e.g., 5%).

FAAs must include both of the following provisions:

1. The right of the project to terminate, in whole or in part, or to suspend payments, should the grantee become insolvent or unable to perform remaining milestones during performance of the award; and
2. At the end of the grant period, grantees must certify in writing that the activity was completed. If the grantee cannot provide certification, it is expected that the project management team will work with the grantee to ensure that appropriate reimbursements are made.

Per 2 CFR 200.201 (b)2, an FAA cannot be used in programs which require mandatory cost sharing or match. Under some grants under contract, cost leverage (contribution) can be included in FAAs, but it should be discrete from the accomplishment of the milestones in the FAA. Please consult with your iGAPS Grants Manager for guidance.

The [FAA Grant Agreement Template](#) is provided in this manual under "Attachments and Forms" in the menu for Grants. For FAAs under USAID funding, additional guidance is provided at the following link: <http://www.usaid.gov/sites/default/files/documents/1868/303saj.pdf>

6.1.1.1 Disbursement

All disbursements under FAAs will be made after evidence is submitted that a benchmark has been achieved and accepted by RTI. Such evidence may come in many forms, including but not limited to, a workplan, a technical report, a financial report, meeting notes, the arrangement of specified logistics, and the finalization of a list of training participants. The following description and **Table 6-2** represent examples of how a disbursement schedule might be structured under a FAA. Project teams can consult with their Regional Grants Manager to discuss how best to structure a milestone payment schedule, which takes into consideration the needs of the grantee and the project.

Table 6-2. FAA Example of Disbursement of Grant Funds

Milestone	Description	Documentation	Completion Date	Milestone Amount
1	Survey of Lira District	Survey Report	Oct 31, 2013	\$15,800 USD
2	Training of Traditional Birth Attendants	Training Materials and Signed Attendance Sheet	Jan 31, 2014	\$12,500 USD
3	Distribution of IEC Materials	Copy of Developed Materials and Distribution Report	June 30, 2014	\$24,500 USD

6.1.1.2 USAID Standard Provisions for U.S. and non-U.S. Nongovernmental Organizations under FAAs

For USAID-funded grants, FAAs must include the following Standard Provisions:

1. [Mandatory Standard Provisions for FAAs to Nongovernmental Organizations](#) (mandatory and required as applicable); and
2. "Eligibility Rules for Procurement of Commodities and Services" USAID Standard Provision for FAAs (Required as Applicable). Unless a milestone is itself the purchase of the equipment or personal property, this provision is not required to be inserted in the grant. Milestones should not list equipment or personal property that a recipient may potentially purchase to accomplish the milestone, but the costs of such equipment or personal property may be included in the budget from which milestone payment amounts are estimated and negotiated.

6.1.2 Simplified Cost Reimbursement Grants (SIGs)

A SIG is primarily used in USAID-funded awards. SIGs may be used when the grant meets the following conditions:

- The total of the grant does not exceed \$ 250,000 USD and a term period of up to 3 years.
- All costs to be charged to the grant are identified in the Grant Application and do not include international airfares, or indirect costs. If any indirect cost will be reimbursed, it should be represented and specified as units of direct costs. All costs will be subject to final determination of allowability under the applicable cost principles. (See [Section 7.4](#))
- Any equipment to be purchased does not include items with a useful life over 1 year and an acquisition cost of \$5,000 USD or more. If equipment is included, then the USAID *Standard Provision M7. Title to and Use of Property* must be incorporated into the grant.

The [Simplified Cost Reimbursement Grant Agreement Template](#) is provided in this manual under [Grants Forms, Templates, and Supporting Documents](#).

6.1.2.1 Disbursement

All disbursements under SIGs are based on actual costs incurred. The grantee submits a claim for reimbursement (i.e., invoice) listing the costs incurred for a specified period, and the grantee is reimbursed for all allowable costs, provided they are identified in the grant budget at the time of award. The billing frequency may not be more than monthly.

See [Section 7.6](#) for more information on making disbursements through advances.

6.1.2.2 USAID Standard Provisions for U.S. and non-U.S. Nongovernmental Organizations under SIGs

SIGs generally do not include any of the *Standard Provisions* used for USAID grants.

The *Standard Provisions for Non-U.S. Nongovernmental Organizations* that are prescribed in [USAID ADS 303](#) need not be incorporated SIGs. However, if international travel and/or the purchase of equipment are approved under the grant, regardless of the type, the applicable Standard Provisions must be incorporated.

These provisions can be found in the USAID Standard Provisions for Non-U.S. Nongovernmental Organizations located at <http://www.usaid.gov/ads/policy/300/303mab>.

6.1.3 Standard Cost Reimbursement Grants (STGs)

An STG is used for grant awards above \$250,000 USD, for non-U.S. organizations, and is based on actual costs incurred versus fixed price or set milestone payments. The maximum amount for US organizations is \$100,000 USD. STG recipients should have sound financial and administrative systems, including the following:

- Accounting, recordkeeping, and overall financial management systems that meet the Prime client standards. Under USAID funding, these standards can be found in 2 CFR 200.300-309, 327.
- An adequate system of internal controls, including but not limited to segregation of duties, handling of cash, contracting procedures, personnel, and travel policies;
- A property management system that meets the client standards; 2 CFR 200.310-316.
- A procurement system that meets the standards in 2 CFR 200.317-326, if the grant has a significant procurement element; and

If the pre-award assessment (see [Section 5](#)) determines that a grantee does not have these systems or is otherwise a high-risk recipient, then the Project Grants Manager should implement special award conditions. See Section 5.4.1 "Mitigating Risks" for further discussion. Additionally, the *USAID Mandatory and Required (as applicable) Standard Provisions for U.S. or Non-U.S. organizations* must be incorporated in the grant.

A [Standard Cost Reimbursement Grant Template](#) is provided in this manual.

6.1.3.1 Disbursements

All disbursements under STGs are made on the basis of actual incurred expenses. The grantee submits a claim for reimbursement (i.e., invoice) listing costs incurred for a specified period. The grantee is reimbursed for all allowable costs, provided they are identified in the grant budget at the time of award. The frequency of billing may not be more than monthly.

See [Section 7.6](#) for more information on making disbursements through advances.

6.1.3.2 USAID Standard Provisions for U.S. and non-U.S. Nongovernmental Organizations for STGs

The full text for *Standard Provisions to U.S. Organizations* and for *Standard Provisions to Non-U.S. Organizations* must be included by reference in the STG agreement. These can be found online at:

- [Standard Provisions to U.S. Organizations](#)
- [Standard Provisions to Non-U.S. Organizations](#)

6.1.4 In-Kind Grants

Grants wherein goods and services are procured by the project on behalf of the grantee are called in-kind grants. In-kind grants may also be awarded to those grantees that are unable to demonstrate the minimum level of financial management capacity required to handle disbursements in cash. Under an in-kind grant, no cash payments may be made into the grantee's bank account; all goods and/or services must be paid directly to suppliers. Therefore, it is not appropriate to pay for staff salaries under an in-kind grant. However, special exceptions can be approved through iGAPS to hire staff on the grantee's behalf to perform specific project-approved activities.

An important aspect of implementing in-kind grants is ensuring that all program property is properly used and dispositioned after a grant is completed. After procurement, the grantee is required to use and conserve the property for the purposes specified in the project awarded with the grant, according to the *Standard Provision "Title to and Use of Property"* as follows:

1. Title to all property financed under this award will vest in the recipient.
2. The recipient agrees to use and maintain the property for the purpose of the award and in accordance with the procedures established in this provision.

For property having an **acquired value** of \$5,000 USD or more, the recipient agrees to report such items to RTI's Project Grants Manager as they are acquired and to maintain a control system that will permit their ready identification and location.

The Project Grants Manager should send a closeout letter to in-kind grantees 60 days before the grant period ends notifying the grantee of the closeout requirements and the reporting schedule and

providing guidance on any outstanding matters, such as property, etc. The grantee should provide the project with a complete list of all inventory and property obtained under the grant agreement, including property location and condition. Forty-five (45) days before the end of the period of performance the Grantee must also provide a plan to transfer title of this equipment. In turn, within 30 days, the project should provide notification to the Grantee regarding the request for transfer.

If the recipient uses the property for purposes other than those of the award or sells or leases the property, then for USAID-funded projects, USAID must be reimbursed for its share of the property unless the Agreement Officer authorizes USAID's share of the income from selling or leasing the property to be used as program income. This share is based upon the percentage of USAID's contribution to the recipient's program. If USAID paid 100% of the recipient's costs, then USAID would receive 100% of the selling cost, less a nominal selling fee of \$500 or 10%, whichever is less.

It is possible to incorporate an in-kind component to a different type of grant. In this case, the elements of the budget that will be in-kind should be distinguished.

An [In-Kind Grant Agreement Template](#) is provided in this manual. Please note there are no Standard Provisions required for an in-kind grant.

6.1.4.1 Disbursements

No disbursements are made directly to the grantee under an in-kind grant. Rather, the project will procure all the necessary commodities and services on behalf of the grantee, and RTI will follow internal procurement policy and procedures when buying goods/services on behalf of the Grantee.

6.1.5 Other Grant Award Types and Documentation

6.1.5.1 Expedited Grants

For grants below \$5,000 USD, the required documents to be submitted are fewer than those for the full grant package. The Grant Application may include special grant provisions and be signed in lieu of a separate grant agreement.

The following is required for the grant package:

- MON (may be written for batch of grants issued simultaneously),
- Grantee screening (Amber Road) verification
- Budget
- Milestones (for FAAs only), and
- Program description or Grant Application Form.

6.1.5.2 Letter of Authorization

A Letter of Authorization (LOA) may be issued to a selected grantee to cover a short period of time to allow for the grantee to begin activities under cost-reimbursement grants (SIG and STG), while the final negotiation of the agreement is being made (not applicable to FAAs).

The following conditions must be met when issuing LOAs:

- Client (i.e., Prime) approval must be in hand for the selected grantee and level of funding, if client approval is required.
- The Scope of Work (SOW), maximum ceiling, and required flow down clauses must be included in the LOA.
- The maximum period of the LOA must not exceed 3 months, unless approved by iGAPS Regional Grants Manager.
- Generally, payments must be made after submission of invoices and not by advance, unless approved by the iGAPS Regional Grants Manager.

LOAs are signed by the RTI representative within the appropriate level of signatory authority. Therefore, if the LOA is less than the COP's delegated authority, then a COP may sign; otherwise, the LOA should be executed by an iGAPS representative.

6.2 Submitting the Grant Package to the GMS

The completed and approved grants package must be submitted through the GMS. If the grant is above the Delegation of Signature Authority of the COP, the grant will need to be signed by a member of iGAPS, and the GMS will route the grant for approval and signature.

The GMS is located on RTI Insider at

<https://staffnet.rti.org/services/Contracts/apps/grants/index.cfm?> (accessible via RTI Intranet only). In order to submit a grant application package to the GMS, Project Managers should select "Create a New Grant Application" under the system's Main Menu. The [Grant Package Checklist](#) outlines the minimum requirements for submission of the grants package to GMS. In addition, a [GMS User Guide](#) is available to provide support with GMS submissions.

6.2.1 Approval Authority and Delegation of Signature Authority

6.2.1.1 Approval Authority

As mentioned earlier in [Section 5.5](#), approval authority is the authority of designated project staff to approve grant applications and endorse them for award following general iGAPS guidelines and other project-specific selection criteria. Approval authority is defined by the International Field/Regional Approvals Matrix and does **not** constitute signature authority to commit or bind RTI to an award.

For grant programs that are field-based, approval authority vests in the COP; however, grants must be approved internally prior to execution in accordance with International Field/Regional

Approvals Matrix. For grant programs that are U.S.-based, approval authority vests in the Project Manager.

6.2.1.2 Signature Authority

Signature authority is reserved for those staff who have delegated authority to execute grants on behalf of RTI and to commit RTI to an award. It is RTI's policy that, at the recommendation of iGAPS, signature authority may be delegated only by corporate officers given the authority by RTI's Board of Governors. Project-level staff who are provided signature authority are normally senior members of the project (such as the COP or other duly authorized representatives of RTI at similar seniority level). Signature delegation is issued via a formal delegation letter that outlines authorities and responsibilities and is separate from any other delegations/approval authorities granted under other policies. Please note that the same person can NOT sign both a Memorandum of Negotiation (MON) and authorize grant approval.

The delegation of signature authority to staff in the field specifies the limit of the authority, which may vary. As a general rule, signature authority applies only to simplified grants issued either as FAAs or SIGs; it does not apply to in-kind grants. Under this policy, signature authority is limited to a maximum of \$30,000 USD. Grants in excess of \$30,000 USD can only be signed by a member of iGAPS, depending on the amount of the grant.

For a staff member to be eligible to receive delegated authority to sign subgrants under RTI's policy, he/she must first have been approved by his/her respective Business Unit Vice President to receive the delegation.

To do this, they must have completed all of the following:

1. Attended a training session on the fundamentals of grants administration prepared by iGAPS.
2. Satisfactorily completed the COP Grants Certification Test (after completion of the above-described training via any one of the available delivery methods).

After iGAPS receives the satisfactory results of the Certification Test and the staff member has met all other requirements as described above, then the Procurement and Subcontracts Management Team will issue a Delegation of Signature Authority letter to the qualified individual, referencing the requirements of this Certification Policy and such other necessary information as may be pertinent under the circumstances.

6.3 Modifications to the Grant Agreement

An official grant agreement modification should be issued for the following reasons:

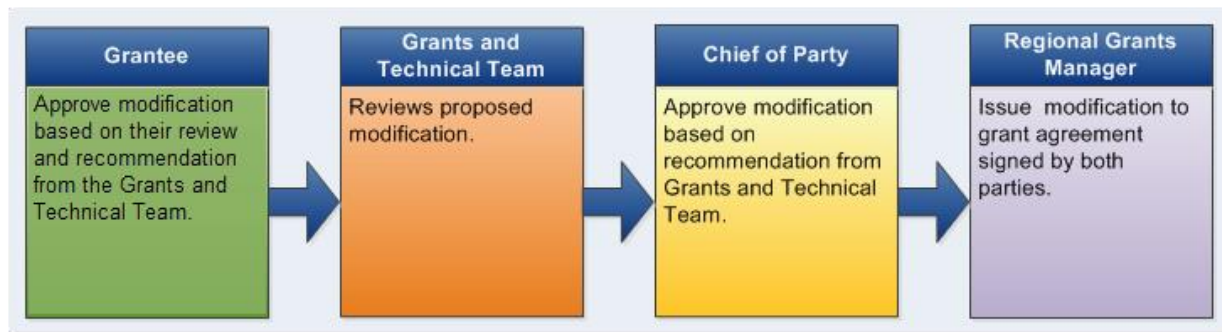
- To change the scope or the objectives of the program description
- To change the ceiling or obligated amount of the grant
- To change the period of performance, including early terminations.

RTI may modify grant awards without prior approval from the client, provided that the modification is for administrative reasons and does not increase the ceiling of the grant.

When changing the ceiling or approved budget, a revised budget should be incorporated into the grant modification. If the obligation is being increased, a revised budget does not need to be incorporated unless the original approved budget is no longer the most current version.

The [Grant Modification Template](#) is provided in this manual. **Figure 6-1** provides an overview of the tasks associated with completing a grant agreement modification, as well as the responsible parties, by task.

Figure 6-1. Chart 1: Process for modification to existing grants agreement



7 Grant Administration

7.1 Grants-Under-Subcontracts

Grants under subcontracts are not permitted.

7.2 Grant Files

The following outlines the documentation that should be included in all grant files. Projects should work with grantees to ensure the collection/submission of this documentation. All grant files should be retained in the project office.

7.2.1 Grant Award and Management Documents

Documents pertaining to grant award and management that should be retained in the grants file include

- The RFA
- Questions and answers provided to applicants during the RFA phase
- Summary of pre-bidders conference (if applicable)
- Copies of Applications submitted to RTI in response to RFA
- Technical Evaluation narrative or scoring sheets

- Final Application from grantee
- Pre-award survey findings, including supporting documentation provided by grantee (e.g., organizational policies and procedures; audit reports; etc.)
- Signed MON
- Approval of the grant by the client
- Fully executed grant agreement (FAA, SIG, or STG)
- Signed modifications to the grant agreement
- Grant correspondence (including monitoring reports and approvals via e-mail)
- Required certifications by the grantee
- Grantee screening such as Amber Road reports and www.sam.gov checks.

Also, see [Section 7.3.2, Procurement Documents](#) and [Section 7.3.3, Financial Documents](#).

7.2.2 Procurement Documents

Procurement documents that should be maintained in the grant file include

- Price quotations and documentation for the selection of vendors
- Inventory of equipment
- Approval of the procurement from RTI, as required per the terms of the agreement
- Approved disposition plans.

See [Section 7.10](#) for more information on procurement processes for grants.

7.2.3 Financial Documents

Financial documents that should be maintained in the grant file include

- Financial reports from the grantee with supporting documentation; any correspondence regarding questioned or disallowed costs (see [Section 7.4](#))
- Cost share and/or leverage contributions with supporting documentation (see [Section 7.7](#))
- Annual VAT report (see [Section 7.8](#))
- Annual audit reports, as required.

7.2.4 Reporting and Evaluation Documents

Reporting and evaluation documents that should be maintained in the grant file include

- Progress or final reports from grantee, when required
- Site visit and monitoring reports
- Impact assessments
- Additional demonstration of activities (e.g., photographs, electronic copies of radio public service announcements and conference events, newspaper clippings).

Projects/grantees are required to maintain records for a minimum of 3 years after the closeout date of the grant, as specified in the Prime and Grant Agreements, or as long as the host government

laws require, whichever period is longer. Moreover, projects/grantees must make accounting records available for review by RTI or the client or their authorized representatives upon request. The right of access to any documents, papers, or other records of the grantee to make audits or examinations includes timely and reasonable access to the grantee's personnel for the purpose of interview and discussion related to such documents.

7.3 Costs

7.3.1 Allowable Costs

To be allowable under an award, costs must meet the following general criteria:

- Be reasonable for the performance of the award and be allocable thereto under the cost principles in [2 CFR 200 Subpart E](#).
- Conform to any limitations or exclusions set forth in these principles or in the award as to types or amount of cost items
- Be consistent with policies and procedures that apply uniformly to both federally financed and other activities of the organization
- Be accorded consistent treatment
- Be determined in accordance with generally accepted accounting principles (GAAP)
- Not be included as a cost or used to meet cost sharing or matching requirements of any other federally financed program in either the current or a prior period
- Be adequately documented.

Meetings and conferences are allowable, IF they fall into the following categories:

- Costs associated with conducting meetings and conferences, including the cost of renting facilities, meals, speakers' fees, and similar items.
- Costs that are identifiable with a particular cost objective and that can be charged to that objective. These costs are allowable, provided that they meet the general tests of allowability found in [2 CFR 200 Subpart E](#).
- Costs of meetings and conferences held to conduct the general administration of the organization are unallowable.

Participant support costs are allowable IF they fall into the following category:

- Direct costs for items such as stipends or subsistence allowances, travel allowances, and registration fees paid to or on behalf of participants or trainees (but not employees) in connection with meetings, conferences, symposia, or training projects. These costs are allowable with the prior approval of the USAID AOR/COR.

Grantees should be referred to [2 CFR 200 Subpart E](#) for the principles to be applied in establishing the allowability of certain items of cost.

7.3.2 Unallowable Costs

Examples of unallowable costs include the following:

RTI International is a trade name of Research Triangle Institute. RTI and the RTI logo are U.S. registered trademarks of Research Triangle Institute.

Updated October 2020

- Costs of meetings or other events, if related to fund-raising;
- Advertising solely to promote the organization;
- Costs of promotional items and memorabilia, including gifts and souvenirs;
- Alcoholic beverages;
- Costs of amusement, social activities, and ceremonials;
- Membership in any country club or social or dining club;
- Telecommunications equipment or services produced or provided by the following companies, their subsidiaries, or affiliates (a more comprehensive list can be found here)
 - Huawei Technologies Company
 - ZTE Corporation
 - Hytera Communications Corporation
 - Hangzhou Hikvision Digital Technology Company
 - Dahua Technology Company
- Contingency reserve; and
- Contributions and donations by the organization made to others.

Foreign Taxes / Customs Taxes / Value-Add Taxes (VAT):

Generally, foreign or value-added taxes for goods and services are not considered an allowable cost if the cooperating country provides refunds or exemptions to USAID-funded programs. Please consult the prime award's VAT Protocol (managed by the Project Coordinator and/or Financial Analyst) on the process for foreign, custom, and value-added taxes on costs incurred and incorporate requirements as applicable into the grant agreement.

Profit or fee is not allowable under RTI's grants.

7.3.3 Reasonable Costs

A cost is reasonable if, in its nature or amount, it does not exceed what would be incurred by a prudent person under the circumstances prevailing at the time the decision was made to incur the costs. It is important to carefully review the reasonableness of specific costs in connection with organizations or separate divisions thereof that receive the majority of their support from awards made by Federal agencies.

In determining the reasonableness of a given cost, consideration will be given to the following:

- Whether the cost is of a type generally recognized as ordinary and necessary for the operation of the organization or the performance of the award.
- Whether restraints or requirements may be imposed by factors such as generally accepted sound business practices, arm's length bargaining, Federal and state laws and regulations, and terms and conditions of the award.
- Whether the individuals concerned acted with prudence under the circumstances, taking into consideration their responsibilities to the organization, its members, employees, and clients, the public at large, and the Federal government.
- Whether significant deviations were made from the established practices of the organization, which may unjustifiably increase the award costs.

7.3.4 Allocable Costs

A cost is allocable to a particular cost objective, such as a grant, contract, project, service, or other activity, in accordance with the relative benefits received. A cost is allocable to a Federal award if it is treated consistently with other costs incurred for the same purpose in comparable circumstances, and if it

1. Is incurred specifically for the award **and** benefits both the award and other work and can be distributed in reasonable proportion to the benefits received; or
2. Is necessary to the overall operation of the organization, although a direct relationship to any particular cost objective cannot be shown.

Any cost that is allocable to a particular award or other cost objective under these principles may not be shifted to other Federal awards to overcome funding deficiencies, nor to avoid restrictions imposed by law, nor by the terms of the award.

Examples of costs that might be *allowable* in accordance with [2 CFR 200](#), but do not meet the definition of *allocable*, are listed as follows:

- Disproportionate share of office space costs (50% of the monthly office rent for a small project with few or no full-time staff);
- Depreciation costs of computers and small equipment (not in accordance to grantee's internal policy for depreciation of large equipment purchases);
- Coffee maker (not in line with program description);
- Petty cash (not an incurred cost);
- Excessive per diem (beyond the locally paid rate within the timeframe of the training [e.g., pay for 2 days of travel when only one normally would be required]).

7.3.5 Disallowed Costs

RTI has the authority and duty to review financial transactions and disallow costs and refuse payment if the expenses:

- do not meet RTI or client requirements,
- are incurred outside the period of performance,
- are in excess of obligated amount of the grant,
- are not under the grant agreement terms, or
- are found to be unallowable by an auditor hired by the grantee, RTI, or client representative (e.g., U.S. Inspector General's Office)

7.4 Prior Approvals

In accordance with the terms of the grant agreement, prior approval from the Project Grants Manager is required before grantees can conduct the following actions:

- Change the scope or the objectives of the project and/or revise the funding allocated among project objectives (requires modification of the grant agreement);

- Receive additional funding when needed, or change the ceiling/obligation of the grant (requires modification of the grant agreement);
- Transfer funds among cost categories above the threshold identified in the grant agreement (does not require modification, but written communication and approval should be maintained in the grant files);
- Include costs that require prior approval in accordance with the applicable set of cost principles (does not require a separate modification, but written communication and approval should be maintained in the grant files);
- Contract or sub-award any of the work under the grant when such contracts or subawards were not included in the approved budget (but written communication and approval should be maintained in the grant files)
- Procure items that are above the threshold identified in the grant agreement; most often the items are identified as equipment.

7.5 Advances

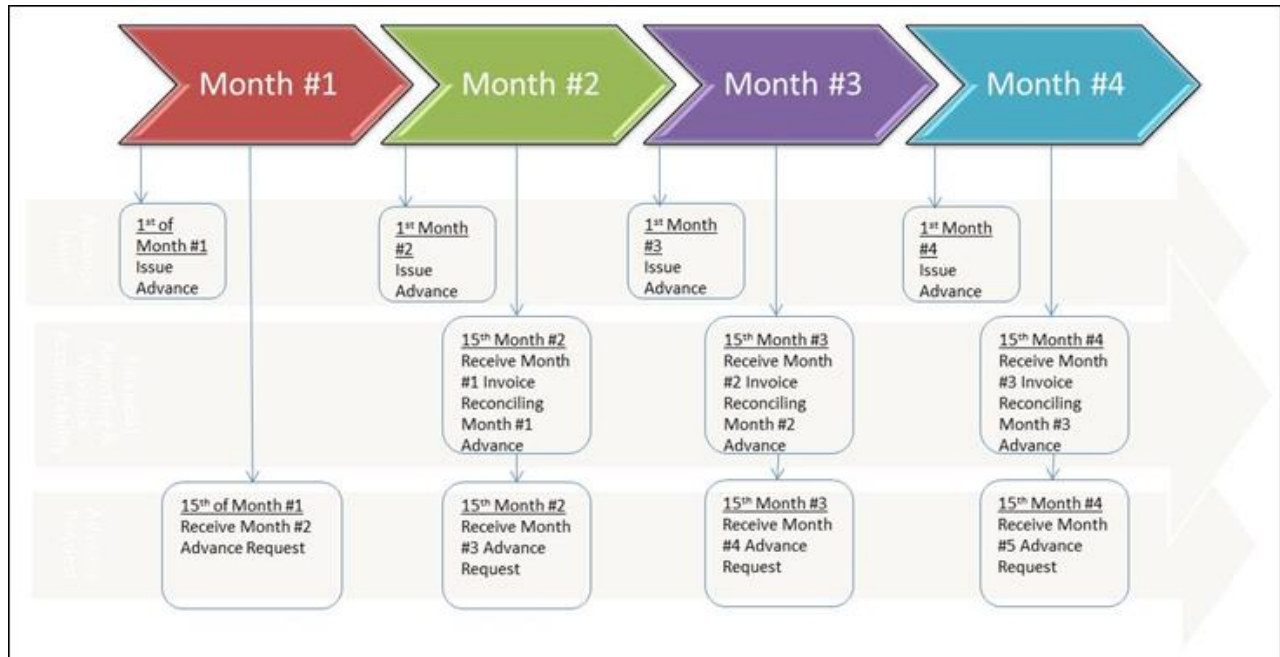
Grantees able to demonstrate being responsible under the Standards for Financial Management, as outlined in [Section 5.4](#) of this manual and documented by the Project Grants Manager, are eligible to receive advances. All requests for advances must be in accordance with RTI’s policies on advances and approved in accordance with approval thresholds for payments outlined in [Section 10](#) of *RTI’s International Finance and Accounting Operations Field Office Manual*.

Advances to grantees are made via check or wire transfer and are limited to the grantee’s immediate financial needs for up to 30 days and for an amount not to exceed \$100,000 USD, unless additional approval is provided by RTI authorized officers.

Under STG/SIG, a cash advance to a grantee with limited cash flow is limited to the minimum amount needed to meet current disbursement needs (generally 30 days) and will be scheduled so that the funds are available as close as is administratively feasible to the actual disbursements for program costs. After receipt of the initial advance, and for each upcoming month (30-day period), the grantee must submit a *Request for Advance*.

Grant advances should be liquidated within 60 days. If an advance exceeds 60 days, RTI will not replenish or provide any further advances until the previous advance is reconciled or unless otherwise approved by RTI’s International Accounting policy. A Policy Exception Request for Third Party Advances may be required. **Figure 7-1** presents a process diagram of issuing and reconciling advances.

Figure 7-1. Process Diagram of Issuing & Reconciling Advances



7.5.1 Grant Advances and Invoices Paid from the Field

For advances paid from the field:

- Advances paid in the field in the amount up to \$100,000 USD may be approved by the Finance Manager and COP with notification to the Project Manager.
- Advances in excess of \$100,000 USD must be further approved by the cognizant business unit's VP of Finance and RTI's Treasurer. The Project Manager routes the request for approval.
- Project staff may not authorize advances to grantees outside of the procedures outlined above.
- A Policy Exception Request for Third-Party Advances must be completed for advances with balances that exceed the thresholds listed above, and/or when an at risk balance exists.

7.5.2 Grant Advances and Invoices Paid from the Home Office

For grant invoices/advance requests that are to be paid from RTI's Headquarters, the iGAPS Team must set up a purchase order within RTI's Financial Accounting System (Costpoint). To initiate this process, iGAPS Senior Grants Manager will facilitate the process with the RTI Home Office.

Once the purchase order is set up, the Project Manager routes the approved invoice/advance request to the Accounting Department for payment.

The [Advance Request Form](#), ACH/Direct Deposit Form (for direct deposits made in the United States), and the International Wire Transfer Form are available in this manual.

No matter how an advance is paid. Grantees should complete and submit a [Financial Report Template](#) for advance reconciliation and incurred expenses.

7.6 Reporting Host Government Taxes

Under USAID-funded projects, there is an annual reporting requirement outlined in the Standard Provisions and in the terms of the grant agreement. As each country has different requirements, it is important to follow the process outlined by each USAID mission.

Annual reporting is required for any foreign taxes including value added taxes (VAT) or customs duties assessed by a foreign government on commodity purchase transactions valued at \$500 USD or more financed with USAID funds. The submitted report covers the prior U.S. fiscal year (October 1 through September 30) and should include taxes paid, even if RTI or the grantee has requested and/or received a refund of taxes paid.

A grantee should provide its annual report to the RTI Project Grants Manager before the deadline outlined in the grant agreement so that each project can submit a combined report to USAID.

7.7 Procurement

The Project Grants Manager is responsible for ensuring that grantees understand the procurement process to avoid the purchasing of unallowable or unnecessary items. All procurement transactions must be conducted in a manner to allow open and free competition to the maximum extent practical. Project Grants Managers and grantees must be alert to organizational conflicts of interest and noncompetitive practices that may restrict or eliminate competition.

Some form of cost or price analysis must be made and documented in the grantees' procurement files in connection with every procurement action. Price analysis may be accomplished in various ways, including the comparison of price quotations submitted, market prices, and discounts. Cost analysis is the review and evaluation of each element of cost to determine reasonableness, allocability, and allowability.

The following restricted goods and services should not be procured with grant funds without the prior approval of the RTI/USAID Contracts Officer:

- Agricultural commodities
- Motor vehicles,
- Pharmaceuticals
- Pesticides
- Used equipment
- Contraceptives
- Fertilizer.

All procurement under USAID projects must follow the source and nationality regulations set forth in 22 CFR 228.

Geographic code 935.

An additional help document is available with further information on Procurement Regulations. RTI staff may obtain this document by contacting the iGAPS Manager.

7.8 Mandatory Disclosures

Grantees must disclose to RTI in a timely manner and in writing all violations of criminal law involving fraud, bribery, or gratuity violations potentially affecting the award. Failure to make required disclosures can result in any of the remedies described in 2 CFR200.338, including suspension or termination of the award.

7.9 Program Income

Program income is income earned by the grantee that is directly generated by a supported grant activity or earned as a result of the grant award. Income may result from activities integrally related to the grant, or from activities that are incidental to the main purpose of the grant.

Program income may be earned both from grantee activities and from services provided by an individual who performs a role in the grant activity. The *timeframe* for earning program income is for any income earned by a grantee during the grant period. Grantees should have no obligation for program income earned after the end of the project/grant period.

Examples of program income include the following:

- Fees for services performed and for the sales of services, such as sale of computer time;
- Use or rental of real or personal property acquired with grant funds;
- Sale of commodities or items fabricated under the grant, such as publications;
- Payments of principal and interest on loans made with grant funds; and
- Any donations that are solicited by the grantee during a grant activity.

Project Grants Managers must ensure that grantees inform RTI of any program income generated under the grant. Program income earned under a grant agreement will be applied and used in accordance with USAID Standard Provisions. For non-U.S. organizations, the additive method (i.e., adding program income is added to the grant award, and using funds to further program objectives during the grant period is the automatic default). For guidance on handling program income, please contact your Regional Grants Manager.

7.10 Equipment Management

In relation to equipment purchased with grant funds, Project Grants Managers are responsible for ensuring that grantees:

- Maintain equipment records that include the description and source of the equipment; the name of the title holder; the serial number or other identification; the acquisition date; the cost, location, use, and condition of the equipment; and any ultimate disposition data, including the disposal date and sale price of the equipment.
- Conduct, at minimum, an annual physical inventory of the equipment; reconcile the results with the equipment records; and submit a copy of the physical inventory to RTI Headquarters. For high-risk grantees, this should be done semi-annually. An [Asset Register Template](#) is found within this manual.

- Report stolen equipment to the relevant local authorities immediately. A copy of the theft report must be attached to the list of assets that is periodically submitted to RTI Headquarters. If stolen equipment was uninsured, the cost of replacing the stolen equipment is not an allowable cost under the grant.
- Project Grants Manager/iGAPS should insert the provision regarding title to property based on the Prime agreement requirements.

7.11 Publications

For USAID-funded projects, unless otherwise noted in the Prime agreement, USAID must be prominently acknowledged in all publications, videos, or other information/media products funded or partially funded through the grant award, and the product must state that the views expressed by the author(s) do not necessarily reflect those of USAID.

Acknowledgments must identify the sponsoring USAID Office and Bureau or Mission, as well as USAID substantially as follows:

This study/report/website is made possible by the support of the American people through the United States Agency for International Development (USAID). The contents are the sole responsibility of the [name of organization] and do not necessarily reflect the views of USAID or the United States Government.

Grantees must also follow the prescribed Branding Implementation Plan and Marking Plan for Tuhifadhi Maliasili (see [Section 7.11.1](#)). The COP or the Project Grants Manager shall provide grantees a copy of these plans.

The grantee must provide to RTI one copy of all published works developed under the award with lists of other written work produced under the award. In the event that grant funds are used to underwrite the cost of publishing in lieu of the publisher assuming this cost, as is the normal practice, any profits or royalties up to the amount of such cost must be credited to the grant, prior approval from USAID.

USAID reserves a royalty-free, nonexclusive, and irrevocable right to reproduce, publish, or otherwise use—and to authorize others to use—the work for government purposes.

7.11.1 USAID Branding Implementation Plan and Marking Plan Requirements

2 CFR 700.16 requires that all programs, projects, activities, public communications, and commodities partially or fully funded by USAID under a USAID grant, and as defined in 2 CFR 700.16, be marked appropriately with the USAID Identity of a size and prominence equivalent to or greater than the grantee's, other donor's, or any other third-party's identity or logo. To comply with this and other applicable regulations, the Project Grants Manager shall provide a copy of the Branding Implementation and Marking Plan to the grantees to ensure that they understand and follow the guidelines as approved by USAID.

7.11.2 Applicable Guidelines (USAID ADS 303) and Regulations (2 CFR 200) under USAID-funded Grants

USAID-funded grants must be administered in accordance with the guidelines in [USAID ADS 303](#) and the regulations found in [2 CFR 200](#). Grantees are expected to comply with the provisions of these guidelines and regulations, as applicable.

[2 CFR 200](#) is not directly applicable to non-U.S. organizations, except for Subpart E Cost Principles; however, USAID applies some of these regulations to non-U.S. organizations through ADS 303 and the Standard Provisions (USAID ADS 303.3.1). Therefore, it is highly encouraged for project grants managers and grantees to be familiar with the essential requirements in this regulation.

8 Grants Monitoring

As a recipient of USAID and other awards, RTI is responsible for managing and monitoring its awards/grants issued under a project to assure appropriate completion of agreed-upon tasks and to maintain financial and regulatory compliance per client requirements. All grantees are subject to regular and periodic monitoring visits and periodic reporting requirements. RTI clearly identifies these reporting requirements in the grant agreement.

The project, headed by the Project Grants Manager, should conduct periodic reviews of a grantee's compliance with the grant terms and conditions and the grant schedule, as well as conduct a review of the timeliness and quality of technical performance. As part of compliance with monitoring requirements, grantees must maintain books, records, documents, and other evidence that relate to adequately showing all costs incurred under a grant, the receipt and use of goods and services acquired under the grant, the costs of the project that were supplied from other sources, and the overall progress of the project.

For grants implemented by medium- or high-risk grantees, the project should create a [Monitoring and Oversight Plan](#) based on the established performance benchmarks and the pre-award assessment of the grantee's grant management capabilities. The development and use of a Monitoring and Oversight Plan for low-risk grantees is at the discretion of the project team. Within the plan, the frequency of reporting and methods to validate performance should be specifically addressed (e.g., site visits to grantee's offices will be conducted on a quarterly basis).

8.1 Grants Monitoring Guidelines

Post-award, the Project Grants Manager should organize a kickoff meeting between the project team and the grantee to clarify RTI's expectations of the grantee with regard to programmatic, compliance, and financial requirements and to establish performance benchmarks for the grantee. When establishing these benchmarks, the project team should take into consideration the grantee's final approved Monitoring and Evaluation (M&E) Plan.

Grants monitoring may be accomplished through a combination of (1) [monitoring through reporting](#) and (2) [monitoring through site visits](#).

8.1.1 Monitoring through Reporting

The monitoring of grant activities through reporting includes three levels of monitoring for compliance:

- Programmatic monitoring,
- Financial monitoring, and
- Administrative monitoring.

Programmatic monitoring is intended to compare a grantee's actual accomplishments with the goals and objectives of the given period, as outlined in the grant agreement.

To allow for a comparison of accomplishments with goals and objectives, the Project Grants Manager and project staff should conduct a thorough analysis of the technical deliverables to make sure that the grantee is achieving the following:

- Capturing all the required accomplishments in the performance reports;
- Staying on track with the Implementation Plan;
- Performing activities according to the program description;
- Tracking and reporting on performance data that are part of RTI's performance indicators; and
- Properly capturing "success stories."

Financial monitoring is intended to ensure that a grantee has followed applicable regulations and spent the grant funds as intended. To ensure financial compliance, it is necessary that the project

- Review all invoices against the [Invoice Review Checklist](#) to verify that
 - all of the costs are in the approved budget;
 - cost variances between budget categories are within the approved threshold (as crosschecked against the grant agreement);
 - no commodities were purchased where the unit cost exceeded the pre-approval requirement (as crosschecked against the grant agreement);
 - the grantee has complied with all provisions in the grant regarding foreign (non-U.S. Government) taxes (i.e., taxes are not billed unless the grantee is directed by RTI to bill foreign taxes).
 - costs are incurred within the grant period;
 - supporting documentation for invoices is available, including receipts, copies of employee timesheets, etc.;
 - no restricted goods and/or ineligible goods were purchased;

- any leveraging is reported, cost share is reported and validated, and the grantee is meeting the cost-share and/or leveraging requirements, if applicable;
 - labor costs are supported by timesheets; and
 - there is correlation between expenditure incurred and the project activities reported.
- Keep an up-to-date worksheet on advances, and make sure that advances are liquidated at least at 60 days (or more frequently, if required in the grant agreement)
 - Ensure compliance with other special provisions, if any, specified in the grant agreement.

For administrative monitoring, the Project Grants Manager and the project team should monitor grantees' compliance with the following:

- Branding/marketing instructions for published materials (e.g., training books, brochures);
- Source and nationality requirements of the grant agreement (e.g., check authorized geographic code for procurement);
- Environmental regulations (as crosschecked against the requirements outlined in the grant agreement and the EMMP);
- Reporting requirements of the grant agreement;
- Annual or monthly report on foreign taxes paid (e.g., VAT), and evidence that the grantee made efforts to get reimbursed from the government;
- USAID audit requirement;
- Review of final audit report (conducted in accordance with 2 CFR 200 Subpart F-*Audit Requirements*, USAID ADS 591, or other external audit) as appropriate and follow up with the grantee about any findings related to the grant activities/funds. **(Note that if the grantee will not address the findings before RTI's annual audit, then RTI has to disclose those findings to its auditors);**
- Proper procurement documentation (e.g., that vendor quotes and source, and nationality are recorded); and
- Payment of local law statutory deductions (e.g., taxes, pension)
- Leveraged funds (for public-private partnership projects) provided by the grantee have supporting documentation.

8.1.2 Monitoring through Site Visits

Site visits include visits to grantees' offices (required for the high-risk grantees, as described below), as well as to the grant activity sites.

The types of reviews described for Monitoring through Reporting (i.e., Programmatic, Financial, and Administrative Compliance Monitoring) should also be conducted during site visits. Following all monitoring site visits, the Project Grants Manager should create a written report of the visit and any findings and maintain the report in the grant files.

It is recommended that the Project Grants Manager conduct a periodic review of the grantee's records and systems; **such reviews are required for high-risk grantees**. The review and monitoring technique should be based on the pre-award assessment and the identified system

deficiencies, as well as special provisions of the grant agreement. The areas for review should include, but not be limited to, the following:

- Records, receipts, and timesheets;
- Procurement documentation (e.g., vendor quotes; selection memos; and source, and nationality);
- Proper marking of equipment, vehicles, and other commodities as required;
- Source, and nationality verification of the purchased commodities as required;
- Inventory of purchased commodities;
- Proper marking and branding of events, construction sites, etc.;
- Analysis of the quality of accomplishments;
- That legal registration is kept updated;
- Feedback solicited from beneficiaries/end users (should be filed); and
- Feedback solicited from the host country officials (should be filed).

8.2 Audits

RTI is responsible for ensuring that the proper audits are conducted in accordance with 2 *CFR* 200 *Subpart F—Audit Requirements* and USAID ADS 591 for USAID funds. In some circumstances, RTI may request a grantee to have an audit of grant activities that are below the regulated thresholds defined below.

8.2.1 2 *CFR* 200 *Subpart F—Audit Requirements*

U.S. nonprofit organizations that expend \$750,000 USD or more in Federal awards within their fiscal year must have a single or program-specific financial audit conducted for that year, in accordance with 2 *CFR* 200-*Subpart F—Audit Requirements*. USAID bases the determination of when an award is expended on when the activity (e.g., expense transaction or disbursement of funds) related to the award occurs. 2 *CFR* 200 *Subpart F—Audit Requirements* provides guidance on determining the Federal awards expended and can be accessed at: <https://www.ecfr.gov/current/title-2/subtitle-A/chapter-II/part-200/subpart-F>

Federal agencies apply the provisions of the 2 *CFR* 200 *Subpart F—Audit Requirements* to Nonfederal entities, whether they are recipients expending Federal awards received directly from Federal awarding agencies, or are subrecipients expending Federal awards received from a pass-through entity (a recipient or another subrecipient).

Policy Reference: 2 CFR 200 Subpart F—Audit Requirement

2 *CFR* 200 *Subpart F—Audit Requirements* does not apply to **U.S. for-profit (i.e., commercial)** organizations that expend Federal awards received either directly as a recipient or indirectly as a subrecipient. When exempt, the grantee must make records available for review or audit upon request by USAID, RTI, or the General Accounting Office.

Non-U.S./foreign organizations (Nonprofit, Commercial or Host Country Government) that expend \$750,000 USD or more during their fiscal year in “USAID awards” (i.e., as recipients of USAID cost reimbursement awards or as subrecipients) must have an annual audit conducted in

accordance with 2 CFR Part 200, Subpart F (see also ADS 591maa, USAID Financial Audit Guidelines which includes the *Guidelines for Financial Audits Contracted by Foreign Recipients*, published by the Office of the U.S. Inspector General. This requirement does not apply to recipients of a fixed price contracts or FAAs.

Foreign organizations expending less than \$750,000 USD per their fiscal year under direct USAID cost-reimbursement awards, and host governments expending less than \$750,000 USD per their fiscal year under USAID grants, are exempt from the above audit requirements. Although laws and regulations do not require a financial audit, RTI as a Prime contractor is still responsible for ensuring accountability for those funds. As such, the project should use the Organizational Control Environment Questionnaire and the Site Visit Assessment Tool to determine the level of monitoring necessary for these organizations.

Program-specific audits are an allowable cost and can be used as part of the overall capacity building aspect of the grant program. Project Grant Managers should solicit the use of a local audit firm, provide the firm with a copy of the *Audit Guidelines* as contained in USAID's ADS 591, and oversee the grantee's audit process.

When RTI retains the services of the auditor directly, as opposed to the grantee entering into the relationship with the auditor, the Project Grant Manager must, under RTI Policy 13.13 "Procurement of Outside Legal and Accounting Professional Services," obtain approval from the Senior Director, International Accounting. (See Section 24 of the *International Finance and Accounting Operations Field Office Manual*).

Please note that FAAs **are not** subject to the annual audit requirements detailed in USAID ADS 591.3.2.1.

8.3 Remedies for Non-Performance of Grantee

If the monitoring process (either Monitoring through Reports or Monitoring through Site Visits) results in identifying deficiencies/violations, then the COP, in consultation with the iGAPS Senior Grants Manager, should **notify the grantee in writing about the deficiencies and provide an appropriate amount of time to correct these deficiencies**. The iGAPS Senior Grants Manager should receive a copy of the written notification. The RTI Project Grants Management Team may assist the grantee in a reasonable manner to address the deficiencies. In the event that the Project Grants Team provides assistance to the grantee, the team should document in writing the level of assistance provided. If the grantee cannot correct the deficiencies during the specified timeframe and/or is not responsive to RTI's requests to do so, then project management may take further action, including recommending to iGAPS to suspend or terminate the grant agreement.

8.4 Termination or Suspension

Standard termination or suspension conditions include the following:

- Grantee's failure to comply with the terms and conditions of the grant agreement;
- Changes in the requirements of the client or the program, such that the work to be completed varies significantly from the proposed activities;

- Client reduction in funding or termination before the end of the grant period;
- Significant delays or challenges that materially impact the grantee’s ability to implement the required work.

All grants may be terminated, and RTI will give notice of termination to the grantee in writing.

9 Grant Closeout

To ensure that RTI projects can be closed out efficiently, it is recommended that grants be closed 60 days prior to the overall project performance period. Exceptions may be provided on a case-by-case basis. The Project Grants Manager should send a closeout letter to grantees 60 days before the grant period ends notifying the grantee of the closeout requirements and the reporting schedule and providing guidance on any outstanding matters, such as property, audits, cost share, etc.

Closeout of grants awarded under the standard and simplified formats must comply with the terms in the agreement for the following:

- Submission of all financial and performance reports.
- Liquidation of all obligations incurred under the award, and refund of any outstanding cash balances.
- Submission of inventory for all property procured with grant funds.

Grant closeout for FAAs will be accomplished with acceptance of the final milestone and the approval of final payment.

Upon finalizing the list of actions above, the Project Grants Manager should submit a closing report in GMS that follows RTI’s [Sample Close Out Report](#) and uses the [Close Out Checklist](#). **The Project Grants Manager should consult the checklist for guidance on the proper planning steps and actions required in order to closeout a grant.**

Grants under USAID funding shall be closed out in accordance with 2 CFR 200.344, ADS 303. Close out must comply in all material respects with Additional Help Document for ADS 302 and 303 “Guidance on Closeout Procedures for A&A Awards”.

Grants Forms, Templates, and Supporting Documents

[Advance Request Form](#)

[Anti-Trafficking Compliance Plan \(Sample Template\)](#)

[Asset Register Template](#)

[Combating Trafficking in Persons Certification Form](#)

[Direct Deposit Form](#)

[FAA Grant Agreement Template](#)

[Financial Report Template](#)

[Grant Application and Award Form](#)

[Grants Closeout Guidance and Checklist](#)

[Grant Package Checklist](#)

[Grant Invoice Review Checklist](#)

[Grant Modification Template](#)

[In-Kind Grant Template](#)

[International Wire Transfer Form](#)

[Memorandum of Negotiations for Grants](#)

[Organizational Control Environment Questionnaire Full](#)

[Organizational Control Environment Questionnaire Simplified](#)

[Project Monitoring and Oversight Plan](#)

[Request for Application](#) (RFA)

[RTI Disclosure Form for Potential Conflicts of Interest](#)

[Sample Closeout Report](#)

[Simplified Cost Reimbursement Grant Agreement Template](#)

[Site Visit Assessment Tool](#)

[Standard Cost Reimbursement Grant Template](#)

[Environmental Review Form](#)

REQUEST FOR APPLICATIONS TEMPLATE (RFA)

Descriptive Program Name: Competitive Solicitation under Tuhifadhi Maliasili's Grants Program

I. Background

Background on the project and the specific aim of this particular solicitation.

II. Grant Type and Anticipated Funding

All grants will be administered according to USAID grant regulations by the Tuhifadhi Maliasili Activity implementer, RTI International (RTI). RTI anticipates issuing {Grant Types} under this grant program. **Please note that funding advances will not be issued.** Allowable grant expenditures will be reimbursed monthly, based on Grantee's submission to Tuhifadhi Maliasili of financial reports and original receipts.

Pending the availability of funding provided for this purpose by USAID, Tuhifadhi Maliasili anticipates awarding up to \$XXX,XXX in grants to fund appropriate and eligible applications submitted in response to this announcement:

Example Text: Two (2) to four (4) grants of \$100,000-\$200,000 to non-governmental, regional or international organizations to promote climate-resilient development of agriculture through a set of activities designed to build capacity for climate resilience at various levels of the value chain, foster innovative practices and technologies to cope with the adverse impacts of climate variability and change, and contribute to the knowledge base on climate impacts, and vulnerability to and options for addressing climate change in Tanzania. To build capacity to plan and implement sustainable climate-resilient strategies and practices, organizations are expected to design an integrated set of activities to facilitate sharing of knowledge, including but not limited to field demonstrations; exchanges between farmers or representatives of farmer organizations from multiple countries in the region, and potentially also including agricultural extension agents; side-by-side technical assistance and dissemination of information on climate impacts and vulnerability; processes for assessing options to address vulnerability at the farm level; and dissemination of information on innovations through case studies or other media. The awardee is expected to engage a representative cross-section of stakeholders in the agricultural sector in this capacity building effort. Awardees are encouraged to consider criteria such as gender equity, country diversity, and candidates' commitment to sharing their knowledge and experiences more broadly in their communities and business sectors when identifying and engaging partners in project activities in the region. Field demonstrations and exchanges should be designed to showcase practices and technologies that are innovative, affordable, and replicable.

Project activities must take place in {Location(s)}.

Note that US-based organizations can apply for this grant but can only apply for one (1) grant of up to \$100,000.

Grant applications and all deliverables must be submitted in English.

Organizations, Individuals, Activities and Costs that will NOT be Funded

Ineligible organizations and individuals include:

- Government entities and employees;

- Political parties, groupings, or institutions or their subsidiaries and affiliates;
- Organizations and individuals that advocate, espouse, or promote anti-democratic policies or illegal activities;
- Faith-based organizations whose objectives are for discriminatory and religious purposes, and whose main objective of the grant is of a religious nature;
- Any entity and individual whose name appears on the List of Parties Excluded from Federal Procurement and Non-procurement Programs.

Ineligible activities and purchases include:

- Any purchases that are not necessary to execute the grant activity, including any grantee headquarter expenses (for organizations) or living expenses (for individuals) that are not directly linked to the implementation of the proposed project;
- Profit or fee;
- Indirect costs; {NB: Only on Simplified Grants}
- Fine, penalties, previous obligations or bad debt;
- Activities that contribute to the destruction, deterioration, or the degradation of natural resources and/or environment;
- Illegal activities as defined by the host country and/or USAID;
- Subsidies to organizations that are not legally recognized;
- Ceremonies, celebrations, parties, gifts or gratuities;
- Purchases of goods or services restricted or prohibited under U.S. Government source/nationality regulations,
- Military equipment, police equipment, surveillance equipment, abortion equipment and services, gambling equipment, climate modifier equipment.

Restricted purchases subject to special approval include: agricultural products, motorized vehicles, pharmaceutical products, used equipment, North American surplus equipment, and fertilizer.

III. Instructions for applicants

Please submit a completed Grant Application Form and required attachments to:
Tuhifadhi Maliasili Grants Unit - [EMAIL](#)

Applications will be accepted through {DATE} for grants. The anticipated award date is {DATE}. Activities should be planned through but not beyond {DATE}.

IV. Criteria for judging technical merits of applications

The following criteria will be used to judge the technical merits of proposals received. *{The following are illustrative criteria. Adapt as appropriate.}*

- **Impact and Sustainability (40%):** Will the proposed activity lead to on-the-ground adaptation through increased adoption or implementation of climate resilient farming practices? Will it have a positive impact on vulnerable agricultural households and communities? Are the proposed selection criteria for participants and projects designed to maximize the impact of the exchanges?
- **Outputs for broader dissemination (20%):** Will the proposed activity generate tangible and useful communications materials that can be used to share adaptation lessons learned more broadly across the region, and globally through the Adaptation Partnership website (case studies, photo essays, publications, video clips, testimonies, educational materials, etc.)?
- **Participation (15%):** Does the application clearly explain how the activities will strive to achieve gender balance among participants/beneficiaries, and how they will engage a range of public and private stakeholders? Preference will be given to applications that include exchange participants and/or host sites in multiple countries, to encourage South-South learning and cooperation and achieve regional impact.
- **Monitoring and Evaluation (10%):** Does the application include a feasible plan for following up to determine and report on the impact from the implemented activities? (E.g., did the training participants apply what they learned in their work?)
- **Cost (15%):** Is the proposed budget reasonable, and adequate to carry out the proposed activities?

V. Further Information

Any questions concerning this opportunity should be submitted to the Tuhifadhi Maliasili Grants Unit at: [EMAIL](#).

Please refer to Annex A attached, for additional guidance and requirements.

Annex A - RFA Additional Requirements

Duns & Bradstreet Number (DUNS number)

Grantees that receive more than \$25,000 from RTI are required to have a DUNS number before receiving a grant award.

The federal government has adopted the use of DUNS numbers to track how federal grant money is allocated. DUNS number identifies your organization. This process should take no more than 2 business days.

WHAT IS A DUNS NUMBER & WHY DO I NEED OBTAIN ONE?

The **Data Universal Number System (DUNS)** number is a unique nine-character number that identifies your organization. It is a tool of the federal government to track how federal money is distributed. **Most large organizations, libraries, colleges and research universities already have DUNS numbers.**

Ask your grant administrator or chief financial officer to provide your organization's DUNS number. If your organization is **based in the U.S.**, a DUNS number can be requested by phone or online.

Webpage for phone number: http://fedgov.dnb.com/webform/pages/reqDuns_phone.jsp

If your organization is located **outside the United States**, you can request and register for a DUNS number through the following web site.

Webpage for registration: <http://fedgov.dnb.com/webform/displayHomePage.do>

This is the information you will need to have available in order to obtain the DUNS number. (If your organization does not already have one):

- Legal Name of organization
- Name of the organization CEO
- The primary type of business your company engages in (NCIA/SIC CODE)

To obtain this code please go to www.naics.com/search.htm

(Also see list attached)

- Any other name your business might be recognized by, i.e. doing business as (DBA)
- Physical organization address (city, state and zip code)
- Mailing address if separate from headquarters
- Telephone number
- Name of the primary contact person and his or her title
- Number of employees at your location
- Is this a home-based business?

If your organization does not have a DUNS number, use this Dun & Bradstreet (D&B) online registration process to receive one free of charge.

NOTE: Obtaining a DUNS number places your organization on D&B's marketing list that is sold to other companies. You can request not to be added to this list during your application

Certifications, Assurances, and Other Statements of the Applicant for USAID Funded Grants

The application should incorporate any of the required certifications based on the guidance below that are required for the type of organization, level/type of funding, flow down from the prime award or where the work will be performed. For Non-USAID funded grants, RTI's Prime Award should be consulted for mandatory flow downs that should be incorporated into the application process or grant award. Please see below for information about various types of certifications.

In the certification, references to providing material support and resources shall not be deemed to include furnishing USAID funds or USAID-financed commodities to the ultimate beneficiaries of USAID assistance (recipients of food, medical care, micro-enterprise loans, and shelter, among others), *unless* RTI 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.

Look-up Guide for Required Certifications and Assurances (USAID/U.S. Government Funding)

Types Of Certificates/Assurances	U.S. Organization	Non-U.S.
Certification Regarding Terrorist Financing	Required	Required
Certification on Lobbying (SF-LLL)	Required if grant exceeds \$100,000	Required if grant exceeds \$100,000
Certification on Trafficking in Persons	Required if grant exceeds \$500,000	Required if grant exceeds \$500,000
Prohibition on Assistance to Drug Traffickers for Covered Countries and Territories	See footnote I	See footnote I
Key Individual Certification—Narcotics Offenses and Drug Trafficking	See footnote I	See footnote I
Participant Certification—Narcotics Offenses and Drug Trafficking	See footnote I	See footnote I
Assurance of Compliance with Laws and Regulations Governing Nondiscrimination in Federally Assisted Programs	Required	Required if the program is partly undertaken in the United States
Prohibition of Requiring Certain Internal Confidentiality Agreements or Statements	Required	Required

I The requirement applies only to those subrecipients specifically designated by USAID to receive or provide more than \$100,000 in “covered assistance.” See **Section 4.2.4**, below. Designation means that the subrecipient has been unilaterally selected by USAID as the subrecipient. USAID approval of a subrecipient selected by another party, or joint selection by USAID and another party, is not designation. See USAID ADS 206.

Certification Regarding Terrorist Financing

The Anti-Terrorism Certification is a worldwide USAID requirement (see Acquisition and Assistance Policy Directive [AAPD] 04-14) and applies to USAID grants and cooperative agreements to U.S. and Non-U.S. NGOs applying for USAID grant funds. The purpose of the certification is to provide USAID with assurances that an NGO is not providing assistance to organizations that provide or have provided assistance to terrorists or for terrorist activity.

The latest version of the Anti-Terrorism Certification can be found at <http://www.usaid.gov/sites/default/files/documents/1861/Anti-Terrorism%20Certificate.pdf>

All USAID applicants are required to submit this certification, and Project Grant Managers must obtain the certification prior to making an award. Project Grant Managers (or other project staff with responsibility for grants management and administration) must also verify that the prospective grantee (individual or entity) does not appear on the master list of Specially Designated Nationals and Blocked Persons maintained by the Office of Foreign Assets Control (OFAC) of the U.S. Department of Treasury, or the Master list of the United Nations Security Council Committee (i.e., “1267 Committee”). See [Section 5.1.2, Grantee Vetting](#), for instructions on the process for checking these lists.

In the certification, references to providing material support and resources will not be deemed to include furnishing USAID funds or USAID-financed commodities to the ultimate beneficiaries of USAID assistance (e.g., recipients of food, medical care, micro-enterprise loans, and shelter, among others) *unless* RTI has a 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.

Certification and Certification and Disclosure Form for Restrictions on Lobbying (SF-LLL)

The Certification and Certification and Disclosure Form for Restrictions on Lobbying (SF-LLL) is required only for grants in excess of \$100,000 (U.S. dollars [USD]). Further guidance can be found in 22 CFR 227.

Trafficking in Persons

The Trafficking in Persons Certification is a mandatory requirement for all prime recipients of USAID funds and applies to USAID grants and cooperative agreements. The purpose of the certification is to provide USAID with assurances that the recipient is preventing, reporting, and cooperating with enforcement agencies against any form of trafficking in persons.

The Executive Order 13627 “*Strengthening Protections Against Trafficking in Persons in Federal Contracts*” creates a stronger framework to apply and enforce U.S. government existing policy that prohibits Government employees and recipient’s personnel from engaging in trafficking-in-persons activities. The rules, which are contained in Mandatory Standard Provisions for both U.S. and Non-U.S. organizations (“*Trafficking in Persons*”), require all recipients and sub recipients their employees, labor recruiters, brokers, or other agents, to, among other things:

- 1) Prevent severe forms of trafficking, procurement of commercial sex acts, and use of forced labor by taking concrete, preventive steps to ensure that employees do not engage in trafficking-related activities.
- 2) Cooperate with, and provide access to, enforcement agencies investigating compliance with anti-trafficking and forced labor laws.

- 3) Self-report if it receives any credible information from any source that alleges a recipient employee, subcontractor, or their employee has engaged in conduct that violates this policy.

For sub-grants that exceed \$500,000, the subrecipient must submit to RTI the annual “Certification regarding Trafficking in Persons,” as required prior to execution of any award, and must implement a compliance plan to prevent the activities described in the standard provisions. The subrecipient must provide a copy of the compliance plan to RTI upon request and must post the useful and relevant contents of the plan or related materials on its website (if one is maintained) and at the workplace.

The complete details and requirements of this Executive Order are outlined under “Trafficking in Persons” in the Mandatory Standard Provisions for U.S. organizations and Non-U.S. organizations.

Drug Trafficking Certifications

Prohibition on Assistance to Drug Traffickers (see the following section for applicability information on Covered Assistance, Covered Countries, and Covered Participants) involves the following certifications:

- Key Individual Certification—Narcotics Offenses and Drug Trafficking; and
- Participant Certification—Narcotics Offenses and Drug Trafficking.

Policy Reference: USAID ADS 206.3.10.

Policy Section 487 of the U.S. Foreign Assistance Act (FAAct)

This policy requires that reasonable steps be taken to ensure that assistance is not provided to or through drug traffickers or persons with narcotics convictions. “Key individuals” of certain entities and covered participants must provide the certifications referenced below before the grant is signed:

- **Key individuals.** A key individual is defined as an official of a public or private entity who is receiving assistance and who may be expected to principally control or benefit from the assistance, e.g., the principal operating officer of a firm. In the case of U.S. NGOs, the key individual is the in-country Project Manager or similar official principally responsible for administration of the USAID-financed activity. In cases where there is no in-country presence, there is no requirement to identify U.S.-based key individuals.

In light of the many types of organizations and scopes of agreements, it is difficult to set forth any definitive criteria for the identification of key individuals of non-U.S. NGOs. For example, when a grant is not a substantial part of the total support of the organization, the key individual is normally the Project Manager or another in-country person principally responsible for administration of the grant. In contrast, if USAID grants are a substantial portion of an in-country, non-U.S. NGO’s support, the key individuals are typically the in-country principal officers of the organization. Key individuals of U.S. and non-U.S. NGOs must complete the Key Individual Certification (or a substantive alternative) before agreements providing covered assistance are signed.

The certification can be downloaded from the following location
<http://www.usaid.gov/ads/policy/200/20657m1>

- **Covered assistance.** Covered assistance is considered a contract, grant, cooperative agreement, guarantee, or other agreement in a covered country that meets the criteria relating to amount, funding source, and recipient. For more information, go to <http://www.whitehouse.gov/the-press-office/2013/09/13/presidential-determination-major-drug-transit-and-drug-producing-countries>.
- **Covered countries.** Covered countries are those identified annually by the U.S. President as major, illicit, drug-producing, or drug-transit countries under section 706(1) of the Foreign Relations Authorization Act (FRAA), fiscal year 2003 (Public Law 107-228), as well as any country or portion of a country that the U.S. Department of State determines is to be treated as a covered country under the 487 Policy Regulations. As of September 2020, the President has identified the following countries as covered countries: **Afghanistan, The Bahamas, Belize, Bolivia, Burma, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, India, Jamaica, Laos, Mexico, Nicaragua, Pakistan, Panama, Peru, and Venezuela.**
- **Covered participants.** A covered participant is a USAID-financed participant (including in-country) receiving a scholarship, fellowship, or other structured training of more than 6 hours, but only where USAID specifically approves the individual participant. Individuals receiving assistance at any tier, and regardless of the cost of training, are covered participants. In other words, the procedures apply whether USAID is funding and administering training directly, through host governments, or through NGO implementing entities. There is no monetary threshold for covered participants.

The following certification should be completed and collected from participants as described above: <https://www.usaid.gov/ads/policy/200/20657m2>

- **Subrecipients.** The 487 Policy Regulations apply only to those subrecipients who are specifically designated by USAID to receive or be provided with more than \$100,000 USD in covered assistance. Designation means that the subrecipient has been unilaterally selected by USAID as the subrecipient. USAID approval of a subrecipient selected by another party, or joint selection by USAID and another party, does not constitute designation.

Assurance of Compliance with Laws and Regulations Governing Nondiscrimination in Federally Assisted Programs

For U.S. organizations, a signed copy of this certification is required. This certification is applicable to non-U.S. organizations only if any part of the program will be undertaken in the United States. This certification can be found in the following

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

Policy Reference: USAID ADS 303.3.8(a).

GRANT APPLICATION FORM

Applications will be accepted in English only and must include the following sections:

1. **Name of Organization:**
2. **DUNS:**
3. **RFA#:**
4. **Project Title, descriptive, precise, and brief project goal:**
5. **Project Objectives:** These objectives should be clearly formulated, oriented towards an impact, be specific, measurable, realistic, and have a time limit (maximum 1/2 page).
6. **Expected Products and Outputs:** Include anticipated amount of time it will take to achieve project outputs. The progress towards the achievement of these results may be considered to be a progress indicator of the project. This section should clearly define the relationship between the expected results and the objectives and should also address the sustainability of the project (maximum 1 page).
7. **Targeted Beneficiaries:**
8. **Location:** Include address, telephone number and name of contact person.
9. **Duration:**
10. **Activities:** The activities necessary to achieve the desired results. Each result requires a specific group of activities (maximum 2 pages).
11. **Gender issues:** Gender issues must be addressed in all USAID-funded activities.
12. **Environmental Concerns:**
13. **Marking & Branding Plan:** As a condition of receipt of this Grant, the grantee will apply USAID regulations set forth in the approved Tanzania Tuhifadhi Maliasili Activity Branding and Marking Plan.
14. **Evaluation methodology:** Explain how you will determine to what degree your objectives have been achieved, and how you will measure the expected impacts qualitatively and/or quantitatively). Indicate when this will be done (maximum 1 page).
15. **Work Plan/Program Monitoring Plan:** An implementation plan and calendar that indicates when each of the objectives is expected to be achieved (maximum 1 page prose and calendar for proposed implementation/deliverables schedule).
16. **Budget:** The budget shall be prepared in a separate Excel document, in local currency and its equivalent in U.S. dollars (USD) using OANDA exchange rate, when applicable; it should include a budget narrative. This application shall include a budget summary using the following format:

Budget Line	Total TZS	Total USD
I. Labor (ex: staff salaries, consultant fees)		
II. Travel (ex: plane tickets, ground transportation, visas, hotel)		

III. Communications/Administrative (ex: photocopies, film, fees)		
IV. Equipment (non-office supply materials)		
V. Conference/Workshop Fees		
TOTAL		

17. Past Performance References: All applicants are subject to a past performance reference check. Applicants must provide name, address, and other contact information of at least three past performance references below.

Name	Address	E-mail	Telephone
(1)			
(2)			
(3)			

18. Organization Responsibility Certification: Certification that the applicant has the administrative management capacity to effectively and efficiently implement the grant activity in accordance with the financial management terms and conditions of the grant award, including relevant standard provisions. That is: the organization has appropriate policies and procedures (financial, operational, personnel, property management, etc.); and the internal controls which should provide reasonable assurance regarding the achievement of objectives for (i) effective and efficient operations, (ii) reliable financial reporting, and (iii) compliance with applicable laws and regulations.

I, the undersigned (Mr./Mrs./Ms. Chairman/President/Representative) of _____ that is requesting financial assistance from the USAID Tanzania Tuhifadhi Maliasili Activity Grant Program for the implementation of the proposed activity related to certify that all the information of the grant application file is exact and correct.

Signature:

Date:



ENVIRONMENTAL REVIEW FORM FOR
TUHIFADHI MALIASILI GRANT ACTIVITY

Follow, but do not submit, the attached instructions.

A. Applicant information

Organization	Parent grant or Activity
Individual contact and title	Address, phone & email (if available)
Proposed grant activity (brief description)	Amount of funding requested
	Period of performance
	Location(s) of proposed activities

B. Activities, screening results, and findings

Proposed activities (Provide DESCRIPTIVE listing. Continue on additional page if necessary)	Screening result (Step 3 of instructions)			Findings (Step 6 of instructions. Complete for all moderate/unknown and high-risk activities ONLY)		
	Very Low	High-Risk*	Moderate or	significant adverse	With specified	Significant Adverse
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						

*These screening results require completion of an Environmental Review Report

C. Certification:

I, the undersigned, certify that:

1. The information on this form and accompanying environmental review report (if any) is correct and complete.
2. Implementation of these activities will not go forward until specific approval is received from the AOR/COR.
3. All mitigation and monitoring measures specified in the Environmental Review Report will be implemented in their entirety, and that staff charged with this implementation will have the authority, capacity and knowledge for successful implementation.

(Signature) _____ (Date) _____

(Print name) _____ (Title) _____

Note: if screening results for any activity are “high risk” or “moderate or unknown risk,” this form is not complete unless accompanied by an environmental review report.

BELOW THIS LINE FOR USAID USE ONLY

Notes:

1. For clearance to be granted, the activity **MUST** be within the scope of the activities for which use of the ERF is authorized in the governing IEE. **Review IEE before signature.** If activities are outside this scope, deny clearance and provide explanation in comments section. The Partner, AOR/COR, MEO and REA must then confer regarding next steps: activity re-design, an IEE or EA.
2. Clearing an ERF containing one or more findings that **significant adverse impacts are possible** indicates agreement with the analysis and findings. It does NOT authorize activities for which “significant adverse impacts are possible” to go forward. It DOES authorize other activities to go forward. The Partner, /COR, MEO and REA must then confer regarding next steps: activity re-design, an IEE or EA.

Clearance record

COR	(print name)	(signature)	(date)
<input type="checkbox"/> Clearance given			
<input type="checkbox"/> Clearance denied			

USAID/TANZANIA (print name) (signature) MEO <input type="checkbox"/> Clearance given <input type="checkbox"/> Clearance denied	(date)
Regional Env. Advisor (print name) (signature) (REA) <input type="checkbox"/> Clearance given <input type="checkbox"/> Clearance denied	(date)
Bureau Env. Officer (print name) (signature) (BEO)* <input type="checkbox"/> Clearance given <input type="checkbox"/> Clearance denied	(date)

AOR/COR, MEO and REA clearance is required. BEO clearance is required for all “high risk” screening results and for findings of “significant adverse impacts possible. The BEO may review”.

Note: if clearance is denied, comments must be provided to applicant (use space below & attach sheets if necessary)

Note to individuals adapting the:

*** Supplemental Environmental Review Form for NRM Activities**

for use on a particular program/activity:

- This supplement is oriented around major resource/issue clusters and asks “leading questions” about the actual potential for unintended harmful impacts, especially of CBNRM/ ecotourism activities.
- Questions should be modified to respond to the needs of individual projects. This is intended to be a “living” document subject to adaptation.

Glossary

A

Advanced developing countries

Those countries categorized by the World Bank as upper middle-income countries according to their gross national income per capita, except for those countries in which USAID provides assistance. (The latter countries are defined in ADS 310)

Approval Matrix

The RTI document describing the required approvals based on the dollar value of the Requisition or the type of material/equipment/service being procured. There are two matrices in use: U.S. Domestic Approvals Matrix for third party payment requests initiated by RTI Headquarters/Home office or the International Field/Regional Approvals Matrix for third party payment requests initiated from field or regional offices.

Available for purchase (for commodities)

For commodities, that the commodity is offered for sale in a country in the authorized principal geographic code at the time of purchase from the supplier, irrespective of the place of manufacture or production, unless it is a prohibited source country. If applicable, the commodity must also be able to be serviced, and, if warrantied, have a valid warranty.

Available for purchase (for services)

For services, that the service is offered from a vendor that has complied with nationality and foreign government-owned organization requirements of this regulation, and is otherwise organized in a country in the authorized principal geographic code designated in an implementing instrument.

B

Best Value

The expected outcome of an acquisition that, in RTI's estimation, provides the greatest overall benefit to RTI in response to a specific requirement.

C

Client

Federal agency, non-profit, other governmental or commercial entity from which RTI has been issued a Prime Contract. Also referred to as the donor.

Commission

Any payment or allowance by a vendor/supplier to any person for the contribution that the person has made to secure the sale or contract for the vendor supplier or that the person makes to securing, on a continuing basis, similar sales or contracts for the vendor/supplier.

Commodities or goods

Any material, article, supply, good, or equipment.

Commodity-related services

Delivery services and/or incidental services.

Competition

At least two or more responsible bidders (or one bidder if there was a reasonable expectation that at least one other bidder was capable of submitting a meaningful offer and no reason to believe the other potential bidder did not intend to submit an offer) competing independently, where a proposal or grant application has been submitted that is responsive to providing the necessary requirements as outlined in the Request for Proposals/Quote or Request for Application.

Consent

The client Contracting Officer's written consent for RTI to enter into an agreement or procurement transaction.

Consultant

An individual (not a company or organization) who provides technical services for RTI.

Contract

A mutually binding legal relationship obligating the seller to furnish the supplies or services and the buyer to pay for them. Contracts do not include grants and cooperative agreements.

Cooperating country or recipient country

The country receiving the USAID assistance under the program; includes all the countries receiving assistance under a regional program or project.

Corporate Counsel

An office in the RTI Home Office that provides legal advice.

Covered Assistance

A contract, grant, cooperative agreement, guarantee, or other agreement in a covered country that meets the criteria relating to amount, funding source, and recipient.

Covered Countries

Those countries identified annually by the U.S. President as major, illicit, drug-producing or drug-transit countries under section 706(1) of the Foreign Relations Authorization Act (FRAA), Fiscal Year (FY) 2003 (Public Law 107-228), as well as any country or portion of a country that the U.S. State Department determines is to be treated as a covered country under the 487 Policy Regulations. A USAID-financed participant (including in-country) receiving a scholarship, fellowship, or other structured training of more than six hours, but only where USAID specifically approves the individual participant.

Cure Notice

A letter provided to the vendor/supplier that provides a period of time for the vendor/supplier to correct or "cure" the stated deficiency or violation.

D

Delivery

The transfer to, or for the account of, an importer of the right to possession of a commodity, or, with respect to a commodity-related service, the rendering to, or for the account of, an importer of any such service.

Delivery service

Any service customarily performed in a commercial export or import transaction that is necessary to affect a physical transfer of commodities to the cooperating/recipient country. Examples of such services include export packing, local drayage in the source country (including waiting time at the dock), ocean and other freight, loading, heavy lift, wharfage, tollage, switching, dumping and trimming, lighterage, insurance, commodity inspection services, and services of a freight forwarder. Delivery service may also include work and materials necessary to meet USAID marking requirements.

Developing countries

Those countries that are categorized by the World Bank as low or lower middle-income economies according to their gross national income per capita; also includes all countries to which USAID provides assistance. (A list of these countries can be found in ADS 310).

E

Electronic Funds Transfer (EFT)

An authorization form used to collect a consultant's contact and banking information so that funds can be deposited electronically into his/her banking account for payments made from RTI/Research Triangle Park. This form is not required or necessary if payments to the Consultant will be made from the field office.

Equipment (grants)

Any tangible personal property having a useful life of more than 1 year and an acquisition cost of \$5,000 or more per unit.

Expendable Property

Supplies that are consumed during use, or components that become part of another article when put into use.

F

Foreign Governmental Organization

A foreign organization that functions as a governing body; for example, ministries, local or state governments, or agencies.

Free Port or Bonded Warehouse

A special customs area with favorable customs regulations (or no customs duties and controls for transshipment).

G

Geographic Code

A code used by USAID that designates a country, group of countries, or an otherwise defined area in which a good or service can be procured.

Grant

An award of financial assistance in the form of money, or goods/services in lieu of money, made by an entity to an eligible recipient to support an overall public purpose or program. Recipients are often Non-Profit or Educational Institutions and it is prohibited to earn profit under a grant.

I

Incidental services

Services such as installation, erection, maintenance, or upgrading of USAID-financed equipment, or the training of personnel in the maintenance, operation, and use of such equipment, or similar services provided for the authorized disposition of such commodities.

K

Key Individual

An official of a public or private entity who is receiving assistance and who may be expected to principally control or benefit from the assistance, e.g., the principal operating officer of a firm.

L

Local Procurement

The procurement of goods and services supplied by local businesses, dealers, or producers, with payment normally being in the cooperating country currency using U.S. Government-appropriated funding.

Long-term lease

A single lease of more than 180 calendar days; or repetitive or intermittent leases under a single award within a 1-year period, which cumulatively total more than 180 calendar days. A single lease may consist of lease of one or more of the same type of commodity within the same lease term.

M

Market Research

Collecting and analyzing information about the capabilities within the global marketplace to satisfy a project's needs.

Motor vehicles

Self-propelled vehicles with passenger carriage capacity, such as highway trucks, passenger cars and buses, motorcycles, scooters, motorized bicycles, all-terrain vehicles (ATVs), and utility vehicles. Excluded from this definition are ambulances; snowmobiles; and industrial vehicles for materials handling and earthmoving, such as lift trucks, tractors, graders, scrapers, off-the-highway trucks (such as off-road dump trucks), boats, and other vehicles that are not designed for travel at normal road speeds (40 kilometers per hour and above).

N

Nationality

The place of legal organization, ownership, citizenship, or lawful permanent residence (or equivalent immigration status to live and work on a continuing basis) of suppliers of commodities and services.

Non-Expendable Property

Under a contract, any durable item that has a purchase price of \$500 USD or more with an expected service life of 2 years or more that is considered complete in itself and does not lose its identity or become a component part of another article when put into use. Under a cooperative agreement, any durable items having a purchase price of \$5,000 or more with an expected service life of 1 year or more that is considered complete in itself and does not lose its identity or become a component part of another article when put into use.

O

Origin

The country where a commodity is mined, grown, or produced.

P

Panel Participants

Individuals or organizations who will attend a scientific/technical advisory meeting for the purpose of providing expert guidance/advice on a specific matter, problem, or issue. Participants are generally compensated by a one-time stipend or honorarium, in addition to reimbursement of other expenses incurred.

Past Performance Evaluation

The project manager's written overall evaluation and assessment of a vendor/supplier's performance on a specific RTI procurement relationship.

Pharmaceutical

Any substance intended for use in the diagnosis, cure, mitigation, treatment, or prevention of diseases in humans or animals; any substances (other than food) intended to affect the structure or any function of the body of humans or animals; and, any substance intended for use as a component in the above. The term includes

drugs, vitamins, oral rehydration salts, biologicals, and some in-vitro diagnostic reagents/test kits, but does not include devices or their components, parts, or accessories. Contraceptives, including condoms, are not included in this definition.

PM

Project Manager is a Chief of Party equivalent for non-International Development Group projects.

Prime Contract

A mutually binding agreement between RTI and a client for goods or services in satisfaction of a client requirement.

Prohibited sources

Countries to which assistance is prohibited by the annual appropriations acts of Congress or other statutes, or those subject to other executive branch restrictions, such as applicable sanctions administered by the U.S. Treasury Department's Office of Foreign Assets Control. USAID maintains a list of prohibited sources, which will be made available in USAID's Automated Directives System, ADS 310, but will likely include Cuba, North Korea, Syria, and Iran.

Project Manager

The respective RTI staff member who is responsible for managing the charge codes associated with the costs incurred pursuant to a procurement transaction.

Purchase Order

A legally binding contract between the RTI and a vendor/supplier providing RTI with goods and/or services.

R

Requisition

The procurement method and form used to document and identify expendable materials, non-expendable property, and service requirements to meet operational and program needs.

Responsibility Determination

The process by which RTI ensures that a vendor/supplier is capable of satisfactorily fulfilling the obligations of a procurement agreement.

Restricted Commodity

The seven (7) restricted commodities that require prior approval if the project is funded by USAID: Agricultural Commodities; Motor vehicles (e.g., trucks, motorcycles, cars); Pharmaceuticals; Contraceptive products; Pesticides; Used equipment; Fertilizer.

RTI representative

An RTI employee based in the Home Office, Regional Office, or Project Office who has a delegated authority to make decisions on behalf of the organization.

S

Services

The performance of identifiable tasks, rather than the delivery of an end item of supply.

Single-source or sole-source acquisition

A contract for the purchase of supplies or services that is entered into or proposed to be entered into by RTI after soliciting and negotiating with only one source.

Single-source or sole-source award

A grant award that is entered into or proposed to be entered into by RTI after soliciting and negotiating with only one source.

Source

The country from which a commodity is shipped to the cooperating/recipient country or the cooperating/recipient country itself if the commodity is located therein at the time of the purchase, irrespective of the place of manufacture or production, unless it is a prohibited source country. Where, however, a commodity is shipped from a free port or bonded warehouse in the form in which received therein, "source" means the country from which the commodity was shipped to the free port or bonded warehouse.

Subcontract

The document that formalizes a third-party relationship with another institution or commercial organization to perform substantive work based upon an award made to RTI.

Subcontractor

The third party performing work under a subcontract.

T

Teaming Agreement

An arrangement in which RTI negotiates with another company to have that company potentially act as a Subcontractor under a specified Prime Contract.

U

USAID Geographic Code 935

Free World, and includes all countries except for prohibited sources countries.

USAID Principal Geographic Code

Code 937 for procurement of commodities and services, unless otherwise specified in the implementing instrument. Code 937 is defined as the United States, the cooperating/recipient country, and developing countries (see above for a complete list of developing countries, which excludes prohibited sources). USAID maintains a list of developing countries, advanced developing countries, and prohibited sources, which will be made available in USAID's Automated Directives System, ADS 310.

V

Vendor/Supplier

An individual or a business from which RTI procures goods or services.

Vendor/Supplier Evaluation

The assessment of existing or new vendors/suppliers on their ability to satisfy RTI's requirements.

Index

A

Advance Request Form, 54

C

Close Out Checklist, 64

Conflicts of Interest Certification, 25

Cost Share Reporting, 54

E

Electronic Funds/Wire Transfer Form, 54

F

Financial Report Template, 54

Fixed Obligation Grant, 38

G

Grant Application Form, 15

Grant Modification Template, 45

Grant Package Checklist, 44

I

In-Kind Grant Agreement, 42

Invoice Review Checklist, 60

M

Mandatory Standard Provisions for FOGs to Nongovernmental Recipients, 38

Memorandum of Negotiations Template, 26

P

Project Monitoring and Oversight Plan, 58

R

RFA Template, 16

S

Simplified Cost Reimbursement Grant Agreement Template, 40

Site Visit Assessment Tool, 31

Standard Cost Reimbursement Grant Template, 41