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**U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT**

**ANNOUNCEMENT**

**CALL FOR PARTNERSHIP CONCEPTS  
CREATING PRIVATE SECTOR-LED ECONOMIC OPPORTUNITIES FOR A  
HEALTHY, WELL-EDUCATED POPULATION AND IMPROVED WATER  
SECURITY, CITIZEN-STATE TRUST, AND PARTICIPATION OF WOMEN  
AND YOUTH IN JORDAN**

**UNDER EXISTING**

**GLOBAL DEVELOPMENT ALLIANCE ANNUAL PROGRAM STATEMENT  
APS No.: APS-OAA-21-00001**

**PLEASE NOTE: This is an addendum to an existing announcement. All interested organizations should carefully review both this addendum AND the full announcement, which can be found here: <https://www.usaid.gov/gda/global-development-alliance-annual-program>. Important information contained in the full announcement applies to but is not repeated in this specific addendum.**



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## I. Background

This program is authorized in accordance with Part I of the Foreign Assistance Act of 1961, as amended.

Through this Addendum to the [2020-2022 Global Development Alliance \(GDA\) Annual Program Statement \(APS\) No. APS-OAA- 21-00001 \(the GDA APS\)](#), USAID/Jordan is making a special call for the submission of Concepts that will advance the Development Objectives (DOs) and Intermediate Results (IRs) of the [USAID/Jordan Country Development Cooperation Strategy \(CDCS\) 2020-2025](#).

The purpose of this Addendum is to further encourage and facilitate partnerships with Jordanian private sector firms and to establish and describe criteria for partnering with USAID/Jordan. USAID seeks to develop new and innovative public-private partnerships (GDAs) with the private sector<sup>1</sup> that are based and built upon the complementary or overlapping interests and objectives of USAID and the private sector toward the achievement of the following Development Objectives (DOs):

- **DO1: Inclusive Private Sector-Led Growth**
- **DO2: Jordan’s Ability to Improve its Water Security Strengthened**
- **DO3: Equitable, Democratic Governance Strengthened**
- **DO4: Human Potential Accelerated**
- **DO5: Agency and Leadership of Women and Youth Enhanced**

Proposed partnerships may target one or more of these objectives. The specific objective(s) that the partnership will support must be explicitly stated. USAID will prioritize innovative, cost-effective, private-sector driven concepts that include the illustrative types of interventions and activities outlined below. These interventions are illustrative only and are not meant to limit applicant creativity.

As emphasized in the GDA APS, USAID is seeking to build direct working relationships with private sector entities that will foster market-based approaches and enterprise-led solutions to development challenges. GDAs emerge from extensive co-creation and collaboration between USAID and one or more private sector entities whereby we jointly

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<sup>1</sup> For the purposes of this Addendum and in accordance with the PSE GDA APS, the private sector is considered to be the following: 1) Private for-profit, commercial entities such as a business, corporation, small or medium enterprise or private firm; 2) Private foundations affiliated with private for-profit, commercial entities; 3) Private equity or private financial institutions, including banks, private investment firms, mutual funds, private equity funds and insurance companies; 4) Private business or industry associations, including but not limited to chambers of commerce and related types of entities; or 5) Cooperatives.



determine the best way to apply our respective resources and expertise to achieve our respective interests.

While GDAs require extensive resource mobilization and investment by the private sector, the GDA APS is NOT a matching grants program or a fundraising initiative. Instead, the GDA APS is an effort to identify the market-based approaches and programmatic inputs from the private sector that will most effectively increase the impact of USAID’s development assistance and the success of the GDA for USAID and the private sector.

For the purposes of this addendum, USAID/Jordan prefers partnerships that leverage private sector resources at a ratio of 2:1 or greater,<sup>2</sup> with a minimum 50 percent of the private sector partner resources in cash. Ideally, the private sector contribution would significantly exceed that of USAID. Historically, the level of resources mobilized by and from the private sector has been roughly three times the level of resources contributed by the USG. Given staffing and resource limitations, USAID/Jordan will prioritize concepts with a *minimum* private sector contribution of between \$2 million and \$4 million depending on the Development Objective or unless otherwise stated. This means that concepts in which the private sector contributions (which may be provided by a single firm or a consortium of firms working together under the same GDA) are less than a total of \$4 million may not be reviewed, unless otherwise indicated. In addition, the proposed partnership *must* include a Jordanian firm or implementer, with a preference for implementation by a Jordanian firm/entity. A Jordanian firm is defined as an organization that (1) is legally organized under the laws of; (2) has as its principal place of business or operations in; (3) is majority owned by individuals who are citizens or lawful permanent residents of; and (4) is managed by a governing body the majority of who are citizens or lawful permanent residents of Jordan.

Applicants should refer to Section D of Appendix I of the GDA APS for more detailed information on the requirements for leverage of private sector resources.

## **II. Solicitation: GDAs to Advance Five Development Objectives**

In September 2020, USAID/Jordan released its new, five-year [CDCS](#) (2020-2025), the goal of which is, “Jordan advances its 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.” While USAID/Jordan has historically worked through a number of local private sector firms in the implementation of its strategy, the Mission aims, to the greatest extent possible, to pursue market-based approaches to solve Jordan’s most pressing development challenges, as the private sector has the greatest potential to generate

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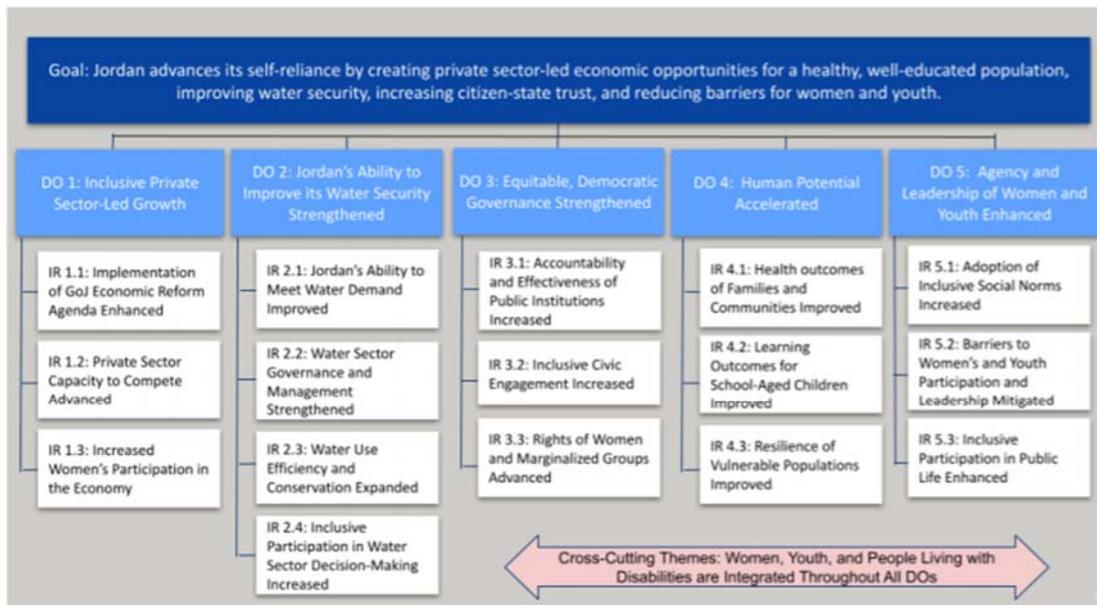
<sup>2</sup> Consistent with terms of the GDA APS, if concept papers propose the use of debt or equity investment as leverage, a 5:1 ratio is required. See the GDA APS for further guidance if this approach to leverage is used.



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sustainable and scalable development outcomes. With the onset of COVID-19 in early 2020 and the imperative to identify innovative solutions to immediately address this unprecedented situation, the private sector likewise will play a critical role in Jordan’s response to the crisis and the economic and social recovery to follow.

### Results Framework Graphic



### Development Objective 1: Inclusive Private Sector-Led Growth

USAID/Jordan’s programming to promote inclusive, private sector-led growth will emphasize a long-term, systems-based approach that supports the prioritization and implementation of the government’s reform agenda, addresses the underlying constraints to economic growth, and unleashes the potential of the private sector to create meaningful employment opportunities for women and youth. The Mission will utilize a range of modalities for delivering its programs, including the use of host-country systems and actors, which enable the GoJ and private sector to define and implement development solutions. USAID will help Jordan stabilize its budget deficits in the next three years and start to decrease government debt stocks in years four and five. This will require difficult reforms to the electricity tariff structure and a dramatic broadening of the tax base.

USAID/Jordan believes that *if* USAID and other actors support the GoJ in achieving its macroeconomic reform objectives, developing private sector capacity to compete, and harnessing the economic potential of women, *then* inclusive private sector-led growth will be enabled. In turn, inclusive private sector-led growth will enhance the capacity of Jordan to grow its economy, create opportunities for 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. Further, this approach will enable Jordan to expand opportunities for partnerships with U.S. businesses.

Achievement of this Development Objective centers on the successful implementation of the GOJ's economic reform agenda, advancing the competitiveness of the Jordanian private sector, and increasing women's participation in the economy.

Desired partnerships under this DO may include, but are not limited to, partnerships that:

- Demonstrate a productive approach to increase female labor participation
- Increase adoption and scaling of technologies/practices to reduce energy costs
- Demonstrate ways to advance Jordan's business innovation ecosystem

USAID will consider partnerships under this Development Objective with a minimum private sector contribution of \$4 million.

## **Development Objective 2: Jordan's Ability to Improve its Water Security Strengthened**

To support the country in meeting its projected water needs, USAID will implement many of its water security activities through GoJ systems. This will help the sector achieve greater accountability for the country's water supply and bring the sector closer to cost-recovery through a comprehensive infrastructure investment strategy to secure the future of Jordan's water sector. USAID will engage the private sector to increase its investment and participation in water and wastewater infrastructure, governance and management, water use efficiency, and conservation to leverage USAID investments and advance Jordan's self-sufficiency.

The Mission believes that *if* USAID partners with the GoJ and the private sector to enhance Jordan's ability to meet water demand, strengthen water sector governance and management, expand water use efficiency and conservation, and increase inclusive participation in water sector decision-making, *then* USAID will enhance Jordan's capacity and commitment to plan, finance, and manage water sector operations to ensure water security.

Achievement of this Development Objective centers on improving the ability of Jordan to meet its water demands, strengthening Jordan's water sector governance and management, expanding water use efficiency and conservation, and increasing inclusive participation in water sector decision-making. Desired partnerships under this DO may include, but are not limited to, partnerships that:



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- Increase adoption and scaling of technologies/practices to address water efficiency and conservation for agricultural, commercial, and/or domestic uses.
- Demonstrate a feasible and credible pathway leading to achieving a significant, large-scale impact on water efficiency and/or water conservation.

USAID may consider partnerships under this Development Objective with a minimum private sector contribution of \$2 million.

### **Development Objective 3: Equitable, Democratic Governance Strengthened**

As the Government of Jordan and Jordanians cope with social and economic damage wrought by the COVID-19 pandemic, it is now more important than ever for USAID to help local communities recover and become more resilient. The short-term recovery and long-term resilience of communities is closely tied to the recovery of local economies and household incomes, and this begins with delivering better community economic development and investment planning and marketing. The delivery of these services creates the jobs that Jordan needs for a more secure and prosperous future. The innovation and expertise needed to achieve this goal exists within Jordan's private sector.

Through this solicitation, USAID is seeking local and international private sector partners that are willing to work with local actors, including government partners, to advance local economic development. While national ministries implement national policy and direct national budget resources, the strengths municipalities can bring to public-private partnerships must not be overlooked. Municipal governments are led by elected mayors who not only possess administrative authorities but also have a keen understanding of the opportunities that exist within the communities they govern. Through their close ties with their communities, municipalities can facilitate entry for investors in new areas. Municipalities are also stewards of considerable holdings of land and buildings, which can be leveraged to attract investment and grow local economies.

USAID works extensively with municipalities nationwide to improve services and to promote local economic development. USAID is seeking partnerships with firms that can bring efficient, state-of-the-industry solutions to municipal service delivery and local economic development challenges and opportunities. Desired partnerships under this DO may include, but are not limited to, partnerships that support:

- Professional services for capital investment planning, marketing, and finance
- Vocational training for youth
- Business incubator services
- Water-efficient agricultural facilities and services
- Solid waste management and recycling solutions



- Renewable energy innovations
- Small-scale infrastructure
- Public markets
- Parking and traffic solutions
- Outdoor recreation/Parks development
- Domestic tourism development

USAID prefers partnerships that propose solutions that emphasize:

- Municipal and community support, including cost sharing (cash or in-kind)
- Promotion and growth of local industries
- Employment of local workers at prevailing wage rates
- Engagement of women, youth and persons with disabilities
- Commitment to financial, engineering, and environmental protection best practices

USAID may consider partnerships under this Development Objective with a minimum private sector contribution of \$2 million.

#### **Development Objective 4: Human Potential Accelerated**

The Mission believes that if USAID increases the capacity and commitment of the GoJ to boost health outcomes of families and communities, improves learning outcomes for school-aged children, and bolsters the resilience of vulnerable populations; then USAID will assist Jordan to more effectively utilize its untapped human potential and create flourishing and thriving communities. A healthy, educated, and resilient population is needed to drive economic growth and institute needed reforms across the portfolio.

Jordan's public education system faces significant challenges: overcrowded classrooms, strained resources, worn infrastructure, and students at risk of dropping out of school. With approximately 1.4 million students enrolled in public schools, it is essential that schools are accessible and high quality, including for children with disabilities and other vulnerable children. As the parents and students of Jordan cope with learning losses wrought by the COVID-19 pandemic, the importance of high quality distance and hybrid education is being highlighted.



Partnerships under this DO will respond to public education challenges and opportunities with data-driven, proven, sustainable solutions that engage at a significant scale. Priority partnerships under this DO may include, but are not limited to, partnerships that:

- Increase the availability of decodable, leveled and supplementary reading tools in Arabic, with inclusive representation of diverse populations;
- Increase safe and accessible school transportation for public school students in urban and rural areas;
- Invest in renewable energy generation and use in public schools and Ministry of Education-owned buildings across the Kingdom;
- Increase the accessibility and quality of distance learning for students of all demographics and geographic locations, taking into account lack of devices and inconsistent internet reach across the country.

Preference will be given to GDA concepts with private sector partners who demonstrate long term commitment to Jordan. USAID will consider partnerships under this Development Objective with a minimum private sector contribution of \$4 million.

#### **DO5: Agency and Leadership of Women and Youth Enhanced**

Through this Development Objective, USAID will partner with GoJ and local stakeholders to decrease discrimination against women and youth, eliminate social and regulatory restrictions to accessing resources, and overcome systematic disadvantages that hold back this untapped segment of Jordan’s population. This complements the Mission’s integrated approach to increase the economic participation of women and youth and social and civic participation by incentivizing GoJ commitment across all line ministries and advocating for policy reform. USAID will work with the GoJ to advance legislation and policy reforms such as lowering the candidacy age for parliamentary elections from 30 to 25 and increasing appointments of females into leadership positions.

USAID believes that if USAID assists Jordan to increase the adoption of inclusive social norms, remove barriers to women’s and youth’s participation and leadership, and stimulate inclusive participation in public life, then USAID will enhance the agency and leadership of women and youth to more meaningfully contribute to Jordan’s economic prosperity and governance.

Achievement of this DO centers on increasing the adoption of inclusive social norms, mitigating the barriers to the participation and leadership of women and youth, and enhancing inclusive participation in public life.

Desired partnerships under this DO may include, but are not limited to, innovative and sustainable solutions that would:



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- Increase the accessibility to and quality of support services (such as childcare and transportation) to enable more women to join the job market
- Expand the digital connectivity of women and youth to increase their ability to capitalize on the digital economy
- Equip women and youth with leadership skills and link them with relevant opportunities
- Promote effective outreach and communication efforts that change mindsets on the capabilities of women and youth and the value they bring to Jordan's development

Proposed partnerships should especially focus on populations from underserved, marginalized communities. USAID may consider partnerships under this Development Objective with a minimum private sector contribution of \$2 million.

### **III. Evaluation Considerations and Criteria**

Proposed alliances will be evaluated based on the considerations and criteria set forth in Section VI of the GDA APS. As stated in APS No. APS-OAA-21-00001, USAID expects to receive GDA concepts that mobilize and leverage private sector resources at a level and value that at least equals and preferably significantly exceeds the level of funding being requested from USAID. For purposes of this addendum, the value of private sector leverage generally should be at least twice as great as the level of funding requested from USAID.

Preference will be given to GDA concepts with private sector partners who demonstrate long term commitment to the targeted region.

As stated in the GDA APS and the Agency's Private Sector Engagement Policy, concepts should be characterized by market-based approaches and foster enterprise led development.

Proposed alliances should be consistent with USAID legal and policy restrictions, including those set forth in USAID's Automated Directives System (ADS) and in the Foreign Assistance Act of 1961.

(Note: If USAID requests a full application, applicants will be given additional, specific evaluation criteria that speak to the subject matter of the concept.)

### **IV. Concept Submission Instructions and Review Process**

USAID/Jordan Program Office will be responsible for the review process and management of any awards issued under this addendum. **Applicants are required to**



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**follow the concept submission instructions set forth in Section V of the GDA APS and submit concepts using the appropriate template provided in the GDA APS.**

**NOTE:** The GDA APS states that a concept cannot be submitted until the core private sector partner(s) to a proposed GDA discuss that GDA with the relevant USAID operating unit and receives an email from that operating unit confirming that discussion and indicating the operating unit's willingness to receive and review a concept submission.

For purposes of this addendum, the point of contact for engaging in those discussions, exploring potential GDAs and addressing questions related to this addendum is Jessica Morrison at [jmorrison@usaid.gov](mailto:jmorrison@usaid.gov). A concept cannot be submitted until she and/or her designate provides an email confirming initial co-creation discussions with the private sector and indicating the relevant technical office's willingness to receive and review a concept submission.

**All emails related to this addendum and the development of a GDA under this addendum should also be copied to [gda@usaid.gov](mailto:gda@usaid.gov).**

The completed concept submission template and required supporting information should be sent to USAID/Jordan Program Office through **Anna Karmandarian** ([akarmandarian@usaid.gov](mailto:akarmandarian@usaid.gov)) with a copy to [gda@usaid.gov](mailto:gda@usaid.gov).

Information provided in the relevant template must address the objectives and criteria presented in this addendum.

**Concepts will be received and reviewed on a rolling basis.**

After review by the USAID/Jordan Program Office, applicants will receive instructions from the Program Office on whether to continue with co-creation under the GDA APS. Depending on what emerges from the continued co-creation, USAID may request a full application or proceed directly to award negotiations. Concepts must be submitted on a rolling basis.

## **V. Questions and Further Assistance**

Questions regarding the substance and objectives of this addendum should be directed to the USAID/Jordan Program Office PSE POC, Jessica Morrison, at [jmorrison@usaid.gov](mailto:jmorrison@usaid.gov), with copy to [gda@usaid.gov](mailto:gda@usaid.gov).

Questions regarding the substance and terms of the GDA APS should be directed to Ken Lee at [kenlee@usaid.gov](mailto:kenlee@usaid.gov), with a copy to [gda@usaid.gov](mailto:gda@usaid.gov).



For additional information regarding guidelines and procedures to submit a concept, please refer to the GDA APS which can be found at the following website:  
<https://www.usaid.gov/gda/global-development-alliance-annual-program>.