



Local Enterprise Support Project

مشروع مساندة الأعمال المحلية

Home Based Businesses (HBBs) and Production Kitchens (PK) Upgrade Grant Opportunity

REQUEST FOR APPLICATIONS

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PLEASE READ THIS DOCUMENT THOROUGHLY

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

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1 Introduction to the USAID LENS Project

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

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

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



Brief about USAID LENS Food Processing Work stream

USAID LENS focuses on the development of several sectors, one of which is women in food processing. Most food processing home businesses or production kitchens in governorates are underdeveloped and are mostly operating on a micro level as part of the informal sector, run almost exclusively by women. These businesses have a substantial potential to grow, generate more revenue, and to create more job opportunities in and across local communities nationwide.

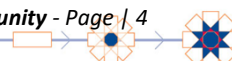
- Home Based Businesses (HBBs)

In 2015, USAID LENS conducted extensive research to build a Value Chain Analysis (VCA) of home-based businesses in the food processing sector. The findings of this analysis noted that home-based businesses sector could potentially contribute more than JOD 10 million directly to the national economy and JOD 40 million indirectly. Home-based businesses are a vital source of income for many women in local communities; they have enormous potential in terms of talent, business skills, and high-quality products. In addition to that, women owned businesses are 10% more likely to hire women than men owned businesses, according to survey conducted by USAID LENS. Hence, USAID LENS technical assistance supported the HBBs to introduce food safety and testing, quality production, new product development and management, managerial and financial skills, packaging, Information Communication Technology (ICT) solutions, and to reach new markets.

- Production Kitchens

Many food microenterprises in Jordan are currently helping to bolster the struggling economy of the area. Drawing from their roots and the unique cultural heritage of the region, many of these Production Kitchen are producing locally inspired food products for sale, such as catered meals, jams, pickles and baked goods among others. However, these Production Kitchens struggle to grow their businesses to scale and have a true impact on their local economies due to limitations in production, marketing and many other reasons. While some production kitchens have managed to flourish, and grow in the market, it has proven very difficult for most to adapt to market changes and to compete alongside larger food processing enterprises. This grant will target micro or small production kitchens operating in USAID LENS targeted governorates.

As a next step in USAID LENS' activity to upgrade the capacity and competitiveness of MSEs in the food processing sector, the project will support selected HBBs and production kitchens run by women to grow and generate economic opportunities for local communities and women and youth, through the provision of in-kind grants.



2 Overview of the USAID LENS HBBs and Production Kitchens Upgrade Grant Opportunity

2.1. Grant objectives

USAID LENS is soliciting proposals from Jordanian Production Kitchens and HBBs in food processing within the following governorates; Irbid, Zarqa, Karak, Tafilah, Aqaba, and Amman (outside Greater Amman Municipality). The overall objective of this intervention is to improve home based businesses and production kitchens' capacities to grow and/or scale up their businesses' operations, through the provision of well-defined equipment to selected businesses that are positioned to grow. The project anticipates that the grants mechanism will enable them to reduce their costs while increasing their profit margins, improve competitiveness and/or improve their value proposition, introduce new products and services, and develop product; process; and quality through the provision of goods and services. The grantees are expected to generate increased revenue and create more jobs, thereby making a direct contribution to local economic development as well as USAID LENS indicators.

The production kitchens could apply, under this grant, to setup an expansion of their operations in the form of sales outlet for their products.

2.2. Anticipated Results

One or more of the following results are expected to be achieved by the grant beneficiary:

- Expanding product market shares
- Linking HBBs and production kitchens to lucrative end markets
- Providing better packaging options
- Enhancement of financial management and customer service
- Enhancement of processes efficiency and effectiveness
- Creation of new jobs for Jordanians, especially women and youth
- Ensuring product safety and compliance with set food safety standards
- Increased MSE revenue; and
- Reducing MSEs costs

2.3. Illustrative Examples

The types of equipment that will be funded is limited to the specific lists of equipment identified under the following categories based on functionality:

- Cooking equipment and tools
- Kitchen appliances
- Packaging/sealing machinery
- Food testing tools
- Kitchen setup:
 - Cabinets/countertops
 - Sinks & faucets

Full list of equipment can be found in Attachment II



3 Grant Opportunity Information

3.1. Eligibility Criteria

3.1.1. HBBs:

To be eligible for this grant, applicants must:

- Be an existing operational HBB in food processing and to show a proof of operation such as utility bills, contracts, invoices, etc... (See application form)
- Be registered upon submitting the application with the appropriate Jordanian supervisory body or ministry with headquarters based in Jordan.
- Must be registered in Irbid, Zarqa, Karak, Tafilah, Aqaba, and Amman (outside Greater Amman Municipality) governorates.
- The HBBs applicants must have attended a training dedicated to food processing provided by USAID LENS or its awarded service providers under USAID LENS different mechanisms: Click management, AI-ETIZAN, Competence for Management Consultancy, Environmental Lab., and Princesses Basma Centre.
 - The HBBs who have attended all trainings provided under relevant grants will take precedence over those who did not attend all trainings.
- Have formed linkages with businesses which will guarantee increased sales and for which the required equipment is needed. For this RFA a linkage is defined as a business contract (in case of PK and licensed HBBs) or relationship reflected in a letter of intent from said businesses partner (for unlicensed HBBs).

Full licensing documentation must be presented to USAID LENS prior to signing the grant agreement in order to disperse the equipment.

3.1.2. Production Kitchens:

- Be an existing and operational production kitchen in food processing or production kitchen and to show a proof of operation such as utility bills, contracts, invoices, etc... (See application form)
- Production kitchens must be registered and licensed for the calendar year in Irbid, Zarqa, Karak, Tafilah, Aqaba, and Amman (outside Greater Amman Municipality) governorates.
- Have formed linkages with businesses which will guarantee increased sales and for which the required equipment is needed. For this RFA a linkage is defined as a business contract with business partner.

3.2. Grant Parameters

- **Funding Limit:** The requested amount should not to exceed JOD 3,000 (Three Thousand Jordanian Dinars) for HBBs and JOD 10,000 (Ten Thousand Jordanian Dinars) for Production Kitchens.
- **Implementation Period:** The implementation period should not exceed 6 months
- **Multiple Applications:**
 - Only one application is permitted per business (based on the legal registration certificate). Production kitchens with multiple branches may make multiple applications only if branches have separate legal identities (different registration certificates).
 - An applicant may submit applications to any other available grant opportunities published by USAID LENS Project.
- **Multiple Awards:** An applicant may be implementing another grant award from USAID



LENS at the time of applying to this solicitation. If shortlisted for award under this solicitation, USAID LENS will seek to ensure an applicant can manage multiple grant awards simultaneously before awarding a second grant.

- **Coalitions:** Applications may be submitted by coalitions; however, one of the partner applicants must act as the lead and submit the application on behalf of the partners. If awarded a grant, the lead applicant will be required to sign the grant agreement and assume overall responsibility for management and reporting requirements described in the grant agreement. Eligibility criteria apply to all coalition members

3.3. Grant Package

Applicants must submit the following:

- Registration certificate for production kitchens and HBBs
- Active vocational license for production kitchens for the calendar year
- Fully completed application form
- Commercial contracts for Production Kitchens and HBBs (letters of intent for unlicensed HBBs are accepted)
- Proof of operation such as:
 - Utility bills
 - invoices
 - pictures of the kitchen facilities and produced products
- Optional Documentation: other material such as training certificates, training's certificates of participation

3.3.1. Application Specific Requirements

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

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

4 Special Considerations for Applicants

4.1. Sectors and Geographical Coverage

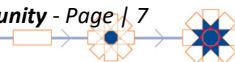
Activities under the grant must be delivered within the USAID LENS target governorates of, Irbid, Zarqa, Tafilah, Kerak, Aqaba or Amman (specifically in areas outside of Greater Amman Municipality).

4.2. Gender Equality and Inclusion

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

Therefore, USAID LENS will give preference proposals that demonstrate the potential to advance women's economic inclusion, participation and empowerment. Among other evaluation criteria, all proposals will be evaluated and scored with respect to their impact on the following aspects of women's inclusion, participation and empowerment:

- 1) The extent to which the activity proposed will increase women's access to or control over productive economic resources. Productive economic resources include assets



such as land, housing, businesses, livestock; financial assets such as savings and credit; wage or self-employment, and income.

- 2) The extent to which the women can access or benefit from social services that facilitate their economic participation and empowerment. Social services are defined as those provided specifically to empower women and girls. Examples include legal assistance and counseling, skills training, business development services, stand-alone employment training that does not also include job placement following the training, health services and counseling, shelters, etc.
- 3) The extent to which social, economic, or political inequalities between women and men will be reduced in activities that propose to strengthen the enabling environment through policy advocacy, advancement and reform. Policy affecting the enabling environment is defined as law, policy, or procedures at the community, regional, national or local level and may affect either formal or informal groups.

4.3. Environmental Compliance

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

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

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

4.4. Additional Notes

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

5 Application Submission Information

5.1. Contact Information

USAID Local Enterprise Support Project (LENS)

Website: www.jordanlens.org

Email: LENSGrants@jordanlens.org



5.2. Solicitation Workshops

The date and location of solicitation workshops will be announced through USAID LENS awarded service providers: Click management, Al-ETIZAN, Competence for Management Consultancy, Environmental Lab., and Princesses Basma Centre

5.3. Clarifications

Method: Requests for clarification(s) will receive a response. Requests should be submitted via email to: LENSGrants@jordanlens.org. Deadline to send questions is January 15, 2018 .

Responses: USAID LENS will provide consolidated responses to the requests for clarifications. These responses will be posted on the www.jordanlens.org website on January 22, 2018 .

5.4. Proposal Deadline & Delivery

Applications are accepted from January 7, 2018 to February 6, 2018 between 08:00am and 03:00pm.

Applications must be submitted via email to: LENSGrants@jordanlens.org.

6 Application Review and Evaluation

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

6.1. Preliminary Evaluation

USAID LENS will evaluate applications according to the following criteria:

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

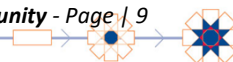
6.2. Technical Evaluation and Scoring of Eligible Applications:

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

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

6.2.1. Evaluation Criteria and Passing Score

The criteria reflect the requirements of this particular solicitation. Applicants should note that these criteria: (1) serve as the standard against which all applications will be evaluated;



and (2) serve to identify the significant matters that applicants should address in their applications.

The minimum passing score is the total of **65 points out of 100 points**, divided on the selection criteria below.

Criteria	Score
<ul style="list-style-type: none"> - For HBB's: participation and past performance on trainings and other project activities, i.e. witness an improvement in produced products, number of new linkage to end market, etc. - For Production Kitchens: number of existing and potential linkages and physical space readiness. Additional points will be given to applicants previously enrolled in trainings relevant to food processing and food safety. 	30
Impact of the action on women and/or youth	10
Relevance to HBBs needs and activities	20
Impact on HBBs operations, growth, and job creation	30
Administrative Compliance	10
Total	100

6.2.2. Grant Evaluation Committee (GEC)

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

6.2.3. Oral presentation:

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

6.2.4. Possible evaluation outcomes include:

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

** Possible conditions may include:*

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

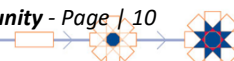
7 Announcement of Evaluation Results and Next Steps for Short-listed Applicants

7.1. Announcement of Shortlisted Applicants

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

7.2. Next Steps for Short-listed Applicants

Please refer to the Grants Manual (Attachment III and IV) for full information on the next



steps.

7.2.1. Due Diligence (Pre-Award Procedures)

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

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

7.2.1.1. Supporting Documentation

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

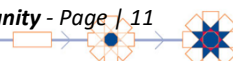
Supporting documentation consists of the following:

- **DUNS Number and SAM.gov.** Organizations that receive a grant of \$25,000 (17,700 JOD) or more must obtain a DUNS number and register their organizations on SAM.gov.
- **Financial Pre-Award Assessment Tool.** A USAID LENS staff member will schedule a time to conduct the relevant pre-award assessment tool with short-listed organizations.
- **Mandatory Certifications.** In compliance with ADS 303, these certifications should be signed by the potential grantee's authorized representative.
- **Debarment and Terrorist Financing Searches** (to be conducted by USAID LENS).
- **Detailed budget and budget narrative.**
- **Registration Certificate**
- **Government Approvals.** Obtain necessary government licenses and approvals as applicable.
- **Internal Policies** if available.
- **Articles of Association** if applicable.

7.2.2. Grant Negotiation

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

- Has the ability to meet the award conditions, taking into consideration all existing prospective recipient commitments, non-governmental and governmental;
- Has a satisfactory record of performance. Generally, relevant unsatisfactory performance in the past is enough to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance, or the applicant has taken adequate corrective measures to assure that they will be able to perform satisfactorily;
- Has a satisfactory record of business integrity; and
- Is otherwise qualified to receive an award under applicable laws and regulations.



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

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

7.2.3. Grant Administration Mechanism

Types of grants mechanisms for this grant opportunity are going to be **In-kind Grant**.

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

7.2.4. Grant Approval Process

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

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

If an application is not approved by either the USAID LENS Grant Evaluation Committee or USAID/Jordan, the applicant will be notified. An applicant may resubmit its application to the future grant opportunity if it is an eligible applicant and if the purpose for which the grant was submitted is consistent with the objectives of the USAID LENS Grant Program.

7.2.5. Grant Administration and Authorizing Legislation

During grant administration, these provisions will apply

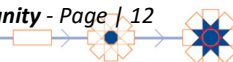
- Standard Provisions for Non-U.S. Non-governmental Organizations (<http://www.usaid.gov/ads/policy/300/303mab>)

7.2.6. Monitoring & Evaluation Plan

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

7.2.7. Branding and Communication Requirements

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



these requirements.

8 Disclaimers

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

9 USAID LENS Grants Manual

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

