**Request for Proposal (RFP)**

**USAID JORDAN LOCAL ENTERPRISE SUPPORT PROJECT (LENS)**

**Food Processing Home-based Businesses Sustainability**

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| **RFP #** | 11022018 |
| **Issue Date:** | 11 February 2018 |
| **Questions Deadline:** | **18 February 2018**   * Submission of questions or requests for clarification in writing via email to [**RFP@jordanlens.org**](mailto:RFP@jordanlens.org)**,** subject line: “RFP11022018 – Food Processing Home-based Businesses Sustainability”,by **15:00 Hours local time in Jordan** * Please note that inquiries and answers to inquiries will be shared with all registered Offerors. * Please do not contact any USAID Jordan LENS employees regarding this RFP. **Contacting individual employees shall be cause for disqualification.** * **NO TELEPHONE INQUIRIES WILL BE ANSWERED.** |
| **Answers to be shared:** | **20 February 2018**  Questions received and Answers will be published on the project website, under the solicitation link:  <http://jordanlens.org/work-with-us/solicitations> |
| **Offer Submission Deadline:** | **6 March 2018**  Proposals (including technical proposal and budget) are due by **15:00 Hours local time in Jordan** via email to[**RFP@jordanlens.org**](mailto:RFP@jordanlens.org). Emailed submissions must contain the subject line: “RFP11022018 – Food Processing Home-based Businesses Sustainability“  Proposals received after the deadline will not be considered. |
| **Award Type:** | Anticipated Subcontract |
| **Expected Award:** | May 2018 |
| **Expected Delivery:** | May 2018 – November 2018 |

1. **PROGRAM BACKGROUND**

The USAID Jordan Local Enterprise Support Project (USAID LENS) is a five-year project to encourage the long-term economic growth and development potential of underserved Jordanian communities. The project helps empower local communities to design and implement collaborative local economic development (LED) initiatives and supports the vitality and competitiveness of micro and small enterprises (MSEs) that are often at the heart of individual, family and community livelihood within vulnerable populations.

USAID LENS provides firm-level assistance and helps improve the business enabling environment through a range of financial and technical assistance support programs. Since 2015, USAID LENS has reached over 10,000 MSEs, developing and implementing training materials, supporting the regulatory environment and providing direct support to businesses to foster local economic growth.

1. **PURPOSE STATEMENT**

USAID LENS is soliciting proposals from Jordanian and non-Jordanian firms, business associations, organizations or coalitions to provide and continue sustainable support services to food-processing home-based businesses (HBBs) in Jordan.

1. **OBJECTIVE**

The overall objective of this intervention is to (1) identify an entity that has the current capacity to succeed USAID LENS in providing continued on-going support to home-based businesses (HBBs) in the food processing sector or (2) identify an entity that has the potential to develop such capacity. In both cases, the entity must be of a self-sustaining, self-financing nature. This department, entity, or organization (hereinafter, referred to as HBB Support Facility) must be able to provide ongoing support to home-based businesses (HBB) working in the food processing sector.

The selected entity to become this HBB Support Facility shall be able to provide a range of supporting services, including, but not limited to: regulatory advice; information on buyers; database of existing HBBs; information and support services relating to access to finance; lobbying and policy guidance; and the provision and execution of training and materials. The HBB Support Facility must have staff fluent in both English and Arabic; however, all content development and interaction with the HBBs beneficiaries must be conducted in Arabic. The selected entity must have a gender mix to accommodate for culture norms in Jordan.

This Request for Proposals (RFP) is to support FHI 360’s implementation of the USAID Jordan Local Enterprise Support Project, funded by the United States Agency for International Development (USAID), Award No. AID-278-LA-14-00001. This RFP is issued as a public notice to ensure that all interested, qualified, and eligible organizations eligible to do business in Jordan have a fair opportunity to submit proposals. The USAID LENS Project will decide on the awarding mechanism after evaluating the winning Offeror’s capacity for the implementation of this activity with an estimated cost not exceeding JOD 350,000. Revealing the estimated cost ceiling does not mean Offeror should strive to meet this maximum amount. Offerors must propose costs they believe are realistic and reasonable for the work.

1. **LOCAL CONTEXT OF FOOD PROCESSING HBBS**

Following extensive analysis, the USAID LENS Project has identified the food processing industry as a potential driver of economic growth among local communities, driving up revenues and creating jobs.

Building on global movements demand for local, artisanal food is on the rise internationally. Movements like the *‘Organic’*, *‘Slow Food’*, *‘Buy Local’* and ‘*Fairtrade’* all represent opportunities for local suppliers to sell to markets with greater purchasing power, and to build on their knowledge of traditional recipes and ways of cooking as a skillset that will allow them to access and compete within these markets.

Jordan has significant potential in this regard. The country’s rich and diverse heritage in food, the opportunity represented by local women - primarily running Home-based Businesses in communities across the country – could become a driver of local economic growth. The Project has identified up to 11,000 existing Home-based Businesses (HBBs) in Jordan, over half of which are women-owned businesses working in the food processing sector. Their contribution, through the sales of food products was valued at over 10m USD directly, and more than 40m USD indirectly. Typically, HBBs specialized in food processing in Jordan one-person businesses, who remain in the informal sector due to a lack of access to new markets, higher purchasing power and a lack of awareness as to their potential.

Despite the challenges, they have considerable potential to grow and are a vital source of income for many women in local communities; whose potential in terms of talent, business skills, and high-quality products. The subsector also HBBs in the food processing sector present an opportunity for women to become more entrepreneurial, to join the labor force and to support others.[[1]](#footnote-1)

In 2015, therefore, USAID LENS began designing and investing in technical and financial assistance programs that would help these communities grow. The Project built its programs around value chain analyses that could pinpoint the economic barriers to growth for these businesses, and address them through an integrated support structure and end-to-end services.[[2]](#footnote-2) Ultimately, Jordan’s HBBs food processors could reutilize and re-energize Jordan’s food processing sector

1. **USAID LENS ACTIVITIES**

USAID LENS on a technical level has built an end-to-end support structure for HBBs in this sector, working with the quality and quantity of production, through to packaging, transportation, marketing and sales. The Project has issued up to 15 grants relating to the industry, piloting a variety of technical approaches that overcome market barriers, transform the industry and basic operations. These programs have – to date – reached up to 1100 HBBs across the country. At a policy level, USAID LENS worked with the Ministry of Municipal Affairs (MoMA) and Ministry of Industry, Trade, and Supply (MoITS) to amend the zoning regulations and create instructions pertaining to licensing HBBs in municipalities across Jordan (except for ASEZA). The zoning amendments and new instructions were published in the Official Gazette on the 1st of August. The legal framework is now in place so businesses can legally be licensed to operate from home in Jordan with no constraint on nationality of the business owner.

Since inception, USAID LENS work has significantly shifted the capacities and opportunities of HBBs in the food processing sector. Technical and policy interventions have increased the HBBs’ revenue and marketability by developing their skills and products, and linking them with new revenue generating streams. Policy barriers have been – for the most part – overcome allowing for HBBs to register and license nationally and become a part of a broader formalized industry that promises higher purchasing power.

ACTIVITY ONE: TECHNICAL ASSISTANCE IN HBB PRODUCT DEVELOPMENT

Among the many challenges HBBs face in the food processing sector**,** are the limited capacity of HBBs to produce artisanal foods at a consistent, high quality rate that can be sold to the right markets. Getting the right products to the right markets, sold at a price point is challenging, particularly for businesses that have limited resources and technical capabilities. As a result, many HBBs are unable to sell to markets that have higher purchasing powers. Consequently, they are restricted to markets within their vicinity who are unable to purchase at a price point that could foster business growth. This limits the diversity of supply and variety in production and creates challenges relating to quality assurance or product consistency.

The first major activity undertaken by USAID LENS since 2014 has been the improvement of product design, development and marketing. This has entailed working with more than 1100 HBBs across the country. Based on USAID LENS’ experience, there are several factors that might affect the viability of sales of HBB products, including:

* Labor patterns - seasonality influences the labor supply in businesses dependent upon the calendar.
* Working capital - during periods of peak productivity, the amount of working capital that an HBB maintains will generally be higher to cover increased operating expenses,
* Time - during periods of peak business activity, the amount of time that an HBB owner or manager must plan for future operations will be limited.
* Effort - seasonality can affect the amount of money they can expect to make at any given time during the year.
* Quality - HBBs sometimes are unable to validate the quality and consistency of their products and to ensure that they are regularly able to meet demand on a weekly, or seasonal basis.
* Food safety and hygiene – HBBs – sometimes - lack knowledge of food safety practices and the necessary quality certifications to be integrated into the supply chain of other industries and sectors.
* Food testing – this a major challenge facing HBBs due to their limited knowledge of needed tests and the importance of food testing.
* Production barriers: they come across and from the indirect competition of industrial product. HBBs won’t be able to meet the quantity, branding, packaging options and the consistency of flavors industrial product enjoys.
* Competition – HBBs face a huge competition from mass production companies that set difficult barriers to entry for new comers (HBBs). Though home-made products are highly demanded. HBBs unable to effectively market their produce.
* Identifying proper end markets – HBBs typically focus their products on their area of expertise and preference. Rarely do they ever examine what the market is doing, what competition is doing and how they can adapt their business effectively.
* Marketing and promotion – Most HBBs do not perceive marketing as a vital component of their business processes. Marketing in most cases was ignored. It is worth mentioning here, HBBs do not utilize social media in marketing and promotional activities and to meet the demand of

larger markets is another limitation.

**USAID LENS INITIATIVES**

In order to address these challenges, USAID LENS developed a range of solutions in partnership with more than 8 Jordanian-based entities working with over 1000 HBBs. These organizations developed a range of services and skills that were purpose built around helping HBBs build better products, meet standards for hygiene and quality assurance, and achieve a level of consistency in production that

On product development and consistency, the Project oversaw the development and implementation extensive trainings on cooking skills and product design and recipe consistency for HBBs to develop new products that cater to an artisanal market that is willing to pay more for higher quality, sustainable taste or more distinctive produce.

With regards to quality and hygiene, increasing HBBs awareness of food safety standards and ISO 22000 and HACCP standards and integrating quality standards in food production and maintenance. In addition to linking HBBs with a certified testing laboratory to conduct an approved list of food testing that can qualify and certify the HBBs to convince end markets to purchase their products. This activity was proven to be vital to demonstrate that HBBs produce their food per health standards. End markets required a proof of this conformity to deal with HBBs as trusted supplies.

USAID LENS has also worked on creating an array of creative HBBs packaging options, this also includes proving them with labels and logos design to ensure elevation of an artisanal product. In addition to providing them with innovative and creative transportation and delivery solutions of products to newly identified end markets. The latter was achieved by coordinating and supporting with entities like *Taoseal, Khordarji, Delivery One, Jordan Post, Bilforon* and others.

Furthermore, the Project has produced a series of animated training videos (6 training topics) to be used as guidance for HBBs, and to ensure sustainability among HBBs. These animated training videos will be based on the developed materials under the HBB work stream, the videos added importance and power to the developed training material, they were an engaging and interesting approach for HBBs to learn, beside increasing the effectiveness of trainings, and providing an opportunity for everyone to learn and revisit the materials from home. HBBs Animated Training Videos focus on the following topics; Principles of food safety and food hygiene, Tips on how to package, store and deliver products, Food Processing – Pickles and Jams, Food Processing – Dairy products, Food Processing - Baking and dough making, and Food Photography and plating.

In addition, the Project invested in HBBs soft skills which play an important role in HBBs day-to-day operations. HBBs were given training on the following topics; Mindset Training; Entrepreneurship Training; Negotiations Skills Training and Community of Practice Training. Throughout the Project’s work with HBBs it has been important to establish a sense of ownership of the HBB product, to instill an entrepreneurial drive that will encourage business growth and acceleration.

ACTIVITY TWO: RESEARCH, REGULATORY AND POLICY SUPPORT

In 2013 HBBs were unable to formalize (register and license) their businesses at the relevant authorities and agencies such as Jordan Food and Drug Administration (JFDA) and Municipalities this leads to inability to verify food safety standards of HBBs due to lack of clear set of instructions at governmental level regarding Home Based Law and procedure.

Following extensive governmental support provided by USAID LENS, the establishment of a HBB committee, and successive studies and pilots by the Project, the Government of Jordan permitted the licensing and registration of HBBs in late August 2017. These laws represent a major milestone in the economic development of Jordan, allowing entrepreneurs who may not have the capital or capacity to rent their own office space, to run their business from home. This is particularly crucial for gender empowerment in the country, with many women unable to leave the house or lacking the support to venture into their own business endeavors.

**USAID LENS ACTIVITIES**

The Project has built large-scale analyses that are able to examine the market and economics of HBBs in Jordan. The project has also built extensive value chain analyses, input-output tables and industry sizing studies that have been used to convince key stakeholders as to the potential and scale of HBBs. This research has been critical for the Project, and as the Project looks to ensure that its work is sustainably continued, is looking for a partner to train an entity to effect similar studies, and to house the research.

Secondly, Given the Project’s proximity to the drafting of regulations and bylaws affecting HBBs, USAID LENS also has a deep understanding as to the details and nuance of policy. The Project has built international benchmarks, launched an awareness campaign and also designed a legal support program that aims to build on its expertise by training legal teams, lawyers and government staff on the appropriate regulations.

Moreover, the Project has built a database specific to the food industry comprising of more than 1000 food-producing HBBs. This database is particularly useful for entities looking to support HBBs in the food processing industry. The research and database can provide information relevant for buyers looking to source more goods from local, artisanal food producers.

ACTIVITY THREE: JORDAN FOOD WEEK

Jordan has a rich and diverse heritage of food. However, in the last few decades, the pressures of modernization and urbanization have taken their toll on local food production and the artisanal food industry. Fast foods and industrial production have become the norm. As a result, traditional ways of cooking, ingredients recipes and the sense of pride in the local cuisine has diminished.

In order to help local producers of Jordanian food therefore, it is critical that Jordan reverse the trend of industrialization and mass production. To do this, as noted above, USAID LENS has deployed a number of mechanisms to reverse the trend, working closely across the value chain of HBBs, including in food production, hygiene and standards. Beyond production, however it is important that there is a behavior change in consumer preferences, and a broader recognition within Jordan of the capacity, potential and quality of the Jordanian food.

Therefore, in 2017 USAID LENS launched the planning committee for a ‘Jordan Food Week’ (JFW), a week-long, international celebration of Jordanian food. JFW, which will be held in April 2018, brings together more than 200 of the country’s leading, artisanal food producers in an effort to link them with major buyers, to boost the profile of Jordanian food producers, and to establish Jordan as an international destination for gastronomy.

**USAID LENS INITIATIVES**

JFW is a large and complex event. With the target of attracting more than 100,000 persons, JFW represents one of the largest public events in Jordan’s history, and among the only of its kind in the region. Tying together food, tourism, artisanal food production and building on international food trends such as the slow food movement, artisanal food production, healthy, nutritious and organic food production, the management of the identity, design and implementation of Jordan Food Week will require a highly qualified, competent owner to manage sustainability beyond the lifetime of the USAID LENS project.

The Offeror(s) for the management of the JFW must be capable of managing large-scale events, of overseeing the contracting and procurement of event management and marketing of the event. The following are a list of key areas in which the Offeror must demonstrate competencies:

* The identification and management of more than 200 food producers
* The raising of up to 100,000 JOD per annum in order to manage and market for the event,
* The safekeeping and storage of goods and equipment and the organization of an event that will involve more than 100,000 attendees
* The identification and contracting of sponsors and key partners to manage marketing and to support in event logistics and its successful implementation
* Liaising and coordination government officials and key stakeholders
* Overseeing the international marketing and coordination with key groups (such as the Jordan Tourism Board) to encourage and promote tour groups and dedicated journalistic tours.
* The coordination with key food and restaurant associations to ensure that there is as much local participation and ownership as possible, maximizing the likelihood of success.

1. **SCOPE OF WORK**

Offerors are expected to address how they will design, integrate, implement, and sustainably deliver on the activities highlighted above. Design changes to the activities will be accepted, during the technical pilot build up, and are encouraged in some cases. However, the Offeror will justify why changes are made and how they will be streamlined and integrated into the entity’s current organizational and financial structures.

Should the Offeror not feel capable of implementing all of tasks under one entity, then it can apply as a coalition with other entities as partners who will manage, oversee, all or parts of the USAID LENS activities. Given the varied nature of the USAID LENS HBB Food Processing support program, Offerors are strongly encouraged to consider the identification of partners, or – at the very least – highlight that additional partners will be identified during implementation.

The Offeror will also provide evidence of existing training facilities, staff and expertise through the Application. In addition, it will show how it can make arrangements for transportation and manage other logistics associated with training sessions in accordance with USAID LENS regulations and standards. This may require that the Offeror secure bids through a competitive process for venues and other training needs. This should be addressed in the Offeror’s proposal (See Submission Requirements).

The successful Offeror or coalition will demonstrate its ability to integrate, onboard and manage the various USAID LENS activities relating to HBBs. USAID LENS requires that Offerors prove their capacities in a range of domains, including, but not limited to:

* Identification of the entity that will host and oversee the HBB Support facility
* An overall assessment of the readiness of the host entity for the HBB Support facility
* Technical Approach of the Offeror towards the implementation and continuation of activities, to be carried by testing the developed approach on USAID LENS identified and supported HBBs. The Offeror will explain in detail the integration of USAID LENS’ activities, how it will manage the process and design future activities that will continue to provide support services to HBBs.
* The Firm will present its current portfolio of activities and how these relate to the implementation and adaptation of USAID LENS’ HBB activities.
* The Offeror will outline the current departmental and organizational structure, and will show how it will build a new, or adapt an existing organizational structure to meet the operational needs of the HBB support services.
* The Offeror will present a financial model and plan for how it will continue financing activities to help HBBs in Jordan. Details on fund-raising, sponsorship, or for-profit activities that will lead to re-investment into the department must be presented.
* As a coalition, how the Lead Offeror will make use of subcontractors, and why they are suitable for the management and continuation of USAID LENS activities. For instance, one entity may wish to oversee policy and regulation aspects of the bid, while another can manage Jordan Food Week. The bidder must demonstrate that the subcontractor is a suitable partner, while also ensuring there exists some continuity of the HBB work.

1. **Deliverables**

The following deliverables are subject to modifications or changes by USAID LENS upon signing the contract.

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| **No.** | **Deliverables** | **Due date** |
| T.1 | **Approach Development (Technical and Sustainable Approach)**   1. Submit full detailed creative concept, implementation strategy with exact timeline. The Offeror is expected to research and receive materials from USAID LENS relevant to topic mentioned above, and include the research in their creative concept. 2. M&E Plan 3. Submit internal procedure and staff / partners involved in the implementation | One month after signing |
| T.2 | **Testing/ Pilot (Technical Approach)**   1. USAID LENS HBBs’ technical involvement in the project and ME progress report. This can include training outcome report, signed contracts or testing. 2. M&E progress report | (3) months after signing |
| T.3 | **Testing/ Pilot (Sustainable Approach)**   1. USAID LENS HBBs’ sustainable involvement in the project and M&E progress report. 2. Document results on the institutional, financial, social and policy sustainability outcomes as well mitigation plans | (4) months after signing |
| T.4 | **Implementation (Technical Approach)**   1. Technical progress report 2. M&E progress report | (6) months after signing |
| T.5 | **Implementation (Sustainable Approach)**   1. Document results on the institutional, financial, social and policy sustainability outcomes as well mitigation plans 2. M&E progress report | (8) months after signing |
| T.6 | **Close out (Sustainable Approach)**   1. The offeror is expected to submit final reports and documentation. 2. Final M&E Report | (9) months after signing |

1. **SUBMISSION REQUIREMENTS**

This section contains general and specific requirements for submitting the technical and cost proposals. Please ensure completed forms, including the Evidence of Responsibility and Independent Price Determination (Attachment A), along with a copy of your legal registration, are included with the technical proposal otherwise your proposal will be rejected.

1. This RFP is open to interested Offerors registered for business in the Jordan, the United States or other USAID Geographic Codes 937. Qualified international firms should have local experts in Jordan available to provide these services. All key staff involved must be fluent in Arabic and English, as well as be able to provide advisory services in Arabic.
2. The Offeror is requested to submit a proposal directly responsive to the terms, conditions, and clauses of this RFP. **The overall proposal shall consist of two (2) physically separated parts: Technical Proposal and Cost Proposal. Technical Proposals shall not make reference to pricing.**
3. Alternative proposals will not be considered. Proposals not conforming to this solicitation may be categorized as unacceptable and eliminated from further consideration.
4. Offerors are allowed to submit one proposal. If an Offeror participates in more than one proposal, all proposals involving the Offeror will be rejected.
5. Proposals shall be written in English. Cost proposals shall be presented in Jordan Dinar or US Dollar. International Offerors shall present cost proposals in US Dollar.
6. Proposals must remain valid for a minimum of **ninety (90) days**. The Offeror may submit its proposal by the following means: Electronically - Internet email with attachments compatible with MS WORD, Excel, and Adobe Acrobat in a MS Windows environment to: [RFP@jordanLENS.org](mailto:RFP@jordanLENS.org).
7. The person signing the Offeror’s proposal must have the authority to commit the Offeror to all the provisions of the Offeror’s proposal.
8. The Offeror should submit its best proposal initially as FHI 360 intends to evaluate proposals and make an award without discussions. However, FHI 360 reserves the right to conduct discussions should FHI 360 deem it necessary.
9. Proposals must be clearly and concisely written and must describe and define the Offeror’s understanding and compliance with the requirements contained in the STATEMENT OF WORK. All pages must be sequentially numbered and identified with the name of the Offeror and the RFP number.
10. Any phone calls to Jordan LENS will disqualify your proposals from evaluation.

**Part A: Proposal**

The Technical Proposal shall be straightforward and concise describing how the Offeror intends to carry out the Technical and Sustainability sections outlined in the Scope of Work, including completing the required Deliverables, and reaching the intended results. No contractual price information is to be included in the Offeror’s technical proposal in order that it will be evaluated strictly on its technical merit.

***Technical proposals shall be limited to 50 pages in total, and*** pages in excess of 50 pages will not be read or evaluated. Items such as graphs, charts, tables may be used as appropriate but will be considered part of the page limitation. ***However, dividers, organizational information, Key personnel CVs, bio-data sheets, and past performance report forms are not included in the page limitation and should be submitted as an Annex.***

1. **Organizational Information (not part of page limit):**

* Organization’s legal name
* Contact name
* Contact person’s position
* Email address
* Telephone number
* Evidence of Responsibility and Independent Price Certification Form (includes confirmation that firm is a USAID-designated Geo Code 937 country)
* Copy of legal registration to do business in the country of registration

1. **Technical Approach – A narrative not to exceed seventeen (17) pages.**

The Offeror shall demonstrate its understanding, ability and aforementioned technical approach to performing the requirements described in the Scope of Work, including its approach to all services envisioned in the activity implementation and producing the key deliverables. The Offeror should clearly explain how they propose to undertake and complete the technical deliverables in each phase of the project life cycle.

If applicable*,* the offeror must describe the role of partners in developing the proposal and what their involvement and function will be within the project throughout the implementation.

The Technical Approach **should include a Gantt chart** of the deliverables required and the level of intervention.

1. **Sustainable Approach – A narrative not to exceed twenty (20) pages.**

The Offeror shall demonstrate how it will ensure that the activities undertaken are sustainable. This includes the management and delivery of the services rendered. The Firm is expected to demonstrate how it, and its partners will incorporate and integrate HBB activities into the activity. This may include addressing departmental, organizational and operational changes, technical activities, financial models and a financial plan, fund-raising or a lobbying plan. The Offeror will determine which elements of the USAID LENS activities are inherently essential to achieving impact and will validate their sustainability against an array of activities and assumptions.

The Offeror must identify challenges to execution so the offeror needs to identify risks, create mitigation strategies. Furthermore, the bid must include a Financial Model that describes the approaches for financing of follow-up activities, sources of revenue for covering all future operating and maintenance costs, etc. through-out and after the project close out.

The Offeror should clearly explain how they propose to undertake and complete the deliverables relevant to sustainability in each phase of the project life cycle.

1. **Past Performance – A narrative not to exceed three (3) pages.**

The Offeror shall provide at least three (3) examples of past performance of similar work in Jordan or the region as being requested in this RFP. The past performance examples must be within the last five (5) years and should be similar in terms of the scope, objectives, upgrading and marketing aspects of this activity and in a similar industry. The Offeror must provide references through the attached Past Performance Report (PPR) sheets in Attachment C, which are separate from the narrative and not included in the page limit.

1. **Personnel/Staffing – A narrative not to exceed ten (10) pages.**

Offeror shall identify, in summary format of 2-3 sentences each, the names and anticipated positions and role of the team leaders and key staff proposed to perform the requirements of this scope of work. The narrative in this section should address for the key team members their qualifications, experience, technical certifications or expertise, examples of similar work in the past, and their role in this specific project. ***A Project Manager must be identified that will serve as the primary Point of Contact with USAID LENS and will manage logistics, staffing, invoicing and other administrative functions to ensure the activity is well managed.***

The Offeror shall include the CVs of key staff members involved in the Project, including the Project Manager and up to 3 Team Leaders in an Annex that is not considered part of the Technical Proposal and does not fall within the page limitations. Each CV should not exceed three (3) pages. ***Note: proposed salaries for staff shall be supported by the salary history certified in the biodata forms Attachment B. FHI 360 reserves the right to verify salary history and rates.***

**Part B: Cost Proposal**

The Offeror shall propose costs it believes are **realistic** and **reasonable** for the work in accordance with the Offeror’s technical approach. The Offeror shall provide a complete budget based on cost elements described below using ***Attachment D - Budget Template***.

Provide in the Budget Narrative section ***(Attachment F – Budget Narrative Template)***, a concise description and justification for each line item cost. Be sure to include data and/or methodologies to support cost estimates.

The budget narrative shall be presented in such a way as to be easily referenced from the budget and should provide sufficient information so that FHI 360 may review the proposed budget for reasonableness.

All projected costs must be in accordance with the organization’s standard practices and policies.

Offers including budget information determined to be unreasonable, incomplete, unnecessary for the completion of the proposed project or based on a methodology that is not adequately supported, may be deemed unacceptable.

Guidelines:

1. Cost proposals from Jordanian Offerors shall be presented in Jordan Dinar or US Dollar. International Offerors shall present cost proposals in US Dollar.
2. Offeror must indicate the inclusion/exclusion of any applicable taxes such as VAT.
3. If indirect costs are proposed, Offeror must provide a copy of its current NICRA (Negotiated Indirect Cost Rate Agreement) issued by a US Government Agency. The detailed budget breakdown shall be structured and formatted to clearly and easily identify the indirect rate(s) applied, and the resulting dollar amount. If the Offeror does not have a NICRA, an externally certified indirect rate, or cannot otherwise justify charging an indirect cost rate, the offeror is instructed to directly charge all costs.
4. If the Offeror proposes a fringe benefit rate on salaries, it must be supported by an established written policy. Please provide a detailed explanation in the budget narrative.
5. For employee salaries – List employee name (when identified), functional position and duration of assignment (in terms of person days), and daily rate. The daily rate is derived by dividing base annual salary exclusive of fringe benefits, incentives, bonuses, overtime, allowances and differentials by 260 days.
6. Offeror must include a signed biodata form (Attachment B) for any proposed staff named in the budget.
7. Travel and Transportation – Provide an explanation of the methodology for estimating the costs for in country travel, including number of trips, origin and destination of trips, and costs for drivers, taxis or other modes of transport. Transportation costs must comply with the USAID/Jordan Mission Order for Per Diem.
8. Per Diem – Offerors shall budget per diem associated with its written established travel and transportation, but shall not exceed the USAID Jordan Mission Order for Per Diem rates:

<http://aoprals.state.gov/web920/per_diem.asp> (Attachment G).

1. Other Direct Costs – Itemize and provide complete details of other direct costs, including unit prices that may be incurred.
2. **EVALUATION CRITERIA**

Bids will be evaluated using the **Trade-Off** methodology with the award being made to the Offeror that submits a proposal, conforming to the solicitation, is determined the most advantageous to FHI 360, all technical and cost factors considered

The criteria set forth herein will be used as a guide in determining which proposals will be most advantageous to the FHI 360.

Technical proposals will be evaluated according to the criteria prescribed below. Offerors should note that the following criteria:

(1) serve as the standard against which all proposals will be evaluated; and

(2) serve to identify the significant matters which Offerors should address in their proposals.

To facilitate the review of proposals, narrative portions of proposals should be organized in the same order as the broad evaluation criteria. In evaluating the different components of the technical proposal, FHI 360 will examine the overall merit and feasibility of the proposal, as well as specific criteria relevant to each component as elaborated below.

Bids must first meet the mandatory requirements before their technical and cost proposals will be reviewed. Those bids not meeting the mandatory requirements might be automatically rejected.

Bids satisfying the mandatory requirements will then be evaluated for technical strengths. Only those bids that score at least 65 points in the technical evaluation will be considered for cost.

Technical Evaluation will represent 80 points of the total available, including (1) the Technical Approach (55 points); Past Performance (10 points); and the Personnel who will be leading the work (15 points). Only Technical Proposals that obtain scores at least 65 of the 80 points possible for Technical Evaluation will be considered for cost evaluation. The Cost Evaluation will be 20 points.

# EVALUATION CRITERIA

The following is a breakdown of the evaluation criteria and evaluation sub-criteria as set by FHI 360 for the purposes of the Program.

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| --- | --- | --- |
| **Section** | **Description** | **Maximum Points** |
| Technical  and Sustainable Approach | The technical and sustainable approach, implementation plans and methodology for how the Scope of Work will be conducted.   1. Established, identified partnerships in relevance to the objective of this RFP   (5 points)   1. Sound, rational technical approach that demonstrates how the Offeror will build a HBB facility and supporting mechanism, the role of each subcontractor as part of this approach and how the Offeror will design its supporting services (20 points) 2. Ability to create linkages between outcomes to have sustainable results in providing support services and ongoing activities to help HBBs in Jordan (10 points) 3. Financial Model and/or business plan relating to sustainability of the continued application of services (15 points) 4. Risk and Mitigation plan (5 points) | 55 |
| Past Performance/Past  Relevant Experience | Does the organization have a good track record and necessary experience to conduct work similar in complexity, scope, depth and magnitude? Does the organization have the required qualifications and accreditation to implement safely and with recognition the work required? | 10 |
| Key Staff Qualifications | Description of the Offeror’s staff assigned to the project. The proposal should describe the role the team members have and what their role and function will be within the team and throughout the implementation. The experience of staff members on similar projects should be articulated. | 15 |
| Cost | The Offeror should provide details and clarity of the actual costs proposed and use the attached Budget Template to identify all costs, with budget notes to explain the justification for these costs.  (5 points)  The total costs provided will be compared to other Offerors that considered for Cost Evaluation. (5 points)  Cost Realism will be considered whether the proposed costs and human and other resources are sufficient to produce the quality of analysis required for this task. (10 points) | 20 |
| **The minimum score required to pass is 65** | | |
| Total Points |  | 100 |

**COMPETITIVE RANGE**

If FHI 360 determines that discussions are necessary, FHI 360 may establish a Competitive Range composed of only the most highly rated proposals. FHI 360 may exclude an offer from the competitive range if it is so deficient as to essentially require a new technical proposal. FHI 360 may exclude an offer from the competitive range if it so unreasonably priced, in relation to more competitive offers, as to appear that there will be little or no chance of becoming competitive. FHI 360 may exclude an offer that would require extensive discussions, a complete re-write, or major revisions such as to allow an Offeror unfair advantage over those more competitive offers.

FHI 360 reserves the right to award one or more contracts under this RFP on the basis of initial offers without discussions or without establishing a competitive range.

1. **GENERAL TERMS AND CONDITIONS**
2. Any proposal received in response to this solicitation will be reviewed strictly as submitted and in accordance with Section IX, Evaluation Criteria.
3. EXECUTIVE ORDER 13224 ON TERRORIST FINANCING

Offerors are informed that FHI 360 complies with U.S. Sanctions and Embargo Laws and Regulations including Executive Order 13224 on Terrorist Financing, which effectively prohibit transactions with persons or entities that commit, threaten to commit or support terrorism. Any person or entity that participates in this bidding process, either as a prime or sub to the prime, must certify as part of the bid that he or it is not on the U.S. Department of Treasury Office of Foreign Assets Control (OFAC) Specially Designated Nationals (SDN) List and is eligible to participate. FHI 360 shall disqualify any bid received from a person or entity that is found to be on the List or otherwise ineligible.

Firms or individuals that are included on the Excluded Parties List System ([www.epls.gov](http://www.epls.gov/)) shall not be eligible for financing and shall not be used to provide any commodities or services contemplated by this RFP.

1. TERMS AND CONDITIONS

Offerors are responsible for review of the terms and conditions described.

1. CONTRACT MECHANISM

FHI 360 anticipates awarding either a grant or contract.

1. WITHDRAWALS OF PROPOSALS

Offerors may withdraw proposals by written notice via email received at any time before award. Proposals may be withdrawn in person by an Offeror or his/her authorized representative if the representative’s identity is made known and if the representative signs a receipt for the proposal before award.

1. RIGHT TO SELECT/REJECT

FHI 360 reserves the right to select and negotiate with those firms it determines, in its sole discretion, to be qualified for competitive proposals and to terminate negotiations without incurring any liability. FHI 360 also reserves the right to reject any or all proposals received without explanation.

1. DUE DILIGENCE PROCESS

Any selected firm will be required to complete a Financial Pre-Award Assessment in order for FHI 360 to ascertain that the organization has the capacity to perform successfully under the terms and conditions of the proposed award. As part of the Pre-Award Assessment process, the firm will also be requested to submit a financial audit report from the previous fiscal year. In addition, payroll records and other financial information may be requested to support budgeted costs.

1. CLIENT PRIOR APPROVAL

The selected offeror will be subject to funding agency approval before a subcontract can be awarded. Therefore, organizations are reminded that there may be delays for this process to be completed. In addition, should such approval not be given, this subcontract cannot be awarded.

1. DISCLAIMER

This RFP represents only a definition of requirements. It is merely an invitation for submission of proposals and does not legally obligate FHI 360 to accept any of the submitted proposals in whole or in part, nor is FHI 360 obligated to select the lowest priced proposal. FHI 360 reserves the right to negotiate with any or all firms, but with respect to price, costs and/or scope of services. FHI 360 has no contractual obligations with any firms based upon issuance of this RFP. It is not an offer to contact. Only the execution of a written contract shall obligate FHI 360 in accordance with the terms and conditions contained in such contract.

1. REQUEST FOR PROPOSAL FIRM GUARANTEE

All information submitted in connection with this RFP will be valid for 90 (ninety) days from the RFP due date. This includes, but is not limited to, cost, pricing, terms and conditions, service levels, and all other information. If your firm is awarded the contract, all information in the RFP and negotiation process is contractually binding.

1. OFFER VERIFICATION

FHI 360 may contact Offerors to confirm contact person, address, bid amount and that the bid was submitted for this solicitation.

1. FALSE STATEMENTS IN OFFER

Offerors must provide full, accurate and complete information as required by this solicitation and its attachments.

1. CONFLICT OF INTEREST

Offerors must provide disclosure of any past, present or future relationships with any parties associated with the issuance, review or management of this solicitation and anticipated award in or outside of Jordan. Failure to provide full and open disclosure may result in FHI 360 having to reevaluate selection of a potential Offeror.

1. RESERVED RIGHTS

All RFP responses become the property of FHI 360, and FHI 360 reserves the right in its sole discretion to:

* To disqualify any offer based on offeror failure to follow solicitation instructions.
* FHI 360 reserves the right to waive any deviations by Offerors from the requirements of this solicitation that in FHI 360’s opinion are considered not to be material defects requiring rejection or disqualification, or where such a waiver will promote increased competition.
* Extend the time for submission of all RFP responses after notification to all Offerors.
* Terminate or modify the RFP process at any time and reissue the RFP to whomever FHI 360 deems appropriate.
* FHI 360 reserves the right to issue an award based on the initial evaluation of offerors without discussion.
* FHI 360 reserves the right to award only part of the activities in the solicitation or issue multiple awards based on solicitation activities.
* FHI 360 will not compensate offerors for preparation of their response to this RFP.
* Issuing this RFP is not a guarantee that FHI 360 will make an award.

ATTACHMENTS

Attachment A – Evidence of Responsibility and Independent Price Determination Form

Attachment B – Biodata Form

Attachment C – Past Performance Reference Form

Attachment D – Budget Template

Attachment E – Subcontract Terms and Conditions

Attachment F – Budget Narrative Template

Attachment G – USAID Mission Order: In-country Per Diem and Transportation Policy

**[END OF RFP]**

1. USAID LENS research has identified that women-owned HBBs are nine times more likely to create jobs for women than male-owned businesses. [↑](#footnote-ref-1)
2. USAID LENS defines ‘end-to-end’ as support services provided across the entire of the value chain, from sourcing of the goods, through to production, testing, packaging, branding, marketing and sales.’ [↑](#footnote-ref-2)