

Amendment #1

Date: Nov 21, 2024

Frequently Asked Questions:

Makanati Cultural Creative Industries and Tourism (CCIT) Request for Application (RFA) 02/2024

1. What are the geographical areas covered by the grant?

Answer: Makanati CCIT RFA targets the following specific geographic areas of Jordan: Jerash, Ajloun, Dead Sea, Wadi Rum and Petra. However, certain pillars will have an impact on a national level.

2. Can institutions outside the targeted areas apply for the grant, but carry out the project in the targeted areas?

Answer: Yes, if project activities are carried out in the targeted areas of Jerash, Ajloun, Dead Sea, Wadi Rum and Petra, the headquarters of the applying institution may be outside the targeted areas.

3. Is it possible to submit applications for non-targeted areas despite the alignment of objectives and activities with the grant?

Answer: Our focus is on the target areas of Jerash, Ajloun, Dead Sea, Wadi Rum, and Petra. In exceptional cases, projects outside these areas may be considered if they demonstrate strong alignment with the grant's scope, USAID Makanati's indicators, and/or the applicant's relevant experience.

4. What is the allocated amount for this grant? Is it possible to increase this amount?

Answer: According to the RFA "Section II: Funding Information":

"The estimated funds available awarded under this NOFO are between 60,000 JOD - 100,000 JOD per grant, subject to funding availability. In some exceptional cases, an award may be negotiated above this amount based on the grant's scope, alignment with USAID Makanati's indicators and/or the applicant's experience."

5. What documents need to be submitted to the RFA?

Answer: To be considered eligible, applicants must submit four documents: the Scope of Work, Budget, Workplan, and a signed Conflict of Interest form. Please follow the provided link to download the templates in either Arabic or English. The link:

<https://encompassworld.com/project/usaaid-makanati-womens-empowerment-and-economic-leadership-activity-weela/>

6. Is it possible to apply for the grant focusing on tourism?

Answer: An applicant may apply for a grant that includes activities that involve one or more of the targeted sectors (Tourism, Ecotourism, Agritourism, Creative Cultural Industries) only as described in the RFA as long as activities align with the applicant's institutional capacity.

7. Is it possible to submit more than one application in the same RFA?

Answer: Yes, applicants may submit more than one application under the same RFA, as long as each application presents a distinct concept and aligns with the eligibility criteria outlined in the RFA.

8. Is it possible to submit more than one theme in the same grant application?

Answer: An applicant may apply for a grant that includes activities that involve one or more of the targeted sectors (Tourism, Ecotourism, Agritourism, and Cultural Creative Industries (CCIs)), described in the RFA as long as activities align with the applicant's institutional capacity. However, applicants are encouraged to concentrate on a single sector to strengthen their technical proposal, such as tourism or creative industries, but it is also possible to address multiple pillars or all five pillars if needed.

9. Can companies apply to be a consortium through this grant?

Answer: Yes, institutions can apply as a consortium, with one of the companies or organizations leading the consortium or submitting the main application on behalf of the partners. If the grant is awarded, the lead applicant will be required to sign the grant agreement and will be responsible for the overall management requirements and reporting outlined in the grant agreement. Eligibility criteria apply to all members of the consortium.

10. Is it permissible to apply as an individual institution or in collaboration with another entity?

Answer: Yes, institutions can apply individually for the grant, provided that the applying entity is officially registered in Jordan. However, USAID Makanati encourages partnerships with the private sector and other institutions. Accordingly, organizations that meet the required criteria can apply together, provided that one of the organizations is designated as the lead for the application, noting that the eligibility criteria will apply to all involved organizations. USAID Makanati encourages applicants, individual organizations or consortiums of associations, industry and commerce chambers, and business service providers (BSPs), applying to this opportunity to utilize the one-to-many approach by providing tailored support to numerous businesses across the targeted sectors, helping them align with Makanati values and achieve the grant objectives.

11. Are individual projects allowed to be submitted by individuals?

Answer: No. According to the RFA "Section III: Eligibility Information": "An individual cannot apply as an applicant."

12. What is the expected start date for this grant and the project implementation period?

Answer: According to the RFA, Section II: Funding Information, under the "Start Date and Period of Performance:"

"Applications must offer a period of performance starting no earlier than March/April 2025 and ending no later than March/April 2026. The initial period of performance of any grant must be 12 months or less."

13. Does the institution's registration in the (SAM) system affect the evaluation of the proposal?

Answer: The registration or non-registration of the institution in the SAM system does not affect the evaluation of the proposal, as this criterion is not part of the assessment criteria according to the RFA. However, if awarded, registration in SAM is a requirement of the grant as grantees are required to obtain a Unique Entity ID (UEI). The registration process for a UEI number, <https://sam.gov/> may take many weeks to complete. Therefore, Applicants are encouraged to begin the process as early as possible.

14. If an entity was previously registered in the SAM system but forgot the password. What should be done?

Answer: There are several methods to recover your password. Please follow them. If you fail, you can register again on the system using a different email and set a new password. Make sure to save the new information in an easily accessible place to avoid this issue in the future.

15. Is it required to register on the SAM system?

Answer: Yes, registration on the SAM system is required to obtain the unique entity identifier. Any organization receiving over \$25,000 must have this number.

16. When is the deadline for grant applications?

Answer: Please note that the deadline for submitting applications is December 08, 2024, at 5:00 PM local time in Amman.

17. What is the process for applying for the grants, and is it possible to submit the application in the Arabic language?

Answer: Applications can be submitted in English or Arabic, no later than December 08, 2024, at 5pm local time in Amman. Applications submitted after the closing date/time will not be considered. One electronic copy of the application with required attachments should be sent to MakanatiGrants@encompassworld.com with “Applicant [organization name] - RFA 02/2024” in the subject line. USAID Makanati will confirm receipt of the application within 5 business days of the closing date and will continue to review the applications on a rolling basis. If you have not received confirmation of receipt, we recommend following up to ensure your application has been received. All applicants will be informed whether their application has been selected for funding or not.

18. If we propose a project that requires operational costs, will the United States Agency for International Development (USAID) cover the operational cost during the project implementation period?

Answer: Yes, provided that these costs are related to the activities mentioned in the grant’s application and reasonable in relation to the proposed grant’s activities.

19. Could you clarify if this fund is a one-time opportunity?

Answer: Yes, it is a one-time opportunity.

20. Are individual organizations allowed to apply for the grant?

Answer: Yes, individual organizations officially registered in Jordan and whose work activities and experience align with the goals and requirements of this grant application are allowed to apply.

21. What is the process for applying for the grant? Is it through email, or should the completed forms be uploaded on the website?

Answer: The completed grant application forms should be sent via email to: MakanatiGrants@encompassworld.com

22. Where can the application forms be found?

Answer: All grant application forms can be found on the website: <https://encompassworld.com/project/usaids-makanati-womens-empowerment-and-economic-leadership-activity-weela/>

23. How many grants will be awarded under this grant application?

Answer: There is no specific number determined at this stage. All applications will be carefully evaluated, and those that meet the criteria mentioned in this grant application call will be selected after approval by the specialized selection committee.

24. Does the project for which the grant application is being submitted need to be a new project, or can it be an ongoing project that will be further developed through the grant?

Answer: The project does not necessarily have to be a new project. It can be an ongoing project that will be further developed and enhanced through the grant.

25. Is it possible to share the presentation from the introductory session with those interested in applying for the grants?

Answer: All the information mentioned in the introductory session can be found in the Request for Application (RFA) and the link can be found [here](#).

26. Can male beneficiaries also be included in the program?

Answer: Yes, male beneficiaries can also be included in the program with a focus on women.

27. Given that the initiative is nationwide, are there specific percentages of beneficiaries required from certain areas, or can we select randomly? Do we need to cover all governorates, or can we choose among them?

Answer: The grant targets specific areas as outlined in the Makanati CCIT RFA targets the following specific geographic areas of Jordan: Jerash, Ajloun, Dead Sea, Wadi Rum and Petra. The applicant may select one or a combination of the governorates, as long as they have the capacities and resources to carry out activities in those areas. There is no specific percentage of beneficiaries allocated to any of the governorates.

28. No fees or profits are allowed, but are contingency fees permitted?

Answer: No, contingency fees are not allowed.

29. Since you accept both US and non-US business service providers, and we are registered in both the US and Jordan, which registration would you prefer us to use for our application?

Answer: Please use your Jordanian registration for your application.

30. Can the grant duration be less than 12 months?

Answer: Yes, the grant duration can be less than 12 months.

31. When applying, do the five scopes under the RFA need to involve tourism?

Answer: Tourism encompasses various aspects, and the creative industry is also a broad field. While the concept should ultimately support or contribute to tourism, it doesn't need to do so directly, it can have an indirect impact as well.

32. Can we apply for a grant if we have previously served as a supplier for another grant?

Answer: Yes, the applicant is eligible to apply for a grant as long as their previous role as a supplier has been disclosed and there is no conflict of interest. The applicant can also apply for a new grant with USAID Makanati while implementing an ongoing one, provided that the new proposal has a different scope from the active project.

33. What is the ratio of female to male participation in the project?

Answer: The supported beneficiaries must be women only; however, the contribution and participation of men in supporting the grant activities can be tailored within the proposed intervention. Please refer to the objectives and indicators for more clarifications.

34. Are partnerships stronger when working with Community-Based Organizations (CBOs) or when directly targeting women?

Answer: Applicants may choose to pursue either or both options; however, involving partners is encouraged to strengthen the technical proposal.

35. Are semi-government entities eligible for grants?

Answer: Grants involving governmental or semi-governmental organizations may be subject to additional approval requirements. It is possible to apply with a governmental organization as a partner but if they are anticipated to receive funds, goods, or services the time needed for approvals must be taken into account.

36. If a grantee currently has an active grant with Makanati and wants to apply with the same concept, is that permissible?

Answer: No, if the new application is for the same concept, the applicant must fully complete and close out the current active grant before becoming eligible for additional funding. However, if the applicant has not yet reached the signing or final stage of the current grant, they are eligible to apply with the same concept. For applications with different concepts, there are no restrictions.

37. Are there specific conditions for private entities to be eligible for funding?

Answer: No, the type of entity does not affect eligibility; however, entities must be officially registered, comply with local laws, and follow Companies Control Department practices.

38. Can the grant support projects involve livestock?

Answer: Yes, the grant can support projects involving livestock, provided they are connected to tourism and comply with specific U.S. Government (USG) requirements. Given that this grant does not cover the purchase of livestock.

39. Does the number of founders/owners of private entities affect eligibility?

Answer: No, the number of partners or owners does not impact eligibility.

40. Could you provide more information about accredited certifications?

Answer: The institute offers accredited training programs because it specializes in this field. Proposing non-accredited training will reduce the proposal's strength.

41. What is the minimum age required for a company to be eligible?

Answer: There is no minimum age requirement; the company just needs to be registered.

42. Does the transportation pillar in the RFA include stipends for participants?

Answer: No, the transportation pillar in the RFA is designed to support the development of sustainable transportation solutions, rather than providing direct stipends for participants enrolled in the training or activities. The goal is to create systems or services that improve accessibility and mobility for beneficiaries involved in the project, addressing transportation needs in a more lasting

and impactful way. Direct financial support for individual travel costs falls under the direct logistical expenses for the activities and is not included within this pillar.

43. Can a company change its registration to align with the objectives of the RFA?

Answer: Registration details and company objectives do not affect eligibility unless otherwise specified; however, applicants should demonstrate experience with similar projects and proven capacity to manage activities under this grant.

44. Can the primary organization work with individual service providers and consultants?

Answer: Yes, the primary organization can work with individual service providers and consultants, depending on project requirements.

USAID Makanati Women's Economic Empowerment and Leadership Activity

REQUEST FOR APPLICATION (RFA)

Implementer: EnCompass LLC

Funding Opportunity Title: Employment and Leadership Pathways (ELP) for Women: Cultural Creative Industries and Tourism

Announcement Type: Request for Application (RFA)
RFA Number: RFA 02/2024

Issuance Date: November 03, 2024
Closing Date: December 08, 2024

Information Session 1 via Zoom: November 12, 2024

Topic: CCIT RFA - INFORMATION SESSION (1)
Time: Nov 12, 2024 11:00 AM Amman

Join Zoom Meeting
<https://encompassworld.zoom.us/j/82897016060>

Meeting ID: 828 9701 6060
Passcode: 261798

Information Session 2 via Zoom: November 14, 2024

Topic: CCIT RFA - INFORMATION SESSION (2)
Time: Nov 14, 2024 12:00 PM Amman

Join Zoom Meeting
<https://encompassworld.zoom.us/j/81683756447>

Meeting ID: 816 8375 6447
Passcode: 669031

Anticipated Period of Performance: 01 March/April 2025 – 31 March/ 30 April 2026

Dear Prospective Applicants:

Encompass LLC (EnCompass) is soliciting applications for grants under the United States Agency for International Development (USAID) Makanati Women's Economic and Leadership Activity (Makanati). The objectives of the grants that will be awarded under this mechanism align with Makanati's objectives, which are to:

- (1) Improve women's access to jobs in the private sector and leadership opportunities in the private and public sectors.
- (2) Improve supported perceptions, practices, and advocacy; and
- (3) Stimulate and enforce more equitable, safe, and accessible working environments.

This RFA is a Notice of Funding Opportunity (NOFO) which focuses on funding grants that support the Makanati Values, which are principles critical to empowering women and creating work environments that result in dignified and rewarding employment and leadership of women. The Values are:

- **Recognize:** Diagnose, understand, and acknowledge the socio-cultural, economic, business and market-related opportunities, motives, and barriers facing women in economic participation, employment, and professional leadership.
- **Communicate:** Speak up, empower, and support women in economic participation, employment, and professional leadership, especially in the private sector.
- **Act:** Take concrete steps toward supporting an enabling and empowering environment that contributes to waged, rewarding, and dignified employment and career progression/leadership for women.
- **Inspire:** Promote the voices of role models, positive change agents, women leaders, male champions, and youth to build community, family, and employers' support for women's employment, economic participation, and professional leadership.

Applicants should and are responsible for reading the RFA in its entirety. Applicants are responsible for:

- Reviewing Eligibility Requirements listed in Section III: Eligibility Information
- Ensuring submitted applications address all items listed in Section IV: Application and Submission Instructions
- Understanding the criteria listed under Section V: Evaluation and Merit Review and seeking clarification during the Question-and-Answer period as needed.

Applications can be submitted in either English or Arabic, **no later than December 08, 2024, at 5 PM local time in Amman**. Applications submitted after the closing date/time will not be considered. An electronic copy of the application with required attachments should be sent to MakanatiGrants@encompassworld.com with "Applicant [organization name] – Makanati ELP RFA 02/2024" in the subject line. USAID Makanati will confirm receipt of the application within 5 business days of the closing date and will continue to review the applications on a rolling basis. All applicants will be informed whether their application has been selected for funding.

The RFA consists of the following:

- Section I: Program Description
- Section II: Funding Information
- Section III: Eligibility Information
- Section IV: Application and Submission Instructions
- Section V: Evaluation and Merit Review
- Section VI: Evaluation Process and Funding
- Section VII: Terms of RFA
- Section VIII: Mandatory and as Applicable Standard Provisions
- Section IX: Checklist and Appendices
- Attachment 1: Application form
- Attachment 2: Budget Template
- Attachment 3: Workplan
- Attachment 4: Pre-award Assessment Template
- Attachment 5: Conflict of Interest Disclosure

Questions regarding the RFA and/or any of its contents will be answered from issuance of the RFA through the question deadline on November 14, 2024 at 5PM local Amman time. Questions (in Arabic or English) should be submitted via email to MakanatiGrants@encompassworld.com with the subject "[Applicant organization name]- Question" in the subject line. Questions may not be answered individually and due to the volume of questions, Makanati may not confirm receipt. All questions will be answered via an amendment to this RFA which will be posted on November 21, 2024.

Applications will be reviewed in accordance with the RFA by a technical committee that will evaluate the applications according to Section V: Evaluation and Merit Review. Makanati will use the review from the technical review committee and an evaluation of costs as the basis for the selection of successful applications.

This project is funded by USAID and is subject to applicable donor regulations and provisions. This RFA does not obligate USAID and/or EnCompass to award grant(s) nor does it commit USAID and/or EnCompass to pay any costs incurred in the preparation and submission of an application. EnCompass and/or USAID reserve the right to not fund any of the applications received. All recommendations for funding are contingent upon the approval of USAID.

Thank you for considering this opportunity. We look forward to receiving your application.

Sincerely,

Dr. Deborah J. Smith

Chief of Party

USAID Makanati Women's Economic Empowerment and Leadership Activity

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Acronyms

CBO	Community-based organization
CCIs	Cultural Creative industries
CFR	Code of Federal Regulations
CSO	Civil Society organization
CSR	Corporate Social Responsibility
ELP	Employment and Leadership Pathways
FAA	Fixed Amount Award
GUCS	Grants Under Contract
HR	Human Resources
ICT	Information and Communication Technology
IMC	Inter-Ministerial Committee
JNCW	Jordan National Commission for Women
LLC	Limited Liability Cooperation
LPC	Local Partnership Committee
MEL	Monitoring, evaluation, and learning
MSME	Micro-, Small-, and Medium-sized companies
MTDC	Modified total direct costs
NGO	Non-governmental organization
NICRA	Negotiated indirect cost rate agreement
NOFO	Notice of Funding Opportunity
ODC	Other Direct Costs
RFA	Request for Application
SAM	System for Award Management
SME	Small and Medium Enterprises
TOC	Theory of Change
UEI	Unique Entity ID
UNTWO	World Tourism Organization
USAID	United States Agency for International Development
USG	United States Government
WEE	Women Economic Empowerment

Section I: Program Description

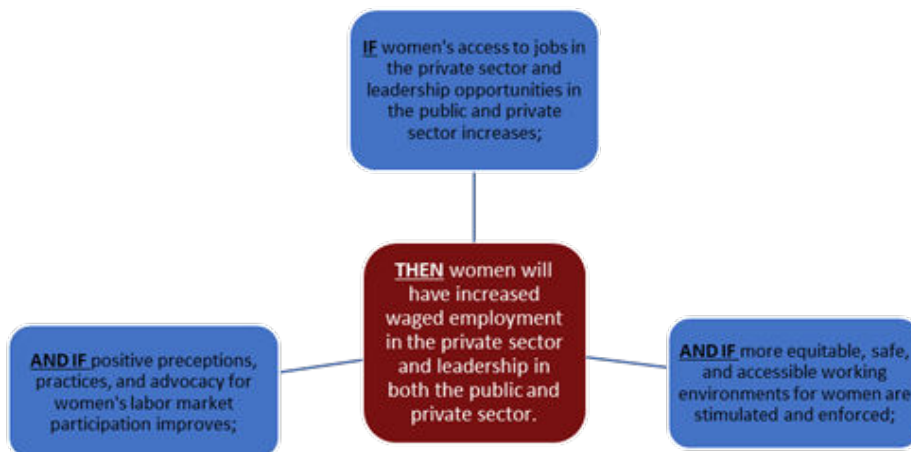
Makanati Objective

In November 2021, the USAID Mission to Jordan awarded EnCompass LLC and its partners the five-year Women’s Economic Empowerment and Leadership Activity which is now officially known as USAID Makanati Women’s Economic Empowerment and Leadership Activity hereinafter to be referred to as USAID Makanati. The objective of USAID Makanati is to contribute to increasing women’s access to waged employment and leadership opportunities in Jordan. This will be done through three interlinked and equally important purposes:

1. Women’s Access to Jobs in the Private Sector and Leadership Opportunities in the Public and Private Sectors Increased
2. Perceptions, Practices, and Advocacy for Women’s Labor Market Participation Improved
3. More Equitable, Safe, and Accessible Working Environments for Women Stimulated and Enforced

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

Exhibit I. Illustrative Theory of Change



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

Makanati Grants Objectives

Scope of Work

The USAID Makanati Activity invites grant proposals under this Request for Applications (RFA) that will contribute to USAID Makanati’s Objective of increasing women’s access to waged employment and leadership opportunities in Jordan. This RFA invites applications targeting women living in Jordan’s rural areas and women who come from tribal communities. It is particularly interesting to receive applications that focus on women’s employment and leadership opportunities in the cultural creative industries and tourism. Activities being proposed should focus on at least one of the following four key areas:

1. The collective empowerment of self-employed women.
2. Job readiness and access to employment.
3. Skills upgrading and leadership advancement.
4. Support services to support working women; and,
5. Evidence-based advocacy for legislative reform and amendments.

Focus/ Targeted Sectors: Tourism encompasses all aspects of the travel and hospitality sector. Makanati is particularly interested in grant proposal that focus on ecotourism, agritourism and rural tourism, as well as cultural and creative industries. Below are the focus/targeted sectors that this RFA will target:

- **Tourism:** According to the World Tourism Organization (UNWTO), tourism is a social, cultural, and economic phenomenon that involves the movement of people to countries or locations outside their usual environment for personal or professional purposes. These individuals, known as visitors, can be tourists or excursionists, and residents or non-residents, with their activities often involving tourism-related expenditure. As per the Ministry of Tourism and Antiquities (MoTA), the tourism sector comprises several sub-sectors, including hotels, restaurants, travel agencies, car rental services, tourist shops, tourist transportation, diving centers and water sports.
- **Ecotourism** is responsible travel to natural areas that conserve biodiversity and sustain the well-being of local people. Ecotourism aims to generate income to support protection, create nature-inspired jobs that do not exert pressure on the natural resources of the area, may change attitudes towards conservation and help people understand and value their natural heritage. (RSCN).
- **Agritourism** is a form of commercial enterprise that links agricultural production and/or processing with tourism to attract visitors onto a farm, ranch, or other agricultural business for

the purposes of entertaining and educating visitors while generating income for the farm or ranch,¹.

- **Cultural Creative industries (CCIs):** are often referred to as part of the “orange economy” which lacks a clear definition in national strategies and forums within Jordan. According to UNESCO, the creative economy includes 18 sectors: advertising, books, newspapers, visual arts, film, magazines, architecture, gaming, music, radio, TV, dance, crafts, fashion, cultural tourism, design, software, and photography. A distinguishing feature of these sectors is that their products rely on talent, creativity and intellectual assets as key inputs. Globally, these industries contribute about 30 million jobs, with visual arts being the biggest employer, followed by music and literature. (UNESCO, 2021) Nationally and according to the National Culture Strategy (2023 -2027) the Cultural and Creative Industries includes the following: **libraries, visual arts, culinary arts, fashion, heritage theatre, performing arts, literature, publishing and translation, architecture and design museums, music, and film.**

Theme One: The collective empowerment of self – employed women

Potential Applicants: cooperative associations, business associations, private sector companies, civil society organizations.

Studies²³ show that women working in cooperatives can significantly enhance women’s economic participation, especially in rural and tribal areas, through leveraging collective power and shared resources. Cooperatives allow women to pool their skills and capital, reducing individual financial risks while improving access to larger markets. They create supportive networks, providing women with social and professional connections to overcome cultural and economic obstacles. They are also culturally adaptable, creating sustainable employment opportunities tailored to local needs and allowing women to contribute economically to areas with limited formal employment options. Additionally, cooperatives can assist individual entrepreneurs, who are vital to the economy, especially in creative industries, to build their businesses. These individuals frequently encounter geographical and cultural challenges, particularly in rural areas where women face transportation difficulties and conservative customs that hinder their business efforts. Cooperatives can address these obstacles through providing essential support and infrastructure needed to help women succeed in their entrepreneurial projects.

Grants in this area should achieve one or more of the following objectives:

- Women's access to productive economic resources is enhanced.
- The skills of individuals after completing are enhanced.
- The capacity of individuals to secure new or improved employment through workforce development programs⁴ is enhanced.

¹ [AgriTourism | National Agricultural Library \(usda.gov\)](#)

² Jordan National Commission for Women, Towards Enhancing the Role of Women in Cooperatives, cooperatives as a means for women’s economic Empowerment, [Policy Paper Towards Enhancing the Role of Women in Cooperatives.pdf](#)

³ Economic and Social Council of Jordan and USAID Makaanati, The Role of Cooperatives Associations in Empowering Women Economically in Jordan, 2024, unpublished.

⁴ Apprenticeship programs, career readiness programs, sector-specific skills training, workforce re-entry programs, etc.

- Public and private networks, coalitions, and partnerships—both local and national—to promote economic gender equity are established.

Proposed Interventions:

- **Improving women's employability through innovative business models like cooperatives and business associations:** Introduce and implement creative business models to create sustainable job opportunities – waged or self-employed -- for women in the focus sectors. Priority will be given to proposals that support women-led initiatives showcasing Jordan's cultural heritage and culinary traditions through authentic tourism and cultural experiences.
- **Enhancing the value chain ecosystem and market access for women in the focus sectors:** improve the value chain ecosystem through enhancing trade facilitation and expanding access to new export markets, while optimizing production and distribution processes. Additionally, efforts should aim to increase market access for women by developing platforms and digital marketplaces that link them with global consumers, promoting cultural exchange and broadening their market reach.
- **Leveraging technology for enhancing women's employability in the focus sectors:** Launch technology-driven projects to advance focus sectors, including mobile apps, online booking platforms, and virtual reality experiences. These activities aim to create work opportunities for women and enhance the value chain in these areas.
- **Promoting environmentally friendly sustainable options for self-employed women in the focus sectors:** Implement initiatives to promote sustainability within focus sectors by developing eco-friendly products, sustainable packaging, and green design practices. and green design practices that minimize environmental impact throughout the value chain. Additionally, projects focused on upcycling, recycling, and waste reduction can contribute to a more sustainable and circular economy within the targeted sectors.
- **Establishing creative incubators to support women in the focus sectors:** Set up creative incubators and innovation hubs to provide resources, mentorship, and networking opportunities for women and youth entrepreneurs. Offer co-working spaces, maker studios, and business support for women to foster innovation and drive growth in the focus sectors.

Theme Two: Job Readiness and Access to Employment

Potential Applicants: cooperative associations, business associations, private sector companies, service providers, civil society organizations.

Across all sectors, studies⁵ indicate that recent graduates encounter considerable obstacles when transitioning from university to the job market. Many young people lack adequate career guidance, making it even more challenging to secure suitable employment. This highlights an urgent need to enhance efforts in guiding and mentoring students and graduates, enabling them to better understand job market dynamics and identify opportunities aligned with their skills and specialties. Such support helps set clear career goals and actionable plans.

⁵ Economic and Social Council of Jordan, The state of the Country Report, [7.pdf \(esc.jo\)](#), 2021

A study on Jordan's tourism sector⁶ revealed a significant skills gap between the advanced skills required and those held by workers. Despite the high number of students earning degrees, employment rates remain low to moderate, exacerbating unemployment in the tourism sector. The study also identified a disconnect between academic institutions and private companies, with many schools lacking information on the types of jobs graduates take. It emphasized the need to address challenges in the transition from academia to the workforce, particularly by enhancing skills in marketing, teamwork, analytics, digital tools, and customer relations.

In tribal and rural societies, many women remain unable to enter labor markets in key sectors due to insufficient skills or limited access to skillset training, including apprenticeships and mentorship programs. Implementing specialized training tailored to the unique context of these communities can help foster economic growth in the focus sectors.

Grants in this area should achieve one or more of the following objectives:

- Women's access to productive economic resources is enhanced.
- The skills of individuals after completing workforce development programs are enhanced.
- The capacity of individuals to secure new or improved employment after completing workforce development programs⁷ is enhanced.

Proposed Interventions:

- **Develop and implement apprenticeships and mentorship Programs in the Focus/ Targeted Sectors:** applicants are encouraged to develop and implement specialized apprenticeships and mentorships programs or bridge the gap between the labor market needs of focus sectors and women job seekers. These programs should provide accredited skills training, mentorship, and networking opportunities to equip women with the necessary tools and knowledge to access higher-quality employment, thereby promoting economic independence and prosperity within rural and tribal communities.

Theme Three: Skills upgrading and leadership advancement

Potential Applicants: Cooperative associations, business associations, private sector companies, service providers, civil society organizations.

Across all sectors, women continue to face significant challenges in advancing to leadership positions. Research by Harvard Business Review and the International Labor Organization highlights that gender diversity at leadership levels can significantly boost business performance. A survey of 13,000 companies across 70 countries revealed that over 57% of firms with gender diversity initiatives saw improved business outcomes, with profits increasing by 5-20% in many cases. Additionally, companies noted easier talent retention, enhanced creativity and innovation, better reputation, and a deeper understanding of customer opinions. Further, a study of two million companies in 34 European countries found that gender balance in management correlates with higher corporate profitability. Specifically, an additional female manager or

⁶ Ministry of Tourism & Antiquities , Agenzia Italiana, تحليل فجوة المهارات في قطاع السياحة الاردني-0, [تحليل فجوة المهارات في قطاع السياحة الاردني-0.pdf \(mota.gov.jo\)](#), 2022

⁷ Apprenticeship programs, career readiness programs, sector-specific skills training, workforce re-entry programs, etc.

board member was associated with an increase in return on assets by 8 to 13 basis points. These findings underscore the value of diverse perspectives in decision-making and highlight the positive impact of gender diversity on company performance.

Grants in this area should achieve one or more of the following objectives:

- Women’s access to productive economic resources is enhanced.
- Women’s leadership capacity is enhanced and their self-confidence to access leadership position increased.
- More women enter leadership positions.

Proposed Interventions:

- **Accredited training, mentorship, and networking programs in the targeted/ focus sectors:** Proposals should adopt the Makanati Pathways to Leadership model to advance women into leadership roles within the targeted sector. This model offers a structured approach, focusing on actions to impact both private and public sectors by equipping women with tools for career growth. It includes three interconnected tracks: Accredited Training, Mentorship, and Networking. The training provides professional accreditation, mentorship pairs women with sector experts for guidance, and networking builds connections with key influencers and knowledge hubs, expanding opportunities for women to join influential groups and broaden their experience.

Theme Four: Support Services to Support Working Women

Potential Applicants: cooperative associations, business associations, private sector companies, service providers, civil society organizations.

Public transport is a key requisite for and an indicator of a nation’s economic development, significantly affecting production, employment and income. In Jordan, the public transport system suffers from inefficiency, poor coordination, and inadequate geographic coverage, particularly in more rural areas. According to the International Labor Organization, limited access to efficient and safe public transportation is a major barrier to women's labor market participation in developing countries, reducing their economic involvement by 16.5%. This inefficiency in the transport system directly impacts Jordan’s economic growth, with potential GDP increases of approximately 8 billion Jordanian dinars if women's economic roles were enhanced. Women make up only one-third of public transport users, and less than half of them regularly use public transportation. The lack of effective and safe transport options hampers access to workplaces and economic opportunities, particularly for those without private vehicles. The National Strategy for Women in Jordan (2020-2025) addresses this issue by proposing initiatives to establish a transportation system that is safe, accessible, and reliable, particularly for women, girls, and those in remote areas.

International studies also highlight the relationship between family responsibilities and labor force participation, with women disproportionately handling unpaid care work. This imbalance limits their time for paid employment, contributing to lower labor force participation rates in countries with significant gender disparities in unpaid care responsibilities. Evidence shows that improved childcare policies and services can help bridge this gender gap and in doing so enhance women's labor market outcomes. It also creates job opportunities in the care sector, which are commonly taken up by women. A World Bank

report indicates strong interest among Jordanian women in the childcare sector, underscoring the potential for expanding childcare services to support women's economic participation.

Grants in this area should achieve one or more of the following objectives:

- Increase the availability and provision of work-related services tailored to women's needs.
- Increase the number of women who have access to work related support services.
- Increased the number of men believe domestic responsibilities should be shared.

Proposed Interventions:

- **Enhancing transportation solutions in the targeted sectors:** proposed interventions should focus on developing innovative and affordable transportation solutions or enhancing existing services to improve women's access, retention, and development in targeted sectors within tribal and rural communities.
- **Establishing and enhancing childcare and after school solutions in the targeted Sectors:** Interventions should address childcare and after-school programs by establishing care facilities to support working parents. Proposed solutions should prioritize affordability, safety, and responsiveness to the specific needs of economically active or aspiring women. Applicants should identify potential partners and suitable geographic areas for implementing these solutions and present a vision for their sustainability.
- **Rolling out media and awareness campaigns along with providing support services in Targeted Sectors:** applicants are encouraged to design and implement media and awareness campaigns targeting men and young men to promote shared domestic responsibilities, along with providing support services in the targeted sectors.

Theme Five: Evidence-based advocacy for legislative reform and amendments

Potential Applicants: Think tanks, research and policy centers, business associations, civil society organizations.

Despite progress in legislation regarding women's participation in the labor market, several key reforms are needed to enhance women's access, retention, and advancement in employment and ensure equal opportunities. These reforms may be specific to target sectors or more broadly applicable. For example, amendments are required to labor laws to clearly define sexual harassment and ratify ILO Convention No. 190 to ensure safe working conditions, especially for pregnant women, nursing mothers, and night shift workers. Additionally, inspection guidelines should address wage inequality to enforce minimum wage standards, and social security laws must be reformed to eliminate gender discrimination in retirement benefits and advocate for fair spousal pension rights. The Civil Service Retirement Law should remove gender-based retirement age distinctions, and changes to the Central Bank law should enhance women's financial independence.

Additionally, a quota system could be introduced for women's representation in industrial and commercial chambers, and reforms should address childcare regulations, strengthen labor inspections, and implement safety measures in transportation. Institutional regulations, particularly in the private sector, should ensure equal opportunities, prevent discrimination, and guarantee wage equity. The Agricultural Workers

System/bylaw of 2021 should be aligned with other legislation to address wage equality and internal system thresholds. For sector-specific policy reforms, integrating cultural creative industries (CCIs) into national strategies and budgets is essential. An "open door" policy or incentive package should attract creative industries, while reducing regulatory barriers and providing legal support for freelancers will further support the sector.

Objectives:

Grants in this area should achieve one or more of the following objectives:

- Civil Society Organizations (CSOs) are actively engaged in advocacy interventions to improve women's access, retention, and advancement in the workforce.
- Advocacy initiatives aimed at policy reforms to advance women's participation in the labor market are implemented.
- Public and private, local, and national networks, coalitions, and partnerships promoting gender equity are established.
- The institutionalization of equity principles in organizations to drive sustainable reforms and improve business processes is enhanced.
- Procedures or bylaws which enforce existing laws through the development and support of advocacy initiatives are adopted.
- Participants' and targeted communities' understanding, knowledge, and attitudes regarding social equality norms, including women's rights, roles, and capabilities, are enhanced as part of supporting various advocacy campaign efforts will be implemented.

Proposed Interventions:

- **Design and implement evidence-based policymaking campaigns relevant to the targeted sectors:** proposals should focus on evidence-based advocacy campaigns aimed at policy change that will tackle systemic inequalities and promote sustainable economic empowerment. Special attention will be given to initiatives that partner with local research institutions, government agencies, and civil society to enhance the relevance and impact of policy and lobbying efforts.
- **Design and implement strategic communication and awareness initiatives and campaigns:** proposals should support the implementation of advocacy campaigns targeting specific policy and regulation change. Applicants are encouraged to develop and execute strategic communication and awareness initiatives. This includes creative media campaigns, social media outreach, and community events. These efforts should promote collaboration among media outlets, community organizations, and women's advocacy groups.

Geographic Coverage

In order to maximize the impact of the project, USAID Makanati has opened this RFA for: **Jerash, Ajloun, Dead Sea, Wadi Rum and Petra**. Moreover, USAID Makanati selected the following main sectors for increasing women's employment: tourism, Ecotourism, Agritourism, and Cultural Creative Industries (CCIs).

Monitoring, Evaluation, and Learning

Throughout implementation, the selected organization is expected to implement a range of monitoring, evaluation, and learning (MEL) activities that will enable the monitoring of grant activities to understand their effect and make modifications to the approaches/activities based on the findings, as well as contribute to broader learning. Makanati will work with the successful applicant(s) to develop their monitoring and evaluation plan and determine how they can contribute to broader learning within Makanati. Makanati will support the capacity of the selected organization to implement MEL best practices.

Reporting and Documentation

The applicant will submit regular reports on the progress of the grant program to USAID Makanati. The following steps will be taken:

- Reporting Progress: submit regular reports on the progress of the grant program and any indicators, as outlined in the USAID Makanati Grants Objective section above. These reports will include data relevant to the type of activities implemented under the grant. Final content of the reports will be agreed upon with USAID Makanati and the grantee after award.
- Documentation: Provide detailed documentation of the grant program. Required documentation will be agreed upon with USAID Makanati and the grantee after award.
- Continuous Improvement: Based on the feedback and data collected for reporting and documentation, the applicant in collaboration with the Makanati team will make continuous improvements to the grant program. This may involve adjusting activities, delivery methods, or materials to better meet the needs of the target audience(s). Adjustments will be documented and reported to USAID Makanati as part of ongoing progress reporting.

Section II: Funding Information

Estimate of Funds Available and Number of Award Contemplated

EnCompass intends to award grants under this NOFO for an amount of 60,000-100,000 JOD per grant. In some exceptional cases an award may be negotiated above this amount based on the scope of the grant and/or the experience of the applicant. The application budget should be inclusive of all anticipated costs for implementation of the proposed grant. The applicant's budget will be evaluated based on the reasonableness of costs in association with the proposed scope of work.

Start Date and Period of Performance

Applications must offer a period of performance starting no earlier than March/April 2025 and ending no later than March/April 2026. The initial period of performance of any grant must be 12 months or less.

Type of Award Instruments

EnCompass intends to award Fixed Amount Awards (FAA) but may choose to award a different type of grant such as Simplified Award, Standard Award and In-kind Award based on the scope of the grant and/or the experience of the applicant.

Under an FAA, the grantee receives payment for completion of well-defined milestones. Fixed amount payments are made upon the grantee's satisfactory achievement of milestones. Milestones and costs shall be specifically identified, and milestones must be in harmony with the grantee's Program Description.

Under this type of award, **no fee or profit** may be included in the program budget.

Section III: Eligibility Information

Eligible Applicants

To be eligible to apply for a grant, the organization should meet the following criteria:

- An individual **cannot** apply as an applicant.
- Not appear on any U.S. debarred or excluded parties list and must be eligible to receive funding from the US Government
- Be a registered organization in Jordan.

The following list of potential applicants is not exhaustive and is provided for illustrative purposes only. USAID Makanati welcomes applications from many types of organizations including US and non-US businesses service providers, business and trade associations and industry and commerce chambers, foundations, US and non-US NGOs, international organizations, regional organizations, and so on. All applicants must be legally recognized organizational entities under applicable law and registered officially in Jordan.

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

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

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

Previous experience in women’s economic participation in Jordan and to be committed to Makanati Values is required.

Section IV: Application and Submission Instructions

General Instructions

Applications must be submitted in English or Arabic, **no later than** December 08, 2024, **at 5pm local time in Amman**. Applications submitted after the closing date/time will only be considered for extraordinary circumstances, and solely at the discretion of the Program. One electronic copy of the application with required attachments should be sent to MakanatiGrants@encompassworld.com with “Applicant [organization name] - RFA 02/2024” in the subject line. Makanati will confirm receipt of the application within 5 business days of the closing date and will continue to review the applications on a rolling basis. All applicants will be informed whether their application has been selected for funding.

Questions regarding the RFA and/or any of its contents will be answered from issuance of the RFA through the question deadline on November 14, 2024, at 5pm local Amman time. Questions should be submitted via email to MakanatiGrants@encompassworld.com with “Applicant organization name - Question” in the

subject line. Questions will not be answered individually and due to the volume of questions, Makanati may not confirm receipt. All questions will be answered via an amendment to this RFA which will be posted on November 21, 2024.

Applications will be reviewed in accordance with the RFA by a technical committee that will evaluate the applications according to Merit Review Criteria and Considerations (Section V). Makanati will use the review from the technical committee, and an evaluation of costs as the basis for selection of successful applications.

This project is funded by USAID and is subject to applicable donor regulations and provisions. This RFA does not obligate USAID and/or EnCompass to award grant(s) nor does it commit USAID and/or EnCompass to **pay any costs incurred in the preparation and submission of an application**. EnCompass and/or USAID reserve the right to not fund any of the applications received. All recommendations for funding are contingent upon approval of USAID.

Any organization that submits an application in response to this RFA may request the committee's feedback based on the review of the application. To receive feedback, applicants must submit an email request to Makanati at MakanatiGrants@encompassworld.com within 5 calendar days of receiving notice of the committee's final decision.

Makanati shall provide the applicant with the technical committee's feedback via email within 30 calendar days or inform the applicant that more time is necessary.

Applications will have four main components: Confirmation of Eligibility, Technical Application, Cost Application, and Other Certifications and Documentation. Each component is described below.

Confirmation of Eligibility

Applicants must confirm that they are eligible for funding by confirming in their cover letter that the applicant meets all the listed eligibility requirements in Section III. The Cover Letter should also identify the type of organization as outlined in Section III and if your organization has a tax identification number (TIN) and/or Unique Entity Identifier (UEI) number.

Technical Application

I. Cover letter (1 Page): One page maximum identifying writers of the application, the name and duration of the project proposed, and the amount requested. The applicant should fill the table included which includes the following information:

- a. Organization Name
- b. Organization Address, Telephone, and Email
- c. Organization's legal status/Type (NGO, Governmental, Limited Liability Cooperation, single-establishment enterprise, CSO, CBO, etc.), TIN/Tax No., and location of registration
- d. SAM Registration (if applicable)
- e. Authorized Contact Person and Title, Telephone and Email
- f. Sector in which the organization operates that is relevant to the project

- g. Proposed Project Title
- h. Proposed Project Objective(s)
- i. Geographical focus of the Project Implementation (region, county(ies), district(s))
- j. Project Implementation Period
- k. Total Amount of Funds requested (in JOD)

The Cover Letter should be signed by an individual that is authorized to do so on behalf of the applicant and should also be included as part of the technical application as a PDF or word document.

2. **Executive Summary** (*1 Page or less*): The executive summary should provide an overview of key features of the proposed project, including the Applicant's approach to and prior relevant experience implementing similar scopes of work. The Applicant should also describe how the organization is capable of delivering the proposed project.

3. **Activity Description** (*3-5 Pages*) Considering the Project Grant Program Objectives and its Scope of Work ([Sections I](#)), please respond to the following items:
 - a. Description of grant objective(s) and how they relate to the 3 USAID Makanati Objectives
 - b. Description of how applicant, grant, grant activities, and outcomes/results connect to one or more of the Makanati Values
 - c. Description of Problem Statement (An Example might be: IF public transportation options focus more on women's needs and preferences, and IF accessibility is increased, THEN more women will likely utilize those options to participate more actively in the economy. This is BECAUSE they will feel more comfortable and have access to a wider range of transportation options than they currently do.)
 - d. Strategy and approach include target beneficiaries, stakeholder collaboration and coordination, dissemination of results, etc.
 - e. Overview of specific activities and how they contribute to the grant objectives
 - f. Description of verifiable results
 - g. Consider gender, equity and social inclusion under the activities. Extent to which a diversity of groups, particularly marginalized and underrepresented populations, are actively invited to contribute and participate at every stage of concept development, activity design, and implementation.
 - h. Identified constraints/risks and mitigation strategies
 - i. Sustainability statement

4. **Implementation Plan** (*1 Page, see Appendix 3*): This section will identify the tasks over the grant's duration. The applicant should provide details on the various tasks, from the time the grant is awarded to the point of reporting results to Makanati. The applicant will detail key assumptions and/or constraints in meeting the objective of the project, as well as any strategies to address or mitigate them. Details should include in the table form the due date and project personnel responsible for each task. It should include the following:
 - a. Description of activities contributing to the stated objective of the grant
 - b. GANTT chart of the timeline of activities
 - c. Identified constraints/risks and mitigation strategies

d. Person(s) responsible for activity/ies

5. Monitoring & Evaluation Plan (Fill table in RFA Attachment 1, 1-2 Pages): Describe plan to monitor and evaluate activities which include:

- a. Methodology for measuring results:
 - Key Milestones of proposed grants
 - Number and Types of Beneficiaries
- b. Indicators may include but not limited to the following:

Result area	Indicators
The collective empowerment of self – employed women	<ul style="list-style-type: none"> • Number of individuals with new or better employment following completion of USG-assisted workforce development programs • Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources. • Number of public and private, local and national networks/ coalitions/ partnerships that promote gender equity and positive youth development supported with USG assistance.
Job Readiness and Access to Employment	<ul style="list-style-type: none"> • Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources • Number of individuals with improved skills following completion of USG-funded workforce development programs • Number of private sector firms engaging in skills building programs for women
Skills upgrading and leadership advancement	<ul style="list-style-type: none"> • Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources. • Number of women who received leadership training or advanced positions in their career as a result of USG assistance. • Percent increase of leadership positions held by women in target institutions as a result of USG assistance
Support Services to Support Working Women	<ul style="list-style-type: none"> • Number of men believe domestic responsibilities should be shared. • Number of employed women benefiting from provided supportive services. • Number of service providers that provide work-related services tailored to the needs of women.
Evidence-based advocacy for legislative reform and amendments	<ul style="list-style-type: none"> • Number of legal instruments drafted, proposed, or adopted with United States Government (USG) assistance designed to promote gender equality or non-discrimination against women or girls at the national or sub-national level. • Number of advocacy initiatives developed or supported with USG assistance for the adoption or enforcement of legislative action (e.g., new legislation, revised legislation, adoption of procedure or bylaw • A number of policies and procedures drafted, proposed, or adopted to promote gender equality and safety at the firm, local or national levels. • Number of CSOs receiving USG assistance engaged in advocacy interventions. • Number of CSOs receiving USG assistance engaged in advocacy interventions.

	<ul style="list-style-type: none"> • Number of public and private, local and national networks/ coalitions/ partnerships that promote gender equity and positive youth development supported with USG assistance.
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- 6. Staffing (1 Page or less):** Describe overall staffing and management, including staffing plan and organizational chart for the firm to complete the scope of work. Include CVs of key personnel. 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. Grantees may be asked to provide CVs and the level of effort of project personnel.
- 7. Organizational Experience and Capability (1 Page or less):** In this section, applicants should describe their existing organizational structure, identify their strengths, and articulate their commitment to working with Makanati. Applicant should provide information speaking to the following:
- a. General organizational background information.
 - b. Institutional strengths of the applicant and experience to receive and utilize grants from international organizations.
 - c. Previous (within the past 3 years) or ongoing experience implementing similar activities.
 - d. List three references with contact information.
- 8. Attachments:** Each of the documents listed below should be submitted as separate email attachments. These documents are not included in the page limit described above. Applicants should label these documents as appendices, as numbered here:
- 1) Appendix 1: Signed cover page of the technical application (See template in RFA Attachment 1; PDF)
 - 2) Appendix 2: Budget Template (See template in RFA Attachment 2)
 - 3) Appendix 3: Workplan (See template in RFA Attachment 3)
 - 4) Appendix 4: Signed Conflict of Interest (See template in RFA Attachment 5)
 - 5) Appendix 5: Registration Documents
 - 6) Appendix 6: Organizational chart, Resumes or CVs for key personnel (Microsoft Word or PDF)

Cost Application

The Cost application has three main components: Summary Budget, Detailed Budget, and Budget Notes/Narrative, which should be submitted as three separate appendices in the application. All costs should be submitted in Jordanian Dinar.

I. Summary Budget

The Budget Template includes a tab called the Summary Budget (tab 2), which will fill automatically based on the information the applicant inserts into the Detailed Budget (tab 3). Once the applicant has finalized

the Detailed Budget, information from the Summary Budget tab should be copied to the Summary Budget Template (RFA Appendix 2).

2. Detailed Budget

Applicants should carefully read the budget instructions listed below, before entering data into the budget template. The Detailed Budget should include all costs associated with the implementation of the activity proposed, as well as the cost share (if any).

Cost share is not required and will not be used as a basis for awarding a grant.

No profit or fee may be charged.

The Detailed Budget should include the following line items as applicable:

- a. *Staff/salary and wages.* This category should include salaries for full-time and part-time employees. Each position required for the scope of work should be listed with a brief description of duties and the salary rate. Direct salaries/wages must be in accordance with the organization's established personnel policies and any local labor legislation. To be considered adequate, the policies must be in writing, applicable to all employees of the organization, subject to review and approval at a high enough organizational level to ensure their uniform enforcement, and result in costs that are reasonable and allowable in accordance with applicable cost principles.
- b. *Allowances/fringe benefits.* All allowances and benefits provided as part of staff compensation that is above the salary base must be listed and described in this section. For benefits or other compensation calculated separately from the base salary, the types and calculations should be presented in the budget notes/narrative. Fringe Benefits - If accounted for as a separate item of cost, fringe benefits must be based on the Applicant's audited fringe benefit rate or historical cost data and for personnel/salary according to local legislation.
- c. *Travel and transportation.* Applicants should indicate the number of trips, domestic and international, and the estimated costs—specifically, the origin and destination for each proposed trip, duration of travel, and number of individuals traveling. Per diem, if paid, should be in accordance with the organization's established travel policies and USAID travel regulations, https://aoprals.state.gov/web920/per_diem.asp
Applicants should take into consideration COVID-19 related travel restrictions and budget conservatively in this section considering in-country and international travel restrictions. Award recipients will be expected to follow all COVID-19 guidelines and regulations of the country/region where the project is proposed in addition to USAID travel regulations.
- d. *Equipment.* Include equipment with a unit value of \$5,000 or more. List the item, quantity, estimate unit cost, total cost, and potential vendor. (NOTE: Equipment is defined as tangible nonexpendable personal property that has a useful life of more than one year and an acquisition cost of \$5,000 or more for each piece of equipment).
- e. *Supplies.* Include items with a unit value under \$5,000 and/or have a useful life of less than a year (when combined, cost of several items may add up to \$5,000 or more). List the item, quantity, estimated unit cost, and total cost.
- f. *Consultants.* Direct consultants hired as part of this project must be listed. Daily (or monthly) rates and planned number of days (or months) must be included, along with a brief description of the type of work the consultant will undertake to support the aims of the project.

- g. *Program activities (if any)*. This category should only be used if the activity includes significant program-related procurement of services or goods (20 percent or more of the total budget—e.g., significant costs related to training, or goods to be purchased and distributed). Relatively small program-related services under 20 percent of the total budget should be included under “other direct costs.”
- h. *Other direct costs (ODCs)*. All costs in this category must be described in detail. The budget may account for translation costs under this section. All reports are required to be submitted in English. Examples of other direct costs are communication, translation costs, printing, and postage.
- i. *Total direct costs*. Calculate the sum of total direct costs from line items.
- j. *Indirect facilities and administrative costs*. Indirect costs are not allowed to be budgeted in response to this RFA. Funds should be budgeted here only if the Applicant has a currently approved NICRA. In this case, a copy of the NICRA should be provided. An organization that has never received a NICRA may elect to charge a de minimis rate of up to 10 percent of its modified total direct costs (MTDC). Applicants also have an option to include a rate calculation that has been certified by a certified public accountant firm (Organizations will need to have a clearly defined indirect rate, and that will need to be substantiated with financial statements that are approved and validated by an appropriate certified public accountant firm). *Total project costs*. Calculate the sum of total project costs.

Makanati may request additional detailed budget information following notification to an Applicant that it is under consideration for an award. If necessary, Makanati may arrange meetings to evaluate specific elements of costs and examine data to determine the necessity, reasonableness, and allocability of the costs reflected in the budget and their allowability per the applicable United States Government cost principle.

A successful Applicant will negotiate a final budget with Makanati for all aspects of the project.

All successful Applicants will have to have active System for Award Management (SAM) registration status and a Unique Entity ID (UEI) number before receiving any funds from USAID.

3. Budget Notes/Narrative

Applicants should include Budget Notes/Narrative to explain each cost associated with the Detailed Budget.

Section V: Evaluation and Merit Review

Merit Review Criteria and Considerations

Makanati will use the following criteria to assess applications in response to this RFA. Any Application submitted under this RFA should propose an approach that satisfies these criteria and exhibits the characteristics set forth below.

Responsive applications are submitted on time and include all information requested. Non-responsive applications may be disallowed from further consideration.

Applications will be evaluated on the basis of 100 possible points. The technical application will be evaluated on the basis of 90 total possible points; the cost application will be evaluated on the basis of 10 possible points. The relative weighting of the various sections of the grant application will be according to the below values:

Makanati strongly encourages women and youth led entities to apply.

Table I Evaluation Criteria <i>(criteria may be tailored to suit the grant activity)</i>	
Criteria	Maximum Points (100 total)
1. Strategic Alignment and Fit	25 points
2. Technical Approach	50 points
3. Organizational capacity	10 points
4. Gender, Equity, Social Inclusion Considerations	5 points
5. Cost Effectiveness and Budget Realism	10 points

Below are additional considerations for the technical review of the application:

1. Strategic Alignment and Fit (25 points)
 - Alignment with USAID Makanati’s objectives (10 points)
 - Integration of and Contribution to advancing Makanati Values and target RFA objectives (10 points)
 - Anticipated benefits to the beneficiaries and highlight on strategic collaborations with other stakeholders (5 points)

2. Technical approach (50 points)
 - Clearly defined Problem Statement, including goals and audience segmentation if applicable (5 points)
 - Innovative/Creative technical approach (15 points)
 - Potential for activities to achieve significant impact in improving women's labor market entry and leadership opportunities (10 points)
 - Sustainability/scalability of project results (10 points)
 - Identified potential obstacles and solutions (5 points)
 - Monitoring, Evaluation, and Learning (MEL) plan that tracks appropriate progress, outcomes, and impact (5 points)

3. Organizational capabilities (10 points)
 - Past performance on similar projects
 - Relevance of staff skills to the proposed program
 - Soundness of accounting and procurement practices

4. Gender, Equity, and Inclusion considerations (5 points)

- Extent to which a diversity of groups, particularly marginalized and underrepresented populations, are actively invited to contribute and participate at every stage of the concept development, activity design, and implementation.

5. Cost effectiveness and realism (10 points)

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

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

Section VI: Evaluation Process and Funding

Applications will be reviewed by a technical committee that will evaluate the Applications according to Evaluation Criteria. The committee will score applications in accordance with the criteria listed above and applications selected to move forward in the funding process will be based on the review of the evaluation committee, costs, and contribution to Makanati grant objectives.

Once notified of a successful application, the applicant will undergo a pre-award assessment to demonstrate capability of implementing the award. The pre-award survey will be evaluated with the proposed grant activities and Makanati may require additional information such as policies, manuals, procedures, etc. to support the work in the grant. Makanati may require specific conditions be included as a contingency for receiving funds.

Makanati will then negotiate the proposed award with the applicant and present it to USAID for approval. USAID may request additional information and/or changes to the award which Makanati will support in making any required revisions.

Once approved, Makanati will issue a grant agreement and host a kickoff call to start implementation of the grant activity.

Section VII: Terms of RFA

1. **Deadline** Applications should be received by the designated deadline, or they may not be considered. Late Applications will not be reviewed except in extraordinary circumstances and at the sole discretion of the Program. Makanati will review the applications on a rolling basis over the three-week period for which the application window is open.
2. **Clarification** Questions regarding the RFA and/or any of its contents will be answered from issuance of the RFA through the question deadline on November 16, 2024 at 5 PM local Amman time. Questions should be submitted via email to MakanatiGrants@encompassworld.com with "Applicant organization name - Question" in the subject line. Questions will not be answered individually and due to the volume of questions, Makanati may not confirm receipt.

All questions will be answered via an amendment to this RFA which will be posted on November 21, 2024.

3. **Application Validity** Your application must remain valid for a minimum of 90 days. Applications should be signed by an official authorized to do so.
4. **Language** The application, as well as correspondence and related documents should be in Arabic and/or English.
5. **Negotiations** It is anticipated that grants will be awarded solely on the basis of information received. The Project reserves the right to request additional information and conduct negotiations with any potential applicant prior to awarding a grant.
6. **Rejection of Applications** This document is a request for application only, and in no way obligates EnCompass, the Project, or USAID to make an award. The Project reserves the right to reject any and all offers received and/or to cancel the RFA. Applicants whose application is not selected will be notified.
7. **Incurring Costs** EnCompass and/or USAID is not liable for any costs incurred during preparation, submission, or negotiation of an award for this RFA. The costs are solely the responsibility of the applicant.
8. **Representations and Certifications** The application shall be accompanied by any requested representations and certifications completed and signed by an official authorized by the applicant.
9. **Financial Responsibility** Applicants should certify as to the financial viability and resources of the organization to complete the proposed activities within the period of performance.

EnCompass reserves the right to request and review the latest financial statements and audit reports as part of the basis of the award.

10. **Executive Order on Terrorism Finance** The applicant is reminded that U.S. laws prohibit transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the recipient to ensure compliance with such laws. The Treasury Department's list of Specially Designated Nationals appears at www.treas.gov/offices/enforcement/ofac/sdn.

11. **Other Information:** Makanati encourages Applicant(s) to have an issued UEI number, www.sam.gov registration, and for non-U.S. organizations, a NATO Commercial and Governmental Entity (NCAGE) code as early as possible, although this is not required at the Concept Note stage. The registration process for a UEI number, [sam.gov](http://www.sam.gov), and/or NCAGE may take many weeks to complete. Therefore, Applicants are encouraged to begin the process as early as possible.

Resources on obtaining a UEI number can be found at: https://sam.directory/UEI?gad=1&gclid=CjwKCAjwI6OiBhA2EiwAuUwWZc0w7vsm-Lms0BBciBFYe0irNkDan2OedDonpytaiUXCxbOFzAzlmxoCnIEQAvD_BwE and https://www.fsd.gov/gsafsd_sp?id=kb_article_view&sysparm_article=KB0050995

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

SAM: Quick Start Guide for New Grantee Registration:

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

SAM: Quick Start Guide for International Registrants

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

Section VIII. Mandatory and as Applicable Standard Provisions

The following provisions will be included as part of the grant award. Standard Provisions for Fixed Amount Awards to Nongovernmental Organizations: Automated Directive Systems (ADS) Reference 303mat - Standard Provisions for Fixed Amount Awards to Nongovernmental Organizations (<https://www.usaid.gov/sites/default/agency-policy/303mat.pdf>)

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52.204-25 Prohibition on Contracting for Certain Telecommunications and Video Surveillance Services or Equipment (NOV 2021)

Vendor certifies to the following restrictions:

(a) Definitions. As used in this clause—

Backhaul means intermediate links between the core network, or backbone network, and the small subnetworks at the edge of the network (e.g., connecting cell phones/towers to the core telephone network). Backhaul can be wireless (e.g., microwave) or wired (e.g., fiber optic, coaxial cable, Ethernet).

Covered foreign country means The People’s Republic of China.

Covered telecommunications equipment or services means—

(1) Telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation

(Or any subsidiary or affiliate of such entities);

(2) For the purpose of public safety, security of Government facilities, physical security surveillance of critical infrastructure, and other national security purposes, video surveillance and telecommunications equipment produced by Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of such entities);

(3) Telecommunications or video surveillance services provided by such entities or using such equipment;
or

(4) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the government of a covered foreign country.

Critical technology means—

(1) Defense articles or defense services included on the United States Munitions List set forth in the International Traffic in Arms Regulations under subchapter M of chapter I of title 22, Code of Federal

Regulations;

(2) Items included on the Commerce Control List set forth in Supplement No. 1 to part 774 of the Export Administration Regulations under subchapter C of chapter VII of title 15, Code of Federal Regulations, and controlled-

(i) Pursuant to multilateral regimes, including for reasons relating to national security, chemical and biological weapons proliferation, nuclear nonproliferation, or missile technology; or

(ii) For reasons relating to regional stability or surreptitious listening;

(3) Specially designed and prepared nuclear equipment, parts and components, materials, software, and technology covered by part 810 of title 10, Code of Federal Regulations (relating to assistance to foreign atomic energy activities);

(4) Nuclear facilities, equipment, and material covered by part 110 of title 10, Code of Federal Regulations (relating to export and import of nuclear equipment and material);

(5) Select agents and toxins covered by part 331 of title 7, Code of Federal Regulations, part 121 of title 9 of such Code, or part 73 of title 42 of such Code; or

(6) Emerging and foundational technologies controlled pursuant to section 1758 of the Export Control Reform Act of 2018 (50 U.S.C. 4817).

Interconnection arrangements means arrangements governing the physical connection of two or more networks to allow the use of another's network to hand off traffic where it is ultimately delivered (e.g., connection of a customer of telephone provider A to a customer of telephone company B) or sharing data and other information resources.

Reasonable inquiry means an inquiry designed to uncover any information in the entity's possession about the identity of the producer or provider of covered telecommunications equipment or services used by the entity that excludes the need to include an internal or third-party audit.

Roaming means cellular communications services (e.g., voice, video, data) received from a visited network when unable to connect to the facilities of the home network either because signal coverage is too weak or because traffic is too high.

Substantial or essential component means any component necessary for the proper function or performance of a piece of equipment, system, or service.

(b) Prohibition. (1) Section 889(a)(1)(A) of the John S. McCain National Defense Authorization Act for Fiscal Year 2019 (Pub. L. 115-232) prohibits the head of an executive agency on or after August 13, 2019, from procuring or obtaining, or extending or renewing a contract to procure or obtain, any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system. The Contractor is prohibited from providing to the Government any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system, unless an exception at paragraph (c) of this clause applies or the covered telecommunication equipment or services are covered by a waiver described in FAR 4.2104.

(2) Section 889(a)(1)(B) of the John S. McCain National Defense Authorization Act for Fiscal Year 2019 (Pub. L. 115-232) prohibits the head of an executive agency on or after August 13, 2020, from entering into a contract, or extending or renewing a contract, with an entity that uses any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system, unless an exception at paragraph (c) of this clause applies or the covered telecommunication equipment or services are covered by a waiver described in FAR 4.2104. This prohibition applies to the use of covered telecommunications equipment or services, regardless of whether that use is in performance of work under a federal contract.

(c) Exceptions. This clause does not prohibit contractors from providing—

(1) A service that connects to the facilities of a third-party, such as backhaul, roaming, or interconnection arrangements; or

(2) Telecommunications equipment that cannot route or redirect user data traffic or permit visibility into any user data or packets that such equipment transmits or otherwise handles.

(d) Reporting requirement. (1) In the event the Contractor identifies covered telecommunications equipment or services used as a substantial or essential component of any system, or as critical technology as part of any system, during contract performance, or the Contractor is notified of such by a subcontractor at any tier or by any other source, the Contractor shall report the information in paragraph (d)(2) of this clause to the Contracting Officer, unless elsewhere in this contract are established procedures for reporting the information; in the case of the Department of Defense, the Contractor shall report to the website at <https://dibnet.dod.mil>.

For indefinite delivery contracts, the Contractor shall report to the Contracting Officer for the indefinite delivery contract and the Contracting Officer(s) for any affected order or, in the case of the Department of Defense, identify both the indefinite delivery contract and any affected orders in the report provided at <https://dibnet.dod.mil>.

(2) The Contractor shall report the following information pursuant to paragraph (d)(1) of this clause

(i) Within one business day from the date of such identification or notification: the contract number; the order number(s), if applicable; supplier name; supplier unique entity identifier (if known); supplier

Commercial and Government Entity (CAGE) code (if known); brand; model number (original equipment manufacturer number, manufacturer part number, or wholesaler number); item description; and any readily available information about mitigation actions undertaken or recommended.

(ii) Within 10 business days of submitting the information in paragraph (d)(2)(i) of this clause: any further available information about mitigation actions undertaken or recommended. In addition, the Contractor shall describe the efforts it undertook to prevent use or submission of covered telecommunications equipment or services, and any additional efforts that will be incorporated to prevent future use or submission of covered telecommunications equipment or services.

(e) Subcontracts. The Contractor shall insert the substance of this clause, including paragraph (e) and excluding paragraph (b)(2), in all subcontracts and other contractual instruments, including subcontracts for the acquisition of commercial products or commercial services.

(End of clause)

Section IX: Checklists and Appendices

Add a checklist of all required documents and templates.

	Attachment 1: The Technical Application is filled out completely and cover page signed.
	Attachment 2: Budget Template: Provide a detailed budget breakdown, including personnel, materials, equipment, and other relevant expenses.
	Attachment 3: The work-plan: Provide a detailed project workplan or timeline that outlines the project's activities and milestones. Should be included in the provided template (Excel Sheet).
	Attachment 4: Signed Conflict of Interest by the Project focal point, financial focal point and Community Based Organization (CBO) Chairperson (or equivalent).
	Attachment 5: Registration Documents: Include proof of registration or incorporation for your organization, such as articles of incorporation or a certificate of formation, to demonstrate that it is a legally recognized entity.
	Attachment 6: Organizational Chart (if applicable): Attach an organizational chart that outlines the structure of your organization and identifies key personnel involved in the project. And attach resumes or CVs of key personnel involved in the project to demonstrate their qualifications and expertise.
	Tax-Exempt Status Documentation (if applicable): Include a copy of your organization's tax-exempt status letter or certificate if you are a nonprofit or tax-exempt entity.
	Documentation that the applicant has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the applicant. The applicant must demonstrate its ability to segregate funds obtained from the award of a capital grant from other activities of the organization.
Before submitting your application, double-check that all required attachments are included and accurately represent your project and organization. These documents provide crucial context and evidence of your organization's capacity to carry out the proposed project.	