



USAID | JORDAN

FROM THE AMERICAN PEOPLE

ISSUANCE DATE:

Tuesday, November 29, 2022

**DEADLINE FOR QUESTIONS *or*
REQUESTS FOR CLARIFICATIONS:**

Tuesday, December 29, 2022, by 16:00 Eastern European Summer Time (EEST, 3 hours ahead of Coordinated Universal Time (UTC))

**CONCEPT PAPER SUBMISSION
CLOSING DATE:**

Tuesday, January 19, 2023, by 16:00 PM EEST

SUBJECT:

USAID/Jordan Youth Grow Activity Addendum to the YouthPower 2 (YP2)¹ Annual Program Statement² (APS) No. 7200AA20APS00007 Call for Concept Papers

REFERENCE:

Notice of Funding Opportunity (NOFO) No. 72027823RFA00001

**CATALOG OF FEDERAL DOMESTIC
ASSISTANCE (CFDA) No.:**

98.001

NOTE: This NOFO represents an addendum to the existing YouthPower 2 (YP2) APS announcement. All interested organizations should carefully review both the Youth Grow addendum AND the full YP2 APS announcement. Prospective Applicants should note that the full worldwide APS announcement contains important information that is not repeated in the Youth Grow Addendum.

Dear Prospective Applicants:

As per the Foreign Assistance Act (FAA) of 1961, as amended, the United States Agency for International Development (USAID) Mission in Jordan invites submission of a Concept Paper in response to this NOFO. USAID issues this APS Addendum NOFO per the Automated Directive System (ADS) 303.3.5.2.b for a cooperative agreement to support the “Youth Grow” Activity. The resulting award will be subject to Title 2 Code of Federal Regulations (CFR) 200 – Uniform Administrative Requirements, Cost Principles, *and* Audit Requirements for Federal Awards; USAID’s 2 CFR 700 – Uniform Administrative Requirements, Cost Principles, *and* Audit Requirements for Federal Awards supplement; *and* the additional requirements found in NOFO **SECTION F**. Subject to availability of funds, USAID discretion, *and* finalization of technical and cost application negotiations, USAID/Jordan intends to award one cooperative agreement per 2 CFR §200.24, *and* ADS 303.3.11 and 304.3.3, respectively, with a \$25 million (M) total estimated amount (TEA) for a five-year period of performance. Nevertheless, USAID reserves the right not to fund or make any award to the Concept Papers submitted in response to this NOFO.

¹ Available at <https://www.grants.gov/web/grants/search-grants.html?keywords=YouthPower%202>.

² As per the Automated Directives System (ADS) 303.3.5.2.b, “[a]n APS is used when USAID intends to support a variety of creative approaches towards developing methodologies to assess and implement development objective activities.”

Through the Youth Grow YP2 APS No. 7200AA20APS00007 addendum, USAID/Jordan seeks to increase the meaningful participation of the youth of Jordan within their communities and in the economy. This activity will focus on 15 to 29-year-old youth in Jordan.

As per 2 CFR §200.319, the Mission will conduct the Youth Grow Activity Addendum procurement transaction "...in a manner providing full and open competition consistent with the standards of this section." Further, per ADS 303.3.5.3.c(1), this NOFO is open to all entities, with no restrictions on eligibility, *and* all potential applicants are eligible. Moreover, per ADS 303.3.6, this Youth Grow Activity Addendum NOFO solicits for maximum competition to identify and fund the program that could best achieve Agency objectives. Lastly, per ADS 303.3.6.4.b, this NOFO allows all eligible organizations to compete for the Youth Grow award. USAID shall make the resultant award per the evaluation procedures provided under NOFO **SECTION E** below and administer the award per ADS Chapter 303 Standard Provisions for U.S. and non-U.S. non-governmental organizations (NGOs) or 48 CFR Chapter 1 (Federal Acquisition Regulations or FAR) Part 31 for profit organizations.

Applicants should note any cost sharing or matching, *or* leverage from other sources to supplement Youth Grow objectives. Potential applicants must be able to effectively manage and account for these funds, including following applicable reporting and earmark guidance.

Unless otherwise stated herein, all YP2 APS terms and conditions apply.

This NOFO consists of this cover letter and the following:

- (a) **SECTION A – PROGRAM DESCRIPTION;**
- (b) **SECTION B – FEDERAL AWARD INFORMATION;**
- (c) **SECTION C – ELIGIBILITY INFORMATION;**
- (d) **SECTION D – CONCEPT PAPER AND SUBMISSION INFORMATION;**
- (e) **SECTION E – CONCEPT PAPER REVIEW INFORMATION;**
- (f) **SECTION F – FEDERAL AWARD ADMINISTRATION INFORMATION; *and***
- (g) **SECTION G – FEDERAL AWARDED AGENCY CONTACTS.**

If a potential Applicant chooses to submit a Concept Paper, USAID must receive the Concept Paper by the closing date and time indicated at the top of this cover letter. Further, potential Applicants must submit their respective Concept Papers electronically to:

jordan_youthgrow@usaid.gov

Please submit any questions or requests for clarifications regarding this NOFO in writing to jordan_youthgrow@usaid.gov, by the date and time indicated at the top of this cover letter.

This program is authorized in accordance with the Foreign Assistance Act (FAA) of 1961, as amended. Issuance of this Addendum does not constitute an award commitment on the part of the United States Government (USG), or a commitment by the USG to pay for any costs incurred in the preparation or submission of questions, comments, suggestions, Concept Papers, *or* subsequent Full Application, if invited to do so by USAID. Potential Applicants submit a Concept Paper at their own risk, *and* all preparation and submission costs are at their expense.

Sincerely,
Jack
Adrien
Jack M. Adrien
Agreement Officer

Digitally signed
by Jack Adrien
Date: 2022.11.29
15:14:43 +02'00'

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ABBREVIATIONS, ACRONYMS, *or* INITIALISMS

The following terms, acronyms, *or* initialisms are used in this NOFO with their meanings provided below:

Acronym <i>or</i> Initialism	Meaning
AAO	Acquisition and Assistance Office
ADS	Automated Directives System
AECID	Spanish Agency for International Development Cooperation
AFD	Agence Française de Développement
ANSI	American National Standards Institute
AO	Agreement Officer
AOR	Agreement Officer's Representative
APS	Annual Program Statement
BCP	Biodiversity Conservation Program
BGA	Business Growth Activity
CBLD	Capacity Building Standard Indicator
CFR	Code of Federal Regulations
CLA	Collaborating Learning, <i>and</i> Adapting
COVID-19	Coronavirus disease 2019, caused by the severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2)
DO	Development Objective
DRG	Democracy, Human Rights, <i>and</i> Governance Office
EDE	Economic Development and Energy Office
EEST	Eastern European Summer Time
EG	Economic Growth
ES	Education and Social Services
EU	European Union
FAA	Foreign Assistance Act
fka	Formerly Known As
FCDO	Foreign Commonwealth and Development Office
FY	Fiscal Year
GAM	Greater Amman Municipality
GNDR	Gender Standard Indicator
GOJ	Government of Jordan
GSA	General Services Administration
HEI	Higher Education Initiative
IR	Intermediate Result
JICA	Japan International Cooperation Agency
LMIC	Lower- and Middle-Income Countries
LEP	Locally Established Partners
M&E	Monitoring and Evaluation
mm	Millimeter
MoENV	Ministry of Environment
MoY	Ministry of Youth

NDAA	Section 889 of the John S. McCain National Defense Authorization Act
NGO	Non-governmental Organization
NICRA	Negotiated Indirect Cost Rate Agreement
NOFO	Notice of Funding Opportunity
NPI	New Partnerships Initiatives
OMB	Office of Management and Budget
OU	Operating Unit
PYD	Positive Youth Development
RFA	Request for Application
SARS	Severe Acute Respiratory Syndrome
SC	Selection Committee
TEA	Total Estimated Amount
UN	United Nations
UNICEF	fka United Nations International Children's Emergency Fund
USAID	United States Agency for International Development
USG	United States Government
UTC	Coordinated Universal Time
WEELA	Women's Economic Empowerment and Leadership Activity (dba Makaanati)
YP2	YouthPower 2

[END ABBREVIATIONS, ACRONYMS, *or* INITIALISMS]

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

**CALL FOR CONCEPT PAPERS
USAID/Jordan Youth Grow Activity**

**UNDER EXISTING
YouthPower 2 (YP2) Annual Program Statement
APS No.: 7200AA20APS00007**

NOTE: This NOFO represents an addendum to the existing YouthPower 2 (YP2) APS announcement. All interested organizations should carefully review both the Youth Grow addendum AND the full YP2 APS announcement. Prospective Applicants should note that the full worldwide APS announcement contains important information that is not repeated in the Youth Grow Addendum.

This activity is authorized in accordance with Part 1 of the Foreign Assistance Act (FAA) of 1961, as amended.

Through the Youth Grow addendum to the YouthPower 2 (YP2) Annual Program Statement (APS) No.7200AA20APS00007, USAID/Jordan seeks to increase the meaningful participation of the youth of Jordan within their communities and in the economy. This will be achieved through three objectives:

- (a) Increase youth access to high-quality career planning information and livelihood opportunities;
- (b) Strengthen youth leadership through targeted support of local youth-led and youth-serving organizations in order to promote youth participation as decision makers and key contributors to individual, household, community, and national well-being; *and*
- (c) Strengthen Government of Jordan (GOJ) systems, in partnership with youth, to provide more coordinated and effective services, practices, and policies that embody the principles of Positive Youth Development (PYD). This integrated, cross-sectoral activity will focus on 15 to 29-year-old youth throughout Jordan.

Subject to the availability of funds, USAID/Jordan anticipates supporting one new award of up to a total of \$25 million (M) over the course of five years, though USAID reserves the right to award more or fewer awards than this estimate and is not obligated to make any awards.

Concept Papers should incorporate PYD principles and demonstrate how youth were involved in the concept design and will continue to be integral to implementation. Applicants should make note of any cost sharing or matching amount, or leverage from other sources to supplement Youth Grow objectives. Youth Grow is a New Partnerships Initiative (NPI) activity and must adhere to the NPI requirements outlined in **SECTION C**.

USAID encourages applicants to become aware of the prohibitions associated with Section 889 of the John S. McCain National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2019 Section (a)(1)(B) and Section (b)(1) of the law. Effective Thursday, August 13, 2020, Title 2 Code of Federal

Regulations (CFR) § 200.216 for U.S. organizations and the mandatory standard provision “Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment (AUGUST 2020)” for non-U.S. organizations prohibits the use of award funds, including direct and indirect costs, cost-sharing or matching, *or* program income, to procure covered telecommunication and video surveillance services or equipment. Applicants should reference the USAID Section 889 Partner Information web page³ for more information.

Unless otherwise stated herein, all YP2 APS terms and conditions apply.

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³ Available at <https://www.usaid.gov/work-usaid/resources-for-partners/section-889-partner-information>.

SECTION A – PROGRAM DESCRIPTION

A.1 INTRODUCTION

Jordan has one of the youngest populations in the world with youth unemployment reaching fifty percent during the coronavirus disease 2019 (COVID-19, caused by the severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) pandemic. Unemployment coupled with growing distrust in institutions and civil society has created a population of young people without a positive outlook of their future. USAID/Jordan seeks to increase the meaningful participation of the youth of Jordan, aged 15 to 29, within their communities and in the economy. This will be achieved through three objectives that closely align with USAID’s 2022 – 2030 Youth in Development Policy:⁴

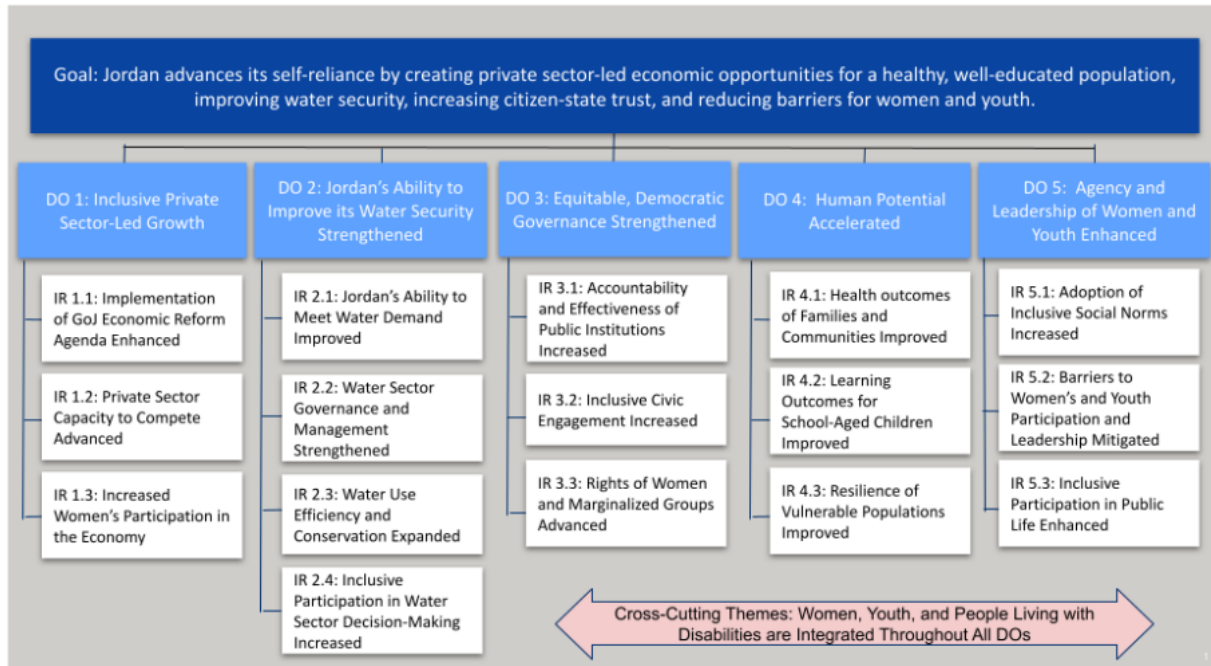
- (a) Increase youth access to high-quality career planning information and livelihood opportunities;
- (b) Strengthen youth leadership through targeted support of local youth-led and youth-serving organizations and partnerships with private sector to promote youth participation as decision makers and key contributors to individual, household, community, and national well-being; *and*
- (c) Strengthen Government of Jordan (GOJ) systems, in partnership with youth, to provide more coordinated and effective services, practices, and policies that embody the principles of Positive Youth Development (PYD). Youth Grow, as envisioned, is not an activity where things are done for youth as beneficiaries. Rather, youth should be co-partners or leaders themselves in making integral decisions about issues that affect them through a “learn-by-doing” approach, including in the decision-making process for the use of funds, that leads to increasingly empowered citizens over time.

Youth Grow, as envisioned, is not an activity where things are done for youth as beneficiaries. Rather, youth should be co-partners or leaders themselves in making integral decisions about issues that affect them through a “learn-by-doing” approach, including in the decision-making process for the use of funds, that leads to increasingly empowered citizens over time.

This Activity will contribute to USAID/Jordan’s Country Development Cooperation Strategy (CDCS) 2020 – 2025 five-year goal of supporting Jordan to advance its stability, prosperity, *and* self-reliance, focusing on Development Objective (DO) 5: Agency and Leadership of Women and Youth Enhanced. The activity also supports DO 4 in targeting support for vulnerable youth populations.

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⁴ Available at <https://www.usaid.gov/policy/youth>.

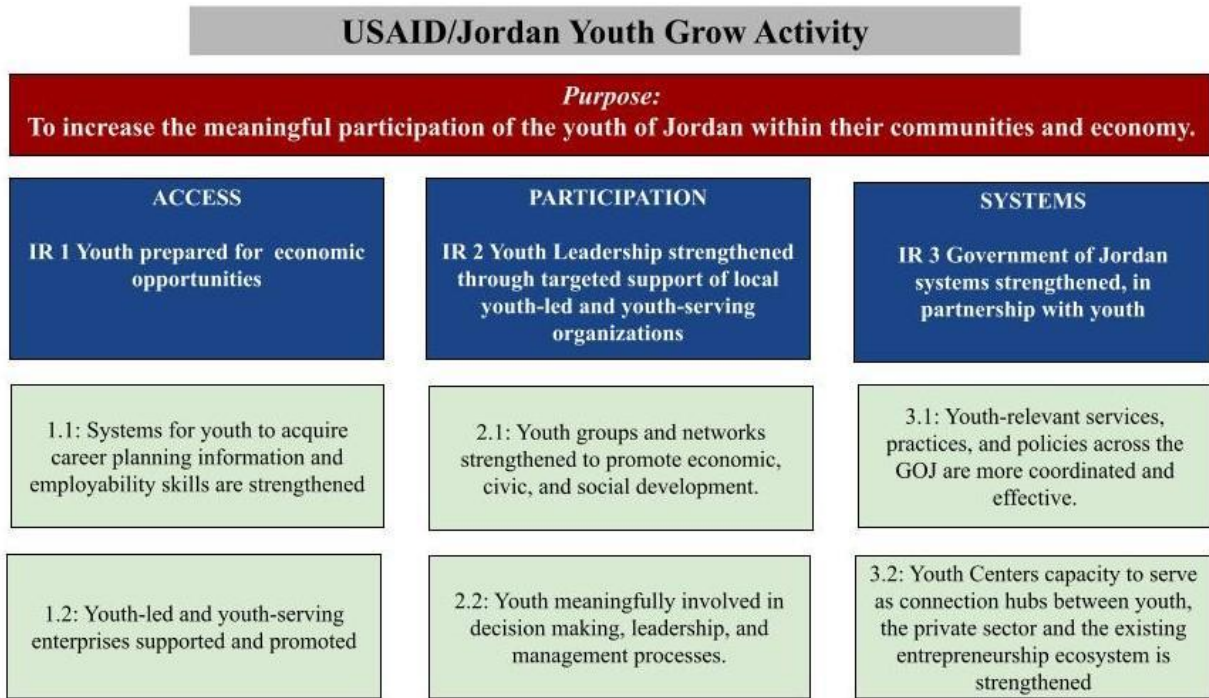


Supporting the three stated objectives above, the Youth Grow activity seeks to achieve the following sub objectives toward improving youth access, participation, and the transformation of youth-serving institutions:

- Improve the understanding that youth and their communities have about their educational and career options reflecting actual labor market opportunities, change attitudes about decision making using the full spectrum of existing labor market opportunities, expand an entrepreneurial mindset, and counter gendered stereotypes about career options;
- Work with youth-led and youth-serving organizations and the private sector to create an enabling environment for youth, enhance community leadership and strengthen linkages between youth and the private sector;
- Establish a Catalytic Innovation Fund that can flexibly support local youth-led solutions for community economic and social development;
- Shift the cultural and social norms around the roles youth can and should play within their communities and economies; *and*
- Use a systems strengthening approach to empower the Ministry of Youth (MoY) to lead and drive the youth employment agenda in Jordan utilizing the National Youth Strategy as a framework.

The results framework expected from the activity objectives are summarized in the chart below and outlined in detail later in the document.

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A.2 BACKGROUND

In Jordan, the economic, political, and social marginalization of youth creates an environment for increased instability, impedes economic and political reforms, *and* hinders Jordan's future peace and prosperity. Jordan has one of the youngest populations in the world, with nearly two-thirds of its population under the age of thirty. Socioeconomic dynamics, identity politics related to tribal affiliation, family origin, region, religion, gender, and deteriorating economic prospects create intersecting layers of youth marginalization that challenge future stability. The participation of women in the workforce remains among the lowest in the globe. Jordan also continues to host a diverse refugee population with one of the highest refugee populations per capita. In addition to the challenge of youth unemployment, there is a growing mistrust of Jordanian youth toward the government, parallel to an expanding discourse that the young population is a threat to security in the region. The most recent research shows that fewer than half of young people in Jordan trust their government, prefer non-institutional channels for participation and vote less than other age groups, adding to a concern of a dissociation with Jordanian identity.

Programmatic responses to the challenges youth face in Jordan often do not address the nuances of the population beyond a recognition of gender and education level differences, making them less effective at addressing how different young people experience marginalization. National identities remain fractured between tribe-affiliated Jordanians and non-tribal affiliated Jordanians based on the political history of Jordan and the influx of refugees. Palestinian Jordanians and those of non-tribal backgrounds make up most of the private sector, while tribe-affiliated Jordanians fill the bloated public sector. While the concept of a social compact between the government and its constituents persists, it has been a promise mainly to a specific generation of tribal-affiliated Jordanians and, over time, the government has been constrained in its ability to fulfill it, isolating the part of the youth population that would traditionally scaffold its stability. Early evidence of the dissociation of tribal

youth with the government arose during the 2011 protests when youth opposition groups surprisingly formed from members of tribal communities to demand reform. The government does not use any census or survey tools to distinguish between these groups because of political implications, but they nevertheless traverse the economic, political, *and* social sectors differently.

Youth programs addressing unemployment have tended to focus on solving a perceived mismatch between skills and labor market needs. However, the Jordanian youth population exhibit the highest median years of schooling (i.e., 10.3 years) compared with other countries in the region, with a negative correlation between level of education and employment status. A recent unpublished study by the Harvard Growth Lab funded by USAID found that the jobs problem does not stem from the supply side but rather a lack of demand within the private sector. Finally, a pre-pandemic survey of the private sector by USAID revealed a sector already in peril with access to private sector opportunities limited based on region.

A.3 WORKFORCE TRANSITION AND ACCESS TO EMPLOYMENT

As youth attempt to enter the workforce, they believe that *wasta* is necessary to secure employment. Fueled by their lack of awareness of alternative job-seeking strategies, youth believe that connections, more than educational credentials, play a major role in hiring decisions. Despite reports indicating sectors of employment potential, most youth believe that there are few opportunities for work, or they have negative attitudes about certain categories of existing labor market opportunities. In general, it is commonly believed that there are only two acceptable career paths: a limited set of prestigious careers that require accomplished academic performance and the currently saturated government job market. Youth have few role models who are considered successful outside of these realms and their parents often have limiting beliefs about appropriate labor opportunities. However, there may be opportunities for young people to grow the private sector itself or find a place within it if they, their families, and communities shift their social and cultural perceptions. As youth get closer to the age of marriage, they are more willing to consider any type of job to get married and support a family.

For young women, social constructs, rather than choice, determine whether they will work at all, and if they do work, in what type of occupation despite reaching higher levels of education than their male counterparts. Few women can pursue career aspirations or even casual employment due to social norms that tie their career to particularly restrictive notions of appropriateness and mobility. In addition, while vocational training is regarded by youth and parents with favor, many women state that the only training available to them is in occupations that are “appropriate” such as home based activities. Women question the usefulness of such training which, in their opinion, does not prepare them for the job market.

According to the 2015 Jordan Youth Assessment, “[y]outh overwhelmingly believed that their career choices are determined by familial and societal expectations, with parents either preventing or facilitating career choices. This was confirmed by the literature review which revealed that career choices are driven less by market needs and more by parental and societal expectations for prestigious occupations, such as medicine, law, *and* engineering. Many male participants in the 10 – 18-year-old cohort said they would not consider working in ‘humble’ jobs, such as garbage collectors, cleaners, *and* office boys/messenger boys. They added that they feared being publicly ridiculed. Males in the 19 – 24-year-old cohort, however, were more willing to accept any type of employment since they have or anticipate having a family to support.”

Because of these attitudes around certain types of jobs, Jordan imports labor despite the high unemployment of the local population. The International Labor Organization reported in 2017 that there were 315,000 registered migrant workers made up mostly of Egyptians followed by Bangladeshis, Filipinos, Sri Lankans, *and* Indians. However, there is also a large number of undocumented labor making the number likely to be even higher. Youth Grow aims to change attitudes around available jobs to employ more youth from Jordan.

Lastly, most Jordanian youth and parents in the north and central areas of Jordan believe that Syrians are flooding the job market and driving wages down. In the meantime, Syrians are excluded from the formal job market, restricted to certain sectors, and feel exploited as they are forced to work at below-market wages in the informal economy to earn an income. These perceptions of job market dynamics are sowing seeds of communal discord and generating tensions between the two communities.

A.4 VOICE AND PARTICIPATION

Youth voice awareness of the issues they would like to change or address in their communities such as corruption, mental health, community cleanliness, drugs, social norms, unemployment, and poverty. Despite youth's ability to recognize these issues, the majority of youth feel a sense of resignation towards their role in making change happen and in taking personal responsibility for addressing communal problems. They are pessimistic about the potential effect of taking initiative and feel that they are not listened to by adults. When spaces for engagement are available, they are generally adult-led or –managed, which diminishes youth's involvement and responsibility. While youth are interested in becoming changemakers in their communities and society, they feel limited in how to effect such change.

In a 2015 USAID Youth Assessment, Jordanian and Syrian youth did not report seeking any leadership activities despite having a lot of free time due to a dearth of extracurricular activities. When activities are available, costs are prohibitive. Youth reported favoring volunteer opportunities and that participation makes them feel useful.

Many young people report feeling infantilized by society and while they say they have some space for voicing their opinion within the family, they feel it is limited to the proposition of solutions to “small problems.” Men tend to exclude them from decision-making in the household and make decisions on their behalf.

A.5 GOVERNMENT OF JORDAN SYSTEMS

The Government of Jordan has a Ministry of Youth (MoY) dedicated to implement the youth agenda, recognizing the key role they play in a stable and prosperous future. In 2019, the MoY published the National Youth Strategy 2019 – 2025, outlining key priorities to advance youth development and youth's role in Jordan. The strategy consists of seven pillars including:

- (a) Youth, Education and Technology;
- (b) Youth and Effective Citizenship;
- (c) Youth Engagement and Effective Leadership;
- (d) Youth Entrepreneurship and Economic Engagement;

- (e) Youth Rule of Law and Good Governance;
- (f) Youth and Community Security and Peace; *and*
- (g) Youth Health and Physical Activity.

The achievement of the goals stated in the National Youth Strategy are designed to not just be the responsibility of only the MoY, but a whole-of-government approach to address the many and diverse challenges facing the youth of Jordan. Many government ministries are cited in the national strategy, but coordination systems remain undeveloped.

The MoY also manages over 200 youth centers throughout the country which deliver government-supported and non-governmental organization (NGO) programming. However, there is an uneven distribution of centers and little self-sufficiency or sustainability of various programming. The MoY has prioritized making youth centers more useful and productive spaces for young people in Jordan.

There is also a robust matrix of institutional support for the MoY including royal NGOs, country donors, national or community level NGOs, religious organizations, *and* international organizations. Many organizations are attempting to work on youth unemployment with little coordination.

The Ministry of Education has a career planning and counseling division that is currently piloting different career planning programs across the Kingdom starting as early as the seventh grade. Youth Grow will not work in schools but is meant to be complementary to these in-school programs, filling in the gaps and creating a 360-degree approach to support young people in planning for their future.

A.6 THEORY OF CHANGE

The Theory of Change for this activity is:

- **IF** youth and their families make informed decisions about employability earlier in their lives, and
- **IF** youth have productive channels to engage with the private sector with government facilitation, and
- **IF** youth become more engaged in their communities to exercise their voice, agency, and leadership constructively, and
- **IF** government coordinates a whole-of-government and private sector approach to respond to the challenge of youth unemployment,

THEN, youth will be at the forefront of: developing new opportunities surrounding social and cultural norms; increasing trust between youth and the government; productively contributing to the economy, and realizing the “demographic dividend” to advance Jordan’s progress toward greater prosperity and stability.

A.7 PROGRAM OBJECTIVES AND ANTICIPATED RESULTS

USAID/Jordan has identified three main problems that if resolved may be catalytic for change: youth unemployment, lack of productive youth engagement in civil society and the public sphere,

and a paucity of government responsiveness and accessibility. Youth Grow seeks to address these three problems through the following Intermediate Results (IRs):

- (a) **Access:** Youth prepared for economic opportunities;
- (b) **Participation:** Youth leadership strengthened through targeted support of local youth-led and youth-serving organizations; *and*
- (c) **Systems:** Government of Jordan systems strengthened, in partnership with youth.

A.7.1 ANTICIPATED RESULTS

A.7.1.1 INTERMEDIATE RESULT (IR) 1: YOUTH PREPARED FOR ECONOMIC OPPORTUNITIES

IR 1 will improve youth access to better information and planning around educational and career options, help meet labor market needs, and counter gendered stereotypes about career options.

The two most recent large-scale surveys of youth in Jordan demonstrate a young population eager to complete higher education with a limited understanding of the connection between what they can study and related labor market opportunities. A “culture of shame” also persists around certain employment sectors (where foreign labor is replacing local labor) and beliefs about the types of jobs young men and women with different education levels should have when they graduate. Furthermore, there is a perception, and often a reality, that many of these jobs lack social and labor protections, dissuading youth and their families from seeking these opportunities. While there is an ecosystem of entrepreneurial support for young people, we need to explore and encourage more opportunities where youth can participate to grow the private sector in Jordan.

IR 1 seeks to offer a holistic career counseling and guidance program that complements existing school counseling programs and pilots tailored to regional variation to help young people and their families better plan for future employability, understand the soft skills necessary for future job retention, increase knowledge about the entrepreneurial ecosystem in Jordan and to change attitudes in youth and their families around available work opportunities. The growth of the gig economy, in which temporary, flexible jobs are commonplace and companies tend to hire independent contractors and freelancers instead of full-time employees, is opening new possibilities for the private sector to play a much greater role in driving sustainable growth and job creation for and by youth.

A survey of existing professional upscaling programming reveals that a majority of activities focus on youth that have already graduated, mostly from higher education. Career counseling and guidance programs should target:

- (a) School-aged youth and their families before they complete basic education and make critical choices about their employability, fundamentally shifting attitudes and the characteristics of the population of future employable Jordanians; *and*
- (b) Higher education-age students and students accessing youth centers to capture young people seeking to connect their studies to labor market opportunities.

Young people in Jordan should also be exposed early on to information about the rich entrepreneurship support ecosystem already available in Jordan and learn how to survey and work

with the local private sector to connect education choices to employability. IR 1 should also work to build linkages with industry and academia, promote attitude change within families, especially around gender, and add resources to Shabab.jo, the MoY's virtual youth center.

Ensuring that youth in Jordan have a better understanding of their options and the benefits associated with different educational choices and career paths will lead to more realistic expectations about opportunities and will satisfy actual labor market needs while growing the private sector. It will also help to reduce the draw to the overly bloated public sector, and counter stereotypes about the appropriate careers for men and women.

A.7.1.1.1 SUB-IR 1.1: SYSTEMS FOR YOUTH TO ACQUIRE CAREER PLANNING INFORMATION AND EMPLOYABILITY SKILLS ARE STRENGTHENED

Both out-of-school youth and graduates are often unable to access employment opportunities in the formal sector due to a lack of marketable skills and little knowledge about the formalities of applying for jobs. Even as USAID recognizes that the Jordanian economy does not produce enough formal employment opportunities to meet the needs of the youth of Jordan, the Youth Grow activity seeks create changes in the systems dynamics that will expand the role, level of investment, support and active leadership of the private and public sectors in regard to the development of innovative, market-opportunity driven, employment-gearred education and skills development and career guidance programs for youth.

A.7.1.1.1.1 SUB-IR 1.1 ANTICIPATED RESULTS

Below please find the sub-IR 1.1 anticipated results:

- Develop holistic career planning information to help high-school and higher education-aged youth and their parents or caregivers make informed career decisions based on market realities.
- Offer technical assistance to youth centers, youth-led and youth-serving organizations, or workforce development institutions (public or private) to improve work readiness and employment services tailored to young women and men.
- Identify and incentivize private sector partners who will champion the promotion of gender equality in the workplace.
- Increase levels of collaboration, coordination and investment by education and technical skill service providers, employers, GOJ, *and* other actors to improve the quality of services and increase the percentage of employed graduates.
- Searching for a job becomes easier, faster, and more targeted as a result of improved career services and job intermediation services that improve the speed and quality of the match between available jobs, jobseekers, *and* training.

A.7.1.1.2 SUB-IR 1.2: YOUTH-LED AND YOUTH-SERVING ENTERPRISES SUPPORTED AND PROMOTED

A key concept of the Private Sector Engagement policy is using market-based approaches and business models to catalyze markets and solve development and humanitarian challenges. This sub-IR will improve the support systems for innovative youth enterprises including social and growth

entrepreneurship. The activity will identify models and approaches that enable youth to become engaged in their communities, demonstrating leadership and social entrepreneurship skills to engage and address community and wider challenges. Special focus will be on growth and social entrepreneurial activities that have the potential of engaging a larger number of youth and of being expanded over time. The Youth Grow activity should support opportunities for expanding youth access to networks, assets, livelihood skills development, and financial services, thus reducing barriers for youth starting or growing their own businesses. The activity should offer practical technical assistance to:

- (a) Youth to identify and respond to appropriate local livelihood opportunities;
- (b) Youth enterprises seeking finance; *and*
- (c) Financial institutions interested in improving their outreach to youth.

Microenterprises that incorporate new technologies are particularly encouraged. The applicant should identify and facilitate private sector opportunities to provide mentorship to youth and youth-led enterprises. The activity must have partnerships and be directly linked to the existing entrepreneurship systems.

A.7.1.1.2.1 SUB-IR 1.2 ANTICIPATED RESULTS

Below please find the sub-IR 1.2 anticipated results:

- Youth have access to entrepreneurship readiness training, emphasizing service delivery through local partners to target male and female youth participants.
- Youth leaders gained new skills to facilitate livelihood development and expanded their horizons about what is possible in their communities.
- Youth economic empowerment is increased through new and strengthened youth-owned, youth-led, and youth-managed enterprises.
- Youth enterprises are able to access credit and savings products tailored to their needs using the existing entrepreneurship ecosystem in Jordan.
- Youth enterprises, particularly female-led enterprises, have access to peer mentoring and expanded business networks.

A.7.1.2 INTERMEDIATE RESULT 2: YOUTH LEADERSHIP STRENGTHENED THROUGH TARGETED SUPPORT OF LOCAL YOUTH-LED AND YOUTH-SERVING ORGANIZATIONS

IR 2 aims to develop and amplify existing innovative youth-led and youth-serving community leadership initiatives. There has been a growing recognition during the COVID-19 pandemic that youth play a vital role in their communities as volunteers and changemakers. Moreover, giving youth meaningful roles in their communities can help to soften stability concerns even if they remain unemployed. These groups and networks will be vehicles for advocacy and engagement on issues that are of greatest concern to youth, whether in the national policy reform sphere or within their own communities. Importantly, civic engagement activities should be driven by male and female youth, and be inclusive of youth of diverse socio-economic backgrounds. A powerful initiative that arose out of USAID/Jordan's YouthPower activity was the creation of youth units in municipalities that found creative ways to increase the access of community members to municipal resources, demonstrating to the community that youth can play a vital role in progress.

It is anticipated that activities under this IR will work in close harmony with civic engagement activities supported by USAID/Jordan's Democracy, Human Rights, *and* Governance (DRG) Office.

A.7.1.2.1 SUB IR 2.1: YOUTH GROUPS AND NETWORKS STRENGTHENED TO PROMOTE ECONOMIC, CIVIC, AND SOCIAL DEVELOPMENT

USAID seeks to strengthen democratic, representative, and grassroots-based youth groups and networks that serve as a platform to promote skills development, coalition-building, advocacy for issues that are of concern to youth, engagement with private sector and industry leaders to develop access to markets for youth enterprises, and engagement with service providers to promote greater access to and quality of youth-friendly services.

The Higher Committee for Volunteer Work was created in 2021 in recognition of youth efforts during the pandemic, is chaired by Jordan's Minister of Youth, and includes the Crown Prince Foundation and the Secretaries General of the ministries of labor, culture, social development, and youth, the Director of Civil Defense, the Executive Director of the King Abdullah Fund, and others from the volunteer sector. The MoY also created a new volunteerism unit in August of 2021. IR 2 will work within existing youth networks (including informal youth groups and youth who participated in YouthPower) and existing grassroots youth organizations to enhance community leadership and build a connection between youth-generated initiatives, the new Higher Committee and the MoY volunteer unit, to enhance the responsiveness of government to youth-led innovations and to build trust. The activity will use a facilitative approach building on existing promising youth-led efforts to achieve public, private partnerships for select youth social enterprises with growth potential, *and* promote networking opportunities.

A.7.1.2.1.1 SUB-IR 2.1 ANTICIPATED RESULTS

Below please find the sub-IR 2.1 anticipated results:

- Strengthen the capacity of local youth-led organizations and local youth-serving organizations to effectively increase their advocacy, agency, *and* sustainability;
- Increase the capacity of youth groups and networks to support the achievement of IRs 1 and 3, including through greater youth representation in community decision making and leadership, greater cross-regional articulation of shared youth interests, and increased participation with the private sector;
- Practical application of technology deployed to support youth networking (e.g., social media networks); *and*
- Develop and support key capacity building indicators in line with the requirements of the Capacity Building (CBLD)-9 Standard Indicator.

A.7.1.2.2 SUB-IR 2.2: YOUTH MEANINGFULLY INVOLVED IN DECISION MAKING, LEADERSHIP, AND MANAGEMENT PROCESSES

Applicants should allocate a portion of the activity budget for a Catalytic Innovation Fund (Fund) that is flexible and responsive to youth priorities. These funds should not be managed as handouts but rather as catalytic funds in support of youth initiatives that link youth to key networks.

The strategic role of the Fund is to utilize USAID resources as investments to generate positive impact and enable third party investments and or contributions that otherwise would not be possible. The Fund will create the space:

- (a) For revolving loans or direct grants (cash or in-kind) for youth-led initiatives;
- (b) To leverage resources from the private sector, GOJ, other donors, financial intermediaries, and youth focused organizations;
- (c) To collaborate with networks and service providers already investing in capacity building of youth groups, youth-led and youth-serving organizations, and other organizations/institutions, for catalyzing activities in support of Youth Grow's objectives;
and
- (d) To meaningfully involve youth in transparent decision making, leadership, and management processes.

Why a fund mechanism for USAID assistance to youth in Jordan?

- ***Flexibility:*** A catalytic innovation fund that is driven by demand from youth in communities and regions can adjust funding levels and types of funding (e.g., economic growth, civil society, etc.), target different areas, and respond to shocks (i.e., COVID-19), opportunities, and shifting USG policy priorities.
- ***Accountability and Transparency:*** The Fund will model accountability and transparency based on rules and regulations clearly laid out in an operations manual.
- ***Targeting and Reach:*** The Fund approach can target specific geographical locations and build the capacity of Jordanian service providers, both public and private, to reach these areas.
- ***Sustainability and Exit Strategy:*** As the Fund develops and is managed independently, it is envisioned that the Fund's management will eventually develop the capability to operate without USAID support. If initial buy-in with youth and the GOJ can be appropriately managed at the outset, this mechanism could then become an effective channel for public sector development expenditures to the local level and to which other donors could contribute.
- ***Maximize USAID Investment in Youth:*** USAID funded sectoral programs would be able to engage local youth groups to develop proposals together and use the Fund to maximize the value of USAID's development assistance by leveraging cash and in-kind public and private sector investments.

USAID has an ambitious long-term goal for the Catalytic Innovation Fund to grow and eventually become a vehicle for other development partners and GOJ support (i.e., in cash or in-kind) for youth-focused activities. By modeling best practices in transparency and youth involvement and working hand-in-hand with government and private sector partners, the Fund has the potential to become a sustainable "flagship" initiative for ongoing youth empowerment in Jordan.

A.7.1.2.2.1 SUB-IR 2.2 ANTICIPATED RESULTS

Below please find the sub-IR 2.2 anticipated results:

- Establishment of a rules-based and transparently operated funding mechanism with a clear strategy for financial support and sustainability through strategic partnerships that is youth led, run and managed;
- The Fund is responsive to priorities identified in joint work plans developed mutually by the Implementing Partner and local/regional Youth Groups that identify solutions to key civic, economic, health, and social development challenges; *and*
- A long-term strategy for attracting non-USAID financial support and strategic partnerships for the Fund (i.e., private sector, GOJ, other development partners, etc.) that can ensure sustainability and help support the Fund to become a permanent part of the future Jordanian institutional landscape.

A.7.1.3 INTERMEDIATE RESULT 3: GOVERNMENT OF JORDAN SYSTEMS STRENGTHENED, IN PARTNERSHIP WITH YOUTH

A government that is responsive to the needs of youth, particularly unemployment, requires crosscutting coordination mechanisms across ministries and non-government entities. When youth policies and government approaches are fragmented, it erodes youth trust in the government, prevents youth from participating in the expansion of the private sector, and halts young people's ability to transition to adulthood. Creating an effective coordination mechanism that transforms GOJ interactions with youth and youth-serving entities is particularly important for Jordan where higher education training institutions, civil society and local nonprofits play congruous but often overlapping roles for youth across the country. Building coordination across ministries is also a key element of the MoY National Youth Strategy.

A.7.1.3.1 SUB IR 3.1: YOUTH-RELEVANT SERVICES, PRACTICES, AND POLICIES ACROSS THE GOVERNMENT OF JORDAN ARE MORE COORDINATED AND EFFECTIVE

IR 3.1 should use a systems strengthening approach to empower the MoY to lead and drive the youth employment agenda in Jordan utilizing the National Youth Strategy as a framework. With technical assistance, the MoY could coordinate the identification, adoption, and implementation of youth pro-employment policies across sectors, promote the development of a joint GOJ and private sector labor market information system that links youth job seekers to employers and policy makers, mobilize resources and innovative investments that support youth start-ups, enterprises and job creation programs, and encourage cooperation between the training and education sector with labor market actors to produce qualified male and female graduates with skills, experiences and ethics that fit into the labor market. USAID's situational analysis of the MoY completed by the Technical Assistance Program will be provided to Youth Grow's awardee to inform their work.

A.7.1.3.1.1 SUB-IR 3.1 ANTICIPATED RESULTS

Below please find the sub-IR 3.1 anticipated results:

- Strengthen MoY capacity to effectively coordinate and support the youth job creation efforts of public and private sector actors through identification, adoption and implementation of youth pro-employment policies across sectors;
- Support GOJ initiatives to mobilize resources and innovative investments that support youth start-ups, enterprises, and job creation programs; *and*

- Promote active participation by youth in the development of the National Youth Strategy, action plans, and other initiatives that have a direct impact on youth.

A.7.1.3.2 SUB-IR 3.2: YOUTH CENTERS CAPACITY TO SERVE AS CONNECTION HUBS BETWEEN YOUTH, THE PRIVATE SECTOR AND THE EXISTING ENTREPRENEURSHIP ECOSYSTEM IS STRENGTHENED

Using a systems-based approach with the MoY to understand the elements that influence positive youth outcomes at scale will strengthen existing government institutions to be youth friendly and engage the local private sector. Support to MoY to ensure youth centers are virtual and physical networking spaces for youth to link them to community and private sector opportunities, including skill development, internships, *and* employment. Hubs must be spaces for vibrant collaboration, for design of innovative income generation ideas, for partnerships to assess the viability and growth potential of enterprises and for direct links to the existing entrepreneurship ecosystem. Direct collaboration with other USAID funded projects, including the Economic Development and Energy (EDE) Office's USAID Informal Livelihoods Advancement (Iqlaaع) activity, will be required when relevant.

A.7.1.3.2.1 SUB-IR 3.2 ANTICIPATED RESULTS

Below please find the sub-IR 3.2 anticipated results:

- Map out the systems and key elements critical to achieve quality outcomes at scale;
- Map out and work with the private sector in their communities to determine available job openings, areas for growth, and work-based learning opportunities;
- Link youth to the existing entrepreneurial ecosystem in Jordan;
- Enable youth enterprises in youth center communities to access credit and savings products tailored to their needs; *and*
- Harness digital and innovative technologies to boost the financial inclusion and well-being of youth.

A.8 PROGRAMMATIC AND GEOGRAPHIC FOCUS

A.8.1 PROGRAMMATIC PRINCIPLES

All Youth Grow programming should follow the programmatic principles described in USAID's 2022 Youth Policy. Further, the following five principles will inform all activity planning and decision making:

- ***Focus on Systemic Change:*** changes which result in youth leadership and employment will require changes in the dynamics between perspectives, roles, relationships, rules, policies, and resources at the individual, household, peer-group, community, *and* market levels. The Activity must work to effect change across these dimensions and levels to improve efficiency and effectiveness of moving youth from education and skill attainment systems into leadership roles and market-driven employment.

- ***Ensure USG Investments are Market Opportunity Driven:*** The Activity must ensure USG investments in strengthening youth employability and the employment system support commercially viable models directly linked to one or more private sector partners, with market opportunity for business growth. The Activity should serve as a catalyst for partnerships to strengthen youth employment systems, inspiring collaboration, *and* investment towards shared youth goals.
- ***Actively Engage Youth Leadership and Entrepreneurial Spirit:*** The Activity is founded in the principles of positive youth development PYD and will incorporate PYD principles and approaches throughout. The Activity will strategically examine all opportunities for increasing and elevating youth voice and participation throughout the Activity, within communities and with government.
- ***Facilitate Actions Through Local Systems:*** sustainable change is facilitated through key stakeholders and the systems they operate within. Using a facilitative approach, with co-design, co-creation, co-planning and co-management between USAID, youth, local stakeholders, and partners to foster local ownership of the change process is essential to overcome youth challenges.
- ***Collaborating, Learning, and Adapting (CLA):*** Engage in active collaboration with other key in-country partners. Hold regular pause and reflect moments to identify promising practices, overcome implementation obstacles, and address changing conditions. Use results to inform work plans and implementation. Define how innovative and dynamic learning agendas will be developed and implemented with youth and the Mission. Engage in periodic reflection activities using approaches such as after-action reviews to identify, capture, and act upon lessons learned in technical, cross-cutting, and management activities. Continuously assess if approaches and key assumptions are relevant to achieve the best results.

A.8.2 GEOGRAPHIC AND POPULATION TARGETING

The Youth Grow activity targets 15 to 29-year-old youth, with an emphasis on out-of-school and marginalized youth, as well as parents, caregivers, youth-led and -serving organizations, and the GOJ. USAID's work is deeply motivated by a commitment to adolescent girls and young women, in light of longstanding systemic discrimination and barriers that continue to affect their full participation and access to opportunity. Development processes that are inclusive and gender-equitable yield better outcomes for the communities that embark upon them. USAID promotes the rights and inclusion of marginalized and underrepresented populations in the development process. Any reference to youth in this call for concept papers acknowledges and incorporates youth with intersecting identities who may be marginalized by society and should use a conflict sensitive and trauma-informed approach.

The Youth Grow activity seeks to engage with youth in communities nationwide taking into consideration the communities' size, economic potential, location of MoY Youth Centers, and strategic geographic location to promote cross-sectoral, integrated programming with other USAID and non-USAID programs.

A.8.3 ALIGNMENT WITH OTHER USAID PRIORITIES AND PROJECTS

Through its engagement with local youth groups/networks and youth-serving organizations, this activity will contribute to multiple USAID/Jordan, USAID/Washington, and U.S. Government (USG) initiatives and priorities, including the 2022 Updated USAID Youth in Development Policy,⁵ 2021 USAID Local Capacity Development Policy,⁶ and the 2020 USAID Gender Equality and Women's Empowerment Policy.⁷

Additionally, Youth Grow will benefit and contribute to synergies with other USAID-funded programs that are operating in the same geographic areas or have complementary objectives at the local, regional, and national levels.

To facilitate the collaborative process, the Activity will be expected to:

- Proactively seek opportunities for joint strategic programming that amplifies results;
- Describe joint activities in work plans that clarify roles and responsibilities around specific programmatic linkages and common objectives and indicators;
- Conduct joint site visits, when appropriate, to facilitate learning across activities;
- Actively participate in USAID partner meetings and learning events;
- Include a section in quarterly and annual reports on collaborative activities and synergies; and
- Develop and contribute to joint indicators to measure effective collaboration and shared impacts.

A continuum of additional USG cooperation and collaboration opportunities could include regular meetings between Chiefs of Party and frontline activity staff; events to identify cross-project partnering opportunities; joint work planning; trainings; field visits and peer learning events; co-location of offices; and pooling resources with other USG activities, among others.

The following table provides USAID/Jordan youth-related activities:

Activity Name	Description	Duration
Economic Empowerment		
Business Growth Activity (BGA)	Spur the growth of Jordanian Small and Medium Enterprises resulting in increasing productivity, competitiveness and employment for Jordanians including youth, women and people with disabilities.	2021 – 2026
Women's Economic Empowerment and Leadership Activity (WEELA, dba Mekanati)	Contribute to increasing women's access to waged employment and leadership opportunities by improving women's access to the job market, addressing inequalities and prohibitive social norms and traditions, and enhancing the workforce enabling environment.	2021 – 2026
Recycling in Jordan	Work with private recycling firms, the commercial sector, the Ministry of Environment (MoENV), and the Greater	2020 – 2025

⁵ Available at <https://www.usaid.gov/policy/youth>.

⁶ Available at https://www.usaid.gov/sites/default/files/documents/LCD_Policy_-_FORMATTED_508_01-11.pdf.

⁷ Available at <https://www.usaid.gov/GenderEqualityandWomensEmpowermentPolicy>.

	Amman Municipality (GAM) to increase recycling by expanding and improving private sector-led recycling services, and generating greater demand for and utilization of recycling services within the Amman commercial sector. This includes working with women and youth to improve their working conditions and better integrate them in the recycling sector.	
Biodiversity Conservation Program (BCP)	Improve the business management capacity of the Royal Society for Conservation of Nature, including strengthening marketing and workforce development in the community in which they work, especially for women and youth.	2019 – 2023
Informal Livelihoods Advancement (Iqlaa)	Put Jordanian Micro and Small Enterprises (including women- and youth-owned enterprises) on a path to recovery after the extraordinary crisis that the businesses have faced, help them access the safety net measures in Jordan, and, most importantly, regain productivity and growth.	2022 – 2027
Political and Civic Empowerment		
Sawt: A Voice for Civic Engagement	Position Jordanian civil society and media to actively and effectively represent and advocate on behalf of citizen-driven interests, including priorities to empower women and youth and increase their participation in society.	2022 – 2027
Elections and Political Processes Project	Encourage and enable more pluralistic and representative political competition in Jordan (including increasing women's participation in politics), help increase GOJ's responsiveness to citizen needs, and promote civic education (Ana Usharek) for youth.	2019 – 2023
Promoting the Voice and Leadership of Women	Strengthen the enabling environment and institutional capacity and increase adoption of inclusive social norms to increase women's engagement in decision-making and leadership roles within their family and immediate community.	2022 – 2027
Youth		
Partnership for Youth	Support the Ministry of Youth (MoY) to be more responsive to youth needs and better activate youth centers.	2020 – 2027

A.8.4 ALIGNMENT WITH COMPLEMENTARY PROGRAMMING IN JORDAN

Successful applicants should demonstrate an understanding of complementary programming in Jordan to prevent duplication of efforts. There are several career planning initiatives within schools and the successful awardee should demonstrate how their proposal fills in any missing gaps, including linking young people in Jordan to existing resources, rather than replicating them.

A.9 APPLICATION PROCESS

USAID has outlined the application process in **SECTION D** below. Further, please review the YP2 APS for additional information.

[END SECTION A]

SECTION B – FEDERAL AWARD INFORMATION

B.1 NATURE OF THE RELATIONSHIP BETWEEN USAID AND THE RECIPIENT

The principal purpose of the relationship with the Recipient⁸ and USAID under the subject program is to transfer funds to accomplish a public purpose of support or implementation of the “USAID’s Youth Grow Activity,” which is authorized by Federal statute.

The successful Recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, *and* the terms and conditions of the Federal award. The Recipient, using its own unique combination of staff, facilities, *and* experience, has the primary responsibility for employing whatever form of sound organization and management techniques may be necessary to assure proper and efficient administration of the resulting award.

B.2 ESTIMATE OF FUNDS AVAILABLE AND NUMBER OF AWARDS CONTEMPLATED

Subject to funding availability, USAID intends to provide a \$25M USAID funding contribution for a five-year period of performance for one cooperative agreement per 2 CFR § 200.24, *and* ADS 303.3.11 and 304.3.3, respectively, in response to this NOFO. Nevertheless, actual funding amounts remain subject to availability of funds, progress, *and* necessary approvals. Further, USAID reserves the right not to fund the submitted full application. Further, USAID reserves the right to request clarifications, additional detail, *or* to suggest refinements of the submitted Technical Application (i.e., Proposed Approach and Organizational Capacity), Cost Application (i.e., budget), *or* other corresponding aspects of the applicant’s submission. Lastly, the applicant must collaborate with USAID/Jordan to refine its application to reach a final award.

Neither financial data submitted with an application nor representations concerning facilities or financing should form part of the resulting agreement. As per ADS 303.1.d, the Agreement Officer has legal responsibility for the award, representing the only individual who can act on behalf of USAID to enter into, amend, *or* terminate an award. Lastly, the applicant may not incur costs prior to the Federal award period of performance start date without the written approval of the Agreement Officer per 2 CFR §§200.209 and 200.458, respectively.

Unless otherwise stated herein, all YP2 APS terms and conditions apply.

⁸ As per 2 CFR § 200.1 (formerly 2 CFR § 200.86), “[r]ecipient means a non-Federal entity that receives a Federal award directly from a Federal awarding agency to carry out an activity under a Federal program. The term recipient does not include subrecipients. See also § 200.69 Non-Federal entity.”

**B.2 START DATE AND PERIOD OF PERFORMANCE FOR FEDERAL
AWARD**

USAID/Jordan anticipates the YP2 APS award under the Youth Grow Addendum period of performance will span from May 2023 through May 2028.

B.3 TYPE OF INSTRUMENT

USAID/Jordan intends to award one cooperative agreement renewal award per 2 CFR § 200.1 (formerly 2 CFR § 200.24), and ADS 303.3.11, *and* 304.3.4, respectively.

[END SECTION B]

SECTION C – ELIGIBILITY INFORMATION

C.1 ELIGIBILITY INFORMATION

As per ADS 303.3.5.3.c(1), this Notice of Funding Opportunity (NOFO) is open to all entities, with no restrictions on eligibility, *and* all potential applicants are eligible. Moreover, per ADS 303.3.6, this Youth Grow Activity NOFO solicits for maximum competition to identify and fund the program that could best achieve Agency objectives. Lastly, per ADS 303.3.6.4.b, this NOFO allows all eligible organizations to compete for the Youth Grow Activity award. Thus, USAID encourages U.S. and non-U.S. public, private, for-profit, and non-profit organizations, as well as institutions of higher education (especially minority-serving institutions), public international organizations, *and* non-governmental organizations to submit a Concept Paper. Lastly, the organization must be a legally recognized organizational entity in the country where it operates.

Applicants must have established financial management, monitoring and evaluation (M&E) processes, internal control systems, *and* policies and procedures that comply with established USG standards, laws, *and* regulations. As per ADS 303.3.9, “[t]he AO must evaluate the risks posed by applicants before making the award. The AO must evaluate risk in accordance with the principles established by USAID and the Office of Management and Budget (OMB) (see 2 CFR §200.205).” Further, 2 CFR §200.25(a)(1), “[p]rior to making a Federal award, the Federal awarding agency is required by 31 U.S.C. 3321 and 41 U.S.C. 2313 note to review information available through any OMB-designated repositories of governmentwide eligibility qualification or financial integrity information as appropriate.” Moreover, per 2 CFR §200.25(c), “[i]n evaluating risks posed by applicants, the Federal awarding agency may use a risk-based approach and may consider any items such as [those under 2 CFR §§200.25(c)(1) through 200.25(c)(5)].” Lastly, per ADS 303.3.9.1, the successful applicant remains subject to a pre-award survey if any of the ADS 303.3.9.1.a criteria apply.

Under the Youth Grow Addendum, USAID/Jordan welcomes an approach that demonstrates flexibility to being responsive to youth-identified development challenges and constraints. Given the cross-sectoral nature of the Activity, a consortium is welcome, including partners with expertise in relevant programmatic areas, such as systems strengthening, career planning, civic engagement, or youth empowerment. USAID/Jordan seeks an approach that incorporates a toolkit of resources and approaches, particularly through underutilized local and regional organizations, to call upon for youth-led priorities that emerge and evolve throughout the life of the activity. Applicants must also demonstrate the ability to effectively manage a Catalytic Innovation Fund and report against the earmarks and Agency guidelines placed on the variety of funds to be utilized for this Addendum.

All interested organizations are restricted to submitting only one Concept Paper as the Prime Applicant. If more than one Concept Paper is received with the same Prime Applicant, USAID will seek written clarification from the relevant entity regarding which Concept Paper should be considered for review. If clarification is not resolved within five business days, all Concept Papers submitted by the Applicant will be deemed ineligible.

Please note that Applicants can serve as subrecipients or supporting partners on multiple Concept Papers under this Addendum.

C.2 YOUTH GROW AS A NEW PARTNERSHIPS INITIATIVE (NPI) ACTIVITY

USAID requires Applicants to align with the principles of the New Partnerships Initiative (NPI). NPI will allow USAID to work with a more diverse range of partners, strengthen existing partner relationships, and provide more entry points for organizations to work with the Agency. The principles behind NPI are outlined in the Agency's first-ever Acquisition and Assistance (A&A) Strategy.⁹

Under NPI, there are multiple modalities for new and underutilized partners to do business with USAID. There are also opportunities for traditional partners to receive awards. Under NPI, Youth Grow envisions four specific forms for engagement, each intended to offer different entry points for working directly or indirectly with new, underutilized, or established organizations. Organizations **only need to qualify under one of the forms of engagement** listed below:

- (a) Direct awards to new¹⁰ and underutilized organizations that are local entities¹¹ in the host country or countries for which the Applicant is applying. New and underutilized partners may apply for direct funding via this APS addendum. Applicants are eligible if they have received less than \$25M¹² cumulatively in direct or indirect awards from USAID over the past five years.
- (b) Direct awards to new and underutilized organizations that are locally established partners.¹³ in the host country or countries for which the Applicant is applying. U.S.-based or international partners are eligible if they have:
 - (1) received less than \$25M cumulatively in USAID funding over the past five years; *and*
 - (2) currently have additional, non-U.S. Government funding streams that exceed total funding received worldwide from USAID (e.g., if an Applicant has implemented \$5M in USAID funding, it must demonstrate at least \$5M in funds worldwide from sources other than the U.S. Government).
- (c) Sub-awards¹⁴ to new or underutilized partners via prime awardees that serve in a limited mentorship role. NPI seeks to shift USAID from viewing successful local capacity building as a local organization's ability to receive and manage federal funding directly to measuring

⁹ Available at <https://www.usaid.gov/work-usaid/how-to-work-with-usaid/acquisition-and-assistance-strategy>.

¹⁰ For additional information on the definition of a new entity, see <https://procurement.inl.gov/Small-Business-Program/Shared%20Documents/DUNS%20FAQ.pdf>. Note that USAID reserves the right to consider any funding received from an entity's parent or affiliate for purposes of determining whether an entity meets the eligibility criteria.

¹¹ As defined in Automated Directive System (ADS) Chapter 303.

¹² \$25M received refers to actual payments made by USAID to the Applicant in the five years prior to the date of the application submission. During the co-creation phase the Acquisition and Assistance Office (AAO) team will work with CFO to adjudicate any issues of eligibility. Further, if invited to the request for application (RFA) stage, Applicants will need to submit their Representations and Certifications as part of the Application.

¹³ LEPs are organizations that generate significant private development assistance and support effective program models through locally-led operations that strengthen partner country capacity and commitment for self-reliance.

¹⁴ If a Higher Education Initiative (HEI) is applying as a prime, Negotiated Indirect Cost Rate Agreement (NICRA) rates should not be applied to the proposed amount of the award that will be given as subawards.

success by the strengthened performance of local actors and local systems in achieving and sustaining demonstrable results. NPI recognizes the important role and capacity that “established partners” (defined as those that already have a financial relationship with USAID above the NPI threshold of \$25M in the last five years) play in advancing this vision of effective local capacity development. This modality will empower established partners to build the capacity of local and locally established partners to deliver results for the stakeholders they serve, while also providing these local partners with the direct or indirect support they need to meet the requirements associated with awards from the U.S. Governments. Established partners will play a support role to build the capacity of new and underutilized partners to improve their performance as development actors in several ways (e.g., through technical oversight, compliance support, and mentoring). NPI envisions two modalities of support under this approach:

- (1) Modality 3a: Local Entity Sub-Awardees That Move to Direct Awards: Prime awardees must pass a minimum percentage of the total funding¹⁵ of their awards, as identified in specific Addendum to local sub-awardees, with a goal of moving them to qualify for direct awards. In appropriate cases, USAID might pursue prime/mentor awards with a provision for transition awards¹⁶ to some local entities during the life of the award.
- (2) Modality 3b: Local and Locally Established Partner¹⁷ Sub-Awardees: Prime awardees must pass a minimum of 50 percent of the total funding of their awards to sub-awardee local partners or locally established partners (LEPs). Sub-awards to local entities under the Catalytic Innovation Fund (described under IR 2) may count toward the minimum percentage of funding required for this modality. An award could also have a structure in which the prime partner receives a declining percentage of the value of the award year-on-year (e.g., from 25 percent in Year One to 20 percent in Year Five).
- (3) Direct Awards to Partners to Leverage Private/Non-U.S. Government Funding: NPI also seeks to support partnerships with organizations that can leverage their own private (or non-U.S. Government) funding, in recognition of the important dual-role that many established partners have as both implementers and fundraisers. Organizations of all types (academia, non-profit, private-sector, host governments, etc.) can apply, including organizations that have received more than \$25M in USAID funding through an award or sub-award in the past five years. Awardees must propose additional leveraged funds worth a minimum of 50 percent of the total value of the award they seek from USAID; this can include in-kind contributions, and non-Federal grants and external awards.

¹⁵ Addenda must specify a minimum of 50 percent of total funding would go to the new and underutilized partners to implement through sub-awards, but may choose a larger minimum percentage amount.

¹⁶ USAID intends that the initial award recipient would develop the capacity of the sub-recipients so that the sub-recipients would be eligible to receive a direct award from USAID or other donors in the future. Applications proposing this modality should include criteria for the prime recipient to identify and qualify a sub-recipient for a direct award, Procedures for making the direct award, and a timeframe for when the direct award will be considered, including the limits of USAID funding of the initial award for activities of the sub-recipient.

¹⁷ A U.S. or international organization that works through locally-led operations and programming models. See <https://www.usaid.gov/npi/npi-key-definitions> for additional information.

[END SECTION C]

SECTION D – CONCEPT PAPER AND SUBMISSION INFORMATION

D.1 AGENCY POINT OF CONTACT

Below please find USAID/Jordan's point of contact email address for inquiries regarding the Concept Paper application submission:

jordan_youthgrow@usaid.gov

D.2 QUESTIONS AND RESPONSES

As per the NOFO Cover Letter, potential Applicants should submit all questions regarding this NOFO or the substance and terms of the YP2 APS umbrella in writing to jordan_youthgrow@usaid.gov no later than Tuesday, December, 2022 by 16:00 PM Eastern European Summer Time (EEST, 3 hours ahead of Coordinated Universal Time (UTC)) to the following subject line:

Question – YP2 APS Umbrella

To provide sufficient time for USAID to address the questions and incorporate the questions and answers as an amendment to this NOFO. Nevertheless, USAID encourages early submission. Potential Applicants must refrain from any communication with any other USAID staff, including the Technical Office, during the NOFO and evaluation phases.

If the requested information is necessary for adequate submission of an application *or* if lack of the information would prejudice any other potential Applicant, USAID will furnish any information given to a potential Applicant concerning this NOFO to all other potential Applicants as an amendment to this NOFO.

D.3 DEADLINE AND ELECTRONIC SUBMISSION

As per the NOFO Cover Letter, potential Applicants must submit their respective Concept Papers no later than Thursday, January 19, 2023 by 16:00 PM EEST, or as amended to this NOFO. Nevertheless, **USAID encourages early submission.** However, the Agreement Officer may review and consider late or incomplete submissions per ADS 303.3.6.6. All submitted application files must be compatible with Microsoft (MS) Office in a MS Windows environment or Portable Document Format (.pdf). The subject line of each email must read as follows:

NOFO No. 72027823RFA00001 USAID's Youth Grow Activity Addendum Concept Paper Email: 1 of XX

Applicants are reminded that email is NOT instantaneous; in some cases, delays of several hours may elapse from transmission to receipt. The USAID/Jordan mail server provides the initial point of entry to the government infrastructure for this NOFO.

Applicants must retain a copy of emails, documentation, *and* all enclosures, which accompany the Concept Paper, for their records. USAID will not accept telegraphic or faxed applications in response to this NOFO.

D.4 MULTI-TIERED REVIEW

As per ADS 303.3.6.1.c,¹⁸ USAID has established this Youth Grow Activity Addendum NOFO and review system with the following tiers:

Youth Grow Activity Multi-tiered Review ¹⁹		
Phase One	1	USAID posts the NOFO to the https://www.grants.gov website per ADS 303.3.5.a ²⁰
	2	Potential Applicants submit NOFO questions or requests for clarifications
	3	USAID provides responses to potential Applicant questions or requests for clarifications
	4	Receipt of Phase One Concept Papers
	5	A Selection Committee (SC) ²¹ evaluates and selects the best submitted Phase One Concept Papers per ADS 303.3.6.3 and NOFO Section E.2 merit review criteria, respectively
	6	Phase One notification to all unsuccessful Applicants that they will not be considered Further per ADS 303.3.7.1.a ²²
Phase Two ²³	7	Based on the number of highly rated Phase One Concept Papers, USAID invite those potential Applicants to a multi-stakeholder co-creation workshop <i>or</i> a structured engagement between USAID, the apparently successful Applicants, <i>and</i> a broader array of stakeholders

¹⁸ As per the Automated Directives System (ADS) 303.3.6.1.c, “[t]he AO may request potential applicants to submit an executive summary or concept paper. The AO may also request corresponding budget information at their discretion. After reviewing these submissions, the Selection Committee selects the best submissions and conducts a second level solicitation and review with the selected applicants and uses more specific merit review criteria. The AO may conduct additional levels of solicitation and review only if the second level does not adequately identify applicants for the activities to be funded. [SECTION C] or [SECTION E] of the NOFO must explain the intended multi-tiered review/eligibility process so that potential applicants know what to expect at each phase of the review process.”

¹⁹ As per the Automated Directives System (ADS) 303.3.6.1.c, “[t]he Planner, with the approval of the AO, may establish a solicitation and review system with two or more tiers. The AO may request potential applicants to submit an executive summary or concept paper. The AO may also request corresponding budget information at their discretion. After reviewing these submissions, the Selection Committee selects the best submissions and conducts a second level solicitation and review with the selected applicants and uses more specific merit review criteria. The AO may conduct additional levels of solicitation and review only if the second level does not adequately identify applicants for the activities to be funded. [SECTION C] or [SECTION E] of the NOFO must explain the intended multi-tiered review/eligibility process so that potential applicants know what to expect at each phase of the review process.”

²⁰ As per ADS 303.3.5.a, “USAID has a responsibility to notify the public of its funding priorities in assistance programs (2 CFR 200.203 – 204). The Agency generally fulfills this responsibility by announcing assistance programs in the Federal Assistance Listings maintained by the General Services Administration (GSA) at <https://sam.gov> and at <https://www.grants.gov>.”

²¹ As per ADS 303.3.6.3.a, “[a]t least two individuals (three or more is preferable) must be appointed to serve on each Selection Committee (SC) to review applications. The SC must review the applications using the review criteria stated in the Notice of Funding Opportunity (NOFO).” Further, ADS 303.3.6.3.b, “[c]ommittee members must possess the requisite technical knowledge or expertise to review the programmatic merits of the applications.”

²² As per ADS 303.3.7.1.a “USAID must individually notify each applicant in writing on the success of its application. Once USAID decides which applicant the Agency will consider for award, the AO or the Planner (if authority is delegated by the AO) must notify all unsuccessful applicants that they will not be considered further and briefly explain why USAID did not select their application. The letters must be approved by the AO before the Planner may send them.

²³ If only one Concept Paper is deemed as **Acceptable** following the Selection Committee’s Phase One evaluation, USAID reserves the right to shift the Phase Two event (i.e., co-creation workshop) to a later point of the multi-tiered review.

Phase Three	8	USAID requests Full Applications only from selected Applicants to proceed to Phase Three
	9	Receipt of Phase Three Full Applications
	10	The same Phase One SC evaluates and selects the best submitted Phase Two Full Applications per ADS 303.3.6.3 and Full Application NOFO SECTION E , respectively
	11	Phase Two notification to all unsuccessful Applicants that they will not be considered Further per ADS 303.3.7.1.a, if necessary
Phase Four	12	Apparently successful applicant Pre-Award Risk Assessment per ADS 303.3.9
	13	Review of apparently successful applicant's Proposed Award Budget per ADS 303.3.12.a
	14	Finalize the Program Description and all award elements per ADS 303.3.13
	15	The award decision per ADS 303.3.7

NOTE: This NOFO only applies to Phase One (i.e., open call for Concept Paper)

USAID/Jordan will review Concept Papers and Full Applications, respectively, and management of any subsequent award issued under this Addendum. Additional information regarding Phase Four is provided under **Section D.7** below.

D.4.1 PHASE ONE – CONCEPT PAPER AND SUBMISSION PROCESS

The Government intends to award one cooperative agreement per 2 CFR §200.24, *and* ADS 303.3.11 *and* 304.3.3, respectively, in response to this Concept Paper NOFO. Further, USAID will conduct the “USAID’s Youth Grow Activity Addendum” Concept Paper evaluation per ADS 303.3.6.2 and 303.3.6.3, respectively.

D.4.1.1 CONCEPT PAPER SUBMISSION

Potential Applicants must prepare and submit Concept Papers in English per the provided YP2 APS Concept Note Template – Attachment A – UPDATED, available under the RELATED DOCUMENTS tab at the following link:

<https://www.grants.gov/web/grants/search-grants.html?keywords=Youth%20Grow>

Respondents are asked to submit their Concept Paper using the provided template, provide their responses in that document, and email a Portable Document Format (PDF) saved copy of the document to the emails above, with the file name saved as:

APS 7200AA20APS00007 Youth Grow Addendum CN_[respondent’s institution]

After a Concept Paper is received, USAID/Jordan reserves the right to request supplementary information or pose clarifying questions to any applicant. Requesting supplementary information or posing clarifying questions to one applicant does not obligate USAID/Jordan to do so with all applicants, nor does it guarantee invitation to submit a full application. There is a Q&A period,

where prospective applicants are invited to ask questions until the deadline indicated in the cover page of this Addendum. Questions must be directed to the emails above. USAID/Jordan will post written responses on <https://www.grants.gov/>. after the closure of the Q&A submission period.

D.4.1.2 CONCEPT PAPER REQUIREMENTS

The applicant must submit a specific, complete, *and* concise Concept Paper in response to this NOFO within the five-page limitation per **Section D.4.1.2.2.2** below. The Concept Paper must demonstrate the Applicant's capabilities, contextual knowledge, expertise, *and* approach with respect to achieving the **Section A.7** objectives. The applicant should put forth a specific and realistic narrative of how it will achieve the **Section A.7** objectives. Lastly, the Concept Paper should emphasize the Applicant's Proposed Approach and Organizational Capacity.

USAID will evaluate the Concept Paper for responsiveness to the specifications outlined in the NOFO guidelines and compliance with the Concept Paper format. Thus, potential Applicants should review, understand, *and* comply with all aspects of this NOFO. Further, potential Applicants assume all risk for failure to comply accordingly. The Concept Paper must bear the signature of a signator with the authority to bind the organization, accompanied by evidence of that signator's authority, unless the Applicant has previously furnished such evidence to the issuing office. The authorized signator must initial any changes or modifications to the application.

If the Applicant includes data it does not want disclosed to the public for any purpose or used by the USG except for evaluation purposes, shall mark the title page with the following legend:

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

Potential Applicants must prepare the application according to the structural format set forth below.

D.4.1.2.1 CONCEPT PAPER FORMAT

Below please find USAID requisite Concept Paper Format:

- **Paper Size:**
 - A4 (i.e., 8.27 inches × 11.7 inches *or* 210 millimeters (mm) × 297 mm); ***or***
 - Letter *or* American National Standards Institute (ANSI) Letter (i.e., 8.5 by 11.0 inches *or* 215.9 by 279.4 mm)
- **Type Size:** 12-point font
- **Font Style:** Times New Roman *or* similar serif typeface
- **Spacing:** Single spaced
- **Margins:** One-inch (top, bottom, left, *and* right)

- **Page Limitation:** Not to exceed **seven pages**. USAID will not consider any pages that exceed the prescribed page limitation
- **Front Matter:** Below please find the front matter that **does not** count against the five-page limitation
 - Cover Page per NOFO **Section D.4.1.2.2.1.1**; *and*
 - Overall Concept Objective per NOFO **Section D.4.1.2.2.1.2**.
- **Concept Paper Corpus:** Below please find the requisite written texts that count against the five-page limitation:
 - Approach to Partnership and Collaboration to Foster Youth Engagement and Capacity Building per NOFO **Section D.4.1.2.2.2.1.1**;
 - Technical Expertise including Positive Youth Development (PYD) Approach and Alignment with USAID Programming Priorities per NOFO **Section D.4.1.2.2.2.1.2**;
 - Contribution to Sustainable Outcomes and Impact per NOFO **Section D.4.1.2.2.2.1.3**; *and*
- Whilst USAID will not consider any pages that exceed the page limitation, the following supporting information do not count against the five-page limitation:
 - Proposed Estimated Cost and Cost Breakdown per NOFO **Section D.4.1.2.3.1**; *and*
 - Contact Information for Proposed Partners per NOFO **Section D.4.1.2.3.2**.
- The Concept Paper may include graphics or charts within the five-page limitation that use 8-point Times New Roman *or* similar serif typeface font.

NOTE: Potential Applicants must submit documents in MS Word *or* PDF (pdf). DO NOT send files in ZIP file format (i.e., an archive file format that supports lossless data compression).

USAID recommends for potential Applicants to arrange their respective Concept Papers in the order of the criteria specified in NOFO **Section D.4.1.2.2.2** below, which aligns with the YP2 APS – Concept Note Template available under the RELATED DOCUMENTS tab:

<https://www.grants.gov/web/grants/search-grants.html?keywords=Youth%20Grow>

D.4.1.2.2 CONCEPT PAPER CONTENT

Potential Applicants should arrange their Concept Paper content in the same order as listed below. Thus, at a minimum, the Concept Paper must contain the following:

D.4.1.2.2.1 FRONT MATTER

D.4.1.2.2.1.1 SUMMARY INFORMATION COVER SHEET (ONE PAGE)

The Summary Information Cover Sheet **does not count** against the five-page limitation. The Summary Information Cover Sheet, in a single page, must contain:

- (a) The project title and NOFO number;
- (b) Name of applicant;
- (c) Applicant's telephone number;
- (d) Applicant's email address;

- (e) Lead institution;
- (f) Lead institution DUNS number (optional at Concept Paper stage);
- (g) Partnering organization(s) (if applicable);
- (h) Title of Concept Paper; *and*
- (i) Overall Concept Objective (maximum half page):

D.4.1.2.2.1.2 OVERALL CONCEPT OBJECTIVE (HALF PAGE)

The Overall Concept Objective **does not count** against the five-page limitation. In half a page, the Overall Concept Objective must briefly articulate the Applicant's proposed project goals and activities to achieve the NOFO **Section A.7** objectives.

D.4.1.2.2.2 CONCEPT PAPER CORPUS

D.4.1.2.2.2.1 PROPOSED APPROACH AND ORGANIZATIONAL CAPACITY (FIVE PAGES)

The Proposed Approach and Organizational Capacity counts against the five-page limitation. In five pages or fewer, the Proposed Approach and Organizational Capacity should articulate a comprehensive and realistic approach to achieve the Youth Grow Activity Addendum objectives per NOFO **Sections A.7** above. Further, the Proposed Approach and Organizational Capacity must provide a clear description of the Applicant's conceptual approach as well as articulate the Applicant's methodology and techniques. The Applicant should ground its proposed activities in evidence or promising practices, lessons learned, *or* relevant international standards that will effectively achieve the activity objectives. Lastly, the Proposed Approach and Organizational Capacity should describe the applicant's technical understanding of the challenges, needs, *and* opportunities to meet the goal and activity objectives.

Most notably, the Applicant must not restate the NOFO's requirements. Instead, the Concept Paper must provide a convincing and compelling articulation of the Applicant's Proposed Approach and Organizational Capacity, whilst meeting this NOFO's criteria. The Applicant must focus on articulating how it proposes achieving the NOFO **Section A.7** objectives. Further, the Proposed Approach and Organizational Capacity must elaborate the Applicant's most effective approach to develop and realize the NOFO **Section A.7** objectives, including the reasonable courses of action and tasks relevant to the current Jordan-specific cultural context. Lastly, the Proposed Approach and Organizational Capacity must demonstrate the Applicant's understanding of how it will collaborate with the GOJ, other USG and USAID projects, *and* other donor programs.

Whilst the Proposed Approach and Organizational Capacity may not exceed five pages, potential Applicants have the discretion to determine the appropriate page allocation it deems necessary for each of the following sections.

D.4.1.2.2.2.1.1 APPROACH TO PARTNERSHIP AND COLLABORATION TO FOSTER YOUTH ENGAGEMENT AND CAPACITY BUILDING²⁴

Describe your organization's strategy for equitably engaging with partners. Also indicate how you

²⁴ USAID will evaluate this section according to Merit Review Criterion 1 per NOFO **Section E.2.1** below.

plan to build the capacity of these partners. A brief synopsis of how each partner will engage within a partnership should be included.

D.4.1.2.2.1.2 CONTRIBUTION TO SUSTAINABLE OUTCOMES AND IMPACT²⁵

Describe your organization's expertise in the areas of:

- (a) Positive youth development (PYD) or youth development in lower- and middle-income countries (LMICs); *and*
- (b) program management. Describe your organization's approach that would effectively address emerging challenges aligned with USAID's programming priorities and reflect youth's cross-sectoral needs as described in the Addendum.

D.4.1.2.2.1.3 TECHNICAL EXPERTISE INCLUDING PYD APPROACH AND ALIGNMENT WITH USAID PROGRAMMING PRIORITIES²⁶

Describe how your proposed approach will result in (or contribute to) sustainable outcomes beyond the lifetime of the award, including how your organization's approach will leverage new or existing resources, capacities, *and* investments. Describe your plan for analyzing, synthesizing, *and* disseminating findings to inform ongoing and future programming and contribute to greater impact

D.4.1.2.3 SUPPORTING INFORMATION

Whilst the Supporting Information **does not count** against the five-page limitation, each section provides its own page limitation.

D.4.1.2.3.1 PROPOSED ESTIMATED COST AND COST BREAKDOWN (ONE PAGE)

If requested by the Addendum to submit a budget, in one page or fewer please use the YP2 APS Budget Template – Attachment B, available under the RELATED DOCUMENTS tab at the following link:

<https://www.grants.gov/web/grants/search-grants.html?keywords=Youth%20Grow>

Concept note submissions not following this format may not be reviewed by USAID. This Section should include a proposed budget and a summary budget narrative justifying proposed expenses.

If invited to submit one, the Request for Applications will require submission of a detailed budget and narrative.

D.4.1.2.3.2 CONTACT INFORMATION FOR PROPOSED PARTNERS (TWO PAGES)

²⁵ USAID will evaluate this section according to Merit Review Criterion 2 per NOFO **Section E.2.2** below.

²⁶ USAID will evaluate this section according to Merit Review Criterion 3 per NOFO **Section E.2.3** below.

If applicable, in two pages or fewer please provide contact information for all the core partners. Include organization name, point of contact (POC) name, POC title, POC email, *and* POC phone numbers, as well as a brief description of each prospective partner's previous work and experience.

D.5 CONCEPT PAPER REVIEW

USAID will review Concept Papers based on the proposed approach, feasibility, *and* alignment with the above-referenced purpose of the Youth Grow addendum. Additionally, concepts should be consistent with USAID/Jordan legal and policy restrictions, including those set forth in USAID's Automated Directives System (ADS) and in the Foreign Assistance Act of 1961.

Unless otherwise stated herein, all YP2 APS terms and conditions apply.

USAID/Jordan anticipates notifying potential Applicants within 60 days of the closing of the addendum Concept Paper period if USAID/Jordan wishes to engage in further discussions/co-creation, maintain the application in a pool for potential future engagement, or if USAID/Jordan will not pursue further collaboration under the Youth Grow addendum based on the submitted Concept Paper.

D.6 PHASE TWO – CO-CREATION PROCESS

As per ADS 201.3.4.5.B, “[m]ulti-phase solicitation approaches refer to A&A solicitations in which [Operating Units (OUs)] select offerors/applicants based on a multi-step process of solicitation and evaluation (e.g., a first-phase request for concept papers followed by a second-phase invitation to produce a full proposal or application). This includes multi-phase...[Annual Program Statements (APS0)], among other examples. In these cases, the initial solicitation often broadly focuses on a given development problem to maximize the opportunity for innovation. In addition, Design Teams often collaborate closely with offerors/applicants during the solicitation process to develop or refine promising proposals or applications. As described in the Agency's Acquisition and Assistance Strategy,²⁷ USAID highly encourages [Operating Units (OUs)] to use these approaches to support greater innovation and [co-creation]. These approaches can also help reduce barriers to entry for local, new, *and* underutilized partners.”

Co-creation is a design approach that brings people together to collectively produce a mutually valued outcome, using a participatory process that assumes some degree of shared ownership and decision-making. By involving local organizations, the private sector, traditional USAID implementing partners, local experts, *and* host country government officials during the co-creation process, co-creation can greatly enhance opportunities for increasing local ownership of USAID programming. Moreover, co-creation can also lower the programmatic risk that USAID will not achieve the intended results, because the activity design and implementation will be informed by engagement with a broader array of stakeholders. USAID envisages an open, creative back-and-forth process with external experts and implementers to:

- Build a strong analysis rooted in multiple, diverse perspectives and forms of expertise;
- Promote multiple viewpoints that will help to identify parameters, prioritize focus areas, or identify opportunities for system collaboration;

²⁷ Available at <https://www.usaid.gov/work-usaid/how-to-work-with-usaid/acquisition-and-assistance-strategy>.

- Solicit the feedback, validation, and buy-in of multiple stakeholders;
- Better understand local needs and constraints and encourage local communities to act; *and*
- Approach development through a more inclusive, collaborative, creative, *and* open process.

Following the Selection Committee's evaluation and selection of the best submitted Phase One Concept Papers per ADS 303.3.6.3 and the NOFO **Section E.2** merit review criteria, respectively, USAID will invite only those potential Applicants to Phase Two whose Concept Papers achieve an **Acceptable** under each merit review criterion to receive an overall **Acceptable** rating to develop the final Youth Grow Activity Program Description through a multi-stakeholder co-creation work planning workshop per ADS 201.3.4.8.

Subject to the availability of funds, USAID/Jordan will invite the most highly qualified Concept Paper Applicants to engage in a round of co-creation with USAID/Jordan prior to submission of Full Applications. Whilst USAID will not evaluate Phase Two Applicants in the co-creation phase, that phase aims to provide for an oral presentation with questions and answers, observe team dynamics, including with youth participants, further define activity objectives, design interventions, align timelines, *and* finalize budgets. Through discussions, both the applicant(s) and USAID/Jordan may identify additional resources, partners, *or* strategies necessary to successfully implement the activity. This process may involve discussions with USAID staff, Government of Jordan staff, or other experts, within or outside of USAID. Co-creation may happen in-person or virtually, through video conference, *and* telephone calls.

By applying to the Youth Grow addendum, applicants give USAID/Jordan the right to share Concept Papers with appropriate external partners for the purposes of evaluation or co-creation. All parties privy to the contents of submitted Concept Papers, whether within or outside of USAID, will be required to keep contents in confidence. Additional information about the co-creation process can be found in the "Co-Creation, Collaboration, and Communication under YP2 APS" section of the umbrella YP2 APS and through USAID's Co-creation Toolkits.

NOTE: Potential Applications should **NOT** interpret communication with USAID/Jordan during Phase One or Phase Two as a commitment to funding or guaranteed request for a Full Application. Any expenses incurred by applicants during this time are solely the responsibility of the applicants, unless otherwise stated in writing by USAID/Jordan.

If USAID/Jordan decides to continue with the proposed activities following the co-creation phase, the Mission will request a full application from applicant(s), inclusive of all modifications, expansions, discussions, etc. resulting from the co-creation phase and will provide a full application template for completion.

NOTE: If only one Concept Paper is deemed as **Acceptable** following the Selection Committee's Phase One evaluation, USAID reserves the right to shift the Phase Two event (i.e., co-creation workshop) to a later point of the multi-tiered review.

D.7 PHASE THREE – FULL APPLICATION

USAID/Jordan will only accept full applications from applicant(s) invited to continue in the application process. USAID expects that Full Applications will expand upon the Phase One

Concept Paper and incorporate any discussions, ideas, plans, feedback or changes from USAID/Jordan and other partners discussed during the Phase Two co-creation.

NOTE: Potential Applicants should not interpret this Call for Concept Papers NOFO as a commitment of funds.

[END SECTION D]

SECTION E – CONCEPT PAPER REVIEW INFORMATION

E.1 MERIT REVIEW CRITERIA

The merit review criteria presented below have been tailored to the requirements of this NOFO. Potential Applicants should note that these criteria serve to:

- (a) Identify the significant matters which Applicants should address in their applications; *and*
- (b) Set the standard against which USAID shall evaluate all Concept Papers.

To facilitate the review of the Concept Paper, an Applicant must organize its Concept Paper per the guidance provided under NOFO **SECTION D**.

E.2 CONCEPT PAPER REVIEW

Once a Concept Paper has been submitted in response to the Youth Grow Addendum, USAID/Jordan will conduct an initial review of the Concept Paper using the criteria outlined below.

The purpose of the initial review and related communication is to determine whether USAID/Jordan wishes to engage in further discussions regarding the proposed approach and activities. The initial review and communication will result in one of two outcomes:

- A decision to forego further consideration of the approach proposed in the Concept Paper; *and*
- An invitation to engage in more in-depth and specific co-creation discussions aimed at further developing the proposed approach and determining whether to request a Full Application.

E.2 MERIT REVIEW CRITERIA AND CONSIDERATIONS

USAID will evaluate all Youth Grow addendum Concept Papers according to the following merit review criteria on an established adjectival system.

E.2.1 CRITERION 1 – QUALITY OF PARTNERSHIP AND COLLABORATION APPROACH FOR YOUTH ENGAGEMENT AND CAPACITY BUILDING

The extent to which the proposed partnerships, research, projects, *or* activities describe a commitment to equitable collaboration and deep partnership with youth-led and youth-serving organizations, including marginalized groups as defined by ADS Chapter 201: Program Cycle Operational Policy,²⁸ at every stage of the concept development, activity design, and implementation; proposes appropriate, inclusive, equitable, and effective capacity building strategies for youth-serving and youth-led organizational partners, and demonstrates partner commitment to proposed collaboration(s), including a brief synopsis of how each partner will engage within the partnership.

²⁸ Available at <https://www.usaid.gov/sites/default/files/documents/201.pdf>.

E.2.2 CRITERION 2 – TECHNICAL MERIT INCLUDING POSITIVE YOUTH DEVELOPMENT (PYD) APPROACH AND ALIGNMENT WITH USAID PROGRAMMING PRIORITIES

The extent to which the proposed partnerships, research, projects, or activities and PYD Approach align with USAID Strategies and Policies, particularly the updated 2022 Youth in Development Policy and reflects youth’s cross-sectoral needs; demonstrate relevant technical expertise in PYD programming; and propose effective approach(es) to achieving objectives/outcomes that are technically sound, well-defined, achievable, and demonstrate a grasp of regional/urban differences and ethnic issues.

E.2.3 CRITERION 3 – SUSTAINABILITY OF ANTICIPATED OUTCOMES AND IMPACT

The extent to which the proposed partnerships, research, projects, *or* activities demonstrate contribution to sustainable outcomes beyond the lifetime of the award; demonstrate engagement with the private sector and leverages new or existing resources; *and* propose an evidence-informed plan for analyzing, synthesizing, *and* disseminating data and findings that will inform ongoing and future programming and contribute to sustainable outcomes and impact.

NOTE: More comprehensive information regarding the application and review processes (including Concept Paper submission, co-creation, full application, and merit review stages) can be found in the umbrella YP2 APS, located at grants.gov. USAID advises Potential Applicants to refer to both the umbrella APS and this addendum in preparing Concept Paper and full applications, as applicable.

E.3 CONCEPT PAPER REVIEW

USAID will evaluate the Phase One Concept Papers based on the NOFO **Section E.2** merit review criteria:

- (a) Quality of partnership and collaboration approach for youth engagement and capacity building;
- (b) Technical merit including PYD approach and alignment with USAID programming priorities ; *and*
- (c) Sustainability of anticipated outcomes and impact.

However, based on the Selection Committee’s evaluation of the Phase One Concept Papers, USAID will only invite those potential Applicants to Phase Two whose Concept Papers achieve an **Acceptable** under each merit review criterion to receive an overall **Acceptable** rating. Thus, the Phase One Concept Paper must achieve an overall **Acceptable** rating for USAID to invite the potential Applicant to submit a Full Application per the terms of the subsequent NOFO.

Table 1. Sample Evaluation of Phase One Concept Paper Invited to Proceed to Phase Two

Phase One Criteria	Concept Paper Criterion Rating	Phase One Concept Paper Rating
Criterion One	Acceptable	Acceptable
Criterion Two	Acceptable	
Criterion Three	Acceptable	
OVERALL PHASE ONE CONCEPT PAPER RATING		Acceptable

Table 2. Sample Evaluation of Phase One Concept Paper Not Invited to Proceed to Phase Two

Phase One Criteria	Concept Paper Criterion Rating	Phase One Concept Paper Rating
Criterion One	Unacceptable	Unacceptable
Criterion Two	Acceptable	
Criterion Three	Acceptable	
OVERALL PHASE ONE CONCEPT PAPER RATING		Unacceptable

or

Table 3. Sample Evaluation of Phase One Concept Paper Not Invited to Proceed to Phase Two

Phase One Criteria	Concept Paper Criterion Rating	Phase One Concept Paper Rating
Criterion One	Unacceptable	Unacceptable
Criterion Two	Acceptable	
Criterion Three	Unacceptable	
OVERALL PHASE ONE CONCEPT PAPER RATING		Unacceptable

or

Table 4. Sample Evaluation of Phase One Concept Paper Not Invited to Proceed to Phase Two

Phase One Criteria	Concept Paper Criterion Rating	Phase One Concept Paper Rating
Criterion One	Unacceptable	Unacceptable
Criterion Two	Unacceptable	
Criterion Three	Unacceptable	
OVERALL PHASE ONE CONCEPT PAPER RATING		Unacceptable

To achieve an overall **Acceptable** rating, a Concept Paper must put forth a clear, appropriate, collaborative, *and* feasible technical approach, including methodology and techniques, to successfully meet each NOFO **Section E.2** merit review criterion requirements and indicates a thorough approach and understanding of the requirements. Thus, potential Applicants must submit a Concept Paper that complies with the NOFO **Section D.4.1.2.1** formatting dimensions and limitations below as well as provides narratives that correlates with the NOFO **Section E.2** merit review criteria. Conversely, a Concept Paper will be deemed **Unacceptable** if the Concept Paper does not clearly

meet NOFO **Section E.2** merit review criteria requirements and does not demonstrate an adequate approach and understanding of the requirements.

E.4 ADDITIONAL CONSIDERATIONS

Applicants should ensure that their Concept Paper aligns with USAID strategies, policies, *and* priorities including, but not limited to:

- USAID Youth in Development Policy 2022 Update;²⁹
- USAID Education Policy;³⁰
- U.S. Government International Basic Education Strategy Fiscal Years 2019 – 2023;³¹
- USAID Private Sector Engagement Policy;³²
- U.S. Government Global Water Strategy;³³
- USAID Strategy on Democracy, Human Rights, and Governance;³⁴
- Advancing Protection and Care for Children in Adversity;³⁵ *and*
- Gender Equality and Female Empowerment Policy.³⁶

[END SECTION E]

²⁹ Available at https://www.usaid.gov/sites/default/files/documents/USAID-Youth-in-Development-Policy-2022-Update-508_2.pdf.

³⁰ Available at https://www.usaid.gov/sites/default/files/documents/1865/2018_Education_Policy_FINAL_WEB.pdf.

³¹ Available at https://www.usaid.gov/sites/default/files/documents/1865/USG-Education-Strategy_FY2019-2023_Final_Web.pdf.

³² Available at <https://www.usaid.gov/work-usaid/private-sector-engagement/policy>.

³³ Available at https://www.usaid.gov/sites/default/files/documents/1865/Global_Water_Strategy_2017_final_508v2.pdf.

³⁴ Available at https://www.usaid.gov/sites/default/files/documents/1866/USAID-DRG_fina-6-24-31.pdf.

³⁵ Available at <https://www.childreninadversity.gov/>.

³⁶ Available at https://www.usaid.gov/sites/default/files/documents/1865/GenderEqualityPolicy_0.pdf.

SECTION F – FEDERAL AWARD ADMINISTRATION INFORMATION

F.1 FEDERAL AWARD NOTICES

The USAID Agreement Officer (AO) is the only individual who may legally commit the U.S. Government to the expenditure of public funds. Applicants are prohibited from charging or incurring costs to the proposed award prior to receipt of either a fully executed award or a specific, written authorization from the AO. USAID will administer awards in accordance with Parts 700 and 200 of Title 2 of the CFR, and Standard Provisions for U.S./non-U.S. organizations.

F.2 TYPE OF AWARD

USAID/Jordan intends to award a cooperative agreement under this Annual Program Statement to the successful Applicant.

F.3 AWARD DISCRETION

USAID reserves the right to make, or not to make, awards through this Addendum to the YP2 APS. The actual number of assistance awards, if any, under this Addendum is subject to the availability of funds, the interests and requirements of USAID, and the viability of Concept Paper/Applications received.

F.4 ADDITIONAL INFORMATION ON AWARD ADMINISTRATION

- ADS Chapter – 201 Program Cycle Operational Policy;³⁷
- ADS Chapter – 204 Environmental Procedures;³⁸
- ADS Chapter 205 – Integrating Gender Equality and Female Empowerment in USAID’s Program Cycle;³⁹
- ADS Chapter 303 – Standard Provisions for Non-U.S. Non-governmental Organizations;⁴⁰
- ADS Chapter 303 – Standard Provisions for U.S. organizations;⁴¹
- ADS Chapter 318 – Intellectual Property Rights;⁴²
- ADS Chapter 579 – USAID Development Data;⁴³
- Grant and Contract Process;⁴⁴
- USAID Graphic Standards Manual and Partner Co-branding Guide;⁴⁵ *and*
- Section 889 Partner Information.⁴⁶

[END OF SECTION F]

³⁷ Available at <https://www.usaid.gov/sites/default/files/documents/1870/201.pdf>.

³⁸ Available at <https://www.usaid.gov/sites/default/files/documents/1865/204.pdf>.

³⁹ Available at <https://www.usaid.gov/sites/default/files/documents/1870/205.pdf>.

⁴⁰ Available at <https://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf>.

⁴¹ Available at <https://www.usaid.gov/sites/default/files/documents/1868/303maa.pdf>.

⁴² Available at <https://www.usaid.gov/sites/default/files/documents/1876/318.pdf>.

⁴³ Available at <https://www.usaid.gov/sites/default/files/documents/1868/579.pdf>.

⁴⁴ Available at <https://www.usaid.gov/work-usaid/get-grant-or-contract/grant-and-contract-process>.

⁴⁵ Available at https://www.usaid.gov/sites/default/files/documents/1869/USAID_GSM-02_04_2020.pdf.

⁴⁶ Available at <https://www.usaid.gov/work-usaid/resources-for-partners/section-889-partner-information>.

SECTION G – FEDERAL AWARDING AGENCY CONTACT(S)

G.1 EMAIL FOR APPLICATION AND INQUIRY

Below please find USAID/Jordan's email address for inquiries *or* requests for clarifications:

jordan_youthgrow@usaid.gov

G.2 AGREEMENT OFFICER'S REPRESENTATIVE (AOR)

As per ADS 303.3.15, USAID will designate the AOR and Alternate AOR prior to award. Further, USAID will provide the AOR Designation Letter to the Recipient and to other relevant offices.

[END SECTION G]

ANNEX 1

I. KEY ASSESSMENT FINDINGS AND ALIGNMENT WITH GOVERNMENT OF JORDAN PRIORITIES AND RELATED USAID AND OTHER DEVELOPMENT PARTNER ACTIVITIES

Of particular note are the key conclusions from the two documents summarized below since they underpin the Youth Grow addendum strategy and validate its priorities.

The USAID/Jordan National Youth Assessment confirmed that key drivers of youth frustration and marginalization are weak civic engagement and a consequent feeling of exclusion, too few jobs, and inadequate provision of youth-related services by the Government of Jordan.

II. SUMMARY OF FINDINGS OF THE JORDAN NATIONAL YOUTH ASSESSMENT

Taken together, the findings across all three areas — persistence in education, workforce transition, and voice and participation — fall within two major themes: 1. Pervasive lack of ideas, awareness and alternatives; and 2. Debilitating sense of disempowerment. While these themes clearly emerged across cohorts, youth are not a homogenous population. Their experiences are shaped by their socioeconomic class, race, ethnicity, nationality, age, education and gender. As previously noted, the environment in which youth grow up in Jordan is plagued by a multitude of challenges, including a discouraging education system, violence and discrimination, waste and favoritism, entrenched conservative social and gender norms, a lack of alternative role models, an unfavorable job market, and few outlets for exercising meaningful participation in civic life. This hinders the healthy development trajectory for youth transitioning to adulthood, resulting in a stalled transition, or waithood, a situation that is particularly pronounced in Jordan and refers to the prolonged period of idleness and stagnation in which youth find themselves with little prospect for independence. Furthermore, the willingness of the family to financially and emotionally subsidize this stalled transition contributes to the length of waithood and youth's ability to develop the adaptive capacity to address challenges.

The nuances of the various contexts in which youth find themselves including school, family and community are stunting their cognitive, social and emotional growth and in turn their successful transition into adulthood. In school, the quality of education available and the perceived lack of competent and emotionally supportive teachers, coupled with regular physical and verbal abuse, affect the youth's ability to acquire knowledge and develop self-esteem and necessary critical and reflective thinking skills. Syrian youth face the same challenges in addition to discrimination and curricula-related issues that further taint their educational experience. Young male and female cohorts have high career aspirations. The ambitions of older youth are tempered by economic realities and, for females, by an additional layer of restrictive social norms. Youth point to prevalent unemployment and low wages which call into doubt the benefits of staying in school and chips away at their perceived value of education. When youth drop out their options are limited by a lack of awareness of alternative educational opportunities including non-formal and informal education. To secure gainful employment, and in the absence of adequate career counseling services, Jordanian youth place the burden of finding work on a network of connections that they or their families can access. Their own credentials and educational attainment are seen as tangential to this endeavor. Syrian youth have no means of finding employment in Jordan as they cling to the hope of eventually returning to Syria. The current dynamics of the job market as well as discrimination against Syrians is

affecting social cohesion in a community that is not sensitized to the influx of another wave of refugees. Youth and their parents view vocational training favorably but point to the dearth of available opportunities in their immediate communities. Economic realities are indirectly ameliorating the image of vocational training and tempering expectations. Nevertheless, the academic stream remains youth's first choice in education. While cognizant of restrictive social norms, most females harbor the hope for future employment calling for vocational training opportunities that provide more marketable skills to enter the job market. Jordanian and Syrian youth operate in a system where their voice is often proscribed, since traditional adult-child power dynamics are based on the perception of young people's inferiority and, conversely, adult territoriality or "the tendency of adults to maintain some areas of knowledge and activities as adults-only preserves."⁴⁷ Young people are thus left with few choices. Many youth choose to leave the country to find success elsewhere. Those who cannot leave choose to embrace the traditional social and gender norms and values that the family embodies. Syrian youth in particular have no opportunities to channel their voice in Jordan or to be civically active. Most Jordanian youth can identify social and economic issues they would like to change in their community but do not have the skills to develop or advocate for solutions. The lack of change agents in their surroundings feeds this disability. The circumscribed ability to voice opinion coupled with a rationed access to civic experience contributes to youth feelings of uselessness and disenfranchisement. Against this background of power dynamics and limited individual agency, the main support network that remains for youth is the family. It is the safety net that provides protection and emotional and financial support and as a result, youth's allegiance stands firmly with it.

Despite the structural obstacles and ingrained perceptions of limited opportunity and powerlessness, however, youth are interested and motivated to effect change. The youth focus groups and literature review findings demonstrate that despite suffering and hardship, some youth remain resourceful and adaptive, and respond competently to the challenges. This assessment can attest, albeit in small numbers, to these resilient examples of young males and females who remain optimistic, believe in their potential, both individually and collectively, and show strength and willingness to act if provided with guidance. Because the findings point to contributing factors that are deeply entrenched in cultural practices and norms, interventions directed only toward youth are unlikely to be successful. Instead, a holistic approach that engages parents, teachers, and community members in addition to youth will be required to shift this paradigm. A shift in perception and behavior will need to take place concurrently in youth's environment at school, home and in the community to provide them with better alternatives and ideas and a strong sense of agency.

III. ALIGNMENT WITH GOVERNMENT OF JORDAN NATIONAL YOUTH STRATEGY

In 2019, the MOY published the National Youth Strategy 2019-2025, outlining key priorities to advance youth development and youth's role in society. The strategy consists of seven pillars including:

- (a) Youth, Education and Technology;
- (b) Youth and Effective Citizenship;
- (c) Youth Engagement and Effective Leadership;
- (d) Youth Entrepreneurship and Economic Engagement;

⁴⁷ Siobhan McEvoy-Levy, 'Youth' in Roger McGinty (ed.), "Routledge Handbook of Peacebuilding," Taylor and Francis, 2013, p. 296

- (e) Youth Rule of Law and Good Governance;
- (f) Youth and Community Security and Peace; *and*
- (g) Youth Health and Physical Activity.

IV. ALIGNMENT WITH DEVELOPMENT PARTNER ACTIVITIES

List of donors working on Gender and Youth

Donor	Area of Support
European Union (EU)	● Rule of law, GBV and protections ● Journalists and strengthening voice of women and youth ● Strengthening women CSOs ● Encouraging youth leadership ● Elections awareness ● Innovation and digital economy ● Refugees
Canada	● Education, teacher training ● Economic growth, job creation and entrepreneurship ● Bridging technological divide
Germany	● Microfinance and entrepreneurship ● Political participation ● Mental and psychosocial health ● Social engagement and decision-making
Foreign Commonwealth and Development Office (FCDO)	● Education ● Poverty alleviation ● Humanitarian assistance
World Bank	● Youth, Technology, and Jobs ● Poverty Alleviation and improved services for women and youth ● Mashreq facility in support of Jordan's economic action plan for women ● Policy reforms
United Nations (UN) Women	● Normative and Policy Frameworks ● Women's Economic Empowerment; counseling, job placement and income generation ● Women, Peace and Security ● Humanitarian Action ● Intergovernmental support ● Youth civic engagement in local development and decision-making; HeForShe Campaign and Youth Volunteers

UNICEF (fka United Nations International Children's Emergency Fund)	● School to Work; education, life skills and training ● Volunteerism
Spanish Agency for International Development Cooperation (AECID)	● Gender equality and accountability ● Leadership and political participation for WPS ● Civil society and political participation ● Violent extremism prevention policies (women and youth) ● Promoting women's rights and eliminating discriminatory stereotypes in media
Swiss Development Cooperation	● Gender mainstreaming in all programs ● SGBV
Japan International Cooperation Agency (JICA)	● Reduction of Poverty and minimizing social disparities
Embassy of Netherlands	● Women and youth employment through tourism value chains, with focus on rural women ● Income-generating activities for youth at universities ● Women's rights in marriage, GBV and women with disabilities (WwD) ● Gender inequality in the labor force
Embassy of Norway	● Human rights, gender equality ● Enhance respect for women's and girls' rights ● Girls' education, especially in situations of crisis and conflict ● Youth technical education and economic empowerment for refugees and host communities
Agence Française de Développement (AFD) – France	● Vulnerable youth training to tackle unemployment (Jordanian and Syrian) ● Women Empowerment ● Raising awareness of harassment in public transport ● Employment and economic opportunities in the hospitality sector for refugees
Embassy of Australia	● Enabling working environment for women ● Women Empowerment and economic participation ● Gender-based violence prevention
Embassy of Italy	● Women and youth empowerment

[END ANNEX 1]

ANNEX 2

I. ILLUSTRATIVE STANDARD AND CUSTOM INDICATORS

The table below lists selected key performance indicator(s). The team acknowledges the need to further refine the indicators as Youth Grow is further refined. This table will also be expanded to include other relevant indicators and it is anticipated that this part of the work will be completed following the award. Baseline and targets for most indicators will also be set at the beginning of activity implementation.

Results and Key Indicators Table

Key Result	How it will be monitored
Project Purpose: To increase the meaningful participation of the youth of Jordan	ECONOMIC GROWTH (EG).6-12: Percent of individuals with new employment following participation in USG-assisted workforce development programs DRAFT-F- Indicator: Number of youth who report increased self-efficacy at the conclusion of USG assisted training/programming
IR 1.1 Youth Prepared for Economic Opportunities	EG 6.13 Percent of individuals with improved soft skills following participation in USG-assisted workforce development programs YOUTH-3: Percentage of participants in USG-assisted programs designed to provide access to productive economic resources who are youth (15-29)
Sub IR 1.1: Systems for youth to acquire career planning information and employability skills are strengthened	EG 6.1 Number of individuals with improved skills following completion of USG-assisted workforce development programs CUSTOM: Number of institutions that deliver market-driven career planning and workforce development programs
Sub IR 1.2 Youth-led and youth-serving enterprises supported and promoted	CUSTOM: Number of new businesses created by youth EG 4.2-1 Total number of clients benefiting from financial services provided through USG-assisted financial intermediaries, including non-financial institutions or actors
IR 2: Youth Leadership strengthened through targeted support of local youth-led and youth-serving organizations	YOUTH-5: Percentage of youth who participate in civil society activities following soft skills/life skills training or initiatives from USG assisted programs CUSTOM: Number of youth participating in youth-led associations and voluntary services

Sub- IR 2.1 Youth groups and networks strengthened to promote economic, civic, and social development.	DEMOCRACY, HUMAN RIGHTS, AND GOVERNANCE (DR) 3.2-5 Number of individuals receiving civic education through USG-assisted programs
Sub IR 2.2 Youth meaningfully involved in decision making, leadership, and management processes.	DR 4.2-2 Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions
IR 3 GOJ Systems Strengthened, in Partnership with Youth	YOUTH-2: Number of laws, policies or procedures adopted and implemented to promote youth participation at the regional, national or local level.
Sub IR 3.1 Youth-relevant services, practices, and policies across the GOJ are more coordinated and effective.	YOUTH-2: Number of laws, policies or procedures adopted and implemented with USG assistance designed to promote youth participation at the regional, national or local level. Custom: Proportion of services/facilities with improved youth-friendly services
Sub-IR 3.2 Youth Centers capacity to serve as connection hubs between youth, the private sector and the existing entrepreneurship ecosystem is strengthened	GENDER (GNDR)-2 Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) ES 4-3 Number of USG-assisted organizations or service delivery systems that serve vulnerable persons strengthened

Other potential indicators are included in the list below:

Program Area	Standard & Custom Indicators
Youth & Cross-cutting	● YOUTH-1: Number of youth trained in soft skills/life skills through USG-assisted programs ● YOUTH-2: Number of laws, policies or procedures adopted and implemented with USG assistance designed to promote youth participation at the regional, national, or local level. ● YOUTH-3: Percentage of participants in USG-assisted programs designed to increase access to productive economic resources who are youth (15-29)

	● YOUTH-5: Percentage of youth who participate in civil society activities following soft skills/life skills training or initiatives from USG assisted programs ● DRAFT-F- Indicator: Number of youth who report increased self-efficacy at the conclusion of USG assisted training/programming ● GNDR-2 Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income, or employment) ● GNDR-4 Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities ● GNDR-10 Number of local women participating in a substantive role or position in a peacebuilding process supported with USG assistance. ● CBLD-9 Percent of USG-assisted organizations with improved performance ● CUSTOM: Number of youth participating in youth-led associations and voluntary services ● CUSTOM: Number of active partnerships supporting youth initiatives
Basic Education	● EG.6-12 Percent of individuals with new employment following participation in USG-assisted workforce development programs (<i>also applicable to Higher Education</i>) ● EG.6-13 Percent of individuals with improved soft skills following participation in USG-assisted workforce development programs (<i>also applicable to Higher Education</i>) ● EG.6-14 Percent of individuals who complete USG-assisted workforce development programs (<i>Also applicable to Higher Education</i>) ● ES.1-4 Number of learners in secondary schools or equivalent non-school based settings reached with USG education assistance ● ES.1-46 Percent of individuals who transition to further education or training following participation in USG-assisted programs ● ES.1-54: Percent of individuals with improved reading skills following participation in USG-assisted programs ● Supp-12: Percent of individuals who pass a context-relevant assessment in a technical, vocational, or professional skill set following participation in USG-assisted programs ● Supp-14 Percent of individuals with improved digital literacy skills following participation in USG-assisted

	programs ● Supp-15: Education system strengthened - policy reform
Higher Education	● ES.2-1 Number of host country higher education institutions receiving capacity development support with USG assistance (<i>should be used in conjunction with CBLD-9 for the Educational Institution category</i>) ● ES.2-2 Number of individuals attending higher education institutions with USG scholarship or financial assistance ● ES.2-52 Number of individuals affiliated with higher education institutions receiving capacity development support with USG assistance ● ES.2-53 Number of physical spaces built, repaired, or refurbished for higher education with USG assistance ● ES.2-54 Number of USG-supported partnerships that address regional, national, or local development objectives through or with higher education institutions
DRG/Civic Engagement	● DR 3.2-5 Number of individuals receiving civic education through USG-assisted programs ● DR 4.2-2 Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions ● Number of youth participating in volunteer opportunities ● Improved digital enabling environment for safe and secure communications, greater digital literacy, and to combat disinformation campaigns ● Increased level of civic engagement or political participation by participants following participation in USG funded activity ● Number of youth participating in decision-making processes

[END ANNEX 2]

ANNEX 3

I. ILLUSTRATIVE LEARNING QUESTIONS

Youth Grow may contribute to some or all of these learning questions:

USAID/Jordan's DO 5 identifies key learning questions that USAID will explore during its implementation. These include:

- (a) How does the agency and leadership of women and youth contribute to Jordan's economic and political stability and prosperity?
- (b) What are the most effective and efficient USAID efforts to change the identified social perceptions and behaviors in families and communities around agency and leadership?
- (c) What are the most effective USAID approaches to addressing violence against vulnerable groups, including behavior change for perpetrators of violence?
- (d) How has the Mission's integrated comprehensive approach to managing women and youth efforts furthered the achievement of the Mission's goals?

II. ILLUSTRATIVE COST ANALYSIS QUESTIONS

- 1. What is the cost of developing and implementing different activity components (e.g IRs 1-3)?
- 2. What is the cost for general management of the activity, including startup and close out?
- 3. What is the cost of the activity operations?
- 4. What is the average cost per unit of placing youth in internships or apprenticeships or other work-based learning activity?
- 5. What is the average per unit cost of career counseling or mentoring interventions?
- 6. What is the average per unit cost of the different training curriculum and instructional and materials (TLM) produced, procured, and distributed by the activity?

[END ANNEX 3]

Ministry of Youth – Proposed Activities

USAID/Jordan's Youth Grow Activity

The activities listed below are the priority of the Ministry of Youth – Jordan (listed sequentially within each pillar in order of priority) and do not explicitly reflect USAID's evaluation and scoring criteria.

Pillar 1. Access – Prepare youth for economic opportunities

a. Implement 2 programs in the Ministry of Youth's 201 youth centers

Background: implement the programs that align with National Youth Strategy 2019 – 2025 Pillar No.4: Youth, Entrepreneurship and Economic, that were developed as a result of a programs assessment that was conducted through key informant interviews, surveys and focus group discussions with the youth, parents, local communities, stakeholders and the Ministry of Youth's staff and partners. The programs focus on developing the youth's entrepreneurial mindset, creativity and skills to prepare them for the labor market and empower them to engage in various economic and career opportunities.

- Implement three levels of the programs over a period of 5 years; beginner, intermediate and professional levels.
- Develop a multi-level curriculum/toolkit and train staff at the youth centers to implement the programs at all levels.
- Pillar No.4: Youth, Entrepreneurship and Economic
 - Social Incubators Program: aims to increase the youth's labor market skills and prepare them to have an entrepreneurial mindset
 - Economic Empowerment Program: aims to build youth capacity on economic skills and support the young people to become more productive

b. Conduct 13 National Forums for Young Entrepreneurs and Innovators

Background: 7 National Forums for Young Entrepreneurs and Innovators were held under the themes of food security, agriculture health/pandemics, sports, tourism, green economy/climate change.

- Hold 13 forums in the duration of the project (quarterly – 4 annually).
- Themes/topics: transportation, climate change, water scarcity, waste management/garbage collection/recycling, food security, peace-making, political participation, fashion, storage solutions, cooking, Jordan heritage and culture, tourism, creative arts (music, film, theater, art, etc.).
- Provide seed-funding for the most successful/top projects that compete through various assessment stages.

c. Implement phase 2 of the Youth Innovation Program & establish 12 innovation hubs/business incubators in the 12 governorates

Background: phase 1 of the Youth Innovation Program was implemented in April 2021 – September 2021 and certified 12 innovation trainers who trained 100 youth in 3 youth centers located in 3 governorates (distributed among the north, center and south regions), which were equipped with 3D printers, laser-cutters and other advanced machinery to support youth innovation. Young people were trained in teams to develop and create unique inventions and compete to for 'best invention'. The awarded team signs a production agreement, where their product is presented to retail stores and platforms to be sold. Moreover, 3 innovation hubs have been established in the Ministry of Youth's youth centers. The ministry plans to develop 9 additional hubs, aiming for a total of 12 (one per governorate) by approximately mid-2023.

- Seek to certify 48 innovation trainers to train and enhance the skills of 360 youth in youth centers located in 12 governorates (distributed among the north, center and south regions).
- Train youth to develop and create unique inventions and projects.
- Initiate competition for 'best invention'.
- Establish an additional 12 innovation hubs (one per governorate) to increase accessibility by youth (ensuring a total of 24 innovation hubs; two per governorate) equipped with 3D printers, laser-cutters and other advanced machinery to support youth innovation.

d. Establish a biannual university and career fair

- Introduce the youth to a variety of career paths, labour market requirements, job opportunities and internships.
- Present options of universities, colleges, degrees and technical and vocational education and training (TVET) for the youth to apply to.

e. Train young people in hotel management for youth-led approach to youth hostels' management

Background: the Ministry of Youth is currently training the youth from 5 governorates in hotel management and hospitality as part of the Integrated Social Services for Vulnerable Youth Project, to introduce a youth-led approach to the management of 5 of the ministry's youth hostels.

- Train youth from an additional 8 governorates in hotel management/hospitality.
- Support youth-led approach to the management of 8 of the Ministry of Youth's hostels (ensuring a total of 13 youth hostels).

Pillar 2. Participation – Strengthen youth leadership through targeted support of local youth-led and youth-serving organizations

f. Equip youth with 10 food trucks

- Purchase 10 vans and equip them with relevant tools and machinery.
- Develop a criteria and mechanism to handover food trucks to youth for specified durations.
- Provide and empower the youth with basic training on financial management, business administration and entrepreneurship.

g. Establish an Innovation Fund

- Establish a pool of money for young people with initiatives, projects and ventures to apply and receive seed-funding.
- Assemble a committee to set criteria and review applications accordingly.
- Accept applications from youth two times a year alternating between themes.
- Deliver regular reports to the Youth Initiatives and Voluntary Work Directorate.

h. Implement 2 programs in the Ministry of Youth's 201 youth centers

Background: implement the programs that align with National Youth Strategy 2019 – 2025 Pillar No.3: Youth, Participation and Effective Leadership and Pillar No.5: Youth, Rule of Law and Good Governance that were developed as a result of a programs assessment that was conducted through key informant interviews, surveys and focus group discussions with the youth, parents, local communities, stakeholders and the Ministry of Youth's staff and partners. The programs focus on developing youth leadership skills and encourage partnerships with local communities.

- Implement three levels of the programs over a period of 5 years; beginner, intermediate and professional levels.
- Develop a multi-level curriculum/toolkit and train staff at the youth centers to implement the programs at all levels.
- Pillar No.3: Youth, Participation and Effective Leadership
 - Model United Nations: aims to increase awareness on the working process of the United Nations and expand knowledge on other countries and existing global issues
- Pillar No.5: Youth, Rule of Law and Good Governance
 - Youth Political Participation Program: aims to improve youth political participation through advocacy, involvement in elections, decision-making, dialogues and discussions

Pillar 3. Systems – Strengthen Government of Jordan systems in partnership with youth

i. Develop and establish the National Youth Strategy (2026 – 2030)

Background: the National Youth Strategy (2019 – 2025) will have served its purpose by the end of the year 2025.

- Identify themes and pillars according to the needs of the youth in Jordan, the United Nations Sustainable Development Goals, the Ministry of Youth's priorities and the Government of Jordan's priorities and vision.

j. Develop and establish the National Youth Strategy (2026 – 2030) Action Plan

Background: the National Youth Strategy (2019 – 2025) Action Plan will have served its purpose by the end of the year 2025 in line with the National Youth Strategy (2019 – 2025).

- Develop activities that serve the needs of the youth in Jordan and prepare them for the labor market by empowering them with the necessary skills.
- Ensure that the activities align with the pillars of the National Youth Strategy (2026 – 2030).

k. Develop and establish the National Youth Strategy (2026 – 2030) Media Plan

- Spread awareness on the pillars and themes of the National Youth Strategy (2026 – 2030).
- Promote the National Youth Strategy (2026 – 2030) Action Plan to ensure that the work of the Ministry of Youth's partners and other stakeholders.

l. Virtual Youth Center (Website & Application)

Background: the Virtual Youth Center was developed and launched in August 2021 as a part of the Youth Power Program, with the aim to create an online version of a youth center; a safe space for young people in Jordan to connect and engage with one another, network, develop their skills through courses, workshops and seminars, discuss topics of interests, exchange knowledge and culture, collaborate on projects, share information and ideas, etc. However, the platform has been inactive due to the lack of sufficient and qualified dedicated personnel at the Ministry of Youth to continually monitor, regulate, facilitate, update, enhance and report on the website, follow-up on queries, bugs and user requests, and upload content.

- Reactivate the Virtual Youth Center website upload new content.
- Develop a Virtual Youth Center application that functions in parallel to the Virtual Youth Center Website for more efficiency and additional accessibility in an increasingly more digitized world.
- Provide technical assistance by supporting qualified staff members solely responsible for continually monitoring, regulating, facilitating, updating, enhancing and reporting on the website and application, following-up on queries, bugs and user requests, and uploading content.

m. Support the Youth Initiatives and Voluntary Work Directorate – Ministry of Youth

Background: responsible for following-up, supporting and encouraging youth initiatives.

- Develop a tool for mapping youth initiatives in the youth centers, innovation hubs and National Forums for Young Entrepreneurs and Innovators.
- Establish a tool for monitoring the Innovation Fund.

n. Support the Media Unit – Ministry of Youth

Background: responsible for all form of communication with the youth across the Hashemite Kingdom of Jordan, and effectively promoting ongoing programs and activities for the youth.

- Develop a youth-led and youth-driven interactive communications strategy.
- Ministry of Youth's social media pages:
 - Utilize all platforms effectively and in accordance with their intended purpose.
 - Increase interaction and engagement with youth.
 - Ensure unified identity of all posts.
 - Improve quality of posts and level of attractiveness to youth.

For further clarification or inquiries, please contact the following personnel at the Ministry of Youth:

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