**SUPPORT FOR MICROFINANCE SECTOR EMPLOYEE BENEFIT SURVEY**

**SPONSORED BY THE JORDAN MICROFINANCE NETWORK - TANMEYAH**

**REQUEST FOR PROPOSALS (RFP)**

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

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| **RFP Date of Issuance:** | **July 25, 2016** |
| **Due Date for Questions:** | **August 1, 2016**; Submission of questions or requests for clarification in writing via email to [**RFP@jordanlens.org**](mailto:RFP@jordanlens.org) by **17:00 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 LENS or Tanmeyah employees regarding this RFP. **Contacting individual employees shall be cause for disqualification. NO TELEPHONE INQUIRIES WILL BE ANSWERED.** |
| **Deadline for Proposals:** | **August 11, 2016**; Submission of proposals (including technical proposal and budget) due by **17:00 Hours local time in Jordan** via email to[**RFP@jordanlens.org**](mailto:RFP@jordanlens.org). Emailed submissions must contain the subject line “Tanmeyah MFI Benefits Survey.” |
| **Anticipated Start Date:** | September 2016. *Start date is subject to change.* |

# STATEMENT OF WORK (SOW)

# PURPOSE STATEMENT

The purpose of this Request for Proposals (RFP) is to solicit proposals from prospective subcontractors to support FHI 360’s implementation of the USAID Jordan Local Enterprise Support Project (LENS), funded by the United States Agency for International Development (USAID), Award No. AID-278-LA-14-00001.

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 will help empower local communities to design and implement collaborative local economic development (LED) initiatives and will support 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. In its inter-related activities, the project will work with public and private sector partners at the municipal, governorate and national levels to develop local environments conducive to investment and MSE growth.

In its efforts to achieve its goals, USAID LENS is actively supporting the microfinance sector in Jordan to build its capacities, enhance its competitiveness, and increase the sector’s financial inclusion of different client segments to enhance their living standards through involvement in producing economic activities.

Accordingly, USAID LENS is funding an initiative in support of Tanmeyah, Jordan’s Microfinance Network, and is seeking a firm to conduct a financial services employee benefit survey focused on the employees of the eight (8) microfinance member institutions of Tanmeyah.

This RFP is issued as a public notice to ensure that all interested, qualified and eligible organizations legally registered in Jordan **that fulfill USAID-designated Geo Code 937** country (meaning Jordan, the US and other developing countries[[1]](#footnote-1)) have a fair opportunity to submit proposals.

# PROGRAM BACKGROUND

Jordan Microfinance Network – Tanmeyah – was established and formally registered as a non-profit institution and was incepted to become the official representative for the microfinance institutions (MFIs) in Jordan. Tanmeyah’s main objective is to develop a sustainable microfinance industry to become an integral part of the national financial system in Jordan. It will play an active role in supporting the further development of the microfinance industry, providing advocacy and awareness rising on behalf of its members, promoting information and dissemination of developments and trends in the industry. Most importantly it will support the implementation of an appropriate regulatory environment, and will gather performance and benchmarking data for the sector.

The microfinance sector in Jordan faces many challenges; two of the most overlooked being the quality of the available candidate pool and the high employee turnover. These challenges are not unique to Jordan but are evident across the microfinance industry and appear in other countries/regions.

For the Jordanian MFIs, turnover and quality of candidates are considered to be two major issues affecting productivity, client retention and the cost of operations, thus increasing related risks to the affected organizations. This is also expected to have a considerable impact on the overall morale and employee satisfaction.

Statistically, most of the attrition falls in the field position (Loan Officers) category. Among the reported reasons for this are: 1) the nature of work, which includes elements like compensation, management-related issues, and job design which has implications on the workload; and 2) the challenges Loan Officers usually face in the field, including legal issues, transportation difficulties to remote areas, and safety risks, to name a few.

The MFIs in Jordan, aware of these challenges, have been continuously looking at different applicable initiatives and solutions, which include seeking staff feedback and making changes to the job design and incentive systems to encourage field staff to overcome the challenges they face. This has been coupled with various capacity building trainings for staff and management. However, in order to make these initiatives more effective, the MFIs need statistical data on current salaries and benefits within the sector as well as in other competing sectors, e.g. commercial banks, in order to provide the basis for improvement in their employee compensation structures and, more importantly, in their employee retention rates.

Therefore, Tanmeyah, with the assistance of USAID LENS, is seeking a qualified firm to review current member compensation packages and benchmark these against a sector standard, as well as potentially competing employers in other sectors. The firm would collect, analyze and interpret MFI employee satisfaction data. Data should be additionally segregated and analyzed by sex to note any gendered differences in employee satisfaction. The firm would also provide general advice and guidance (not specific to any individual MFI) on better practice and/or areas where there is room for improvement.

# OBJECTIVE

Tanmeyah believes that in order to have long lasting impact in the societies where MFIs serves, it needs to continuously evolve and develop to keep in-line with the universal best practices on all possible levels, whether in operations, finance or HR.

Related to HR, and to a competitive reward system in particular, this would translate into:

1. More robust institutional capacity achieved through:
   1. Increased staff retention and staff satisfaction.
   2. Better service for clients, achieved through the increased efficiency.
2. An improvement in the enabling environment for development finance:
   1. The environment where the MFIs work is largely affected by the result of the latter’s achievements and outcomes. The enabling environment is promoted and encouraged to grow when MFIs display a proven track record that combines social and financial values. One of the factors leading to this is a healthy work environment where staff satisfaction is achieved and is reflected on overall company performance.
3. Offering enhanced non-credit products and services:
   1. A satisfied workforce translates into better services, and increased outreach. Adding non-credit service to the scope of work of willing staff could serve both as a job enrichment tool and a way for the sector to achieve its social goals.
   2. The company values tend to permeate satisfied staff more easily, values which are then reflected on the quality and quantity of non-credit services offered to clients.

# TASKS

The selected service provider will be expected to complete the following tasks and propose the best methodology for doing so:

# Task 1: Review of Compensation Packages and Benchmarking

Review compensation packages for Tanmeyah’s eight (8) current MFI members and benchmark the compensation packages against a sector standard, as well as potentially competing employers in other sectors. Provide documentation and rationale related to benchmarking, and provide comparison of packages from a sector- and MFI-specific perspective. The MFI-specific reports will be issued only to Tanmeyah and the concerned MFI.

**Task 2: Collect, Analyze and Interpret MFI Employee Satisfaction Data**

Firm should propose industry best practice for collecting reliable employee satisfaction data. This should include design of instrument and best method for data collection (e.g. one-on-one interviews, focus groups discussions, etc.) Firm should collect, analyze and interpret data, from a sector- and MFI-specific and gender perspective. The MFI-specific reports will be issued only to Tanmeyah and the concerned MFI.

**Task 3: Provide Recommendations, General Advice and Guidance for Improved Practice**

Based on Tasks 1 and 2 above, the firm should provide recommendations, general advice and guidance on better practice and/or areas where there is room for improvement, for both the sector and the individual MFIs. Results for the sector will be provided both in writing as well as via a presentation of findings for the sector. Each MFI will also receive an individual assessment, which will be shared in written format with the MFI. The MFI will have a designated period for review and clarification. Any additional support, e.g. training for staff, etc., would be outside the scope of this RFP.

**If awarded the work, Contractor must:**

* + - Abide by the FHI 360 Institutional Review Board (IRB) guidelines for human subjects research (**Annex F**), including working with FHI 360 to submit a Human Subjects Research Determination form.
    - Ensure professional and friendly behavior by field staff in interactions with respondents.
    - Safeguard the confidentiality of responses, conducting each interview in a location where the respondent feels comfortable offering candid responses.

# DELIVERABLES

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| **TASK** | **DELIVERABLES** |
| **Task 1:** Review of Compensation Packages and Benchmarking | 1. Provide documentation and rationale related to benchmarking, and provide comparison of packages from a sector- and MFI-specific perspective. The MFI-specific reports will be issued only to Tanmeyah and the concerned MFI. |
| **Task 2:** Collect, Analyze and Interpret MFI Employee Satisfaction Data | 1. Provide sortable data table, infographics and report that analyze and interpret data from a sector- and MFI-specific and gender perspective. The MFI-specific reports will be issued only to Tanmeyah and the concerned MFI. |
| **Task 3:** Provide Recommendations, General Advice and Guidance for Improved Practice | 1. Identify at both a sector- and individual MFI-level policies, procedures and package improvements, including gender performance in company policies, procedures and packages, either based on the benchmarking or against best practice internationally, taking into account the Jordanian context. Conduct a presentation/workshop explaining the recommendations and findings and how the data can be further utilized. The MFI-specific recommendations, advice and guidance will be issued only to Tanmeyah and the concerned MFI. |

*All deliverables should address all RFP requirements outlined in this document.*

*All Deliverables are in English language, presentations and progress updates might require bilingual (English/Arabic) capabilities.*

*Vendor to apply formal document controls and versioning on all issued deliverables.*

# SUBMISSION INFORMATION

# 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, along with a copy of your legal registration, are included with the technical proposal otherwise your proposal will be rejected.

1. This RFP is issued as a public notice to ensure that all interested, qualified and eligible organizations legally registered in Jordan that fulfill USAID-designated Geo Code 937 country (meaning Jordan, the US and other developing countries[[2]](#footnote-2)) have a fair opportunity to submit proposals. Organizations must have a successful track record of similar projects. All staff involved must be fluent in both Arabic and English languages.
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.

### Alternative proposals will not be considered. Proposals not conforming to this solicitation may be categorized as unacceptable and eliminated from further consideration.

Offerors are allowed to submit one proposal. If an Offeror participates in more than one proposal, all proposals involving the Offeror will be rejected.

### Proposals shall be written in English. Cost proposals from Jordanian offerors shall be presented in Jordan Dinar. Cost proposals from US or other Geo Code 937 qualified Offerors shall be presented in US Dollar.

### 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)**.**

1. The person signing the Offeror’s proposal must have the authority to commit the Offeror to all the provisions of the Offeror’s proposal.
2. 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.
3. 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 title and/or number.

**PART A: TECHNICAL PROPOSAL**

The Technical Proposal shall be straightforward and concise describing how the Offeror intends to carry out and satisfy the TASKS and DELIVERABLES described in Sections V and VI above. 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 twenty (20) pages in total. Pages in excess of 20 pages will not be read or evaluated.

Detailed information should be presented only when required by specific RFP instructions. Items such as graphs, charts, tables may be used as appropriate but will be considered part of the page limitation. Key personnel resumes, bio-data sheets and dividers are not included in the page limitation. No material may be incorporated in the proposal by reference, attachment, appendix, etc. to circumvent the page limitation.

1. **Organizational Information:**
   * Organization’s legal name
   * Contact name and position or title
   * Organization’s E-mail address, physical address and telephone number
   * Evidence of Responsibility and Independent Price Certification Form (includes confirmation that firm is a USAID-designated Geo Code 937 country – meaning Jordan, the US, and other developing countries) – **Annex D**
   * Copy of legal registration for business in Jordan, the United States or other USAID Geographic Codes 937.
2. **Technical Approach/Description of Methodology:** A narrative – not to exceed ten (10) pages – that outlines the service provider’s methodology for executing the proposed approach, objectives, tasks and deliverables as described above.
3. **Timeline**: A detailed timeline required to complete the project.
4. **Capability Statement:** A narrative – not to exceed three (3) pages – that explains the Offeror’s capabilities to perform the scope of work, tasks and deliverables, indicating past experience in review of compensation packages and benchmarking, conducting employee satisfaction surveys, assessing firm gender performance, and providing recommendations and guidance for improved practice. The offeror shall demonstrate it has the necessary organizational systems and procedures, e.g. personnel policies, travel policies, project management, equipment, supplies and personnel in place to successfully comply with the contract requirements and accomplish the expected results.
5. **Past Performance:** Not to exceed five (5) pages, the Offeror shall submit a list of current and past similar work and assignments completed in the past five years that were similar in size, scope and complexity, with particular attention paid to those performed in Jordan and the Middle East. Please use the Past Performance Reference Form template in **Annex E.**
6. **References**: References from a minimum of three (3) clients worked with in the past two years on activities similar to this scope of work. Include the contact information: company or organization, name, phone number and email.
7. **Personnel/Staffing:** Not to exceed two (2) pages, the Offeror shall identify, in summary format of 2-3 sentences, the names, anticipated positions of the field team leaders and essential personnel proposed to perform the requirements of this scope of work, tasks and deliverables. The narrative shall include the percentage of staff time of principals and managers on this activity. Please note any staff that have performed gender analysis/assessments. CVs (not to exceed two pages each) that clearly describe education, experience and professional credentials, and biodata forms (**Annex C**) shall be completed and attached for the proposed personnel. These pages do not count towards the page limitation for this section. **Note:** proposed salaries for staff shall be supported by the salary history certified in the biodata forms. 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 ***Annex A - Budget Template***.

The detailed cost proposal **shall be broken down by each task** (refer to Section V. TASKS) and include the following:

* 1. Proposed staff, rates, number of person-days needed to accomplish the work.
  2. Transportation and logistics costs
  3. Costs of workshops, trainings, meeting sessions with Tanmeyah staff and MFI staff and related materials, printed materials, supplies, etc.

Provide in the Budget Narrative section, using ***Annex B – 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. Cost proposals from US or other Geo Code 937 qualified Offerors shall be presented in US Dollar.
2. Offer must indicate the inclusion/exclusion of any applicable taxes such as **VAT.**
3. **All costs must be budgeted as direct costs.  Indirect costs will not be accepted.**
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 (**Annex C**) for any proposed staff named in the budget.
7. Travel and Transportation – Provide the number of trips, origin and destination of trips, estimated air fares, and other costs such as taxi fees. **Please note that international travel will not be funded through this award**.
8. Per Diem – Offerors shall budget per diem associated with travel and transportation with their established written policy that shall not exceed the U.S. Department of State Standardized Regulations for per diem, which may be accessed electronically at the following internet address:

<http://aoprals.state.gov/web920/per_diem.asp>

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

# EVALUATION CRITERIA

Bids will be evaluated using the **Trade-Off** methodology with the award being made to the Offeror that provides the most responsive and therefore, the best-value, according to the Evaluation Criteria (see below). Only service providers able to provide all of the requirements listed above will be considered. FHI 360, as the prime implementer for USAID LENS, and MEDA, as implementing partner, will supervise the evaluation and awarding of the project in full coordination with Tanmeyah.

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

The mandatory requirements are:

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|  | **MANDATORY REQUIREMENTS** | **MEETS REQUIREMENT** |
| **1.** | **Legally registered to do business in Jordan – Offer shall provide a copy of its registration document with the technical proposal.** | **YES/NO** |
|  | **Nationality of Offeror meets USAID Geographic Code 937 requirement – Offeror shall be registered in the US, Jordan or a USAID-designated 937 developing country** | **YES/NO** |
| **3.** | **Evidence of Responsibility and Independent Price Determination Form Completed – Offeror shall complete and submit the Evidence of Responsibility and Independent Price Determination Form with the technical proposal.** | **YES/NO** |
| **4.** | **The detailed cost proposal follows the prescribed format.** | **YES/NO** |

Bids satisfying the mandatory requirements will then be evaluated for technical strengths and cost.

To be considered technically qualified, bids must score a minimum of 65 technical points (out of 80 total technical points). Only those firms that are deemed technically qualified will have their cost proposals scored.

The evaluation will be based on the following weighted categories:

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| **1** | **Technical Approach**   * Comprehensiveness of proposed approach. Clarity and appropriateness of proposed activity. * Implementation plan and proposed timeline are realistic and include all proposed elements of activity. | 20 points |
| **2** | **Capability Statement –** Demonstrated organizational capabilities and experience as follows:   * Organizational competence relative to the Tasks and Deliverables, including knowledge of and experience working in Jordan and the Middle East * Capabilities mobilizing short-term technical assistance experts and teams. * Organizational systems and procedures | 20 points |
| **3** | **Past Performance/References**  Overall, previous successful experience implementing similar activities, looking at:   * Quality of product or service, including timeliness of performance; * Meeting goals and targets; * Customer satisfaction with performance; and * Prior experience working in Jordan and the Middle East. | 20 points |
| **4** | **Personnel**  Demonstrate that key personnel, team leaders:   * Are available to meet the requirements * Have appropriate level of qualification and experience to lead and to implement project. | 20 points |
| **5** | **Cost Proposal**  In evaluating the proposed budget, FHI 360’s concerns include determining whether:   * Proposed price reflects a clear understanding of the requirements stated in this RFP, and is consistent with the various elements of the Offeror’s proposal (10 points). * Proposed price is reasonable in comparison with proposed prices received in response to the solicitation. For this, the lowest price cost proposal will receive the highest score for cost. Higher-priced cost proposals will receive a correspondingly lower score based on the following formula (10 points):   **Lowest Price (LP)/Current Price (CP) x XX points = score**  Unrealistically low or high proposed prices, initially or subsequently, may be grounds for eliminating a proposal from competition either on the basis that the Offeror does not understand the requirement or the Offeror has provided an unrealistic proposal. | 20 points |

***NOTE:*** *FHI 360 will not compensate the company for its presentation of response to this RFP nor is the issuing of this RFP a guarantee that FHI 360 will award a subcontract.*

**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.

**ORAL PRESENTATIONS** – Following the technical and cost evaluation, the selection committee reserves the right to require shortlisted bidders to present key parts of their submitted proposals to the committee. Based on those presentations, the selection committee will make the final decision.

The Offer that scores the highest will be determined the most responsive to the RFP and the project needs.

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.

# GENERAL TERMS AND CONDITIONS

1. Any proposal received in response to this solicitation will be reviewed **strictly** as submitted and in accordance with Section VII, Evaluation Criteria.
2. 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/she/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 is anticipated to award a fixed-price subcontract to the Offeror whose proposal will be evaluated based on the evaluation criteria described previously.

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 a vendor 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 vendor.

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 vendors 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 vendors.
* 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 award a subcontract.
* FHI 360 may choose to award a subcontract to more than one offeror for specific parts of the activities in the RFP.

**ATTACHMENTS**

Annex A – Budget Template

Annex B – Budget Narrative Template

Annex C – Biodata Form

Annex D – Evidence of Responsibility and Independent Price Determination Form

Annex E – Past Performance Reference Form

Annex F – Human Subjects Research (HSR) Determination Guidance

Annex G – Subcontract Terms and Conditions

**[END OF RFP]**

1. For USAID’s list of developing countries, please see <http://www.usaid.gov/sites/default/files/documents/1876/310maa.pdf> [↑](#footnote-ref-1)
2. For USAID’s list of developing countries, please see <http://www.usaid.gov/sites/default/files/documents/1876/310maa.pdf> [↑](#footnote-ref-2)