USAID JORDAN
FROM THE AMERICAN PEOPLE

Issue Date: July 18, 2021
Deadline for Question: August 2, 2021
Closing Date: September 2, 2021
Closing Time: 16:00 Jordan Time

Subject: Notice of Funding Opportunity (NOFO) Number: 72027821RFA00006

Program Title: Informal Livelihoods Advancement Activity (Iqlaaع)

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement from qualified entities to implement the Informal Livelihoods Advancement Activity (Iqlaaع). Eligibility for this award is not restricted.

USAID intends to make an award to the applicant(s) who best meets the objectives of this funding opportunity based on the merit review criteria described in this NOFO subject to a risk assessment. Eligible parties interested in submitting an application are encouraged to read this NOFO thoroughly to understand the type of program sought, application submission requirements and selection process.

To be eligible for award, the applicant must provide all information as required in this NOFO and meet eligibility standards in Section C of this NOFO. This funding opportunity is posted on www.grants.gov, and may be amended. It is the responsibility of the applicant to regularly check the website to ensure they have the latest information pertaining to this notice of funding opportunity and to ensure that the NOFO has been received from the internet in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion process. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements detailed in Section D.6.g. The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early in the process.

Please send any questions to the point(s) of contact identified in Section D. The deadline for questions is shown above. Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted to www.grants.gov.

Issuance of this notice of funding opportunity does not constitute an award commitment on the part of the Government nor does it commit the Government to pay for any costs incurred in preparation or submission of comments/suggestions or an application. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense.

Thank you for your interest in USAID programs.

Sincerely,

Joseph Gustavo Terrazas (affiliate)

Digitally signed by Joseph Gustavo Terrazas (affiliate)
Date: 2021.07.18 14:03:57 +03'00'

Joseph Terrazas
Agreement Officer

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SECTION A: PROGRAM DESCRIPTION

This funding opportunity is authorized under the Foreign Assistance Act (FAA) of 1961, as amended. The resulting award will be subject to 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and USAID's supplement, 2 CFR 700, as well as the additional requirements found in Section F.

I. OVERVIEW

USAID/Jordan anticipates awarding a five-year Cooperative Agreement through a competitive Notice of Funding Opportunity (NOFO), subject to availability of funding. The Informal Livelihoods Advancement Activity (Iqlaaع) aims to place Jordanian micro and small enterprises (MSEs), in both the formal and the informal sectors[1], on a path to recovery following the unprecedented COVID-19 crisis. Iqlaaع will help MSEs[2] in the informal sector to formalize, access Jordan's safety net systems, and regain productivity and growth. Iqlaaع not only promotes economic growth and self-reliance, but most importantly, it supports a vulnerable group within the Jordanian economy whose wellbeing and productivity is critical to the country's overall stability. Additionally, the activity will empower women and youth to further gain access to productive economic activities.

II. BACKGROUND

Country Context

Jordan is an upper middle-income economy, ranked 75th out of 190 economies in the World Bank's *Doing Business 2020* assessment.[3] The country's official unemployment reached 24.7 percent in the fourth quarter of 2020, and significant portions of the population are expected to experience transient poverty throughout any given year. Additionally, employment prospects for Jordanian youth and women are considerably worse. The 24.7 percent figure represents an overall increase of 5.7 percent compared to Quarter 4 of 2019. Compared to Quarter 3 of 2020, the Quarter 4 data represents a 0.8 percent increase in the overall unemployment rate. In the fourth quarter of 2020, unemployment rates among males reached 22.6 percent and 32.8 percent among females. Compared to Quarter 4 of 2019, this represents an increase of 4.9 percent for males and 8.7 percent for females. Further, unemployment rates are high among university degree holders. Unemployment among bachelor's degree holders reached 27.8 percent compared with other educational levels. The percentage of unemployed males holding a bachelor's degree or higher reached 24.5 percent compared to 75.8 percent for females. Finally, the Refined Economic Participation rate (the labor force attributed to the population 15 years and over) reached 33.4 percent (52.8 percent for males against 13.7 percent for females).

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[1] USAID defines formalized businesses as those who are registered within the Company Control Department, and who have a number as an official employer under the Social Security Cooperation. Informal is defined as lacking both, operating off the grid, in terms of official registration within the Government of Jordan systems.

[2] USAID Jordan defines micro enterprises as those who employ no more than 10 employees, and small enterprises as those with no less than 10 and no more than 49 employees.

[3] https://www.doingbusiness.org/en/reports/global-reports/doing-business-2020.

Furthermore, it is estimated that the informal economy in Jordan accounts for 17-25 percent of the country's GDP and makes up 60 percent of the workforce. According to the Jordan Strategy Forum (JSF), 932,743 Jordanians are working in the informal sector, this represents 41 percent of total employment in the country. Ninety-one percent of small businesses (i.e. those with less than five staff) are informal. Limited formal employment opportunities exist as a primary motivator for informal employment, particularly amongst females and youth who choose informality in employment and economic activities. Other reasons behind choosing informal employment include specialization, securing a decent income, having an inherited occupation, and personal or family circumstances. Those who are self-employed, have an informal employer, participate in unpaid family work, and are irregular wage earners who are largely uncovered by social security.

The national poverty line in Jordan is 68 JOD (96 USD) per person, per month. The minimum wage is 220 JOD (310 USD) per month. Absolute poverty rates are also relatively high compared to similar economies and population size, at 15.7 percent. It is stated in the National Social Protection Strategy that 10 percent of Jordanians belong to the poorest decile, based on their consumption level. This rate means that 1 million Jordanians out of nearly 10 million citizens currently live below the poverty line.

On top of this, the global COVID-19 pandemic, which hit Jordan in March 2020, has brought most economic activities to a halt with a 6-10 percent loss expected in GDP, a 1.5 billion dinar increase in the fiscal deficit, and substantial losses in employment and disposable income. Jordan reacted and contained the spread of the pandemic immediately, a state of emergency was declared, shutting down the majority of economic activities, banning large gatherings, closing educational institutions, and restricting movement. A full lockdown lasted for more than two months, during which many workers were dismissed from their jobs, forced to submit resignations, forced to take unpaid leaves, or were not paid full salaries.

The emerging economic challenges have resulted in social unrest and increased frustration with the economic situation and government decisions. The unprecedented crisis caused by the pandemic will most likely result in increased poverty, debt, and unemployment; reduced growth rates; local community instability; and the need to be resilient and collective.

Linkages to Mission Strategy and U.S. Government

The Informal Livelihoods Advancement Activity (Iqlaaع) is aligned with the goals of USAID/Jordan's Country Development Cooperation Strategy (CDCS): "Jordan advances its journey to self-reliance by creating private sector-led economic opportunities for a healthy, well-educated population, improving water security, increasing citizen-state trust, and reducing barriers for women and youth." It also supports the mission's first Development Objective Goal of "Inclusive Private Sector-Led Growth" and its intermediate results IR1.2 "Private Sector Capacity to Compete Advanced" and IR 1.3 "Increased Women's Participation in the Economy." The Iqlaaع activity promotes economic growth and self-reliance, and most importantly, supports a vulnerable group within the Jordanian economy whose wellbeing is critical to the country's overall stability. Furthermore, Iqla'a contributes to IR 5.3: Inclusive Participation in Public Life Enhanced.

The Iqlaaع activity will ensure cohesion with other related activities, especially a planned municipal development activity and the Promoting the Voice, Agency, and Leadership of Women Activity. Within the mission's Economic Development and Energy portfolio, this activity will complement the assistance offered to enterprises via the Economic Reform Activity, the Business Growth Activity, and the Women's Economic Empowerment and Leadership Activity (WEELA) to ensure cohesion and avoid overlap.

USAID Economic Development Priorities in Jordan

The Economic Development and Energy Office (EDE) supports the Government of Jordan in achieving its macroeconomic reform objectives, developing private sector capacity to compete, harnessing the economic potential of women and youth, and enabling inclusive private sector-led growth. In turn, inclusive private sector-led growth will enhance the capacity of Jordan to grow its economy, create opportunities for women and youth, reduce reliance on the public sector to create jobs, and increase its commitment and capacity to mobilize more of its own resources to finance its development. The EDE office follows Development Objective 1 (DO1) in the results framework of USAID/Jordan's Country Development Cooperation Strategy.

DO1 Intermediate Results (IR) Statements and Narratives

IR 1.1: Implementation of GoJ Economic Reform Agenda Enhanced
IR 1.1 will develop GoJ capacity to implement reforms to stimulate private sector-led growth and maintain macroeconomic stability. USAID will provide incentives and technical capacity to help the government implement its five-year Reform Matrix. USAID will place special emphasis on developing the capacity of the government to communicate more effectively about economic reforms to avoid misrepresentations of government policies and maintain public support. IR 1.1 will improve Jordan's commitment metrics in Open Government and Business Environment and Jordan's capacity metrics in Government Effectiveness and Efficiency of Tax Administration.

IR 1.2: Private Sector Capacity to Compete Advanced
IR 1.2 will develop the capacity of the private sector to deliver the tangible benefits of reforms through increased exports, investments, and partnership with U.S. businesses. USAID will use resource matching, technical assistance, and innovative solutions to help firms grow and deliver the economic dividend of reforms. Our hypothesis is that tangible and highly viable successes will create a virtuous cycle around reforms in which success breeds more political support for further reforms. Improved labor productivity includes activities to prepare the next generation of youth to compete in Jordan's open economy. This represents the continuation of a long-term investment in the youth of Jordan. IR 1.2 will improve Jordan's commitment metrics under Business Environment and Jordan's capacity metrics under Export Diversification.

IR 1.3: Increased Women's Participation in the Economy
IR 1.3 will unlock the potential of Jordan's educated but underutilized female population to access jobs and improve the country's overall economic competitiveness. This IR will advance inclusive economic growth and decent work opportunities for women over the course of the strategy to move Jordan closer to achieving its 2025 target of 27 percent female labor force participation. This goal will reap a large economic dividend for Jordan and will be achieved by working closely with the private sector. USAID support will focus on companies and sectors that have the

potential to employ large numbers of Jordanian women. The strategy will address barriers to female employment such as transportation, childcare, and inflexible work arrangements. DO 5 will complement IR 1.3 by addressing social constraints to female employment. IR 1.3 will improve Jordan's commitment metrics under the Economic Gender Gap. USAID activities will remain flexible enough to accommodate for the potentially dynamic labor market due to economic and political fluctuations in the region.

Current EDE Office Activity Portfolio

The activity will build upon the lessons learned and experiences gained from USAID's current and past investments, including the Local Enterprise Support Project (LENS), and will complement and leverage learning and experiences from the activities listed below and others, such as other U.S. Government initiatives to address the needs of vulnerable populations or other activities funded by Development Partners.

Below are the main active instruments within the EDE portfolio. The main programs focus on supporting the tourism sector, the fiscal stability of the country, and overall economic recovery.

The **Building Economic Sustainability through Tourism Project (2015-2021)** aims to transform Jordan into a globally competitive tourism destination to accelerate broad based, inclusive economic growth in the Kingdom. The project works in partnership with the Ministry of Tourism and Antiquities and public and private sector partners to enhance tourism offerings, encourage wider visitation and greater economic benefits, boost destination marketing, and improve access to finance for tourism enterprises. Currently, the project is also supporting Jordan's tourism sector to respond to and recover from the impact of the global COVID-19 pandemic.

The **Sustainable Culture Heritage through Engagement of Local Communities Project (2014-2022)** works to enable local communities to preserve and promote cultural heritage resources through site development projects that engage and employ local communities in sustainable site preservation, management and promotion, while simultaneously building an enabling environment through a community of practice among academic, government, tourism and customs professionals to support effective and sustainable cultural heritage resources preservation and management.

The **COVID-19 Economic Response and Long-Term Growth in Jordan Activity (2020-2022)** works to provide analytical and policy design research support to the GOJ to structure a strong economic recovery from COVID-19, complete macroeconomic stabilization, and accelerate the pace of long-term economic growth.

The American Chamber of Commerce of Jordan: Capacity Development for the Post COVID-19 Environment Activity (2020-2022) is supporting Jordan's American Chamber of Commerce to reach financial self-sustainability and provide more focused and effective trade and investment outreach services to Jordanian and relevant U.S. businesses.

Linkages to Government of Jordan Priorities

This activity will support the Government of Jordan's priorities by contributing to the Jordan Economic Growth Plan (JEGP),[4] the Jordan Vision 2025, and a series of ambitious plans to strengthen Jordan's economy. The activity will be aligned with Jordan's Economic Growth Plan and will contribute to the country's Five Year Reform Matrix by stimulating private sector resource mobilization, improving the efficiency of the business and investment environment, ensuring the availability of competitive and efficient financing mechanisms, especially for micro and small enterprises, spreading a culture of entrepreneurship and self-reliance through self-employment programs, and encouraging small and income-generating projects in rural areas, as well as employment opportunities. Iqlaaع will also assist the Government of Jordan to achieve its Jordan Vision 2025[5] objectives, specifically the growth of small-sized businesses. Furthermore, link to the National Strategy for Women 2020-2025 which includes a goal to increase women's ability to participate and lead in public life and the labor market, as well as have economic independence to freely make their own financial decisions.

Donor Coordination

Donors active in MSE development include the European Union, Germany, Canada, the British Development Agency, the Netherlands, and the Japanese Development Agency (JICA). Although USAID remains the main strategic driver in economic development in Jordan, other donors have also established economic growth initiatives. Iqlaaع will work on conducting regular donor mapping in the MSE space, and the project's activities will be coordinated with other donors and stakeholders to avoid duplication and to encourage strategic investments.

III. PRIORITIES TO ADDRESS

In Jordan, 91 percent of micro and small enterprises with fewer than five employees operate in the informal sector, and the informal economy accounts for 17 to 25 percent of the GDP. Although these enterprises employ 60 percent of the workforce, they struggle to grow due to many factors, including a non-conducive enabling environment, lack of product diversification or sophistication, low levels of information technology and innovation, the issue of quality consistency, markets being limited to their neighborhood radius, branding and packaging, and a lack of business skills among the business owners. Additionally, these businesses face a high cost to formalize, mainly due to registration and licensing, high tax rates, political instability, high cost of electricity, strict labor regulations, difficult customs and trade regulations, corruption, and limited access to finance.

These existing issues will most likely only be exacerbated by the COVID-19 crisis. Jordan has not yet seen the real economic impacts of the crisis, but a recent analysis by the World Bank Group indicated that loss of labor income is the most significant threat to the welfare of households[6]. Informal workers are more vulnerable as they do not currently have access to social security protections for unemployment insurance. Additionally, informal workers are disproportionately concentrated in poor and near poor households, as about half of workers in the country's poorest

[4] https://rhc.jo/en/media/jordan-economic-growth-plan-2018-2022
[5] http://inform.gov.jo/en-us/By-Date/Report-Details/ArticleId/247/Jordan-2025
[6] https://www.hpc.org.jo/en/news?q=en

20 percent of the population are informal. Almost 80 percent of households benefiting from the National Aid Fund's quarterly support have at least one working member, of which 64 percent derive all of their labor income from informal sources and 36 percent from a combination of informal and formal sources.

The International Labor Organization and United Nations Development Programme conducted a survey in June 2020[7] to measure the economic impacts of COVID-19 on enterprises in Jordan. They interviewed 1,190 enterprises across the Kingdom in late April to shed light on the significant impact of COVID-19 and the lockdown measures on enterprises and employees. All surveyed enterprises faced challenges in terms of cash flow, reduced demand and supply, and the disruption of supply chains because of measures responding to COVID-19. Close to half (46 percent) of surveyed micro businesses were temporarily closed, 22 percent had reduced working hours and only 9 percent were working as usual at the time of the survey. A majority of respondents (76 percent) reported loss of revenue, sales and demand, 19 percent were affected by supply chain challenges, while 15 percent faced increased debt burdens or bankruptcy. A large majority of the home-based businesses and micro enterprises surveyed reported that their establishments would not be able to continue beyond 1-3 months under prevailing conditions at the time of the survey. Many of the women-owned, home-based enterprises did not have savings or cash reserves to continue business beyond one month. A majority (63 percent) of the 150 businesses surveyed indicated that they could pay salaries only for less than a month and 24 percent for 1 to 3 months. Several respondents noted that the relatively young age of the enterprises (average of businesses surveyed is below 4 years) and lack of business experience to deal with periods of uncertainty, compounds this situation.

The COVID-19 crisis and the Government of Jordan's lockdown in March 2020 and the different protective closing measures applied in 2021 further exposed the vast number of challenges facing micro and home-based businesses, many which are operating within the informal sector. The pandemic and following two months of lockdown only added to the struggles of microenterprises of all formalization states and the uncertainty of their survival, productivity, and sophistication. The crisis also highlighted the sizable number of families and individuals who rely on daily wages in both the formal and informal sectors, the gaps in social protections for these segments of society, and the economic structure of the country. Informal businesses, which make up the majority of small enterprises in Jordan (91 percent), and daily wage seekers are essentially excluded from any safety net protection measures and, as such, are less able to cope with the unexpected challenges caused by COVID-19.

During the past year which also spilled over and continued in 2021, the GoJ worked with the Social Security Corporation (SSC) to revise: a) the different schemes they have in place to support the workers and the employees of registered enterprises, b) the enrollment process within the SSC, and the requirements in place, such as length of enrollment, for employers and the employees to access support. Enterprises in the formal sector enjoyed relaxed payments on pensions, subsidies schemes for employment, and alleviation of mandatory payments for new employees. Informal enterprises didn't receive any support from the SSC for the first three months of the full lockdown. The majority signed up to receive support from the National Assistance Fund (NAF) which provided cash support for any daily wage worker who does not have a steady income, and bread subsidies for families living under the poverty line. Since April of 2020,

[7] https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms_749136.pdf

19,000 firms have joined the SSC. While the GoJ and SSC didn't announce the percentage of women and youth benefiting from these schemes; it is anticipated that they represent a significant percent of the beneficiaries. Particularly women and youth owned Home-based businesses who formalized over the past year.

To expand safety net inclusion to the informal sector, the SSC eased the paperwork for new entries and approvals and migrated all of its registration processes to e-services. The SSC also waived the “minimum years enrollment,” which required a year minimum of SSC enrollment before an enterprise could benefit from its protection and schemes. Now, there are no years required. Hence, newly formalized and registered informal enterprises can now enjoy immediate support from the SSC. In a recent meeting with USAID, the head of the SSC mentioned that from April to December 2020, 20,000 new enterprises joined the SSC, many of which, according to the SSC Director, are MSEs. In working with informal enterprises, the challenges of, raising their awareness on the economic benefits of formalization, and convincing them to register still remain.

Micro and Small Business Challenges

MSEs are present in the formal and informal economies in different sizes, capacities, capabilities, and growth aspirations. It is important to work with, and address the needs of, the full spectrum, from the ones that want to survive and possibly increase profit to the ones that want to grow and expand.

In general, MSEs often perform at a much slower pace than big firms, some with limited drive and interest to grow and become large firms. Conversely, there are also a small number of transformational enterprises that grow rapidly and have the ability to drive employment and economic growth. For all these reasons, it is important to develop micro enterprises using a range of development activities around areas that encourage theories of change. These include registration and formalization, access to finance, business management, access to markets, and innovation.[8]

As stated above, 91 percent of these enterprises operate informally in Jordan and therefore are not registered within the government’s records, nor do they want to pay taxes. Formalization of MSEs can benefit both the firms themselves and the government. Once formalized, MSEs can become eligible to access government-sponsored business development services and can apply for bank accounts and loans to be opened in the firm’s name rather than in the owner’s name. Informal firms can be encouraged to transition to the formal sector through different means, including the removal of financial and logistical constraints for business registration and the simplification of registration and tax processes associated with the formalization.

Limited access to finance is one of the most serious obstacles to MSE growth, and in many cases its survival. The availability of credit allows firms to invest in productive assets that are likely to lead to growth, increase production, and hire new employees. Further, in the case of a crisis similar to COVID-19, available cash helps businesses balance losses, maintain production, and retain employment. MSEs should be able to increase their capacity to provide good quality credit requests to financial institutions to enable them to access proper financial services. Providing

[8] ‘Theories of change: high-growth small and medium enterprise development’, USAID (May 2019)

grants and cash subsidies to MSEs directly could be efficient, especially in early recovery situations.

Additionally, many MSEs tend to market and sell their products in their localities and potentially nearby market outlets, and their products often suffer from a lack of consistent quality, professional packaging, health and safety certification, and marketing and logistical tools. All these challenges, in addition to financial constraints, prevent MSEs from reaching new markets that can provide them with opportunities for growth and increased profits.

Innovation is also a key element of competition and driving efficiency within markets. However, on average, micro and small firms are less innovative than large enterprises, and they innovate in a different way. MSEs often lack basic bookkeeping, IT tools, and marketing skills, creating a missed opportunity for increased productivity. Micro and small firms command fewer resources, have less research and development, and generally face more uncertainties and barriers to innovation. It is important to support interventions that can strengthen the innovation capacity of these MSEs. Providing MSEs with the business tools to transform new ideas into economic solutions (new products and services) is the basis of sustainable competitive advantages for firms.

IV. ACTIVITY DESCRIPTION

A. **Goal:** The Informal Livelihoods Advancement Activity (Iqlaaع) aims to place Jordanian micro and small Enterprises (MSEs), in both the formal and the informal sectors. on a path to recovery following the unprecedented COVID-19 crisis.

B. **Development Hypothesis: If** the MSEs in both the informal and formal sectors are supported to recover and expand their productivity, through access to markets and needed finance and **IF** informal businesses are gradually encouraged to formalize, **then** economic recovery, stability, and growth can be achieved.

C. Technical Components

The five year, **Informal Livelihoods Advancement Activity** (**Iqlaaع**) aims to put Jordanian micro and small enterprises on a **path to recovery** after the extraordinary COVID-19 crisis and resulting economic shocks faced by MSEs. The activity consists of four technical components that will increase MSEs' productivity, link them to markets, allow them access to the needed finance to recover, and place them on a track to formalization and growth. The activity will contribute directly to stabilizing the economic situation in Jordan, particularly by supporting the most vulnerable sections of the economy in poverty pockets around the kingdom, and also by empowering women and youth to gain further access to productive economic activities.

Four Technical Components underpin Iqlaaع's purpose:

Component #1: Research and analysis to inform evidence-based decision making in solving the informality of businesses in Jordan.

Component #2: Technical assistance to firms to achieve productivity, expansion, and growth.

Component #3: Expanded access to finance to allow firms to survive, grow, and reach new levels of productivity.

Component #4: Scale up effective legacy pilots from previous USAID investments and propose innovative solutions to MSE formalization and growth.

Technical Component Descriptions:

Component #1: Research and analysis to inform evidence-based decision making in solving the informality of businesses in Jordan.

Research and analysis are central components in this activity. Limited data is available on the characteristics of MSEs in Jordan, especially MSEs' reality post the COVID-19 crisis. This activity will build and expand on previous analyses conducted by USAID and other donors in the area of MSE support in order to implement informative and evidence-based interventions. Research should collect and analyze disaggregated data by sex, geographic location and age. Generated evidence should also identify the sectors in which there are gaps in MSEs and therefore have potential for growth (e.g. home-based childcare facilities). Research should inform the activity of which champions to work with and local systems to build, and drive market-based solutions from the private sector to ensure sustainability, potentially including primary descriptive analysis, root cause analysis, and social network analysis, as well as secondary, desk research.

As stated above, MSEs in Jordan exist as mostly unregistered businesses that fall mainly within the informal sector. This means these enterprises generally do not pay taxes nor do they receive services from the government and business associations. While several attempts have been made to formalize these businesses, such attempts have been met with resistance, due to cost implication particularly on the taxation front. Iqlaaع will conduct research at the outset to further inform stakeholders on the size of informality, reasons for this resistance to formalize, incentives that can be provided to formalize, and main constraints to MSE growth, ideally segmented by opportunity vs. survival-oriented firms and by gender, geography and age groupings of MSE owners. This information can feed directly into more effective targeting of the other components, the formalization of these enterprises, their inclusion in social security safety-nets, and their financial inclusion.

Furthermore, in a post COVID-19 reality, creating best practices will be necessary to offer MSEs technical assistance to manage and pivot their business models in a post-pandemic reality. This will require flexibility, agility and the willingness to adapt from MSEs.

Collaboration, Learning, and Adaptation (CLA) principles will be reflected throughout the activity's interventions. Collaboration with stakeholders, beneficiaries, counterparts, and other USAID activities will be prioritized, learning will be reflected, captured, shared, and utilized by project staff, and the activity will translate collaboration and learning into any necessary adaptation.

An opportunity exists in the potential to link this activity to government cash transfers through Jordan's National Aid Fund and Social Security Corporation. This activity should explore ways to re-engage those businesses and people that are on government benefits schemes back into the productive economy. This will help lessen pressure on maintaining GOJ emergency benefits beyond the COVID crisis.

Component #2: Technical assistance to firms to achieve productivity, expansion, and growth.

Iqlaaع will support MSEs to survive, grow, and reach new levels of productivity through providing technical assistance to address the key growth challenges listed, such as a non-conducive enabling environment, lack of product diversification or sophistication, low levels of e-commerce, IT integration, issues of quality consistency, mobility challenges, awareness of markets and service providers, limited access to markets, and issues with marketing, packaging and branding.

The activity will support targeted MSEs including those owned by women and youth, to become more resilient and able to survive shocks, assist them to grow and upgrade their products, and support "locally made Jordanian competitive goods and services." Iqlaaع will provide both direct firm-level assistance and business advisory services to MSEs, link firms to sustainable markets, and identify value chains to integrate businesses into. It will identify and build lasting, market-based relationships between MSEs, key service providers, and larger enterprises that can help them produce a better product or finance new technologies and business expansion. The activity will also work to link MSEs to larger firms along the same value chain who can use MSEs as suppliers. This will allow MSEs to better reap the rewards of the high growth industries in Jordan. Iqlaaع will also work on assisting MSEs in accessing networks and linkages to grow their businesses through stronger professional associations, formal and informal relationships within a value chain, or information and communication services about their respective sectors.

Additionally, Iqlaaع will work to raise MSEs' awareness on the economic benefits of formalization, especially when it comes to inclusion and social protections, and provide them with the needed support to formalize. This includes putting MSEs, including those owned by women and youth, on the path to get registered and integrated within the formal economy. Formalization is a long journey that can be enacted in phases. Furthermore, Iqlaaع will support business associations to help businesses register as a first step toward their formalization. Iqlaaع will also build an ecosystem that supports the formalization process, which requires an increased awareness at the MSE level, and buy in from both the private and public sectors. This process will assist businesses to grow and therefore contribute to the growth of the economy.

Iqlaaع will coordinate assistance to enterprises with the Economic Reform Activity, the Business Growth Activity, and other USAID projects to ensure complementarity and avoid overlap. Whenever needed, Iqlaaع will refer clients to other USAID projects, based on the needs of the client and the nature of the project. Similarly, other USAID projects can refer clients to Iqlaaع for assistance.

Component #3: Expanded access to finance to allow firms to survive, grow, and reach new levels of productivity.

This component aims to provide MSEs, including those owned by women and youth and particularly addressing gender power disparities, with the ability to access the much-needed capital to a) survive, b) grow and expand, or c) start up their businesses.

a) **Support Business Survival and Growth:** This aims to provide Jordanian MSEs with the necessary liquidity to be able to operate. Businesses have depleted revenue as a result of the latest crisis resulting from the COVID-19 pandemic and will need to immediately access cash to resume operations. Iqlaaع will provide grants to MSEs in order for them to recover from the impact of the ongoing crisis and get back to work as soon as possible. Where possible, USAID will seek to leverage private sector investments to strengthen the grants mechanism, in various forms, through direct, in-direct and cost-sharing where possible. The USAID team will work with the organization to develop the parameters of the grants program, mainly focusing on alleviating the economic hardship caused by COVID-19 in the Kingdom. USAID envisions the grants scheme to have several sub-schemes to serve the purposes of: (1) maintaining livelihoods, and (2) supporting businesses. This should be done in close coordination with other available resources in the market, either offered by the GoJ under the Central Bank MSME recovery fund, or other available private sector funds if any.

b) **Capacity Building:** MSEs have a critical need to finance their activities. They are usually financed either by debt, equity, or a combination of both. The two types of financing are derived from either the formal or informal financial sector. In the formal sector, banks and Microfinance Institutions (MFIs) are the main sources of financing for businesses, while in the informal sector, financing comes from friends, relatives, and cooperative societies.

Iqlaaع will pursue the development of an efficient access to finance space, to meet the financial needs and build the financial capacity of MSEs. Capacity building activities (including targeted consultancies, training, studies, provision of equipment and computerized systems, etc.) will be provided to financial institutions, particularly microfinance providers, to help them capitalize and improve their underwriting and loan portfolio management operations, credit management policies, business planning strategies, and lending practices. Many MSEs lack access to financial services due to an inability to effectively plan, account for, or present their companies' activities. Iqlaaع will explore practical and effective ways to support these enterprises, including with business development services.

c) **Introduction of digital access[9] and new and innovative financial services for MSEs in Jordan, especially those owned by women and youth:** As part of building an inclusive financial system in Jordan, Iqlaaع will work with partners to introduce, build on, and expand the utilization of innovative financial products to the Jordanian market, such as digital financial services, including mobile banking and e-wallets, postal savings, micro insurance, housing microfinance, leasing, and

[9] Digital access used in this context as a pandemic response could include basic interventions such as data vouchers for smartphones.

others, in order to increase household and MSEs' access to a variety of financial services.

Iqlaaع will also work to increase banks', and MFIs' outreach to households and MSEs through the introduction of mobile banking. The activity will support the introduction of e-wallet services to households and MSEs and will help provide domestic financial services to those who have the least access to the banking sector through postal savings, which have long played a vital economic and social role in many countries. If needed, the activity should enhance the literacy resources offered to MSEs to benefit and use these services.

d) **Support Loan Guarantee Facilities in Jordan:** It may support any relevant Loan Guarantee Facilities by DFC with a technical assistance and training component that would improve credit management policies and practices of lenders in Jordan for small enterprises. The activity could improve quality and volume of credit flow to Jordanian MSEs by strategically complementing the efforts of the Guarantee facilities with a coordinated program of technical assistance and training for lenders.

Component #4: Scale up legacy pilots from previous USAID investments and propose innovative solutions to MSE formalization and growth.

The activity will scale up legacy pilots from the Local Enterprise Support (LENS[10]) activity and other previous activities and propose new solutions to the development hypothesis of the project. This can include initiatives around home-based businesses and micro-franchising.

The activity is also expected to explore and test innovative solutions to the problems proposed in this PD. Flexibility, adaptability, and innovation should be pillars in the implementation of this activity.

D. Guiding Principles

Gender and Youth

Women play a critical and potentially transformative role in the development and growth of economies. However, they face obstacles and socio-economic constraints that limit their ability to effectively participate in Jordan's workforce.

In Jordan, most of women's entrepreneurial activities are in the informal sector with very few employees. In fact, some women choose to keep their businesses small to avoid complications and/or negative attention and outcomes from their families. However, statistics show that when female-owned businesses grow, they are more likely to hire women than male-owned businesses. Women, empowered through jobs and business ownership, create a multiplier effect for women at both the macro and micro levels of the economy and positively affect the welfare of the family.

[10] Please see the LENS final report and rapid assessment for further information.

Iqlaaع will increase MSE competitiveness and seek out and build the capacity of female-owned businesses. Special efforts will be paid to highlight success stories of female owners of MSEs, or MSEs that have adopted measures to improve working conditions for their female employees.

All components of the activity will set and meet targets designed to increase the number of women who benefit from the activities listed above. This activity will also focus on enabling youth to access economic and social opportunities in MSEs since they are a valuable and under-utilized sector of the labor force. This means initiatives that will increase youth employment or youth starting up enterprises should be of focus within this activity.

Inclusive Development

USAID is committed to the inclusion of people who have physical and cognitive disabilities and those who advocate and offer services on behalf of people with disabilities. This commitment extends from the design and implementation of USAID programming to advocacy for and outreach to people with disabilities. USAID's policy on disability is as follows: to avoid discrimination against people with disabilities in programs that USAID funds and to stimulate an engagement of host country counterparts, governments, implementing organizations, and other donors in promoting a climate of nondiscrimination against and equal opportunity for people with disabilities. The USAID policy on disability is to promote the inclusion of people with disabilities both within USAID programs and in host countries where USAID has programs. USAID therefore requires that the Recipient not discriminate against people with disabilities in program implementation and that it makes every effort to comply with the objectives of the USAID Disability Policy in performing this contract. To that end, and within the scope of the agreement, the Recipient's actions must demonstrate a comprehensive and consistent approach to including men, women, youth, and children with disabilities.

Sustainability

Sustainability is integral to this activity. Approaches to implementation must be sought to ensure the sustainability and self-reliance of Jordanian MSEs after the activity ends. Firms are defined as sustainable if their expansions are derived from normal market processes and not transfers from government or non-profit actors.

Iqlaaع will take a multifaceted approach to sustainability by working at every turn to build lasting relationships, supporting sustainable organizations, identifying champions from the early stages of implementation, and building the capacity of local stakeholders to take on more responsibility for implementation of activities as time passes. All Iqlaaع activities will be focused on yielding measurable economic growth impacts, while strengthening overall capacity of local institutions. This will help bring credibility to the process and allow stakeholders to see the value in working together to promote growth.

Iqlaaع will integrate sustainability into its implementation plan and the learning agenda of its Monitoring, Evaluation, and Learning Plan. It will also develop a sustainability strategy at the start-up phase of the activity. The sustainability strategy should monitor outcome and context indicators to track the higher-level impact of the interventions, and use systems-based tools for the evaluation and assessment of performance, but will also capture innovation, unintended consequences, and new opportunities.

At every level, this activity will devote resources to ensuring that the needs of vulnerable populations are sustainably integrated in a way that yields new business opportunities and greater inclusion in processes that establish economic growth priorities in Jordan. In fact, a key goal of this activity is to create systems for better collecting information about the needs, economic aspirations, and assets of women, youth, and the poor in Jordan. Iqlaaع will work to support services for these groups that are more demand-driven and thus more likely to yield real improvements in their quality of life.

The grants program will be another means of achieving sustainability. Grants will be used to help enterprises get back to business and thrive. They will also help local institutions get the assistance they need to carry out their role in a sustainable way. For example, grants could be used to upgrade technologies and facilities, and to develop demand-driven services that members and consumers will pay for. It is expected that the size of the grants program will grow over time as implementation is shifted from the implementers to stakeholders within the targeted value chains.

Iqlaaع will also achieve sustainability by identifying and building lasting, market-based relationships between MSEs and key service providers that will help them produce a better product or finance new technologies and business expansion. The activity will also link MSEs to larger firms in the same value chain who can use MSEs as suppliers. MSEs will be able to gain access to improved technologies, business approaches, and even financing from these business relationships. The activity will also work to integrate MSEs into existing and new business associations and industry groups and link them with policymakers to make sure that their interests are more effectively represented in the process of establishing national priorities for economic growth and development.

[END OF SECTION A]

SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one Cooperative Agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide $75 million in total USAID funding over a five (5) year period.

2. Expected Performance Indicators, Targets, Baseline Data, and Data Collection

The Iqlaaع goal, objectives and sub-objectives are listed below. Sub-objectives are followed by illustrative results for each. A list of expected indicators follows the section on results.

CDCS Development Objective (DO) 1: Inclusive Private Sector-Led Growth.
CDCS Intermediate Result (IR) 1.2: Private Sector Capacity to Compete Advanced.
CDCS Intermediate Result (IR) 1.3: Increased Women's Participation in the Economy.

Iqlaaعgoal: Put Jordanian micro and small enterprises on a path to recovery**,** formalization, and growth.
Standard indicators are drawn from the updated (2020) Standard Foreign Assistance Master Indicator List (MIL), available at: https://www.state.gov/foreign-assistance-resource-library/.

The Recipient will ensure integrated tracking of performance indicators in the AMELP that incorporates output, outcome, and/or context measures for each result. The AMELP will identify indicators, the chosen methods to collect data to monitor and evaluate the progress and impact of program activities, and the schedule for monitoring, evaluation, and learning from activities. The Recipient will gather and use baseline data to evaluate activity results. All data collected shall be sex-disaggregated and surveys and other monitoring and evaluation tools shall include questions to elicit information that allows differentiation of impacts based on gender.

An illustrative set of indicators will include (but are not limited to) the following:

- Increased number of MSEs entering the formal sector.
- Increased number of MSEs included in social security safety-nets.
- Increased access to finance of MSEs in targeted value chains and a broader array of financial tools.
- Increased ability of MSEs to manage cash flows, account for and control costs, prepare business plans and loan applications, and plan for business growth.
- Increased profitability of MSEs in targeted value chains.
- Increased employment as the direct result of Iqlaaع's interventions.
- Increased MSE access to networks and linkages to grow their businesses through stronger professional associations, formal and informal relationships within a value chain, or information and communication services about their sectors.
- Increased and improved provision of appropriate loan products for the MSE sector by financial institutions.
- Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)
- Increased risk appetite for financial institutions for lending to the MSE sector.

- Increased economic participation for women.
- Number of targeted women-owned MSMEs with more revenue.
- Number of private sector enterprises with increased access to finance due to USG assistance.
- Percentage change in sales of firms receiving USG-funded assistance
- Percentage of beneficiary firms that formalize, in association with USG assistance to improve the business enabling environment

3. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is five (5) years. The estimated start date will be upon the signature of the award, on or about December 2021.

4. Substantial Involvement

Consistent with ADS 303.3.11, USAID/Jordan will be substantially involved in the implementation of the Health Service Delivery Activity. The intended purpose of the Agreement Officer's Representative (AOR) involvement during the implementation of the program is to assist the recipient in achieving the supported objectives. It is expected that the Agreement Officer will delegate the following approvals to the AOR, except for changes to the Program Description or the approved budget or key personnel, which may only be approved by the Agreement Officer.

1) Approval of the Recipient's Implementation Plans.
The annual Implementation Plan, and subsequent revisions are subject to approval by USAID Agreement Officer Representative (AOR) prior to implementing substantive work for each year of the Agreement. The AOR will ensure that the Implementation Plans align with the stated goals, milestones, and outputs as well as fit within the scope, terms and conditions of the agreement.

2) Approval of Specified Key Personnel.
USAID will identify up to five positions to be designated as key to the successful implementation of the program objectives of the Cooperative Agreement. Critical to the implementation of the Iqlaaع Activity, it is anticipated that the Chief of Party and Deputy Chief of Party will be two of the key positions.

3) Agency and Recipient Collaboration or Joint Participation.
The following collaboration or joint participation of USAID and the recipient of the Iqlaaع Activity are authorized:

> a) Collaborative involvement in selection of advisory committee members: The AOR will be involved in the selection of advisory committee members if the Activity establishes such a committee. The AOR may participate in the Advisory Committee.
>
> b) The AOR will approve all grants under the Cooperative Agreement that are in accordance with the reviewed Grants Manual.
>
> c) The AOR will approve the Recipient's Activity Monitoring and Evaluation Plan.

d) The AOR will monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects.

e) Communications with Government of Jordan (GOJ) officials. The AOR must be present in all meetings with government officials at the Minister and Secretary General levels. All communication with GOJ officials must be made by the Chief of Party and coordinated in advance with the USAID AOR. Exceptions may be granted but must be in writing and made prior to any meeting/communication.

5. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is **937.**

6. Nature of the Relationship between USAID and the Recipient

The principal purpose of the relationship with the Recipient and under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the Iqlaaع Activity which is authorized by Federal statute. The successful Recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award.

SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

All qualified U.S. and non-U.S. organizations (other than those from foreign policy restricted countries) are eligible to apply. Pursuant to Code of Federal Regulations (CFR) 200.400(g), it is USAID policy not to award profit under assistance instruments such as Cooperative Agreements, and as such, for-profit organizations must waive profits and/or fees to be eligible to submit an application. Forgone profit does not qualify as cost-share or leverage.

USAID welcomes applications from organizations which have not previously received financial assistance from USAID.

To be eligible for award of a Cooperative Agreement, in addition to other conditions of this NOFO, organizations must have a politically neutral humanitarian mandate, a commitment to non-discrimination with respect to beneficiaries and adherence to equal opportunity employment practices. Non-discrimination includes equal treatment without regard to race, religion, ethnicity, gender, and political affiliation.

Applicants must have established financial management, monitoring and evaluation processes, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws, and regulations. The successful Applicant will be subject to a responsibility determination assessment (Pre-award Survey) by the Agreement Officer (AO).

The Recipient must be a responsible entity. The AO may determine a pre-award survey is required to conduct an examination that will determine whether the prospective recipient has the necessary organization, experience, accounting and operational controls, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award.

The Applicant is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism.

It is the legal responsibility of the Recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all sub-awards issued under this Cooperative Agreement.

Applications will not be accepted from individuals.

2. Cost Sharing or Matching

USAID has established a mandatory minimum recipient cost share of 5 percent for the award. Such funds may be provided directly by the recipient; beneficiaries, other multilateral, bilateral, and foundation donors; host governments; and local organizations, communities and private businesses that contribute financially and in-kind to implementation of activities at the country level. This may include contribution of staff level of effort, office space or other facilities or equipment which may be used for the program, provided by the recipient. For guidance on cost sharing in grants and cooperative agreements see 2 CFR 200.306 .

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

Mr. Alla'a J. Sawaked
Acquisition and Assistance Specialist
USAID/Jordan
Amman, Jordan
Email: Jordan_IQLAA@usaid.gov

2. Questions and Answers

Questions regarding this NOFO should be submitted via email no later than the date and time indicated on the cover letter, as amended. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant.

3. General Content and Form of Application

Preparation of Applications:

Each applicant must furnish the information required by this NOFO. Applications must be submitted in two separate parts: the Technical Application and the Business (Cost) Application. This subsection addresses general content requirements applying to the full application. Please see subsections 5 and 6 below for information on the content specific to the Technical and Business (Cost) applications. The Technical application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other related issues.

Both the Technical and Business (Cost) Applications must include a cover page containing the following information:

- Name of the organization(s) submitting the application;
- DUNS Number;
- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address);
- Program name;
- Notice of Funding Opportunity number; and
- Name of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations, per USAID's definition of 'local entity' under ADS 303.)

Any erasures or other changes to the application must be initialed by the person signing the application. Applications signed by an agent on behalf of the applicant must be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.

Applicants may choose to submit a cover letter in addition to the cover page, but it will serve only as a transmittal letter to the Agreement Officer. The cover letter will not be reviewed as part of the merit review criteria.

Applicants must review, understand, and comply with all aspects of this NOFO. Failure to do so may be considered as being non-responsive and may be evaluated accordingly. Applicants should retain a copy of the application and all enclosures for their records.

4. Application Submission Procedures

Applications in response to this NOFO must be submitted no later than the closing date and time indicated on the cover letter, as amended. Late applications will not be reviewed nor considered. Applicants must retain proof of timely delivery in the form of system generated documentation of delivery receipt date and time.

Applications must be submitted by email to the address indicated in point number one (1) of this Section. The technical application and the cost application each be submitted separately. Email submissions must include the NOFO number and applicant's name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g. "No. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line that states: "[NOFO number], [organization name], Cost Application, Part 1 of 2".

After submitting an application electronically, applicants should immediately check their own email to confirm that the attachments were sent. If an applicant discovers an error in transmission, please send the material again and note in the subject line of the email that it is a "corrected" submission. Do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

All applications received by the submission deadline will be reviewed for responsiveness to the NOFO and the application format. No additions or changes will be accepted after the submission date and time.

Applicants are reminded that email is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, applicants are requested to send the application in sufficient time ahead of the deadline. For this NOFO, the initial point of entry to the government infrastructure is the USAID mail server.

There may be a problem with the receipt of *.zip files due to anti-virus software. Therefore, applicants are discouraged from sending files in this format as USAID/Jordan cannot guarantee their acceptance by the internet server. File size must not exceed 25 MB per email.

5. Technical Application Format

The technical application will be the most important factor for consideration in selection for award of the proposed Cooperative Agreement. The technical application should be specific, complete, and presented concisely. The application should demonstrate the Applicant's capabilities and expertise with respect to achieving the goals of this activity. The application should take into consideration the requirements of the activity and evaluation criteria found in this NOFO.

The Technical application, excluding sections mentioned below, is limited to twenty (20) pages. An application that exceeds this page limit will only be evaluated through page 20. The application must be written in English and searchable in Word or PDF format, as appropriate. Applicants must use only standard 8 1/2" x 11" paper, single spaced. Only 12-point Times New Roman font may be used, with each page numbered consecutively at the bottom of the page. Page margins must be a minimum of one inch at the top, bottom and each side. The font used in tables, graphs, and charts may be adjusted as appropriate but may not be smaller than 10 point.

Applicants should thoroughly review the Merit Review Criteria and organize the technical application according to the outline below which shows the sections of the application and whether or not they are included as part of the page limitation:

The application requires the following sections in this order:

- o Cover Page **(not included in the page limit)** A single page with the title of the project, names of the organization/institutions involved, and the lead applicant clearly identified. Any proposed sub-recipients/contractors (hereafter referred to as the “subs”) should be listed separately. In addition, the Cover Page should provide a contact person as the lead applicant, including the individual’s name (both typed and his/her signature), title or position with the organization/institution, address, and telephone numbers. State whether the contact person is the person with authority to contract for the applicant and, if not, that person should also be listed.
- o Table of contents **(not included in the page limit)** Include major sections and page numbering to easily cross-reference and identify Merit Review Criteria.
- o Acronym list **(not included in the page limit)** This section is limited to two pages and must spell out any acronyms that are utilized in the Technical Application. A table format is acceptable.
- o Executive Summary **(not included in the page limit)** In two pages or less, the Executive Summary should summarize the key elements of the applicant’s technical strategy, management approach, implementation plan, expected results, monitoring, evaluation and learning and sustainability plan.
- o Technical Narrative **(not to exceed 20 pages)**
    - Technical Approach
    - Management Plan and Key personnel
- o Annexes **(not included in the page limit)**
    - Annex A - Staffing and Management Plans and Organizational Chart
    - Annex B - Curriculum Vitaes (CVs) for Key Personnel (not to exceed 5 pages)
    - Annex C - Sustainability Plan (not to exceed 2 pages)

- Annex D - Activity Monitoring and Learning Plan (not to exceed 3 pages)

Technical Narrative

1- Technical Approach

In their technical approach narrative, the Applicant should present an realistic and effective strategic approach with proposed activity components and specific interventions that will contribute to achieving the activity goal and expected results as stated in **section B (2) - Expected Performance Indicators, Targets, Baseline Data, and Data Collection** of the NOFO.

As part of the applicant's narrative, the Applicant shall demonstrate that its technical approach is realistic by demonstrating its understanding of Jordan's current formal and informal MSE sector's context and landscape, and include a discussion of challenges and opportunities. Applicants shall also present a comprehensive plan to achieve specific, measurable, and sustainable results through technically sound and cutting-edge approaches which align with the Program Description's expected results and outcomes. This plan shall include innovative solutions to address business informality and the major challenges MSEs face in Jordan.

Additionally, applicants should highlight how their proposed plans address these key cross-cutting themes: 1) gender and social inclusion; 2) considers youth-targeted activities; 3) adaptive collaborative learning; 4) and country ownership. And finally, the Applicant's approach should demonstrate how they will partner with existing USAID/Jordan activities in order to create synergies, maximize resources, and promote a holistic approach to improving economic growth outcomes and results.

2- Management Plan and Key Personnel

<u>Management plan</u>

The Applicant shall describe an approach to support effective implementation of the proposed activity. This includes, but is not limited to:

- A description of the staffing structure, including a description of the staffing plan (including use of Short-Term Technical Assistance (STTA)), an Organizational Chart, a summary of position descriptions for non-key personnel, and rationale for proposed Key Personnel candidates.
- An explanation of the delineation of roles, responsibilities, authority, and processes for decision making within the Applicant's in-country teams, with the regional office (if applicable), and between the home office and the field.
- An explanation of how partners were selected and how they will work together, the level of effort for each, and how the country offices will relate to each other.

Key Personnel

Key Personnel are those individuals whose performance is critical to the success of the Cooperative Agreement. Each Applicant will provide at least three and no more than five Key Personnel positions, including Chief of Party and Deputy Chief of Party positions. All Key Personnel must be fluent in English. At least two out of the proposed Key personnel must be fluent in Arabic.

The Applicant will identify Key Personnel by name and position. All Key Personnel positions are full-time and proposed Key Personnel are expected to be assigned to the Iqlaaع Activity throughout the life of the project, with the place of performance in the Hashemite Kingdom of Jordan.Given the complexity of this activity, USAID expects Key Personnel to have the appropriate qualifications and experience to work effectively as a team.

Chief of Party

The Chief of Party (COP) is the leader of the agreement team, responsible for overall implementation, results, and management. The COP must serve as the primary point of contact with USAID with regard to implementation and management matters relating to the cooperative agreement. The COP provides managerial and technical support throughout the implementation of the activity, including management of key personnel and sub-grantees. The COP bears the ultimate responsibility for ensuring that the grantees and sub-grantees meet the program requirements. The COP must have contractual experience and in-country delegation of authority. The COP must ensure that the activities and results are implemented in a timely manner within the approved budget. The Chief of Party must meet the following minimum requirements:

- Graduate degree in a field relevant to private sector development.
- Responsible experience managing complex economic growth and private sector development programs in a developing country, preferably in Jordan or the Middle East or North Africa.
- Demonstrated ability to lead a diverse team on activities of similar scale (financially, staff size, and activities).
- Strong technical expertise in economic growth, economic development programs that include microenterprise support, MFI strengthening, and local economic development.
- Excellent verbal and written communication skills in English are required. Verbal and written fluency in Arabic is desirable.
- Previous work experience in Jordan or the Middle East is desirable.

Deputy Chief of Party

The Deputy Chief of Party (DCOP) provides support to the Chief of Party in managing the agreement team, overall implementation, results, and management. S/he must provide project operational and implementation oversight as well as support the Chief of Party. S/he must have deep technical knowledge in private sector development and strong credentials in project management. S/he must fill in for the COP in his/her absence. The Deputy Chief of Party (DCOP) must meet the following minimum requirements:

- Graduate degree in a field relevant to private sector development. International experience in managing complex economic growth assistance projects in developing countries, including private sector development experience in a developing country.
- Experience in a supervisory role managing economic growth assistance projects in developing countries.
- Excellent verbal and written communication skills in English are required.
- The ability to conduct business in Arabic is desirable.
- Previous work experience in Jordan or the Middle East is desirable.

Annex A - Staffing and Management Plans and Organizational Chart

The Application must include an appropriate, well-justified, and complete staffing plan including an organizational chart, which clearly shows proposed lines of responsibility, authority, and communication procedures to ensure productivity as well as cost and quality control, proposed use of local staff with appropriate expertise, and promotes gender balance. The Applicant should provide information on the proposed management structure as well as details on home office backstopping and its purpose, if applicable. This includes detailed identification of the roles and responsibilities of each partner/entity, their relationships between each other, lines of authority and accountability, and patterns for utilizing and sharing resources.

This also includes a table with proposed roles, technical expertise, and level of effort. There is no required format for this Annex.

Annex B - Curriculum Vitae (CV) for Key Personnel

CVs of proposed Key Personnel should include relevant professional qualifications and experience appropriate to manage and achieve the expected results. The CVs must include three professional references, including their most recent supervisor, for each individual (name of reference, position/title, professional relationship, email address and phone number). USAID may seek references from the provided sources as well as additional references as needed. Note that it is in the interest of applicants to inform these contacts that USAID/Jordan will be contacting them in order to obtain information to verify qualifications.

Annex C - Sustainability Plan

The Applicant will submit a sustainability plan as part of this application that demonstrates how activity results will be sustained after completion of the Activity. The Applicant must describe the anticipated sustainable elements of the program and any specific approaches proposed to achieve sustainable outcomes.

Annex D - Activity Monitoring and Learning Plan

The Applicant will submit a draft Monitoring and Learning Plan that includes a table of high-level sets of illustrative indicators for each result and IR that will be used to generate the information needed for tracking progress and informing decisions in all areas of implementation.

The Applicant needs to provide a brief description of how the information collected, analysed and reported will contribute to Iqlaaع learning agenda. The Applicant will include a description of how lessons learned generated during Iqlaaع will be shared among stakeholders to promote country ownership.

6. Business (Cost) Application Format

While no page limit exists for the full cost application, applicants are encouraged to be as concise as possible while still providing the necessary details. The business (cost) application must illustrate the entire period of performance, using the budget format shown in the SF-424A.

Prior to award, applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the applicant's risk in accordance with 2 CFR 200.206. Applicants should not submit any additional information with their initial application.

The Cost Application must contain the following sections (which are further elaborated below this listing with the letters for each requirement):

A. **Cover Page** (See Section D.5 above for requirements)
B. **SF 424 Form(s)**

The applicant must sign and submit the cost application using the SF-424 series. Standard forms can be accessed electronically at www.grants.gov or using the following links:

<table>
<tr><td>Instructions for SF-424</td><td rowspan="4">https://www.grants.gov/web/grants/forms/sf-424-family.html</td></tr>
<tr><td>Application for Federal Assistance (SF-424)</td></tr>
<tr><td>Instructions for SF-424A</td></tr>
<tr><td>Budget Information (SF-424A)</td></tr>
</table>

Instructions for SF-424B	
Assurances (SF-424B)	https://www.grants.gov/web/grants/forms/sf-424-family.html

Failure to accurately complete these forms could result in the rejection of the application.

C. Required Certifications and Assurances

The applicant must complete the following documents and submit a signed copy upon request by the AO:

(1) "Certifications, Assurances, Representations, and Other Statements of the Recipient" document found at http://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf;

(2) Assurances for Non-Construction Programs (SF-424B);

(3) Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

D. Budget and Budget Narrative

The Budget must be submitted as one unprotected Excel file (MS Office 2000 or later versions) with visible formulas and references, and must be broken out by project year, including itemization of the federal and non-federal (cost share) amount. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make award, and may result in a rejection of the cost application. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the applicant's discretion, however, the official cost application submission is the unlocked Excel version. The Budget Narrative must contain sufficient detail to allow USAID to understand the proposed costs. The applicant must ensure the budgeted costs address any additional requirements identified in Section F, such as Branding and Marking. The Budget Narrative must be thorough, including sources for costs to support USAID's determination that the proposed costs are fair and reasonable.

The Budget must include the following worksheets or tabs, and contents, at a minimum:

● Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the applicant and any potential sub-applicants for the entire period of the program. See Section H, Annex 1 for Summary Budget Template.

● Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.

● Detailed Budgets for each sub-recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

The Detailed Budget must contain the following budget categories and information, at a minimum:

1) Salaries and Allowances – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and supporting market research.

2) Fringe Benefits – (if applicable) If the applicant has a fringe benefit rate approved by an agency of the U.S. Government, the applicant must use this rate and provide evidence of its approval. If an applicant does not have a fringe benefit rate approved, the applicant must propose a rate and explain how the applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown comprised of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.

3) Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant's normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.

4) Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness considering such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.

5) Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200.330 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the applicant's budget, including those related to fringe and indirect costs.

6) Other Direct Costs – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.

7) Indirect Costs – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. To better understand indirect costs, please see Subpart E of 2 CFR 200.414. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

   Method 1 - Direct Charge Only

   ● Eligibility: Any applicant

   ● Initial Application Requirements: See above on direct costs

   Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)

   ● Eligibility: Any applicant with a NICRA issued by a USG Agency must use that NICRA.

   ● Initial Application Requirements: If the applicant has a current NICRA, submit your approved NICRA and the associated disclosed practices. If your NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Additionally, at the Agency's discretion, a provisional rate may be set forth in the award subject to audit and finalization. See USAID's Indirect Cost Rate Guide for Non Profit Organizations for further guidance.

   Method 3 - De minimis rate of 10% of modified total direct costs (MTDC)

   ● Eligibility: Any applicant that has never received a NICRA

   ● Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200.414(f) for further information.

   If the applicant does not have an approved NICRA and does not elect to utilize the 10% de minimis rate, the Agreement Officer will provide further instructions and may request additional supporting information, including financial statements and audits, should the application still be under consideration after the merit review. USAID is under no obligation to approve the applicant's requested method.

8) Cost Sharing – This NOFO requires a minimum cost share of 5 percent. The applicant should estimate the amount of cost-sharing resources to be provided over the life of the agreement and specify the sources of such resources, and provide the basis of calculation in the budget narrative. Applicants should also provide a breakdown of the cost share (financial and in-kind contributions) of all organizations involved in implementing the resulting award.

E. Prior Approvals in accordance with 2 CFR 200.407

Inclusion of a cost item in the detailed application budget does not satisfy any requirements for prior approval by the Agency. If the applicant would like the award to reflect approval of any cost elements for which prior written approval is specifically required for allowability, the applicant must specify and justify that cost. See 2 CFR 200.407 for information regarding which cost elements require prior written approval.

F. Approval of Subawards

The applicant must submit information for all subawards that it wishes to have approved at the time of award. For each proposed subaward the applicant must provide the following:

- Name of organization
- DUNS Number
- Confirmation that the subrecipient does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (SAM)
- Confirmation that the subrecipient is not listed in the United Nations Security designation list
- Confirmation that the subrecipient is not suspended or debarred
- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.332(b)
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

G. Dun and Bradstreet and SAM Requirements

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier (DUNS number) and System for Award Management (SAM) requirements. Each applicant (unless the applicant is an individual or Federal awarding agency that is exempted from requirements under 2 CFR 25.110(b) or (c), or has an exception approved by the Federal awarding agency under 2 CFR 25.110(d)) is required to:

1. Provide a valid DUNS number for the applicant and all proposed sub-recipients;

2. Be registered in SAM before submitting its application. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient (www.beta.sam.gov).
3. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin the process early. If an applicant has not fully complied with the requirements above by the time USAID is ready to make an award, USAID may determine that the applicant is not qualified to receive an award and use that determination as a basis for making an award to another applicant.

DUNS number: http://fedgov.dnb.com/webform

SAM registration: http://www.beta.sam.gov

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

H. History of Performance

The applicant must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs in the past five years, not to exceed five awards, as follows:

- Name of the Awarding Organization;
- Award Number;
- Activity Title;
- A brief description of the activity;
- Period of Performance;
- Award Amount;
- Reports and findings from any audits performed in the last three years; and
- Name of at least two (2) updated professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and email address for each proposed individual.

If the applicant encountered problems on any of the referenced awards, it may provide a short explanation and the corrective action taken. The applicant should not provide general information on its performance. USAID reserves the right to obtain relevant information concerning an applicant's history of performance from any sources and may consider such information in its review of the applicant's risk. The Agency may request additional information and conduct a pre-award survey if it determines that it is necessary to inform the risk assessment.

I. Branding Strategy & Marking Plan

The apparently successful applicant will be required to submit a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer. A Branding Implementation Strategy and Marking Plan must be in accordance with USAID Branding and Marking Plan as required per ADS 320 at the following link: http://www.usaid.gov/policy/ads/300. See 2 CFR 700.16 or, for non-U.S. organizations, see the provision entitled "Marking and Public Communications Under USAID-Funded Assistance".

The Recipient must comply with the requirements of the USAID "Graphic Standards Manual" available at www.usaid.gov/branding, or any successor branding policy.

Pre-Award Terms:

1. Branding Strategy – Assistance (June 2012)

a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.

b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

e. The Branding Strategy must include, at a minimum, all of the following:

   1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.

   2) The intended name of the program, project, or activity.

      (i) USAID requires the applicant to use the "USAID Identity," comprised of the USAID logo and brandmark, with the tagline "from the American people" as found on the USAID Web site at http://www.usaid.gov/branding, unless Section VI of the RFA or APS states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.

      (ii) USAID prefers local language translations of the phrase "made possible by (or with) the generous support of the American People" next to the USAID Identity when acknowledging contributions.

      (iii) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity. 3

(iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.

(v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.

4) Planned communication or program materials used to explain or market the program to beneficiaries.

(i) Describe the main program message.

(ii) Provide plans for training materials, posters, pamphlets, public service announcement, billboards, Web sites, and so forth, as appropriate.

(iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicant must incorporate the USAID Identity and the message, "USAID is from the American People."

(iv) Provide any additional ideas to increase awareness that the American people support this project or program.

5) Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.

6) Any other groups whose logo or identity the applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.

f. The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

g. If the applicant receives an assistance award, the Branding Strategy will be 4 included in and made part of the resulting grant or cooperative agreement

(END OF PRE-AWARD TERM)

2. Marking Plan – Assistance (June 2012)

a. Applicants recommended for an assistance award must submit and negotiate a "Marking Plan," detailing the public communications, commodities, and program materials, and other items that will visibly bear the "USAID Identity," which comprises of the USAID logo and brandmark, with the tagline "from the American people." The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at http://www.usaid.gov/branding. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

c. Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

e. The Marking Plan must include all of the following:

   1) A description of the public communications, commodities, and program materials that the applicant plans to produce and which will bear the USAID Identity as part of the award, including:

      (i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;

      (ii) Technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;

      (iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and 5

      (iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.

      (v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.

   2) A table on the program deliverables with the following details:

      (i) The program deliverables that the applicant plans to mark with the USAID Identity;

      (ii) The type of marking and what materials the applicant will use to mark the program deliverables;

      (iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;

(iv) What program deliverables the applicant does not plan to mark with the USAID Identity , and

(v) The rationale for not marking program deliverables.

3) Any requests for an exemption from USAID marking requirements, and an explanation of why the exemption would apply. The applicant may request an exemption if USAID marking requirements would:

(i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.

(ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.

(iii) Undercut host-country government "ownership" of constitutions, 6 laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as host-country government item or product.

(iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.

(v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.

(vi) Offend local cultural or social norms, or be considered inappropriate. The applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.

(vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.

f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

(END OF PRE-AWARD TERM)

J. Funding Restrictions

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.331 for assistance in determining whether a sub-tier entity is a subrecipient or contractor.

Construction will not be authorized under this award.

USAID will not allow the reimbursement of pre-award costs under this award without the explicit written approval of the Agreement Officer.

Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in Section B.4 of this NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

K. Conflict of Interest Pre-Award Term (August 2018)

a. Personal Conflict of Interest

1. An actual or appearance of a conflict of interest exists when an applicant organization or an employee of the organization has a relationship with an Agency official involved in the competitive award decision-making process that could affect that Agency official's impartiality. The term "conflict of interest" includes situations in which financial or other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or recipient employee.

2. The applicant must provide conflict of interest disclosures when it submits an SF-424. Should the applicant discover a previously undisclosed conflict of interest after submitting the application, the applicant must disclose the conflict of interest to the AO no later than ten (10) calendar days following discovery.

b. Organizational Conflict of Interest

The applicant must notify USAID of any actual or potential conflict of interest that they are aware of that may provide the applicant with an unfair competitive advantage in competing for this financial assistance award. Examples of an unfair competitive advantage include but are not limited to situations in which an applicant or the applicant's employee gained access to non-public information regarding a federal assistance funding opportunity, or an applicant or applicant's employee was substantially involved in the preparation of a federal assistance funding opportunity. USAID will promptly take appropriate action upon receiving any such notification from the applicant.

(END OF PRE-AWARD TERM)

SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

The merit review criteria prescribed here are tailored to the requirements of this particular NOFO. Applicants should note that these criteria serve to: (a) identify the significant matters which the applicants should address in their applications, and (b) set the standard against which all applications will be evaluated. Technical and other factors will be evaluated relative to each other, as described in this section, and prescribed by the Technical Application Format. The Technical Application will be scored by a Selection Committee (SC) using the criteria described in this section.

2. Review and Selection Process

USAID will conduct a merit review of all applications received that comply with the instructions in this NOFO. Applications will be reviewed and evaluated in accordance with the following Merit Review Criteria. The Technical Application received is the most important part of consideration in making the award decision. USAID/Jordan will evaluate the Final Technical Application of the Apparently Successful Applicant as "Acceptable" or "Unacceptable." If negotiations fail to improve the Apparently Successful Applicant's Final Technical Application/Program Description, the Agreement Officer may determine the application as "unacceptable."

USAID reserves the right to select another applicant from the pool of Applicants based on the merit review criteria, in case the final agreement is not reached with the Apparently Successful Applicant.

A. Merit Review Criteria

The following selection criteria are listed in descending order of importance starting with the most important criterion listed first. Therefore, Criterion # 1 is more important than Criterion # 2.

Selection Criterion # 1: Technical Approach

The Technical Approach will be evaluated on the extent to which the proposed interventions are realistic, effective, and innovative at delivering results to achieve the components outlined in the PD.

Criterion # 2: Management Plan and Key Personnel

The extent to which the Applicant demonstrates through its Management Plan and Key Personnel the ability to successfully implement the proposed technical approach and achieve the objectives of the PD.

This includes two sub-criteria of equal importance:

Sub-Criterion 1: Management Plan- The extent to which the offeror's Management

Plan, including the role of its partners and subcontractors, and other operational elements, convincingly demonstrate the appropriate structure, number, and mix of skills to successfully implement the proposed technical approach and achieve the objectives of the PD.

Sub-Criterion 2: Key Personnel- The extent to which the offeror's proposed Key Personnel, and team composition, convincingly demonstrate the relevant expertise and ability to successfully implement the proposed technical approach and achieve the objectives of the PD.

B. Business Review

Technical merit reviews are significantly more important than cost. While Cost is less important than technical and is not weighted, the cost application of the apparently successful technical application will be evaluated for cost effectiveness.

The Agency will evaluate the cost application of the Apparently Successful Applicant under consideration for an award as a result of the merit criteria review to determine whether the costs are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.

The Agency will also consider (1) the extent of the applicant's understanding of the financial aspects of the program and the applicant's ability to perform the activities within the amount requested; (2) whether the applicant's plans will achieve the program objectives with reasonable economy and efficiency; and (3) whether any special conditions relating to costs should be included in the award.

Proposed cost share, if provided, will be reviewed for compliance with the standards set forth in 2 CFR 200.306, 2 CFR 700.10, and the Standard Provision "Cost Sharing (Matching)" for U.S. entities, or the Standard Provision "Cost Share" for non-U.S. entities.

The AO will perform a risk assessment (2 CFR 200.206). The AO may determine that a pre-award survey is required to inform the risk assessment in determining whether the prospective recipient has the necessary organizational, experience, accounting and operational controls, financial resources, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with "specific conditions" (2 CFR 200.208).

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

Award of the agreement contemplated by this NOFO cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for the award. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Agreement Officer.

Following selection for award and successful negotiations with the apparently successful applicant, an electronic copy of the notice of the award signed by the Agreement Officer will be sent to the successful applicant, which serves as the authorizing document. The Agreement Officer will only do so after making a positive responsibility determination that the applicant possesses, or has the ability to obtain, the necessary management competence in planning and carrying out assistance programs and that it will practice mutually agreed upon methods of accountability for funds and other assets provided by USAID.

The award will be issued to the contact as specified in the application as the Authorized Individual in accordance with the requirements in the Representations and Certifications.
USAID reserves the right to perform a pre-award survey which may include but is not limited to: (1) interviews with individuals to establish their ability to perform agreement duties under the project conditions; (2) a review of the prime recipient's financial condition, business and personnel procedures, etc.; and (3) site visits to the prime recipient's institution.

2. Administrative & National Policy Requirements

The resulting award from this NOFO will be administered in accordance with the following policies and regulations.

For US organizations: ADS 303, 2 CFR 700, 2 CFR 200, and Standard Provisions for U.S. Non-governmental organizations.

For Non US organizations: Standard Provisions for Non-U.S. Non-governmental Organizations.

See Annex 2, for a list of the Standard Provisions that will be applicable to any awards resulting from this NOFO.

3. Reporting Requirements

I. Financial Reporting:

The recipient must submit the Federal Financial Form (SF-425) on a quarterly basis via electronic format to USAID/Washington, M/CFO/CMP-LOC Unit, the U.S. Department of Health and Human Services (http://www.dpm.psc.). The recipient must also submit a copy of the SF-425 at the same time to the Agreement Officer and the Agreement Officer's Representative (AOR). On a quarterly basis, the AOR may require additional information related to financial accruals and pipeline of funds. This information will help to ensure that the activity has an adequate pipeline to conduct its programs. These reports/forms must be submitted 15 calendar days from the end of each quarter (March, June, September, December).

II. Performance Reporting

A. Activity Monitoring, Evaluation & Learning (MEL) Plan

As per ADS 201, the Recipient is required to submit for AOR approval an Activity Monitoring, Evaluation & Learning (MEL) Plan for the life of the Activity based on its proposed monitoring, evaluation and Learning (MEL) strategy for collecting, evaluating and validating data which will be used to measure overall progress towards Mission goals. The draft Activity MEL Plan is due to the AOR within <u>90 calendar days</u> of the award, with a final version due to the AOR within <u>120 calendar days</u> of the award. All aspects of the MEL Plan should be in line with USAID's ADS 201 on assessing and learning and adhere to the following:

- Activities must have an approved Activity MEL Plan in place before major implementation actions begin. The AOR will work with the Recipient and the Mission's M&E Specialist(s) to ensure that the Activity MEL Plan is consistent with and meets the data collection needs of the Mission's Performance Management Plan (PMP), and the Mission's annual Performance Plan and Report (PPR).

- Within <u>60 calendar days</u> of contract award and prior to submitting the Activity MEL Plan, the Contractor should submit a theory of change describing the causal and logical relationships between different levels of results, along with the associated interventions, indicators and other performance data, and critical assumptions under each result. The work plan should also reflect this causal and logical relationship between results and the performance measures to track progress.

- The MEL Plan should include narrative that clearly articulates the activity's theory of change, describing the causal and logical relationships between different levels of results, along with the associated interventions, indicators and other performance data, and critical assumptions under each result. The MEL Plan should also present a logic model that illustrates these results, the causal and logical relationships between them, and the indicator and other performance data required to measure each.

- The MEL Plan should include approaches for a systematic, intentional and resourced approach to a strategic collaboration, continuous learning and adaptive management. In developing the MEL Plan, the Recipient should identify and describe: learning objectives with corresponding information needs; strategic opportunities to "pause and reflect" and coordinate and collaborate with stakeholders; approaches for regular learning to address the identified learning objectives; plans for documenting the knowledge and learning from these opportunities, and disseminating findings; resources (financial and human resources as well as tools) needed to implement learning approaches; and, approaches to adapting/adjusting implementation and programming as a result of this learning.

- The Recipient will develop performance indicators and establish baselines and targets for output, outcome, and impact level monitoring, as well as benchmarks for performance over the life of the activity. The baselines and targets will be developed with oversight from and in coordination with the Mission's Program Office and MEL contractor. The MEL Plan should also contain metrics for the sustainability of successful interventions introduced with activity support. The AOR will provide a list of Mission PMP indicators required for the activity. The MEL Plan must include the required Mission PMP indicators along with any others being proposed by the Recipient that are deemed necessary or useful in measuring progress against the overall goal and project objective(s). Selected indicators should be a combination of performance and context indicators. Recipients should be strategic in their selection of additional indicators to ensure an appropriate balance between required data and the resource costs of data collection, analysis and reporting. The MEL Plan must include quarterly and/or annual targets, as per the indicator requirements, necessary to reach the life of project targets identified by the Mission for required Mission indicators and identified by the Recipient for all other indicators. USAID criteria for selecting performance indicators is that they be direct, objective, practical, adequate, management useful and reflect progress toward achieving results, and, to the extent possible, be attributable to USAID. Performance data must meet reasonable quality criteria of validity, reliability, timeliness, precision and integrity. The Recipient and USAID will agree upon the final choice of performance indicators useful for timely management decisions and credibly reflecting the actual performance of the activity.

- USAID/Jordan may require the Recipient to track and report on additional performance indicators subject to changing of Agency guidance and/or the requirements of specific funding sources and the Mission's own Performance Management Plan (PMP).

- The Recipient must collect, analyze, and submit to USAID data disaggregated by sex and geographic location as applicable. To ensure that USAID assistance makes the maximum optimal contribution to gender equality, performance management systems and evaluations must include gender-sensitive indicators and sex-disaggregated data when applicable and feasible; M&E plans should also capture proposed actions that will address any identified gender-related issues. Geographic disaggregation is required to the first administrative level at a minimum; in Jordan this corresponds to the governorate level. The Recipient should also consider including other relevant disaggregation for indicators – for example, age and type of institution.

- The MEL Plan must also include, in consultation with USAID, agreed-upon planned internal and external evaluations and evaluation questions that are salient to the implementation, adaptation or review of the activity in line with the USAID Evaluation Policy. The MEL Plan should demonstrate how the timing and content of evaluations and questions will: help clarify and focus activity objectives; serve as an early warning system, forecasting, and reporting tool; promote on-going discussions pertaining to activity scope and direction; and, aid in effective management and decision making.

- The MEL Plan must also include an explanation of the monitoring approach and estimated resources required to successfully implement the MEL Plan. This will be done through describing the Recipient's M&E system, including policies and procedures for how data and information will be collected, analyzed, and used; methodology of establishing baselines and targets; staffing/expertise, roles and responsibilities for the management and implementation of the MEL Plan; systems (automated or other) where data will be collected and stored; resources for M&E functions; procedures for communicating with USAID; means of adapting and learning; schedule for M&E functions, such as reporting performance data, assessing progress and making adjustments if needed; etc.

- Reporting on performance indicators will be done through the Mission's performance management information system, which is currently DevResults.

USAID/Jordan's recommended Activity MEL Plan and other related M&E templates are available https://jordankmportal.com/. The Recipient should check with the Program Office, through their AOR, for further guidance, clarifications and applicable templates.

B. Annual Work Plans (AWP)

The work plans for all USAID/Jordan Office activities are aligned with the USG Fiscal Year Calendar (October 1 to September 30). The Recipient will submit its first work plan to the AOR for approval within 45 calendar days of Award. The first work plan will cover the period from the start date of the Award until the end of the first USG Fiscal Year of the Activity – therefore the first work plan may cover less than twelve months depending on the date of Award. The AOR will provide comments within 20 calendar days to the Recipient and the Recipient will have 15 calendar days to respond and make all requested changes, after which the AOR will provide final approval within 15 calendar days.

All subsequent work plans will be submitted to the AOR no later than October 1 and will cover an entire Fiscal Year, i.e. October 1 to September 30. The AOR will provide comments within 20 calendar days to the Recipient and the Recipient will have 15 calendar days to respond and make all requested changes, after which the AOR will provide final approval within 15 calendar days. All work plans must be developed in cooperation with the AOR, other USAID/Jordan office Activities, other relevant USAID/Jordan activities, donor programs, the GOJ, beneficiary communities, and all other relevant stakeholders as designated by the AOR.

The award will be guided by the Program Description which will provide an overall project 'map' that indicates broad activities, expected outcomes, annual milestones, and budget along the five-year timeline. Annual Work Plans (AWP) are developed yearly in alignment with the USG fiscal year and include proposed activities for the given year, timeframe, implementation of activities, an itemized and detailed budget, review of the previous year's accomplishments (if applicable), problems and challenges encountered in achieving specified results, proposed annual outputs, and progress towards achieving results. The AWPs must also describe a plan and timeline for internal monitoring and evaluation that takes into account the PMP and the external monitoring and evaluation plan. The AWPs will be developed in-country by the Contractor and in cooperation with USAID/Jordan and other stakeholders, including GoJ.

The first year's AWP must also include a gender analysis and integrate interventions to address the findings from the gender analysis. Subsequent annual work plans should then reflect any updates to the analysis and planned interventions. The gender analysis should contain information related to as many of the five domains listed below as possible (ADS 205.3.2):

- Laws, Policies, Regulations, and Institutional Practices
- Cultural Norms and Beliefs
- Gender Roles, Responsibilities and Time Use
- Access to and Control over Assets and Resources
- Patterns of Power and Decision-making

It should also include discussion of gender issues that impact men and boys as well as women and girls. The proposed interventions, integrated in the work plan, should ensure equal participation of and benefit to male and female beneficiaries, and directly address the gaps identified in the gender analysis. The activity's logic model and proposed indicators should reflect the gender-sensitive issues that the activity will impact.

The Recipient must ensure that sustainability approach is integrated in the AWP after USAID-funded efforts end. The sustainability approach must address key sustainability challenges for key partners. It must detail a roadmap for how the Recipient will work with key partners during the program to address these key challenges.

Annual Work Plans must not deviate from award requirements. All activities planned through this process must be in accordance with the award Program Description and consistent with the approved budget for the award. Inclusion of items in the AWP does not obviate the need to seek specific approvals from USAID when those additional approvals might be required by policy and regulation. Modifications to the AWP that respond to changed conditions may be proposed by the Recipient and approved by the AOR; however, in no case may any work plan activity deviate from the Program Description or award terms.

C. Quarterly Performance Reports: Thirty (30) calendar days after the end of each fiscal year quarter, the Recipient will provide quarterly performance reports (in accordance with 2 CFR 200.328 (b) (1)) to describe activities undertaken; report on progress made toward achieving results and make necessary adjustments for activities that will be undertaken in the next quarter. The report must be brief yet precise, description of the activities, with emphasis on issues that have arisen, impacts made, constraints encountered, reasons and justifications for any delays on deliverables and suggestions for additional actions that might be taken. The quarterly report must include the Recipient's accrued expenditures.

All reports will be submitted to the AOR in electronic copy and require written approval of the AOR. Any changes to due dates require the AO's written approval. The report should contain an executive summary and the following, at a minimum:

- Summary of the results for the reporting period and key achievements.
- Status of the construction activities in each construction site, as applicable. This should include financial status of each construction contract as well as the CMC Contract.
- Quarterly data for the required Performance Indicators, as determined in the MEL Plan. Reporting will be done through the Mission's online performance monitoring system, which is currently DevResults. The Recipient will work with the AOR and the Program Office to obtain access to the DevResults system and ensure proper structure of the system as necessary for their activity.
- Any implementation problems as well as proposed corrective actions and the costs associated with the delay.
- Cross-cutting issues considerations in implementation and performance during the quarter should be specified and included as annexes. At a minimum, cross-cutting issues should include: gender; youth; disabilities; institutional strengthening and local capacity building; policy reforms; science, technology and innovation.
- Documentation of lessons learned and best practices that can be taken to scale.
- List of training programs conducted during the quarter, as applicable, to include type of trainees and their number disaggregated by sex.
- List of geographic data related to where interventions are being implemented.
- List of completed assessments and evaluations and plans for utilizing findings and recommendations.
- List of completed and upcoming events (national and sub-national meetings, seminars, training sessions, conferences, and others; international consultant visits; and meetings with key GOJ officials and decision-makers), with dates.
- Environmental Mitigation and Monitoring Report (EMMR) section based on the approved Initial Environmental Examination (IEE) and Environmental Monitoring and Mitigation Plan (EMMP).
- List of staff and consultants with dates in/out of country.

Quarterly reports will not exceed 30 pages. Annexes may be included if they support findings, conclusions, and recommendations of the core document.

A copy of the Mission's recommended Quarterly Performance Report Template is available at https://jordankmportal.com/. The Recipient should check with the Program Office through their AOR for clarifications and applicable templates.

D. Annual Performance Reports:

The fourth quarterly report shall serve as the Annual Performance Report and shall be submitted within 90 calendar days after the end of the first full USAID fiscal year and annually thereafter for each authorized year of performance. The Annual Performance Report shall follow the same format as the quarterly report, but with additional focus on cumulative accomplishments, progress and problems toward achievement of results, performance measures, indicators and benchmarks tied to the Annual Work Plan and the MEL Plan targets, for the quarter and the entire previous fiscal year, which runs from October 1-September 30. In addition, the Annual Performance Report must include an analysis of the performance indicators data and proposed revisions of annual target projections as needed.

The Annual Performance Report will be submitted to the AOR in electronic copy and require written approval of the AOR. Any changes to due dates require the AO's written approval. The report should contain an executive summary and the following, at a minimum, in addition to the quarterly report components:

- Qualitative and quantitative data required by USAID for the annual Performance Plan and Report (PPR) purposes, a brief listing of the project's major activities and successes during the year; knowledge sharing and learning activities; information on training activities; listing of sub-grants during the fiscal year; and, contributions to crosscutting issues as specified by the Mission.
- Details on any impediments faced in implementing the strategies developed.
- An assessment of the sustainability of any activities supported through this project.
- An assessment of current conditions in each of the key component areas.
- List (and links) of all final and approved reports and data that were submitted during the fiscal year to the Development Experience Clearinghouse (DEC) [https://dec.usaid.gov/dec/home/Default.aspx], USAID's Development Data Library (DDL) website [http://www.usaid.gov/data], and the USAID/Jordan Knowledge Management Portal (KaMP) [https://jordankmportal.com/] as applicable. These reports include: assessments, evaluations, studies, development experience documents, technical and consultant reports, quarterly and annual reports, media products, training manuals, databases and datasets, geo-coded data or other GIS related data (i.e. shape files and mapping files), computer software programs, videos and other intellectual deliverable materials required under the award schedule.
- Documentation of best practices that can be taken to scale.
- ESR section based on the approved IEE and EMMP.

Annual Performance Reports shall not exceed 40 pages. Additional annexes may be included if they support findings, conclusions, and recommendations of the core document.

The Recipient should check with the Program Office through their AOR for applicable templates or methodology of submitting reports and data to the DEC, DevResults, TEAMS, DDL website or USAID/Jordan online sharing portal (KaMP).

E. Outreach and Communication Strategy

A communication and outreach strategy shall be developed on an annual basis and incorporated as a section of the Annual Implementation Plan. The strategy will include the overall communication message of the activity, as set forth in the Branding and Marking Plan. The annual strategy will identify opportunities based on the Annual Implementation Plan to promote activity success and demonstrate that the activity is made possible with the generous support of the American people. Activities may include, but are not limited to; signing ceremonies, graduation ceremonies, events to celebrate key milestones or "firsts," the delivery of commodities, or policy changes. The strategy should address, reporting, events, traditional and social media.

F. Success Stories

The Recipient will provide to the AOR/COR regular (no less than monthly) at least one success story demonstrating how the program is achieving partnership objectives. Success stories may be in either written or digital/video format. Success stories should be no more than one page and demonstrate program impact. The Recipient will obtain USAID guidance from the designated AOR.

G. §200.344 Closeout.

(a) The recipient must submit, no later than 120 calendar days after the end date of the period of performance, all financial, performance, and other reports as required by the terms and conditions of the Federal award. A subrecipient must submit to the pass-through entity, no later than 90 calendar days (or an earlier date as agreed upon by the pass-through entity and subrecipient) after the end date of the period of performance, all financial, performance, and other reports as required by the terms and conditions of the Federal award. The Federal awarding agency or pass-through entity may approve extensions when requested and justified by the non-Federal entity, as applicable.

H. Final Performance Report

The last Quarterly/Annual Performance Report for the final year will also be the Final Performance Report. The draft report in English, is due 50 calendar days prior to completion of the award. A final version of the Final Performance Report (two print copies and an electronic version), and all financial, performance and other reports as required by the terms and conditions of the award must be submitted no later than 120 calendar days after the end date of the award (per CFR 200.344).

The Final Performance Report will include the information required in the Quarterly and Annual Performance Reports as well as:

1. Basic Agreement information.
2. A description of the activity, the accomplishments and successes achieved during the award period in terms of the expectations of activity design and changes in the activity environment as well as any shortcomings and/or difficulties encountered.
3. An assessment of the progress towards achievement of the objectives or results, including gender aspects and other cross-cutting issues. This should clearly show how the award objectives have been accomplished or not and why.
4. A summary of performance indicators used and an assessment of their relative usefulness.
5. A summary of lessons learned and recommendations that might be relevant to programming, design and implementation of similar or follow-on activities.
6. A description of all entities and partners along with Jordanian non-governmental organizations with whom the Recipient worked with and an evaluation of their strengths and weaknesses.
7. List of all publications, evaluations, and media products that were sent to DEC during the life of the award.
8. Financial report showing, by line item, the amounts expended.

The Final Performance Report will not exceed 40 pages. Annexes may be included if they support findings, conclusions, and recommendations of the core document.

The Final Performance Report will be submitted to an agreed upon distribution list. This will include at a minimum the AOR, FMO, the Agreement Officer (if requested), the Development Experience Clearinghouse (DEC) at http://dec.usaid.gov, and USAID/Jordan's online sharing portal (KaMP) at https://jordankmportal.com/.

I. Geographic Data Reporting Requirements

Activity Location Data (coordinates): The Awardee shall submit Activity Location Data which indicates the geographic location(s) where an activity is implemented. If Activity Location Data exists in a Geographic Information System (GIS) data format, it shall be submitted in accordance with the Geographic Data formatting requirements outlined in the below standards. Activity Location Data shall be submitted as part of the quarterly reports.

Geographic Data Standards:

- Geographic Data must be submitted in industry standard formats such as Shapefile (.shp) or GeoTIFF, or in a File Geodatabase, at a minimum data must be provided in an MS Excel sheet with latitude and longitude locations in decimal degree format.
- Geographic Data must be projected to the Geographic Coordinate System World Geodetic System 1984 (GCS WGS 1984). All data must use the World Geodetic System 1984 (WGS 1984) datum.

4. Program Income

Any program income generated under the award will be used to reduce the Federal award and non-Federal entity contributions rather than to increase the funds committed to the activity in accordance with 2 CFR 200.307 and the Program Income Standard Provision found in the ADS 303mab, Standard Provisions for Non-U.S. Non-governmental Organizations.

5. Environmental Compliance and Climate Risk management

I. 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 and 204 (https://www.usaid.gov/who-we-are/agency-policy/series-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. Recipient environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this NOFO.

- In addition, the 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 more stringent shall govern.

- No activity funded under this cooperative agreement 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.")

- An IEE (ME 21-29) has been approved for Activity funding this cooperative agreement. The IEE covers interventions expected to be implemented under this cooperative agreement. USAID has determined that a Negative Determination with conditions applies to one or more of the proposed activities. This indicates that if these activities are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The recipient shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this NOFO.

- As part of its initial Work Plan, and all Annual Work Plans thereafter, the recipient, in collaboration with the USAID AOR and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under this cooperative agreement to determine if they are within the scope of the approved Regulation 216 environmental documentation.

- If the recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.

- Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is submitted and written approval is received from USAID.

- Unless the approved Regulation 216 documentation contains a complete environmental mitigation and monitoring plan (EMMP), the recipient shall prepare an EMMP describing how the recipient will, in specific terms, implement all IEE conditions that apply to proposed project activities within the scope of the award. The EMMP shall include monitoring the implementation of the conditions and their effectiveness.

- The recipient shall integrate a completed EMMP into the initial work plan, if applicable.

- The recipient shall Integrate an EMMP into subsequent Annual Work Plans, making any necessary adjustments to activity implementation in order to minimize adverse impacts to the environment.

II. Climate Risk Management:

- Climate Risk Management (CRM) is the process of assessing, addressing, and adaptively managing climate risks that may impact the ability of USAID programs to achieve objectives. For USAID's purposes, climate risks are potential negative consequences to changing climatic conditions.

- CRM is required per ADS 201 for all new projects and activities commencing after October 1, 2016. ADS 201mal is the main CRM supplemental guidance for projects and activities. With a few exceptions, USAID project and activity design teams are required to identify relevant climate risks and then qualitatively assess them as low, moderate, or high.

- The Informal Livelihoods Advancement activity focuses on technical assistance. Expected climate risks are to be determined based on the types of micro and small businesses that are supported. Climate risks will be assessed during the screening of each subgrant. Annex 1 of above referenced IEE (ME 21-29) includes the CRM table conducted for this activity by the USAID/Jordan Climate Integration Lead (CIL) and the activity design team. The Recipient must review and use this when conducting the screening for the planned interventions. The Implementing Partner should carefully consider the future climate change impacts on certain businesses that are sensitive and depend on water for their processes.

- CRM resources and support, including how to conduct climate screening of activities and sub-activities, are included in the above referenced ADS 201mal.

- During implementation of the activity, the EMMP will be used as a reporting tool to regularly report on climate mitigation measures that are agreed on by the COR and MEO after screening is conducted.

6. Other Requirements

I. Other Reports

During the life of the award, the Recipient may be required to prepare and submit to USAID other special reports concerning specific interventions and/or analyses. These requests will be in writing and will specify the due date. The substance of this reporting may include special award interventions (including short-term consultants reports detailing interventions and findings and making recommendations as appropriate), coordination with other USAID projects, USG agencies, or coordination with other donors (especially in light of alignment and harmonization of strategies and activities in support of a sector wide approach). USAID may also request the attendance of project staff to Partners' Meetings.

II. Closeout Plan

Ninety (90) calendar days prior to the end of the Agreement, the Recipient shall submit a closeout plan to the AOR and the Acquisition and Assistance Office. The closeout plan shall include: brief program summary and timeline; program and activity end date; financial status report; final Financial Status Report timeline; latest NICRA or indirect cost rates; anticipated balance of federal funds after expiration of the instrument; a property disposition plan; final inventory of residual non-expendable property, which was acquired or furnished under the instrument; recipient responsibilities during phase out; Subawardees and/or partnership phase out; status of all program audit reports per the instrument's provisions; final audit report timeline; final report timeline; submission of reports and data to DEC, KaMP and DDL; personnel phase-out plan and timeline; job descriptions for personnel anticipated to serve during the closeout phase; and, a schedule to address office leases, bank accounts, utilities, personnel notification, etc.

III.TEAMS AND USAID SPONSORED J-1 VISAS

All host country nationals being funded fully, partially, directly, or indirectly by USAID must enter the U.S. on a J-1 Visa, regardless of the type or duration of the activity. In order to secure a J-1 visa, each participant must first secure a DS-2019 form (Certificate of Eligibility for Exchange Visitor J-1 Status). The Training & Exchanges Automated Management System (TEAMS) is the only means of obtaining a DS-2019 for USAID- funded Exchange Visitors.

USAID/Jordan delegates the TEAMS data entry, verification, and reporting responsibilities for exchange programs held in the United States to the Recipient (the R1 and R2 roles). USAID/Jordan's Program Office is responsible for the approval (the R3 role) of all U.S.-based training programs and participants that are funded by USAID. USAID/Jordan's AORs are responsible for working with the Recipient to ensure that all data is entered and approved appropriately and in a timely fashion in TEAMS. USAID/Washington is responsible for submission of the data (the R4 role) to SEVIS.

The Recipient must initiate the process for obtaining the requisite DS-2019 for their participant trainees and exchange visitors at least 45 calendar days before the start of the U.S.-based training or exchange program. The Recipient is responsible for delivering the DS-2019 form to the participant so that he/she can present it to the Consular Officer during their appointment for a J-1 visa at the U.S. Embassy consular section, or designated Consulate. The Recipient is also responsible for ensuring that the participants completes their program successfully and returns to their home country. If the training or exchange program is cancelled after the issuance of the DS-2019 form(s), the Recipient is responsible for returning the unused DS-2019 forms to USAID's Program Office.

The Recipient is expected to liaise with the Program Office, through their AOR, for further guidance, clarifications and applicable templates. This includes the process for rolling out TEAMS for their activity, roles and responsibilities for managing data in the system, and issuance of USAID sponsored J-1 visas.

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

1. NOFO Points of Contact

Any prospective Applicant desiring an explanation or interpretation of this NOFO must request it in writing by the deadline for questions specified in the cover letter to allow a reply to reach all prospective applicants before the submission of their applications. Any information given to a prospective Applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment of this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants. Any questions or comments concerning this NOFO must be submitted in writing via email (See information in Section D(1)) by the deadline for questions indicated at the top of this NOFO's cover letter.

2. Acquisition and Assistance Ombudsman

The A&A Ombudsman helps ensure equitable treatment of all parties who participate in USAID's acquisition and assistance process. The A&A Ombudsman serves as a resource for all organizations who are doing or wish to do business with USAID. Please visit this page for additional information: https://www.usaid.gov/work-usaid/acquisition-assistance-ombudsman

The A&A Ombudsman may be contacted via: Ombudsman@usaid.gov

SECTION H: OTHER INFORMATION

USAID reserves the right to fund any or none of the applications submitted. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. Any award and subsequent incremental funding will be subject to the availability of funds and continued relevance to Agency programming.

Applications with Proprietary Data

Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purpose, should mark the cover page with the following:

"This application includes data that must not be disclosed duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this application. If, however, an award is made as a result of – or in connection with – the submission of this data, the U.S. Government will have the right to duplicate, use, or disclose the data to the extent provided in the resulting award. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets {insert sheet numbers}."

Additionally, the applicant must mark each sheet of data it wishes to restrict with the following:

"Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application."

ANNEX 1 - SUMMARY BUDGET TEMPLATE

Activity Name: Informal Livelihoods Advancement Activity (Iqlaaع)
NOFO No. : 72027821RFA00006
Activity Duration: Five Years

Line Item	Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total
0001	Salaries	$	$	$	$	$	$
0002	Allowances	$	$	$	$	$	$
0003	Fringe Benefits	$	$	$	$	$	$
0004	Travel, Transportation, and Per Diem	$	$	$	$	$	$
0005	Equipment and Supplies	$	$	$	$	$	$
0006	Subawards	$	$	$	$	$	$
0007	Other Direct Costs	$	$	$	$	$	$
0008	Indirect Costs	$	$	$	$	$	$
1001	**Total Estimated Costs**	**$**	**$**	**$**	**$**	**$**	**$**
1002	**Cost Sharing**	**$**	**$**	**$**	**$**	**$**	**$**

ANNEX 2 - STANDARD PROVISIONS

The actual Standard Provisions included in the award will be dependent on the organization that is selected. The award will include the latest Mandatory Provisions for either U.S. or non-U.S. Nongovernmental organizations and the latest Required as Applicable Provisions.
Applicants are strongly encouraged to thoroughly read and be familiar with these standard provisions as they will be applicable to the resulting Cooperative Agreement and certain requirements may influence the cost application.

Note: the full text of these provisions may be found at:
https://www.usaid.gov/ads/policy/300/303maa, and
https://www.usaid.gov/ads/policy/300/303mab

Please note that the resulting award will include all standard provisions (both mandatory and required as applicable) in full text.

§ 701.3 Partner vetting
(a) It is USAID policy that USAID may determine that a particular award is subject to vetting in the interest of national security. In that case, USAID may require vetting of the key individuals of applicants, including key personnel, whether or not they are employees of the applicant, first tier subrecipients, contractors, and any other class of subawards and procurements as identified in the assistance solicitation and resulting award. When USAID conducts partner vetting, it will not award to any applicant who determined ineligible by the vetting process.

(b) When USAID determines an award to be subject to vetting, the agreement officer determines the appropriate stage of the award cycle to require applicants to submit the completed USAID Partner Information Form, USAID Form 500-13, to the vetting official identified in the assistance solicitation. The agreement officer must specify in the assistance solicitation the stage at which the applicants will be required to submit the USAID Partner Information Form, USAID Form 500-13. As a general matter those applicants who will be vetted will be typically the applicants that have been determined to be apparently successful.

(c) Selection of the successful applicant proceeds separately from vetting. The agreement officer makes the selection determination separately from the vetting process and without knowledge of vetting-related information other than that, based on the vetting results, the apparently successful applicant is eligible or ineligible for an award. However, no applicants will be excluded from an award until after vetting has been completed.

(d) For those awards the agency has determined are subject to vetting, the agreement officer may only award to an applicant that has been determined to be eligible after completion of the vetting process.

(e)
(1) For those awards the agency has determined are subject to vetting, the recipient must submit the completed USAID Partner Information Form any time it changes:
(i) Key individuals; or
(ii) Subrecipients and contractors for which vetting is required.

(2) The recipient must submit the completed Partner Information Form within 15 days of the change in either paragraph (e)(1)(i) or (ii) of this section.

(f) USAID may vet key individuals of the recipient, subrecipients and contractors periodically during program implementation using information already submitted on the Form.

(g) When the prime recipient is subject to vetting, vetting may be required for key individuals of subawards when the prime recipient requests prior approval in accordance with 2 CFR 200.308(c)(6) for the subaward, transfer, or contracting out of any work.

(h) When the prime recipient is subject to vetting, vetting may be required for key individuals of contractors of certain services. The agreement officer must identify these services in the assistance solicitation and any resulting award.

(i) When vetting of subawards is required, the agreement officer must not approve the subaward, transfer, or contracting out, or the procurement of certain classes of items until the organization subject to vetting has been determined eligible. When vetting of contractors is required, the recipient may not procure the identified services until the contractor has been determined to be eligible.

(j) The recipient may instruct prospective subrecipients or, when applicable contractors who are subject to vetting to submit the USAID Partner Information Form to the vetting official as soon as the recipient submits the USAID Partner Information Form for its key individuals.

SPECIAL AWARD REQUIREMENTS

A. FOR U.S. ORGANIZATIONS

Special Award Requirement Relating to the Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment (November 2020)

USAID has been granted a temporary waiver under Section 889(d)(2) that will allow the recipient to use award funds through September 30, 2022, to procure certain telecommunications and video surveillance services or equipment as specified in 2 CFR 200.216. Based on this waiver, all costs incurred for covered telecommunications and video surveillance services or equipment will be allowable through September 30, 2022, without regard to the cost principle at 2 CFR 200.471. Procurements made on or after October 1, 2022, will be unallowable in accordance with 2 CFR 200.471.

[End of Special Award Requirement]

B. FOR NON-U.S. ORGANIZATIONS

Special Award Requirement Relating to the Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment (November 2020)

USAID has been granted a temporary waiver under Section 889(d)(2) that will allow the recipient to use award funds through September 30, 2022, to procure certain telecommunications and video surveillance services or equipment as specified in the standard provision “Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment (AUGUST 2020).” Based on this waiver, all costs incurred for covered telecommunications and video surveillance services or equipment will be allowable through September 30, 2022, without regard to the standard provision “Allowable Costs” and the cost principle at 2 CFR 200.471. Procurements made on or after October 1, 2022, will be unallowable in accordance with the standard provision “Allowable Costs” and 2 CFR 200.471.

[End of Special Award Requirement]

C. Termination:

a. The Federal award may be terminated in whole or in part as follows:
    1. By the Federal awarding agency or pass-through entity, if a non-Federal entity fails to comply with the terms and conditions of a Federal award;
    2. By the Federal awarding agency or pass-through entity, to the greatest extent authorized by law, if an award no longer effectuates the program goals or agency priorities;
    3. By the Federal awarding agency or pass-through entity with the consent of the non-Federal entity, in which case the two parties must agree upon the termination conditions, including the effective date and, in the case of partial termination, the portion to be terminated;
    4. By the non-Federal entity upon sending to the Federal awarding agency or pass-through entity written notification setting forth the reasons for such termination, the effective date, and, in the case of partial termination, the portion to be terminated. However, if the Federal awarding agency or pass-through entity determines in the case of partial termination that the reduced or modified portion of the Federal award or subaward will not accomplish the purposes for which the Federal award was made, the Federal awarding agency or pass-through entity may terminate the Federal award in its entirety; or
    5. By the Federal awarding agency or pass-through entity pursuant to termination provisions included in the Federal award.

b. A Federal awarding agency should clearly and unambiguously specify termination provisions applicable to each Federal award, in applicable regulations or in the award, consistent with this section.

c. When a Federal awarding agency terminates a Federal award prior to the end of the period of performance due to the non-Federal entity's material failure to comply with the Federal award terms and conditions, the Federal awarding agency must report the termination to the OMB- designated integrity and performance system accessible through SAM (currently FAPIIS).

1. The information required under paragraph (c) of this section is not to be reported to designated integrity and performance system until the non-Federal entity either—
    i. Has exhausted its opportunities to object or challenge the decision, see §200.342; or
    ii. Has not, within 30 calendar days after being notified of the termination, informed the Federal awarding agency that it intends to appeal the Federal awarding agency's decision to terminate.

2. If a Federal awarding agency, after entering information into the designated integrity and performance system about a termination, subsequently:
    i. Learns that any of that information is erroneous, the Federal awarding agency must correct the information in the system within three business days;
    ii. Obtains an update to that information that could be helpful to other Federal awarding agencies, the Federal awarding agency is strongly encouraged to amend the information in the system to incorporate the update in a timely way.

3. Federal awarding agencies must not post any information that will be made publicly available in the non-public segment of designated integrity and performance systems that is covered by a disclosure exemption under the Freedom of Information Act. If the non-Federal entity asserts within seven calendar days to the Federal awarding agency who posted the information, that some of the information made publicly available is covered by a disclosure exemption under the Freedom of Information Act, the Federal awarding agency who posted the information must remove the posting within seven calendar days of receiving the assertion. Prior to reposting the releasable information, the Federal agency must resolve the issue in accordance with the agency's Freedom of Information Act procedures.

d. When a Federal award is terminated or partially terminated, both the Federal awarding agency or pass-through entity and the non-Federal entity remain responsible for compliance with the requirements in §§200.344 and 200.345.

ANNEX 3 - ABBREVIATIONS AND ACRONYMS

AMELP	Activity Monitoring, Evaluation, and Learning Plan
CDCS	Country Development Cooperation Strategy
CLA	Collaboration, Learning and Adaptation
DO1	Development Objective 1
EDE	Economic Development and Energy Office
FAA	Foreign Assistance Act
GDP	Gross Domestic Product
GoJ	Government of Jordan
IR	Intermediate Result
Iqlaaع	Informal Livelihoods Advancement Activity
JEGP	Jordan Economic Growth Plan
JICA	Japanese Development Agency
JSF	Jordan Strategy Forum
LENS	Local Enterprise Support Project
M&E	Monitoring and Evaluation
MSMEs	Micro, Small, and Medium Enterprises
MFI	Microfinance Institution
MIL	Master Indicator List
MSEs	Micro and Small Enterprises
NAF	National Assistance Fund
NOFO	Notice of Funding Opportunity
SSC	Social Security Corporation
WEELA	Women's Economic Empowerment and Leadership Activity