



USAID | JORDAN

FROM THE AMERICAN PEOPLE

February 7, 2013

**Subject: Request for Applications (RFA) Number: RFA-278-13-000002
Community Engagement Project
Amendment #1**

The purpose of this Amendment is to:

1. Extend the deadline for receipt of electronic applications to February 18, 2013 at 7 am Jordan time; and
2. Respond to questions received from potential applicants.

Accordingly, the subject RFA is hereby amended at Attachment 1.

Sincerely,

Bruce F. McFarland
Agreement Officer

Attachment 1

1. Under RFA Cover Page, Closing Date and Time for Application Submission, delete “February 14, 2013 at 4:30 pm Jordan time” and replace with “February 18, 2013 at 7:00 am Jordan time”.
2. The following are questions received from potential applicants and answers provided:

Question No. 1: Page 1-10 states the following: “The project needs to make more than the specific amount available to communities that are willing to match USAID on a 1:1 basis for funding over the fixed amount.” Please clarify whether USAID is seeking a community match of 1:1 or a community match in excess of 1:1.

Answer No. 1: As the RFA indicates, the project will make funds available for activities identified by community fora. Applicants should propose what they believe to be adequate baseline funding levels to attract community participation in the fora. Baseline levels of funding will be provided for activities under the project with no matching contribution from the community required. Should the community require/desire funds above the baseline, USAID will be willing, through the Community Engagement Project, to match the contributions of the community on a 1:1 basis up to the required/desired amount, recognizing that the community contribution could be in-kind or in-cash. The intent is to encourage communities to take increased responsibility for addressing their needs.

Question No. 2: Page III-1 states the following: “The successful applicant must be able to establish an active ground presence in the targeted communities within two weeks of award of the Cooperative Agreement.” When will the identification of the targeted communities take place so that an active ground presence can be established within the first two weeks of award?

Answer No. 2: The identification of targeted communities depends partially on the applicant’s technical approach. Therefore, the identification of the targeted communities will occur concurrently with the identification of the successful applicant.

Question No. 3: Page IV-5 states the following: “The application shall include an Annex listing of all its contracts, grants, or cooperative agreements involving similar or related programs during the past three years that required placement of long-term key personnel.” Please confirm that Contractor Performance Reports (CPRs) are sufficient to satisfy this requirement.

Answer No. 3: USAID is seeking only a simple list, not copies of CPRs. Do not attach CPRs to the applications.

Question No. 4: Page II-1 states the following: “The following positions have been designated as key to the successful implementation of the program objectives of this Agreement” and lists Chief of Party, Deputy Chief of Party, and “three other Key Personnel positions to be designated based on the successful applicant’s proposed structure.” Page IV-3 states the following: “The applicant may propose a maximum of five Key Personnel” and lists Chief of Party, Deputy Chief of Party, and “other proposed Key Personnel.” Please clarify whether the Applicant must submit five Key Personnel, or up to five Key Personnel, in the proposal submission.

Answer No. 4: USAID expects applicants to submit five Key Personnel.

Question No. 5: Page IV-5 states the following: “The management approach is encouraged to: Include a summary staffing pattern and summary organizational chart which, together, show the totality of positions proposed for all components of the implementation plan, inter-staff relationships and lines of communications.” Given the complex organizational structure required for a program of this size, will USAID allow the Applicant to present the Organizational Chart as an Annex?

Answer No. 5: Yes, as a one-page annex only including graphics. As a reminder, we are seeking summary information only.

Question No. 6: Page IV-2 states the following: “The staffing plan and its annexes (i.e. resumes) should clearly show how the individuals as well as the proposed staffing mix are appropriate for achieving the program’s objectives and supporting the implementation at all levels.” Page IV-5 states the following: “The management approach is encouraged to: Include a summary staffing pattern and summary organizational chart which, together, show the totality of positions proposed for all components of the implementation plan, inter-staff relationships and lines of communications.” Please confirm that the staffing plan referenced on page IV-2 and the staffing pattern referenced on page IV-5 are the same, and can be referred to as “staffing plan” throughout the application.

Answer No. 6: The staffing plan and the staffing pattern are the same. Applicants may refer to it as the staffing plan throughout the application.

Question No. 7: Page IV-8 states the following: “The detailed budget must include... The name, position, annual salary, and expected level of effort (in days) of persons charged to the activity. There may be TBD positions, i.e. support

staff. Furthermore, 260 days equals one year of labor. Information provided must show work experience and annual salary history for at least the three most recent years.” Please confirm that the Applicant is not required to submit USAID Standard Form 1420s for personnel proposed for this RFA.

Answer No. 7: **The applicant is not required to submit USAID Standard Form 1420 (Contractor Employee Biographical Data Sheet) for personnel proposed for this RFA.**

Question No. 8: The RFA did not include the Key Individual Certification Narcotics Offenses and Drug Trafficking form, which is common on RFAs. Will USAID please either provide this form, or confirm that it is not required for this RFA?

Answer No. 8: **These forms are part of the link on page IV-9 in the RFA under item d of the Final Cost Application Format. These certifications are not required at the written application stage. Only the apparently successful applicant will be required to submit these certifications.**

Question No. 9: Section VI-2 of the RFA, point 11(a) refers to an Initial 120 Day Work Plan “submitted in the proposal and revised as necessary based on feedback from the USAID AOR”. USAID’s instructions for application preparation and submission in Section IV include no reference to a Work Plan as a required component of the written application. Please clarify what is required as part of the written application due to USAID by February 14.

Answer No. 9: **The initial 120 Day Workplan shall be submitted during oral presentations and is not required for the technical application.**

Question No. 10: Section IV-6 of the RFA states that USAID intends to schedule presentations within two weeks of receiving initial applications. Please clarify whether USAID intends to notify applicants within two weeks as to the date for a presentation or whether USAID intends to hold the oral presentations within two weeks of receiving applications.

Answer No. 10: **USAID intends to hold the oral presentations within two weeks of receiving applications. Applicants who will be called to the second phase will be notified promptly after receipt of the initial written applications of the date of the scheduled presentation.**

Question No. 11: Please provide a copy of the Initial Environmental Evaluation that USAID will follow for the Jordan Community Engagement Program.

Answer No. 11: **The relevant part of the Initial Environmental Evaluation is attached to**

this Amendment under Attachment 2.

Question No. 12: Per Section IV-5, point 5, Management, please clarify what information USAID would like to have presented as “a summary staffing pattern”, given that an organization chart, when included as required, would provide, in graphic form, a summary staffing pattern and would show the totality of positions for all components, inter-staff relationships, and lines of communication. What additional information does USAID seek to obtain through a “summary staffing pattern”? Please define.

Answer No. 12: Please refer to Answer No. 5 for guidance. We are not seeking any additional information other than that which is specified.

Question No. 13: In order to demonstrate capacity to rapidly mobilize, may applicants submit additional annexes?

Answer No. 13: No. No additional pages, annexes or attachments beyond that required by the RFA will be considered with the exception of an additional one-page annex for an organizational chart (refer to Answer No. 5).

Question No. 14: Page VI-2 of the RFA states that “The initial 120 day work plan will be submitted in the proposal and revised as necessary based on feedback from the USAID AOR...” Please clarify whether the proposal referenced in this statement is the initial application. If not, may applicants submit an annex with a Gantt chart of activities to be considered as part of the initial application?

Answer No. 14: Applicants are not required to submit an initial workplan with the technical application. The initial 120 day Workplan will be submitted as part of the oral presentation portion of the proposal process.

Question No. 15: On page I-8 of the RFA, USAID asks for “in-kind and other support” to government institutions. Please clarify what is meant by “other support.”

Answer No. 15: “In-kind” support refers to USAID-financed equipment, infrastructure and other “hard” contributions. “Other support” could include technical assistance, training and other “soft” contributions.

Question No. 16: On page I-11, Component 2, the RFA indicates that the Fora will be formed in three communities in each of three governorates. We have the following related questions:

- a. Could you please confirm that USAID/Jordan will be identifying target communities/governorates?
- b. Are other communities, not just those targeted in Component 2, eligible

- for grants under Component 1?
- c. Could USAID provide the estimated number of communities expected to receive grants under Component 1?

Answer No. 16:

- a. **Specific communities shall be proposed by the applicant, final determination will take place jointly by the implementing partner, the GoJ, and USAID.**
- b. **For the purpose of preparing its application, applicants should assume support only for the 9 communities targeted in the project. However, USAID recognizes that additional communities may require support as the situation in Jordan evolves and will want to maintain the flexibility to respond to those situations through the project.**
- c. **For the purpose of preparing the application, applicants should assume support for only 9 communities. It is likely, however, that additional communities will be supported during the life of the project. The cooperative agreement will be written to maintain this flexibility.**

Question No. 17: The first illustrative performance indicator under Component 2 on page I-11 is listed as “# of rapid-response project completed, disaggregated by on-time and on-budget; and by type of project, e.g., in support of women, in support of youth.” This seems to refer to activities under Component 1. Could you please confirm that it should be listed under the Component 1 illustrative performance indicators on page I-8?

Answer No. 17: **The rapid response projects will be community-specific. Not all of the rapid response projects will be implemented by grants awarded to NGOs. Some may be implemented through contracts. Thus, the indicator is most relevant to Component 2 but could also be used in Component 1.**

Question No. 18: On page I-12, Section ii lists the second sub-component under Component 3 as “Development of community media: The project will provide technical assistance, training and equipment to spur the development of community media. Priority will be given to communities participating in Component Two.” However, there appears to be no further information provided regarding potential activities and targets related to this subcomponent. We have the following related questions:

- a. Generally, is there any additional information that you could provide to help inform applicants?
- b. Can you please confirm that the equipment that would be provided would be through the grants mechanism?
- c. If not, does USAID have any expectations regarding the type and amount of equipment that should be provided?

- Answer No. 18:**
- a. USAID believes that the information above is sufficient for the preparation of initial applications. USAID has no additional information.**
 - b. It is for the applicant to decide the mechanism in which the equipment, if any, shall be provided.**
 - c. This is for the applicant to decide.**

Question No. 19: For the Chief of Party Qualifications listed on page IV-3, would USAID accept additional years of experience instead of an advanced degree?

Answer No. 19: No. Qualification requirements are as specified in the RFA.

Question No. 20: Page IV-2 of the RFA, under Initial Technical Application Format states that "The initial technical application must not exceed seven pages in length (including graphics and charts but excluding annexes)." Can you please confirm that a cover page, cover letter, table of contents, and acronym list do not count towards the seven page limit?

Answer No. 20: A cover page, cover letter, table of contents and acronym list do not count toward the seven-page limit. However, this is not considered part of the evaluable information for the application.

Question No. 21: Page IV-5 of the RFA, under Past Performance, it states that the "application shall include an Annex listing of all its contracts, grants, or cooperative agreements involving similar or related programs during the past three years that required the placement of long-term key personnel." Given the large number of potential similar or related programs that a qualified applicant is likely to have, we respectfully request that you consider limiting this to the 5 most recent and relevant programs during the past three years.

Answer No. 21: The list assists in establishing the depth of the applicant's past performance in similar projects. It is not in the applicant's interest to abbreviate the list. Only relevant programs should be included in this list.

Question No. 22: Does USAID have a range in mind for the value of funds that should be set aside for grants under Components 1 and 2?

Answer No. 22: It is anticipated that no less than \$500,000 shall be available to each community under component 2. With that in mind, the total grants under component 1 and 2 are to be decided by the applicant.

Question No. 23: Could you please provide a copy of the USAID Local Employee Compensation Plan to help inform applicants?

Answer No. 23: **USAID/Jordan Local Compensation Plan Salary Schedule is attached to this Amendment under Attachment 3.**

Question No. 24: Please confirm that standard exceptions to page limitations, such as transmittal letter, acronym list, table of contents and annex dividers, are allowed as part of the application submission.

Answer No. 24: **A transmittal letter, acronym list, table of contents and annex dividers are allowed as part of the application submission and do not count against the seven-page limit. However, these pages will not be evaluated.**

Question No. 25: Cover Letter, RFA Clarification Questions Due Date is stated as February 7, 2013, and the Application Submission Due Date is stated as February 14, 2013. Assuming that USAID will be able to respond to the Clarification Questions not later than February 10, 2013, that allows an Offeror based in the US only three business days in which to incorporate the guidance provided by USAID prior to the submission time. The Offeror respectfully requests that USAID allow a one week extension to the Application Submission Due Date to February 21, 2013, at 4:30 PM Jordan time.

Answer No. 25: **The application submission date is extended to February 18, 2013 at 7 am Jordan time by this Amendment to the RFA.**

Question No. 26: Page I-11, Section I, Funding Opportunity Description, Paragraph 1.C.2 b, Component Two: Community Engagement, states that the nine communities will be spread across three governorates, two governorates in the north and one in the south, with three communities in each governorate. Please identify which three of twelve governorates are the governorates in which the nine communities will be located.

Answer No. 26: **The identification of the communities and governorates shall be proposed by the applicant and finally approved jointly between USAID, the implementer and the GoJ.**

Question No. 27: Page II-1, Section II, Award Information, Paragraph 3(a), confirms that USAID staff shall concur on the selection and substantive provisions of the JCEP grants. In addition, Paragraph 3(d), Approval of Grants Management manual, states “within 90 days of signing the agreement, a draft Grants Management Manual shall be submitted to USAID for approval. Lastly, Page IV-2, Section IV, Application and Submission Information, Paragraph 1, Ability for a Rapid Project Start-up, states that “Component One grants will be awarded within three months of the...award”. Please confirm that the manual will not require approval by USAID prior to the issuance of grants under Component One, understanding that individual grants will be

approved by USAID staff prior to issuance.

Answer No. 27: **Confirmed. However, the recipient will be encouraged to submit the Grants Manual earlier, if possible.**

Question No. 28: Page II-2, Section II, Award Information, Paragraph 3(b), Participation in identifying communities, states that USAID and GoJ will participate in the selection of project-supported communities. However, Page III-1, Section III, Eligibility Information, Paragraph (4), states that an “active ground presence in the targeted communities within two weeks of award”. In order to enable an awardee to meet the two-week requirement, the Offeror respectfully requests that USAID identify the “targeted communities”.

Answer No. 28: **Please refer to Answers No. 2, 16 and 26.**

Question No. 29: Page III-1, Section III, Eligibility Information, Paragraph (3), states cost share of 10-15% is suggested. The Offeror respectfully requests that USAID allow leveraging to be proposed in lieu of cost share.

Answer No. 29: **Cost share is “suggested” to encourage thinking about gaining commitment from beneficiaries and participating organizations. The applicants are encouraged to explore alternatives, including leveraging.**

Question No. 30: Page IV-1, Section IV, Application and Submission Information, fourth paragraph, states that initial applications shall be submitted electronically at www.grants.gov. The Offerer requests that email submission to Ms. Arwa Ghanma also be accepted.

Answer No. 30: **It is a federal requirement of the Agency to synopsise and post all funding opportunities and application packages to www.grants.gov.**

Question No. 31: Page IV-2, Section IV, Application and Submission Information, Paragraph entitled Initial Technical Application Format, states that applications shall be submitted in Word format. The Offerer requests that application submission in PDF format also be accepted.

Answer No. 31: **Yes, PDF format is acceptable.**

Question No. 32: Page IV-3, Section IV, Application and Submission Information, Paragraph 2(a): Qualification of Key Personnel, details the requirements for the Chief of Party to include a minimum of ten years of experience supervising complex...operations” and requires an advanced degree in a related field. The Offeror respectfully requests that USAID consider a more inclusive

approach to the COP requirements by allowing additional equivalent work experience in lieu of an advanced degree.

Answer No. 32: Please refer to Answer No. 19.

Question No. 33: Page IV-6, Section IV, Application and Submission Information, Paragraph entitled Oral Presentation, sixth subparagraph, states that presentations will be “scheduled within two weeks of receiving initial applications”. Please clarify if USAID intends to notify and invite the applicants after the full two weeks (i.e. the presentations are scheduled to occur sometime after the 7th of March) OR if USAID intends to schedule the oral presentations within the two-week calendar period after submission of applications (i.e. presentations occurring between the 22nd of February and the 28th of February).

Answer No. 33: USAID intends to hold the oral presentations within the two-week calendar period after the submission of applications (between February 25-28, 2013).

Question No. 34: Page IV-8, Final Cost Application Format, Paragraph b. states “... Information provided must show work experience and annual salary history for at least the three most recent years.” Please confirm this requirement applies only to Key Personnel.

Answer No. 34: This requirement applies to all staff proposed under this project.

Question No. 35: Page VI-2, Section VI, Award and Administration Information, Paragraph 11a), Initial 120 Day Work Plan, states “The initial 120 day work plan will be submitted in the proposal.” Please confirm that the work plan is not required with the Initial Technical Application, Technical Approach, as described on Page IV-5.

Answer No. 35: Confirmed. The initial 120 day Workplan is part of the oral presentation. See Answer No. 9.

Question No. 36: In the first full paragraph of Section I-11 the RFA states, "It is anticipated that the project will support the development of Fora in approximately nine communities. The communities will be spread across three governorates, two governorates in the north and one in the south, with three communities in each governorate." Section II-2 states that USAID, with input from the GOJ, will participate in the selection of project-supported communities. When does USAID expect that the decision on target communities will be made? Please advise on how applicants should demonstrate their ability to establish an active ground presence in the

targeted communities (evaluation criteria on V-1) prior to confirmation of the target communities.

Answer No. 36: Please refer to Answers No. 2, 16 and 26.

Question No. 37: In a case where the applicant is proposing a significant implementation role for a subcontractor: 1) should award information for the subcontractor(s) be provided in the past performance list in the Annex?; 2) can subcontractor(s) representatives attend the oral presentation with the prime applicant, so long as the total number of representatives does not exceed seven?

Answer No. 37: 1) Yes.
2) Yes.

Question No. 38: The technical evaluation criteria for the staffing component of the oral presentation (Section IV-4) refer to the “distribution of skills among field sites.” Can USAID clarify whether the establishment of field offices is required and, if so, whether they should be located in both the South and the North, or just the South?

Answer No. 38: This is left to the applicant’s discretion.

Question No. 39: Does USAID anticipate that a mid-term and/or final evaluation will be conducted of CEP? If so, please indicate the anticipated timing of the evaluation and confirm whether the evaluation(s) will be conducted by a third party, per the guidance of the USAID Evaluation Policy?

Answer No. 39: Evaluations will be conducted by a third party and the timing of these evaluations will be determined at a later stage.

Question No. 40: For the initial application format (IV-2), please confirm that the title page will not count in the seven page technical application page limit.

Answer No. 40: A title page will not count in the seven-page technical application page limit.

Question No. 41: Section I-6 of the RFA indicates that community identified projects may include the construction or rehabilitation of infrastructure. Can USAID provide bidders with an estimated range of funding, or number of community projects, that is envisioned for infrastructure related programs?

Answer No. 41: Please refer to Answer No. 22.

Question No. 42: Page I-6 – USAID notes that one of the illustrative indicators of project success will include scores based on an annual perception survey. Does USAID anticipate that this survey will be designed and conducted by the recipient or an external USAID M&E partner?

Answer No. 42: These are illustrative indicators only.

Question No. 43: Page I-8 – Does USAID expect the 20 percent of funds allocated for Component 1 to include the management and support costs associated with administering the grants?

Answer No. 43: Yes.

Question No. 44: Page I-9 – Would USAID be able to share the end-of-project evaluation of the USAID-managed Local Government Development Program?

Answer No. 44: We will defer the answer to this question to a later date.

Question No. 45: Page I-11 – Please confirm that 20% of project resources will be directed to Component 1 activities, including grants supporting Component 1 activities; 60% of project resources will be directed to Component 2 activities, including grants supporting Component 2 activities; and 20% of project resources will be directed to Component 3 activities, including grants supporting Component 3 activities.

Answer No. 45: Confirmed.

Question No. 46: Page I-13 – Please confirm that USAID has received a Categorical Exclusion pursuant to 22 CFR 216 and that Applicants do not need to submit 22 CFR 216 environmental documentation.

Answer No. 46: USAID has received a Categorical Exclusion with a Negative Determination with Conditions. Attached is the relevant part of the Initial Environmental Examination (IEE).

Question No. 47: Page II-1 – USAID asserts that they will actively participate in grant review, selection and concurrence on the substantive provisions of all grants (scope of each grant, the awardee and the documentation). Given that the program will provide a large number of grants, some as small as \$500, this level of involvement seems contrary to the stated spirit of being able to rapidly roll-out and begin program implementation as well as be well positioned to have a rapid response grant mechanism. Would USAID consider limiting this type of substantial involvement to grants over \$25,000?

Answer No. 47: **USAID will not limit this type of substantial involvement to grants over \$25,000.**

Question No. 48: Page III-1 – USAID suggests a cost sharing of 10-15%. In lieu of cost share, would USAID also accept leveraging that encourages volunteerism and contributions from local communities, the private sector and other sources?

Answer No. 48: **Please refer to Answer No. 29.**

Question No. 49: Page IV-1 – USAID notes that “Technical applications must not make reference to pricing data.” Does this prevent the inclusion of illustrative grant figures in the technical application?

Answer No. 49: **Grant figures may be included in the technical application.**

Question No. 50: Page IV-5 – May the summary organizational chart be submitted as an annex to the Management Plan?

Answer no. 50: **Please refer to Answer No. 5.**

Question No. 51: Page V-1 – Does USAID have specific point values associated with the evaluation criteria for the Initial Application Phase as well as for the Oral Presentation Phase (Page V-2)?

Answer No. 51: **No point values have been assigned. However, the relative importance of each evaluation criterion is delineated in the RFA.**

Question No. 52: Please confirm that the geographic code is 935.

Answer No. 52: **The geographic code for the prospective Cooperative Agreement is 935.**

Question No. 53: 13. Page III-1 – If the final selection of targeted communities is to be done jointly by the Recipient, USAID and the GoJ as noted on page I-9, will there be enough time to obtain the necessary approvals in order to establish an active ground presence in the targeted communities within two weeks of award?

Answer No. 53: **Please refer to Answers No. 2, 16 and 26. We anticipate a rapid decision process.**

USAID/Jordan's DG portfolio is primarily technical assistance focusing on improving the quality of governance processes, NGO and government capacity building, and institutional strengthening, and is not expected to have a negative impact on the environment. The overall environmental determination for 80% or more of USAID/Jordan DG programming is **Categorical Exclusion** for activities that were found to present no risk according to 22 CFR 216 guidelines, and is **Negative Determination with conditions** for the remaining (up to) 20%.

a) Recommended Action: Categorical Exclusion (80% or more of funding)

Pursuant to 22 CFR 216.2(c)(2)(i), the originator of the activities has determined that all of the activities consist of types of interventions entirely within the categories listed in paragraph (c)(2), "Categorical Exclusions," of Section 216.2, "Applicability of Procedures," of Title 22 CFR Part 216, "AID Environmental Procedures", and therefore are categorically excluded from further environmental review requirements. The originator of the proposed action has further determined that the proposed activities are fully within the following classes of actions:

- a. Education, technical assistance, or training programs except to the extent such program includes activities directly affecting the environment (such as construction of facilities, etc.) [22 CFR 216.2(c)(2)(i)];
- b. Analyses, studies, academic or research workshops and meetings. [22 CFR 216.2(c)(2)(iii)];
- c. Document and information transfers. [22 CFR 216.2(c)(2)(v)]; and
- d. Studies, projects or programs intended to develop the capability of recipient countries to engage in development planning, except to the extent designed to result in activities directly affecting the environment (such as construction of facilities, etc.) [22 CFR 216.2(c)(2)(xiv)].

b) Recommended Action: Pursuant to 22 CFR 216.3(a)(2)(iii), a **Negative Determination with conditions** (up to 20% of funding) is recommended for any Democracy and Governance activities that have potential for adverse impact on the environment in the following categories, as presented in Section III of Table 2 of this document:

- i. Small-scale construction and/or renovation activities relative to public and or CSO buildings, including improving accessibility for persons with disabilities;
- ii. Construction or rehabilitation of municipal road infrastructure;
- iii. Construction or rehabilitation of small-scale urban sanitation and/or waste disposal facilities,
- iv. Construction or rehabilitation of small-scale urban markets and tourist infrastructure,
- v. Construction or renovation of small-scale alternative energy generation or conveyance infrastructure;
- vi. Construction or rehabilitation of small-scale irrigation works
- vii. Construction or rehabilitation of potable water infrastructure

- viii. Other small-scale activities beyond those listed above are also possible over the duration of the program.

For each type of these activities an implementer will conduct Environmental Due Diligence (EDD) as part of the Environmental Review and Assessment Checklist (Annex 1) to document existing environmental concerns and foreseeable environmental effects resulting from the activity and develop an Environmental Manual (EM) and Framework Environmental Mitigation and Monitoring Plan (FEMMP) when applicable. This EM and FEMMP will then be approved by the Mission Environmental Officer (MEO), in consultation with the Regional Environmental Advisor for Asia, Middle East and OAPA (REA/Asia, Middle East, OAPA), adapted to a specific site before the activity or sub-activity implementation (site specific EMMP), and incorporated into the activity design. The Standard Conditions List in Annex 3 and IEE Table 2 of this IEE may be used as a guide in developing of EM, FEMMP, and EMMP along with other references listed in Implementer Procedures section.

Implementer Procedures:

The implementing partner will employ the following process for all relevant activities:

- The implementer will include environment compliance considerations into relevant aspects of the program implementation and will promote and train local counterparts on environmental requirements and standards, where relevant to the program's activities. Such proposed activities will be included into annual work plans, and results will be reported in annual reports.
- Each activity should be conducted in a manner consistent with good design and implementation practices described in USAID Environmental Guidelines for Small-Scale Activities in Africa, 2nd edition as provided at: <http://www.encapafrika.org/egssaa.htm>; IFC Environmental, Health and Safety Guidelines as provided at: <http://www.ifc.org/ifcext/sustainability.nsf/Content/EnvironmentalGuidelines>; World Health Organization guidelines as provided at http://www.who.int/publications/guidelines/environmental_health/en/index.html; and Standard Conditions for Small-Scale Construction, Small-Scale Road Rehabilitation, Small-Scale Water and Wastewater Activities, attached to this IEE (Annex 3).
- Based on EDD results and mitigation measures from Environmental Guidelines for small-scale Activities, IFC EHS Guidelines, World Bank PPAH, and other documents as referenced above, implementer will develop Program Environmental Manual (EM) and Framework Environmental Mitigation and Monitoring Plan (FEMMP) for activities that may have negative environmental impact. The EM will establish criteria for eligibility, selection and screening against potential environmental risk (low, moderate, and high). An EM and FEMMP might be done per implementing partner or the whole program and then adapted as needed for different implementing partners. This documentation will then be approved by the MEO, in consultation with the Regional Environmental Advisor (REA/Asia, Middle East, OAPA), incorporated in project design and

FEMMP will be adapted to a specific site prior to the activity or sub-activity implementation (EMMP) (see IEE Annex 4).

- The implementer will use the Environmental Review and Assessment Checklist (ER Checklist) (IEE Annex 1) and Leopold Matrix (IEE Annex 2) as the main reporting documents for each activity having an adverse environmental impact.
- Prior to the launch of each activity including small grants and subcontracts, the implementer will conduct an Environmental Due Diligence (EDD) review as an inherent part of the ER Checklist for each activity that may have a potential for moderate and high adverse environmental impact (e.g. small-scale construction; rehabilitation of potable water and sanitation facilities; etc.) to document existing environmental concerns and foreseeable environmental effects resulting from such types of activities. If the EDD results in a finding of potential significant environmental impact, a Scoping Statement (SS) and Environmental Assessment (EA) will be done by the implementer prior to start of activities. TOR for Scoping Statement, Scoping Statement and EA Report must be reviewed by MEO and approved by BEO/Middle East.
- As part of its initial Work Plan, and all Annual Work Plans thereafter, the implementer, in collaboration with the USAID Agreement/Contracting Officer's Representative (A/COR) and MEO shall review all ongoing and planned activities under this award to determine if they are within the scope of the approved IEE; and classify them in accordance with Table 2 and IEE Section 3.
- When appropriate, the implementer will have a qualified, MEO-approved environmental impact professional(s) (EIP) who will assess and recommend environmental actions to be taken by the program and will coordinate implementation of mitigation measures, monitoring, and reporting. Specifically, the EIP will conduct environmental reviews and will identify: 1) activity category in consultation with the MEO; 2) potential environmental impacts (based on ER Checklist, EDD, Leopold Matrix, and his/her technical knowledge of the local, U.S., and international environmental standards, guidelines, requirements, and practices; and 3) mitigation and monitoring measures needed. Should the EIP lack special technical knowledge to identify any special environmental impact, the implementer will consult with a specialist in the relevant area.
- Documenting environmental baseline conditions prior to activity implementation is an integral part of the site specific EMMP.
- Host country laws and regulations for environmental protection and management will be followed in implementing the activities. For activities categorized as "potential risks" or "definite risks" of adverse environmental impact, the implementing partner will be required to obtain a letter from the local or regional office for environmental protection stating that the office: a) has been contacted by the implementing partner concerning the project activities; b) will maintain contact with the project; and c) will be aware of the potential environmental impacts of the project to help ensure that no detrimental impact will result from this project.
- For such activities prior to their implementation the implementer will conduct public consultations and will seek concurrence from the national duly authorized environmental agency on FEMMPs and EMMPs.

- In all cases, implementation will adhere to corresponding host country environmental laws and policies.
- Monitoring will be conducted during the project (beginning with a baseline) to determine the environmental impact (positive and/or negative) of all relevant project activities. The implementer shall use only qualified staff for overseeing the mitigation and monitoring work. Monitoring shall occur on an as-needed basis. The implementer will ensure that the environmental procedures are implemented, potential impacts mitigated, and indirect and cumulative effects are considered for each activity. If negative environmental impacts are discovered through regular monitoring and evaluation of project activities, immediate actions will be taken to rectify the situation.
- The implementer shall have sufficient resources and permanent staff with expertise in an environmental field and compliance with Reg. 216.

Resource Allocation, Training and Reporting requirements:

- The agreement/contract with the implementing partner will include environmental compliance and reporting language into agreements/contracts, and ensure that appropriate resources, staff, equipment and reporting procedures are dedicated to this portion of the project; the language will have a requirement to follow all recommendations of this IEE, including completed Environmental Review and Assessment Checklist, and EM and FEMMP, site specific mitigation and monitoring plans, and mitigation and monitoring reports. Reports will be submitted to the Agreement/Contracting Officer's Representative (A/COR) and MEO prior to and at the completion of each relevant activity at every affected project site, and not at the end of the project or not on a semi-annual or annual basis.
- Sub-contracts or grants from the implementing partner to other organizations must incorporate provisions stipulating compliance with 22 CFR 216 and ADS 204.
- The A/COR of each project, in consultation with the MEO or REA (REA/Asia, Middle East, OAPA) and corresponding implementing partner(s), will actively monitor and evaluate whether environmental consequences not foreseen by this IEE arise during implementation, and will modify or halt activities as appropriate. If additional activities are added to a project but are not described in this IEE, an amended IEE must be prepared.
- When deemed necessary by the A/COR and MEO, reporting will include photographic documentation and site visit reports which fully document that all proposed mitigation procedures were followed throughout implementation of the subject work including quantification of mitigation.
- The implementer's quarterly reports to USAID shall contain a section specific to Environmental Compliance will include project summaries along with environmental impacts, success or failure of mitigation measures being

implemented, results of environmental monitoring, and any major modifications/revisions to the project, mitigation measures or monitoring procedures. If the activities implemented do not have any negative impact on the environment, this should be documented as well. The implementer's annual report will include an annex containing a table indicating the title, date of award, and category of each grant activity.

- A/CORs together with MEO/Deputy MEO will explain all environmental conditions to the implementers at the post-award conference. The Mission will also arrange for Environmental Compliance Training for the implementer(s) by the MEO prior to the start of the project implementation.

Limitations of the IEE:

This IEE does not cover activities involving:

- Assistance for the procurement (including payment in kind, donations, guarantees of credit) or use (including handling, transport, fuel for transport, storage, mixing, loading, application, clean-up of spray equipment, and disposal) of pesticides or activities involving procurement, transport, use, storage, or disposal of toxic materials. Pesticides cover all insecticides, fungicides, rodenticides, etc. covered under FIFRA - 'Federal Insecticide, Fungicide, and Rodenticide Act'
- Activities involving support to wood processing, agro-processing, industrial enterprises, and regulatory permitting.
- Procurement or use of genetically modified organisms (GMOs).
- DCA or GDA programs.
- Procurement or use of Asbestos Containing Materials (ACM) (i.e. piping, roofing, etc), Polychlorinated Biphenyl's (PCB) or other toxic/hazardous materials prohibited by US EPA, including lead or mercury containing materials, as provided at: <http://www.epa.gov/asbestos> and/or under international environmental agreements and conventions, e.g. Stockholm Convention on Persistent Organic Pollutants as provided at: <http://chm.pops.int>.
- No drilling of new wells for potable water, irrigation water, and land drainage except for limited number of wells used as pilot.

Any of these actions would require an amendment to the IEE duly approved by BEO/Middle East.

Revisions:

Pursuant to 22CFR216.3(a)(9), if new information becomes available which indicates that activities to be funded by the project might be "major" and the project's effect "significant," this negative determination will be reviewed and revised by the originator of the project and submitted to the Bureau Environmental Officer (BEO/Middle East) for approval and, if appropriate, an environmental assessment will be prepared.

American Embassy																Annual Rates Stated in Local Currency				
Amman, Jordan								LOCAL COMPENSATION PLAN					Units of Jordanian Dinars: \$1.00 = JD 0.708							
								Salary Schedule												
												Effective Date: Aug 02, 2009								
								40-Hour Workweek				Authorized per State 72864 dated July 14, 2009								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	WGI	Transp.A	Misc.Ben.			
FSN-13	24,693	25,928	27,163	28,398	29,633	30,868	32,103	33,338	34,573	35,808	37,043	38,278	39,513	40,748	1,235	750	2,460			
FSN-12	20,832	21,874	22,916	23,958	25,000	26,042	27,084	28,126	29,168	30,210	31,252	32,294	33,336	34,378	1,042	750	2,460			
FSN-11	17,542	18,419	19,296	20,173	21,050	21,927	22,804	23,681	24,558	25,435	26,312	27,189	28,066	28,943	877	460	1,310			
FSN-10	15,298	16,063	16,828	17,593	18,358	19,123	19,888	20,653	21,418	22,183	22,948	23,713	24,478	25,243	765	460	1,020			
FSN-9	11,957	12,555	13,153	13,751	14,349	14,947	15,545	16,143	16,741	17,339	17,937	18,535	19,133	19,731	598	460	500			
FSN-8	10,658	11,191	11,724	12,257	12,790	13,323	13,856	14,389	14,922	15,455	15,988	16,521	17,054	17,587	533	460	500			
FSN-7	8,587	9,016	9,445	9,874	10,303	10,732	11,161	11,590	12,019	12,448	12,877	13,306	13,735	14,164	429	460	500			
FSN-6	7,792	8,182	8,572	8,962	9,352	9,742	10,132	10,522	10,912	11,302	11,692	12,082	12,472	12,862	390	300	280			
FSN-5	6,764	7,102	7,440	7,778	8,116	8,454	8,792	9,130	9,468	9,806	10,144	10,482	10,820	11,158	338	300	280			
FSN-4	5,541	5,818	6,095	6,372	6,649	6,926	7,203	7,480	7,757	8,034	8,311	8,588	8,865	9,142	277	300	280			
FSN-3	4,263	4,476	4,689	4,902	5,115	5,328	5,541	5,754	5,967	6,180	6,393	6,606	6,819	7,032	213	210	280			
FSN-2	3,343	3,510	3,677	3,844	4,011	4,178	4,345	4,512	4,679	4,846	5,013	5,180	5,347	5,514	167	210	280			
FSN-1	3,030	3,182	3,334	3,486	3,638	3,790	3,942	4,094	4,246	4,398	4,550	4,702	4,854	5,006	152	210	280			
								48-Hour Workweek												
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	WGI	Transp.A	Misc.Ben.			
FSN-12	24,998	26,248	27,498	28,748	29,998	31,248	32,498	33,748	34,998	36,248	37,498	38,748	39,998	41,248	1,250	900	2,460			
FSN-11	21,050	22,102	23,154	24,206	25,258	26,310	27,362	28,414	29,466	30,518	31,570	32,622	33,674	34,726	1,052	552	1,310			
FSN-10	18,358	19,276	20,194	21,112	22,030	22,948	23,866	24,784	25,702	26,620	27,538	28,456	29,374	30,292	918	552	1,020			
FSN-9	14,348	15,066	15,784	16,502	17,220	17,938	18,656	19,374	20,092	20,810	21,528	22,246	22,964	23,682	718	552	500			
FSN-8	12,790	13,430	14,070	14,710	15,350	15,990	16,630	17,270	17,910	18,550	19,190	19,830	20,470	21,110	640	552	500			
FSN-7	10,304	10,819	11,334	11,849	12,364	12,879	13,394	13,909	14,424	14,939	15,454	15,969	16,484	16,999	515	552	500			
FSN-6	9,350	9,818	10,286	10,754	11,222	11,690	12,158	12,626	13,094	13,562	14,030	14,498	14,966	15,434	468	360	280			
FSN-5	8,117	8,523	8,929	9,335	9,741	10,147	10,553	10,959	11,365	11,771	12,177	12,583	12,989	13,395	406	360	280			
FSN-4	6,649	6,981	7,313	7,645	7,977	8,309	8,641	8,973	9,305	9,637	9,969	10,301	10,633	10,965	332	360	280			
FSN-3	5,116	5,372	5,628	5,884	6,140	6,396	6,652	6,908	7,164	7,420	7,676	7,932	8,188	8,444	256	252	280			
FSN-2	4,012	4,212	4,412	4,612	4,812	5,012	5,212	5,412	5,612	5,812	6,012	6,212	6,412	6,612	200	252	280			
FSN-1	3,636	3,818	4,000	4,182	4,364	4,546	4,728	4,910	5,092	5,274	5,456	5,638	5,820	6,002	182	252	280			
	Family Allowance for all new Hires starting January 10, 2010: 0																			
	Family Allowance for current employees receiving the allowance at their current rates will be frozen as of January 9, 2010:																			
	Spouse: JD 228			Child:JD 110			Maximum Number of Children: 4													
Bonuses: A 13th month bonus is paid in July and a 14th month bonus is paid in January of each year. Calculation: Basic rate plus all allowances.																				
WGI: Within Grade Increase (annual increments)						Transp.AI: Transportation Allowance						Misc.Ben: Miscellaneous Benefits Allowance								