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Funding Opportunity Title	Makanati USAID Women’s Economic Empowerment and Leadership Activity ¹
Announcement Type	Annual Program Statement (APS)
Funding Opportunity Number	APS 01/2022
Issuance Date:	11 st December 2022
Revised Issued Date:	7 th February 2023
Closing Date	29 th November 2023
Questions Deadline for this APS Document	(See the dates/ deadlines of submission of the four batches below)

Dear Prospective Applicants:

USAID-funded five-year Makanati | Women’s Economic Empowerment and Leadership Activity (DBA WEELA) contributes to increasing women’s access to waged employment and leadership opportunities in Jordan. This will be done through three interlinked and equally important performance objectives: (1) Improve women’s access to jobs in the private sector and leadership opportunities in the private and public sectors; (2) improve supported perceptions, practices, and advocacy; and (3) stimulate and enforce more equitable, safe, and accessible working environments.

The Makanati is implemented by EnCompass LLC which is a women-owned business organization offering innovative, customized solutions for leadership, capacity strengthening, technical assistance, and monitoring and evaluation with experience in more than 70 countries. As the prime, EnCompass takes full responsibility for Makanati Activity.

The Makanati Activity is issuing this APS pursuant to the Foreign Assistance Act (FAA) of 1961, as amended. Makanati will administer any resulting awards in accordance with Parts

¹ Makanati USAID Women’s Economic Empowerment and Leadership Activity (DBA WEELA)

200 and 700 of Title 2 of the Code of Federal Regulations (CFR), Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, Standard Provisions for US/Non-US Organizations, as well as the additional requirements in this APS. The Makanati are pleased to announce this grant APS (known hereafter as Makanati APS).

Makanati announces its desire to engage in a diverse range of partnerships, including with new and underutilized development actors (including local and locally established organizations) to expand and amplify USAID's work in the women economic and leadership empowerment sector.

This APS is designed to support specific priorities that fall under the following:

- Perception changes in communities through communication, advocacy, and outreach campaigns to enhance community perception and attitude toward women employment at local and/or national levels.
- Gender-related innovative ideas in line with women's economic participation and employment in the private sector.
- Fostering and advocating for an enabling environment around women's dignified employment and economic participation; thus, targeting barriers of women's economic engagement as identified by the applicant through experience or in-depth observation and research.

The Makanati APS is not a Request for Applications (RFA) or a Request for Proposals (RFP). Rather, the request is for Concept Papers in response to this APS. Based on the review of those Concept Papers led by Makanati's grants team, Makanati will determine whether to request a full application from the apparently successful Applicants. To be competitive, the application must be fully responsive to all directions under this APS.

Makanati reserves the right to fund any or none of the concept papers and applications submitted under this APS and its respective Rounds. Makanati also reserves the right to not conduct a co-creation phase and request full applications from successful Applicants at the Concept Paper stage.

This APS is divided into four batches of receiving applications according to the following time:

- I. First batch to receive applications from December 11, 2022 till February 28, 2023

We receive questions no later than February 13, 2023, and will be answered by February 23, 2023.

A virtual information session for the first batch will be conducted online on **February 16, 2023, at 12:00 PM** Jordan time vial following zoom link:

Zoom Meeting

<https://encompassworld.zoom.us/j/88585731695>

Meeting ID: 885 8573 1695

Passcode: 097694

2. Second batch to receive applications from April 15, 2023 till June 01, 2023

We receive questions no later than May 10, 2023, and will be answered by May 22, 2023

3. Third batch to receive applications from August 01, 2023 till September 15, 2023

We receive questions no later than August 20, 2023, and will be answered by August 31, 2023

4. Fourth batch to receive applications from October 01, 2023 till November 29, 2023

We receive questions no later than November 01, 2023, and will be answered by November 15, 2023

Makanati is available to respond to questions from applicants about the process. Applicants should submit questions by email to the point of contact (POC) identified in the specific Round through which they are considering submitting a Concept Paper. Applicants should send general questions about the below information by email to the Makanati grants team makanatigrants@encompassworld.com by the deadline specified above.

Makanati sincerely hopes that your organization will consider submitting a Concept Paper for this APS.

Sincerely,

Nermeen Murad Garlick

Chief of Party

USAID Makanati | Women's Economic Empowerment and Leadership Activity

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List of Acronyms

ADS	Automated Directive Systems
APS	Annual Program Statement
CFR	Code of Federal Regulations
COP	Chief of Party
FAA	Fixed Amount Award
GUC	Grants Under Contract
JOD	Jordanian Dinar
Makanati	Makanati USAID Women Economic Empowerment and Leadership Activity
NCAGE	NATO Commercial and Governmental Entity
NGOS	Non-governmental organizations
POC	Point of Contact
RFA	Request for Applications
RFP	Request for Proposal
TOC	Theory of Change
USAID	United States Agency for International Development
USD	United States Dollar
USG	United States Government
WEE	Women's Economic Empowerment
W-GDP	Women's Global Development and Prosperity

Section A: Program Description

The Makanati | USAID Women's Economic Empowerment and Leadership Activity is issuing this Annual Program Statement (APS) pursuant to the Foreign Assistance Act (FAA) of 1961, as amended, under USAID prime contract number 72027822C00001. Any potential resulting award(s) will be subject to 2 CFR 700 and 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards and USAID's Standard Provisions for U.S and Non-U. S Based organizations per ADS 303.

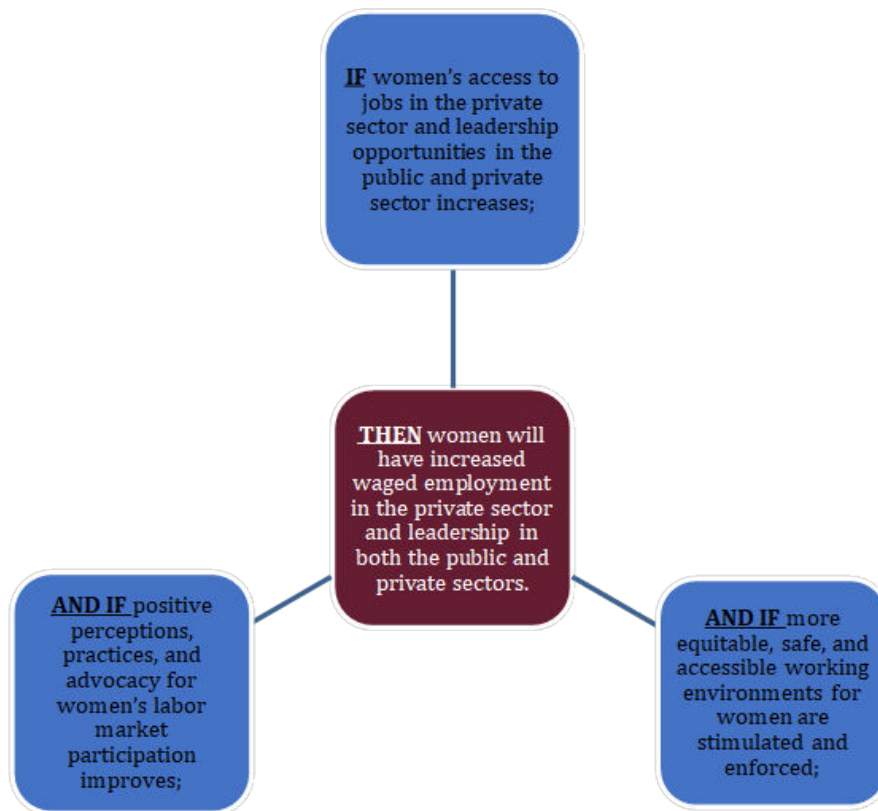
I. Background

EnCompass is implementing the USAID-funded five-year Makanati | USAID Women's Economic Empowerment and Leadership Activity that aims to increase women's access to waged employment and leadership opportunities. This will be implemented under three interlinked and equally essential performance objectives:

- Improve women's access to jobs in the private sector and leadership opportunities in the private and public sectors.
- Improve positive perceptions, practices, and advocacy.
- Stimulate and enforce more equitable, safe, and accessible working environments.

As outlined in Exhibit I below, Makanati's theory of change (TOC) posits that achieving these objectives requires interventions that transform sociocultural norms that hinder women's workplace entrance and advancement and promote and sustain women's economic empowerment (WEE), and policies and practices. This would be done through champions of change and enhancing the enabling environment for increased female labor force participation. The complexity and interconnectedness of Makanati's performance objectives necessitate considering both top-down (e.g., policy and regulatory reform) and bottom-up (e.g., mentoring and behavior change) levers across market subsystems (workplace, individual, community, and government). This framework recognizes the bidirectional relationship between economic change and social change: Economic change can stimulate changes in social norms, and changes in social norms can produce economic change. Exhibit I below presents a pathway through which Makanati's interventions will drive outcomes by subsystem, mapped to performance objectives.

Exhibit I. Illustrative Theory of Change



Makanati interventions proposed therein align with the USAID/Jordan 2020–2025 Country Development Cooperation Strategy Development Objective 1, “Inclusive Private Sector-Led Growth” (Intermediate Result 1.3), and Objective 5, “Agency and Leadership of Women and Youth Enhanced” (Intermediate Results 5.1 and 5.2); the Women’s Entrepreneurship and Economic Empowerment Act of 2018; the USAID Economic Growth, Gender, and Private Sector Engagement policies; the USG National Strategy for Gender Equity and Equality .

2. Purpose

Makanati’s Grants Under Contract (GUCs) are a critical tool for supporting program objectives, building capacity of Jordanian partners, and ensuring sustainability beyond Makanati’s five-year period of performance. GUCs will enhance localization, sustainability and self-reliance by identifying and investing in its best local talent supporting the enhancement of an enabling environment for women’s labor market engagement. Makanati will use a transparent grantee selection process that draws on priorities identified during startup to be revisited regularly. GUCs will complement and support what workplaces, individuals, communities, and government are already doing in support of Makanati performance objectives. This fund is allocated to support

locally led unconventional initiatives that will help Makanati achieve its main objectives toward increasing women's access to waged employment and leadership opportunities in Jordan.

EnCompass encourages competition in the award of grants to ensure transparency and to identify and fund the best possible projects to achieve project objectives. As a guiding principle, EnCompass will seek to issue all grants on a competitive basis to eligible entities that present innovative proposals, which support and stimulate actions that will contribute to the achievement of the objectives.

3. Makanati's Programmatic and Geographic Focus

Makanati leverages the interconnectedness of workplace, individual, community, and government to create national actions that help women break the cycle of challenges and create a self-sustaining future through community, communications, campaigns, and gender related interventions lead to a systemic shift from women's exclusion to inclusion in market systems. These shifts include:

- Targeted government policy reforms that support equality and equity in workforce participation for women.
- Inclusive private sector company policies for hiring, retaining, and promoting women in the workforce.
- Access to both soft and hard skills training to build confidence and strengthen demand-driven skills to enable women to compete for employment and create opportunities for waged employment and leadership.

In order to maximize the impact of the project, Makanati defined different target areas as priority zones: Aqaba, Petra, Wadi Rum, Amman, Dead Sea Region, Zarqa, Irbid, Jerash, and Ajloun. Makanati also selected four main potential sectors for increasing women's employment, mainly tourism, transportation and logistics, media and creative industries, and industrial sectors.

Area of Funding

Women's career journey is correlated with many multi-dimensional and complex socio-economic and cultural barriers and challenges, including the unavailability of job opportunities, lack of equitable and safe transportation, absence of affordable care services, inequitable regulatory framework, harassment, bullying in public spaces, wage gaps, and lack of access to training and mentoring opportunities.

Also, social norms are a key barrier that hinders women's economic participation, including social sanctions, intra-household negotiations, underestimation of women's skills and capacities, and patriarchy.

Furthermore, it is necessary to focus on preventing and combating different forms of barriers that women face in the workplace, on their way to and back from work, and within communities, in addition to “social sanctions” or bullying aimed at undermining women’s decision to be economic participants or employees in the private sector, particularly in tourism, media and creative industries, transport and logistics, and manufacturing

USAID Makanati is launching this APS to receive creative ideas supporting national and local offline and online interventions as the following:

1. **Outreach and communications activities** using digital media, drama, oral history, training, arts, storytelling, and heritage projects. This will allow applicants to develop and implement communication messaging, community outreach, and awareness- raising activities to enhance community perception and attitude toward women employment. The content can also highlight the post-COVID-19 challenges and opportunities that occurred within the employment space, specifically for women. Initiatives could be implemented at the local or national levels.
2. **Campaigns to promote women of various backgrounds as leaders and role models** for other women, highlight male champions and change agents, and showcase the employment opportunities and pathways to leadership that women could pursue in the Makanati focus sectors. The campaigns may also be calls to action for individuals, communities, and institutions to address the barriers relevant to their sectors, geographic areas or the social norms in question such as; from the point of choosing to pursue a career to the challenge of securing social and family acceptance of that decision, ensuring safe and dignified work conditions, and the imposition of a “double burden” on women that denies logistical and financial support to achieve a balance between their roles at home and the workplace.

The proposed activities should also address the gender-based discrimination or violence in the work place and on the way to and back from work in addition to the discrimination in hiring process women face, including the entry-level, less paid, and less-valued jobs in which they tend to be recruited and remain far longer than men, the “social sanctions” or bullying of society that often rejects women’s decision to work or pursue professional leadership positions, denying women the right to “recognize” themselves and their potential. Moreover, the activities could create more awareness of the hurdles facing women’s promotion and career progress.

The proposed campaigns should ensure the use of various online and offline channels, including but not limited to, outdoor advertising, digital media platforms, websites, television, radio, press, creative tools such as drama and theater, and any other outreach and awareness-raising activities targeting specific audiences to achieve maximum coverage and reach among the identified target audiences across Jordan.

3. **Propose interventions that align with the four core themes under the Makanati Values** to Recognize, Communicate, Act, and Inspire in support of dignified and rewarding economic participation and employment of women in the private sector as well as professional leadership opportunities in both the private and public sectors.
- **Value 1 Recognize:** to diagnose, understand, and acknowledge the socio-cultural, economic, business and market-related opportunities, motives, and barriers facing women in employment or seeking to be economically active.
 - **Value 2 Communicate:** to speak up, empower, and support women in employment or seeking to be economically active, especially in the private sector.
 - **Value 3 Act:** to take actionable steps toward supporting an enabling and empowering environment that contributes to waged, rewarding, and dignified employment for women.
 - **Value 4 Inspire:** to promote the voices of role models, positive deviants, women leaders, and male champions networks, especially young activists, to build community, family and employers' support for women's employment and economic participation.

The duration of each intervention will run from six months to one year.

The applicant should submit a proposal that includes the following:

- Comprehensive justification for the intervention and any conducted consultations that led to designing the activities.
- Direct objectives of the proposed intervention and expected change in perceptions.
- Proposed intervention approach.
- The proposed key targeted messages and main hashtag of the campaign relevant to the objectives and target audiences.
- The proposed approach and plan to ensure the diversity reach of more communities and inclusivity of persons with disabilities and marginalized groups.
- Data management strategy, approach, and collection plan entailing the means for adaptation throughout the implementation to ensure reaching the balance targets in different demographic areas to achieve the interventions goals.
- Reporting mechanisms, including the type of data, to be reported and data analysis to be provided.
- Proposed budget and justification of cost and expenditures.
- Sustainable plan for the services beyond the grant period.

Makanati will provide the selected organization or agency with the required data and information regarding the status of women's employment and their hindering or supporting factors to use in developing the campaign content.

Deliverables:

Following the award of the grant, the grantee is expected to deliver the following:

1. Final implementation action plan.
2. The concept, final key messages, and content designs.
3. Plan, arrange, and conduct messages testing with each target audience and ensure diverse representation of people from different social backgrounds in the process.
4. Plan to identify and utilize community champions (male and female), role models, and success stories from positive deviants from the community.
5. Plan to engage social media activists and influencers in the campaign.
6. Content creation and copywriting: Develop content for different campaign materials that are creative and attractive for each target audience and theme, including:
 - Video content for TV ads and social media
 - Radio ads scripts and radio mentions scripts
 - Content for digital media
 - Online banners
 - Social media content calendar and guidelines
 - Hashtags
 - Press releases and media content
 - Non-media events content
 - Printed and digital outdoor advertising designs
 - Text messages scripts for SMS, WhatsApp, and other similar apps and digital tools
7. Create and produce marketing materials.
8. Conduct actual videography for TV ads and social media videos.
9. Conduct photo-shooting sessions and provide high resolution and edited pictures.
10. Media plan for recommended online and offline channels and locations for publishing along with roll-out plan and social media content calendar.
11. Final plan for expected number of reaches for target audiences separated by governorate, sex, and different age groups and plan of adaptation to modify approach during implementation to ensure achieving the intended targets. (The final plan should take into consideration the approval process required for materials and products provided by the program.)
12. Plan for tracking progress and measuring impact of the campaign(s).
13. Implement the campaign plan in coordination with the Makanati team and ensure compliance with USAID branding and marking policy in all the material designs.
14. Submit periodic reports with data collection on reach disaggregated by governorate, sex, and age groups.
15. Submit final report for the campaign and provide documentations of the conducted activities, reach, and exposure, in addition to analysis of the data, feedback on the campaign, and lessons learned.

16. The Grantee is also required to provide Makanati with a copy of the file sources for all the materials developed for the campaign.

Important definitions

Community champions are male and female individuals who support women's workforce participation and already exist in Jordan but are *silent champions* because their support for women working has yet to be leveraged; these champions could be private or public sector players.

Positive deviants are individuals or groups whose uncommon but successful behaviors and strategies enable them to find better solutions to problems than peers with the same access to resources facing similar challenges and barriers.

Gender aspect: Improving employment opportunities for women by identifying gendered barriers that limit women's employment and the gendered implications of COVID-19 on economic environment/employment in the formal and informal sectors.

Required condition:

For any grant awarded under this announcement, the grantee/s will be required to attend training on Positive Deviance Approach using the 4Ds to enhance their capacity in utilizing positive deviant models in their work.

The 4Ds is a training method, based on the model to Design, Develop, Deliver, and Debrief, used under the community-driven approach that enables the beneficiaries to discover these successful strategies and develop a plan of action to promote their adoption. These 4Ds are dependent on each other in order to have a comprehensive training program as follows:

Step 1. D(esign): The design step of the training program begins after a commitment has been made to offer the training.

Step 2. D(evelop): The development step begins with the start of preparing training methods, materials, and content.

Step 3. D(eliver): The training delivery step is where the training session should begin with a brief introduction by each participant.

Step 4. D(ebrief): The debriefing step takes place after the training session to reflect on what the beneficiaries learned during the session.

Potential stakeholders:

The applicant should identify their beneficiaries as well as the main stakeholder they will work with from the following different players:

- Private sector firms, community-based organizations, and business associations
- Civil society organizations and other CBOs
- Media organizations and service providers
- Government bodies at local and national levels
- Academic institutions and training providers

Section B: Award Information

Issuance of this APS and/or related addenda does not constitute an award commitment on the part of Makanati, nor does it commit Makanati to pay for any costs incurred in the preparation or submission of questions, comments, suggestions, Concept Notes, and/or Full Application. Applicants submit Concept Notes/Applications at their own risk, and all preparation and submission costs are at their own expense.

1. Estimate of Funds Available and Number of Awards Contemplated

Makanati anticipates awarding multiple grants as a result of this APS. The actual number of grant awards, if any, under this APS is subject to the availability of funds and the interests and requirements of Makanati, as well as the viability of eventual Applications received. There is no predefined minimum or maximum number of awards Makanati will support through this APS. Each grant ceiling ranges from USD 10,000 (ten thousand) to USD 200,000 (two hundred thousand).

2. Start Date and Period of Performance

Applications must offer a period of performance starting no earlier than February 2023. The initial period of performance of any grant must be 12 months or less.

3. Type of Award Instruments

Grant awards that result from this APS will take the form of a USAID simplified, fixed amount, standard, or in-kind grant format.

Section C: Eligibility Information

1. Eligible Applicants

The following list of potential applicants is not exhaustive and is provided for illustrative purposes only. Makanati welcomes applications from many types of organizations including US and non-US private businesses, business and trade associations, foundations, US and non-US NGOs, international organizations, US and non-US colleges and universities, regional organizations, and so on. All applicants must be legally recognized organizational entities under applicable law. An individual cannot apply as an applicant.

In addition, the criteria below also apply to the following groups:

US and Non-US Non-Profit Organizations: Qualified US and non-US private non-profit organizations and media, content development or creative firms, may apply for USAID funding under this APS.

US and non-US For-Profit Organizations: In accordance with 2 CFR 200.400, potential for-profit applicants should note that USAID policy prohibits the payment of fee/profit to the prime recipient under assistance instruments. A for-profit local organization may still want to apply for grant funding under this APS even though it is foregoing profit. As determined by the needs of

the project and development objectives, grant funds may be used to build the capacity of the local organization, whether it is for-profit or non-profit.

US and Non-US Colleges and Universities: Qualified US and non-US colleges and universities may apply for funding under this APS. USG and USAID regulations generally treat colleges and universities as NGOs rather than governmental organizations. Hence, both public and private colleges and universities are eligible. Non-US colleges and universities in countries that are ineligible for assistance under the FAA or related appropriations acts are ineligible.

Previous experience in women's economic participation in Jordan and implementing national communication and awareness campaigns

Section D: Application and Submission Information

1. Point of Contact

For any questions regarding this APS, contact Makanati grants team at makanatigrants@encompassworld.com. Questions must be submitted by the time listed on the cover page of this APS.

Makanati will promptly furnish to all prospective Applicants, as an amendment to this APS, any information concerning this APS given to a particular prospective Applicant -- if that information is necessary in submitting Applications or the lack of it would be prejudicial to any other prospective Applicant.

Concept Paper submissions must be submitted to makanatigrants@encompassworld.com prior to the submission deadline on the cover page of this APS. Issuance of this APS does not constitute an award or commitment on the part of Makanati or USAID, nor does it commit Makanati or USAID to pay for costs incurred in the preparation and submission of a concept paper or an application. Applicants submit Concept Paper applications at their own risk and all preparation and submission costs are at the applicant's expense. Makanati reserves the right to close or amend this APS on or before the closing date, stated on page 1; therefore, applicants are encouraged to submit Concept Papers as early as possible after reviewing this APS document.

2. Content and Format of Application Submission

Applicants interested in pursuing this funding opportunity should follow the instructions and guidance set forth in this APS. Makanati welcomes Concept Notes from organizations that have not previously received financial assistance from USAID. Applicants must have established financial management, monitoring, and evaluation processes, internal control systems, and policies and procedures that comply with established USG standards, laws, and regulations specific to the award type.

Applicants should not submit any alternative document or narrative as a substitute for a Concept Paper. Application materials in any format other than that described in this section will not be

accepted or reviewed. All Concept Papers must be submitted electronically either in English or Arabic according to the instructions in this APS. Concept Papers must be submitted to the names indicated in this APS name and number. Concept Papers sent by any other means (including on www.grants.gov) will not be considered. All Concept Papers will be evaluated based on the criteria and considerations set forth in Section E.

The application process for grants under this APS includes the following sequential phases:

1. Concept Note(s) submission (See Attachment A for Concept Note template)
2. Summary Budget (See Annex 2).
3. Review of Concept Note(s) by Makanati
4. In-person, virtual co-creation discussions, and/or workshop(s), and collaboration will be announced for each batch.
5. An invitation for submission of a Full Application

Makanati will be responsible for the review of Concept Notes and Full Applications and management of any subsequent awards issued under this APS. Additional information about each phase of the application process is provided in the following sections.

All concept notes must be prepared and submitted either in English or Arabic using the provided template (see Attachment A). Concept notes must be five (5) pages or less, single-spaced with 12-point Times New Roman font, and one-inch margins on the electronic equivalent of A4 paper. Content above five pages will not be reviewed. Concept notes are due by the deadline list on the cover page of this APS. Concept notes submitted after the deadline will not be reviewed.

After a concept note is received, Makanati reserves the right to request supplementary information or pose clarifying questions to any applicant. Requesting supplementary information or posing clarifying questions to one applicant does not obligate Makanati to do so with all applicants, nor does it guarantee invitation to submit a full application.

Section E: Application Review and Information

I. Review of Concept Papers and Full Application

Once a Concept Note has been submitted in response to this APS, Makanati will conduct an initial review of the Concept Note using the criteria outlined in the “Merit Review Criteria and Considerations” section of this APS.

The purpose of the initial review and related communication is to determine whether Makanati wishes to engage in further discussions regarding the proposed approach and activities. The initial review and communication will result in one of two outcomes:

- **Decline to Fund:** A decision to forego further consideration of the approach proposed in the Concept Note.

- **Proceed in Cycle:** Concept Paper generally meets objectives and receives a “Proceed in Cycle” when evaluated against the Concept Paper merit review criteria. Additional clarity is needed. Mekanati invites the Applicant to engage in co-creation or to submit a full application if co-creation is determined unnecessary.

2. Co-Creation, Shared Responsibility, Collaboration, and Communication

Applicants that have successful Concept Papers may be invited for co-creation and will engage with Mekanati technical staff and/or possibly other successful Concept Paper Applicants. The co-creation process only builds on a Concept Paper that has strength and potential; it is not intended to develop new concepts from the ground up. During this phase, applicants will work with Mekanati technical teams to address issues. Another option for co-creation is for a workshop with all of the successful concept paper applicants in one Round. In such a case, the discussions with those Applicants will take place within the parameters of publicly available information. These parameters provide ample room for extensive, robust discussions regarding the development problem/goal in question, best practices, lessons learned in the relevant technical sectors, pertinent research and evaluations, and various other matters.

After concept papers have been submitted, Mekanati personnel can have highly specific, detailed activity design discussions with the Applicants throughout the remainder of the process, e.g., up to and through any award that might be issued under a Round of this APS. Concept papers should be free of any intellectual property that the Applicant wishes to protect because concept papers may be shared with other organizations as part of the co-creation process.

The goals of a co-creation workshop are likely to explore and validate key challenges and problems and to jointly develop promising solutions or adapt and expand upon existing ones. Ideas described within the Concept Papers may be discussed and further developed in the workshop, but workshop thinking, and possible eventual full applications will not be limited to these ideas. The workshop is also intended to help identify potential consortia and partnerships to support these new or existing solutions and activities.

3. Merit Review Criteria and Considerations

Mekanati will use the following criteria to assess Concept Notes and Full Applications in response to this APS. Any Concept Note/Full Application submitted under this APS should propose an approach that satisfies these criteria and exhibits the characteristics set forth below.

1. Strategic fit:

- Contribution toward Mekanati Values and target APS objectives.
- Sustainability of project results
- Anticipated benefits to the beneficiaries

2. Technical approach:

- Clearly defined Problem Statement
- Clearly outlined Goals, including audience segmentation if any
- Innovative technical approach
- Identified potential obstacles and solutions

3. *Organizational capabilities:*

- Past performance on similar projects
- Relevance of staff skills to the proposed program
-
- Soundness of accounting and procurement practices
- Capacity to adhere to USAID financial guidelines

4. *Gender, Equity, and Inclusion considerations:*

- Extent to which the proposed technical solution demonstrates a clear strategy/vision to create improved outcomes using an intersectional lens to prioritize equity, along the equity dimensions most relevant to the context.
- Extent to which a diversity of groups, particularly marginalized and underrepresented populations, are actively invited to contribute and participate at every stage of the concept development, activity design, and implementation.

5. *Cost effectiveness and realism:*

Costs will be evaluated in terms of their feasibility, cost realism, reasonableness, completeness, allocability, and cost-effectiveness for undertaking activities outlined in the planning matrix. As technical scores converge, proposals that maximize direct activity costs entailing cost-sharing and leveraging, and those minimizing administrative costs will be more favorably considered. The cost selection criteria, expressed in the following list of questions below, will allow Makanati to evaluate the applicant's cost application.

- A. Is the proposed budget reasonable and cost-effective?
- B. Does the proposal minimize headquarters costs for managing the project to maximize the funds available for field-based activities?

Applicant's representation of cost share constitutes an eligibility factor and will not be separately evaluated. Makanati strongly encourages women and youth led entities to apply.

Criteria	Maximum Points (100 total)
1. Strategic fit	15 points
2. Technical Approach	45 points
3. Organizational capacities	15 points
4. Gender, Equity, Social Inclusion Considerations	15 points
5. Cost Effectiveness	10 points

Note: minimum point for the passed application is 70

Section F: Award and Administration Information

1. Award Notices

The Makanati Chief of Party (COP) is the only individual who may legally commit **Encompass LLC** to enter into grant agreements. Applicants are prohibited from charging or incurring costs to the proposed award prior to receipt of either a fully executed award or a specific, written authorization from the Makanati COP. Makanati will administer awards in accordance with Parts 700 and 200 of Title 2 of the CFR and USAID’s Standard Provisions for US/non-US Organizations.

2. Types of Awards

Makanati has several award types to choose from when providing funds under this APS to successful applicants. The type of award and terms and conditions included therein depends upon the type of recipient organization, programmatic factors, and other due-diligence matters (including responsibility determinations).

Award Type	Generally Used when:
<p>Simplified Grant</p> <p>A streamlined approach to the issuance of small grants under the simplified acquisition threshold. Payments will be made by reimbursement, based on actual costs incurred, identified in the</p>	<ul style="list-style-type: none"> ● Simple, discrete activity (usually less than a year) ● No subgrants anticipated under the award ● The grantee does not have a negotiated indirect rate agreement with USG ● All costs under the grant are direct costs

Award Type	Generally Used when:
approved budget, and reported by the grantee.	<ul style="list-style-type: none"> ● No purchases of items that have a useful life over one year and a cost of \$5,000 or more ● No advance of funds
<p>Fixed Amount Award (FAA)</p> <p>The payment for completion of well-defined milestones. Fixed amount payments are made upon grantee’s satisfactory achievement of milestones. Milestones and costs shall be specifically identified, and milestones must be in harmony with the grantee’s Program Description.</p>	<ul style="list-style-type: none"> ● The award complies with the conditions for fixed amount awards found at 2CFR 200.201. ● The prospective recipient can identify and quantify programmatic accomplishments or results in establishing grant milestones against which payment will be made. ● A duration of less than three years. ● Cost-sharing or matching is not required. ● The award does not include the purchase of real property as defined in 2 CFR 200.201.
<p>Standard Grant</p> <p>Standard Grants allow for advances and require detailed monitoring of actual costs incurred. As part of financial reporting, all receipts and invoices must be made available to <project/activity name> for verification. It is therefore required that Grantees demonstrate sufficient financial management capacity—human resources, systems, and procedures—before this type of grant can be used.</p>	<ul style="list-style-type: none"> ● Activity is complex in nature and subject to variability over the duration of the grant. ● The entity has demonstrated sufficient financial and management capacity. ● Procurement of goods and services by the grantee are done in accordance with their own procurement policies and procedures and mandatory standard provisions of the grant agreement. ● The grantee may request reimbursement of indirect costs, consistent with 2 CFR 200.414(f).
<p>In-kind Grant</p> <p>Goods and services are procured directly by <project/activity name>. <project/activity name> works closely with the Grantee throughout the procurement process to ensure maximum knowledge transfer. Once purchased, goods and services are</p>	<ul style="list-style-type: none"> ● Goods or services are needed by the grantee that require special handling beyond the grantee’s capacity and experience.

Award Type	Generally Used when:
<p>delivered immediately by <project/activity name> to the Grantee or to the grant activity. All In-kind procurement undertaken by <project/activity name> will be in accordance with USAID’s procurement regulations. The Grantee is required to use and conserve goods (property) for the purposes specified in the Grant Award in accordance with the Standard Provision: “Title to and Use of Property.”</p>	

3. Additional Information on Award Administration

- ADS Chapter 201 Program Cycle Operational Policy: <https://www.usaid.gov/sites/default/files/documents/1870/201.pdf>
- ADS Chapter 204 Environmental Procedures: <https://www.usaid.gov/sites/default/files/documents/1865/204.pdf>
- ADS Chapter 205 - Integrating Gender Equality and Female Empowerment in USAID’s Program Cycle: <https://www.usaid.gov/sites/default/files/documents/1870/205.pdf>
- ADS Chapter 303 Standard Provisions for Non-U.S. Non-governmental Organizations: <https://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf>
- ADS Chapter 303 Standard Provisions for U.S. organizations: <https://www.usaid.gov/sites/default/files/documents/1868/303maa.pdf>
- ADS Chapter 318 Intellectual Property Rights: <https://www.usaid.gov/sites/default/files/documents/1876/318.pdf>
- ADS Chapter 579 USAID Development Data: <https://www.usaid.gov/sites/default/files/documents/1868/579.pdf>
- Grant and Contract Process: <https://www.usaid.gov/work-usaid/get-grant-or-contract/grant-and-contract-process>
- USAID Graphic Standards Manual and Partner Co-branding Guide: https://www.usaid.gov/sites/default/files/documents/1869/USAID_GSM_03_05_2019.pdf

Section G: Points of Contact

COP and Grants Manager POC.

Section H: Other Information

Makanati reserves the right to fund any or none of the Concept Notes/Full Applications submitted under this APS.

USAID encourages prime Applicant(s) to have an issued Unique Entity ID (Previously Data Universal Numbering System “DUNS”), www.sam.gov registration, and for non-U.S. organizations, a NATO Commercial and Governmental Entity (NCAGE) code as early as possible, although this is not required at the Concept Note stage. The registration process for a Unique Entity ID number, sam.gov, and/or NCAGE may take many weeks to complete. Therefore, Applicants are encouraged to begin the process as early as possible.

Resources on obtaining a Unique Entity ID s number can be found at:

<https://sam.gov/content/entity-registration>

Non-U.S. Applicants can find additional resources for registering in SAM, including a Quick Start Guide and a video on how to obtain a NCAGE code, on www.sam.gov, navigate to Help, then to International Registrants.

SAM: Quick Start Guide for New Grantee Registration:

https://www.sam.gov/sam/transcript/Quick_Guide_for_Grants_Registrations.pdf

SAM: Quick Start Guide for International Registrants

https://www.sam.gov/SAM/transcript/Quick_Guide_for_International_Entity_Registration.pdf