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

**CALL FOR PRIVATE SECTOR COLLABORATION  
CREATING PRIVATE SECTOR-LED ECONOMIC OPPORTUNITIES FOR A HEALTHY, WELL-  
EDUCATED POPULATION AND IMPROVED WATER SECURITY, CITIZEN-STATE TRUST,  
AND PARTICIPATION OF WOMEN AND YOUTH IN JORDAN**

**ADDENDUM JORDAN No. 72027824APS00002**

**UNDER EXISTING PRIVATE SECTOR COLLABORATION PATHWAY (PSCP)  
ANNUAL PROGRAM STATEMENT (APS) No.: 7200AA23APS00007**

**ISSUANCE DATE: Tuesday, April 16, 2024**  
**CLOSING DATE: Saturday, April 26, 2025, 5:00 PM (Jordan Local Time)**

**PLEASE NOTE: This is an addendum to an existing announcement. All interested organizations should carefully review both this addendum AND the full PSCP APS, which can be found [here](#). Important information contained in the full APS applies to but is not repeated in this specific addendum.**

Through this Addendum to the 2023-2025 Private Sector Collaboration Pathway (PSCP) Annual Program Statement (APS) No. 7200AA23APS00007 (the PSCP APS),<sup>1</sup> USAID/Jordan is making a special call for private sector collaboration focused on ideas, initiatives, or concepts that will advance USAID/Jordan Country Development Cooperation Strategy (CDCS)<sup>2</sup> that is highlighted in more detail under Section II.

**I. Background**

The purpose of this Addendum is to develop innovative solutions to development challenges through partnerships with local and international private sector firms operating in Jordan to align with the goal of Jordan's CDCS, which is, "Jordan advances its self-reliance by creating private sector-led economic opportunities for a healthy, well-educated population, improving water security, increasing citizen-state trust, and reducing barriers for women and youth."

USAID/Jordan's five-year CDCS (2020-2025), underwent a mid-course stocktaking exercise in 2022-2023 to adapt to the impacts of COVID-19 and align with the Government

<sup>1</sup> Available at: <https://www.usaid.gov/sites/default/files/2023-05/Private%20Sector%20Collaboration%20Pathway%20%28PSCP%29%20Annual%20Program%20Statement%20%28APS%29.pdf>

<sup>2</sup> Available at: <https://www.usaid.gov/sites/default/files/2022-05/CDCS-Jordan-2020-2025.pdf>



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of Jordan's (GoJ) priorities, namely Jordan's Economic Reform Agenda and the Economic Modernization Vision<sup>3</sup> of 2022. Accelerating private sector-led economic growth in Jordan is the top priority for USAID/Jordan, other donors and the Government of Jordan. The Government's Economic Modernization Vision is the most recent strategy document to highlight the role of the private sector as an engine to economic growth. USAID/Jordan recently launched over \$300 million in activities designed to promote macroeconomic stability and economic reform to improve the business-enabling environment while working directly with the private sector to enhance competitiveness and market linkages.

USAID/Jordan has historically worked through several local private sector firms to implement its strategy. USAID/Jordan aims, to the greatest extent possible, to work with the private sector to pursue market-based approaches to solve Jordan's most pressing development challenges (for example, in climate mitigation and adaptation, urban resilience, water efficiency, skills building of students, and quality of health care services). USAID looks to partner with the private sector because it has the greatest potential to contribute resources to generate sustainable and scalable development outcomes. Through this addendum, USAID wants to identify opportunities to engage the private sector to leverage long-term commercially viable gains, shifting away from limited achievements made through corporate social responsibility.

With the onset of the Israel-Gaza conflict in October 2023, it is imperative to identify innovative solutions to immediately address the economic and social impacts on livelihoods in Jordan. The private sector likewise will play a critical role in Jordan's response to the crisis and the economic and social recovery to follow.

Future climate modeling for Jordan shows an increase in extreme heat days, drought, floods, and further decreases in total precipitation. The private sector is a key partner in fulfilling national goals related to climate change adaptation and mitigation. USAID is looking to mobilize finance for businesses and projects that reduce Greenhouse Gas (GHG) emissions, promote clean energy, and enhance climate resilience and reduce vulnerability to extreme heat, droughts, and floods, while promoting local economic development.

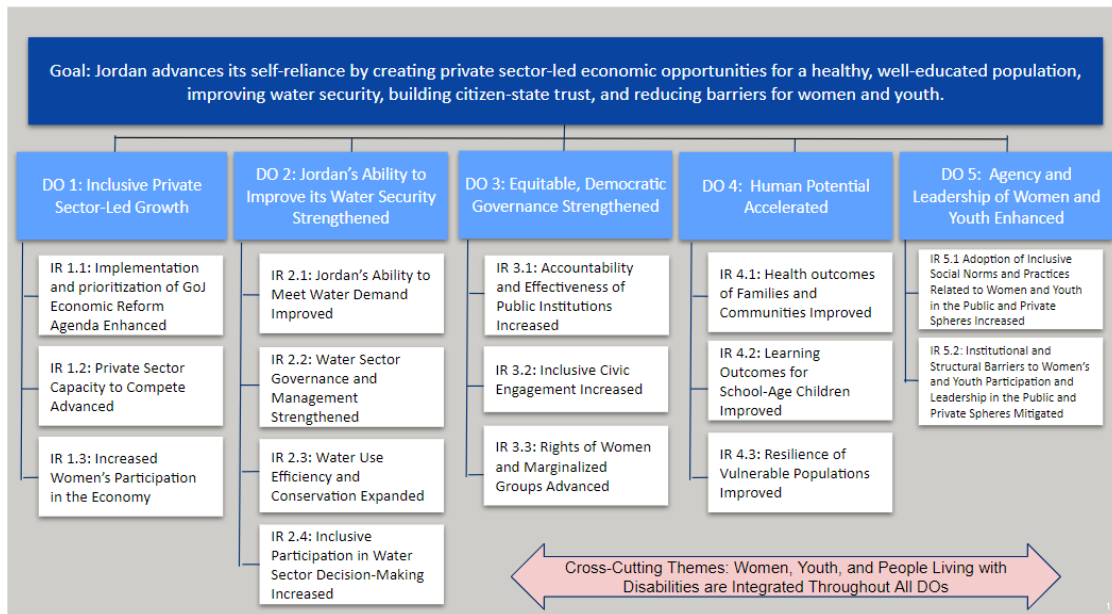
Below is the Results Framework graphic that illustrates the theory of change that USAID/Jordan aspires to over the life of the CDCS as well as a short description of each of the Development Objectives areas of focus.

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<sup>3</sup> Available at: <https://www.jordanvision.io/en>



## Results Framework Graphic



## II. Objectives

USAID seeks to develop innovative, cost-efficient and effective partnerships with the private sector<sup>4</sup> that are based and built upon the complementary or overlapping interests and objectives of USAID and the private sector toward the achievement of the following Development Objectives (DOs):

- **DO1: Inclusive Private Sector-Led Growth**
- **DO2: Jordan's Ability to Improve its Water Security Strengthened**
- **DO3: Equitable, Democratic Governance Strengthened**
- **DO4: Human Potential Accelerated**

<sup>4</sup> For the purposes of this Addendum and in accordance with the Private Sector Engagement (PSE) PSCP APS, the private sector is considered to be the following: 1) Private for-profit, commercial entities such as a business, corporation, small or medium enterprise or private firm; 2) Private foundations affiliated with private for-profit, commercial entities; 3) Private equity or private financial institutions, including banks, private investment firms, mutual funds, private equity funds and insurance companies; 4) Private business or industry associations, including but not limited to chambers of commerce and related types of entities; or 5) Cooperatives.



- **DO5: Agency and Leadership of Women and Youth Enhanced**

Proposed partnerships may target one or more of these objectives. USAID will prioritize innovative, cost-effective, private sector-driven ideas, initiatives, or concepts that include the sample interventions and activities outlined below. *These interventions are illustrative and are not intended to define applicant creativity.*

### **Development Objective 1: Inclusive Private Sector-Led Growth**

Development Hypothesis: if USAID and other actors support the GoJ in achieving its macroeconomic reform objectives, increase private sector competitiveness, and enable women to realize their economic potential, then USAID will facilitate inclusive private sector-led growth.

USAID/Jordan's programming promotes inclusive, private sector-led growth and addresses the underlying constraints to economic growth. It works on unleashing the potential of the private sector to create meaningful employment opportunities for women and youth. This DO also prioritizes the implementation of the government's reform agenda.

Economic growth and stability remain the top priority for USAID and the GoJ. Tourism is an important focus for this DO because Jordan's tourism sector is a cornerstone of its economy, contributing roughly 14 percent to Jordan's GDP. The sector's recovery is critical to Jordan's overall economic recovery.

Desired partnerships under this DO may include, but are not limited to, partnerships that:

- Create opportunities for upskilling and reskilling the workforce, especially for women and youth, that ensure access to quality talent and fill the workforce demand in the private sector.
- Unlock growth in priority sectors listed in the Economic Modernization Vision, such as, but not limited to creative industries, medical and wellness tourism, ICT, green technologies and sustainable practices, mobility, and food security.
- Develop private sector solutions to Jordan's economic challenges that can be implemented at scale and that supports the overall growth and competitiveness of businesses in Jordan.



## **Development Objective 2: Jordan’s Ability to Improve its Water Security Strengthened**

Development Hypothesis: If USAID partners with the GoJ and the private sector to expand Jordan’s water supply, strengthen water sector governance and management, expand water use efficiency and conservation, adapt to climate change, and increase inclusive participation in the water sector, then USAID will enhance Jordan’s long-term water security.

Private Sector investment, participation, and engagement are critical to addressing challenges in water and wastewater infrastructure, governance and management, water use efficiency, and conservation.

Desired partnerships under this DO may include, but are not limited to, partnerships that:

- Increase adoption and scaling of technologies/practices to address water efficiency and conservation for agricultural, industrial, commercial, and/or domestic uses.
- Develop feasible and credible ways for large-scale impact on water efficiency and/or water conservation.
- Demonstrate innovative solutions for water security through climate adaptation and/or mitigation approaches.

## **Development Objective 3: Equitable, Democratic Governance Strengthened**

Development Hypothesis: if USAID assists the GoJ with increasing the accountability and effectiveness of public institutions, expanding civic engagement, increasing citizens’ trust and accountability, and advancing the rights of women and marginalized groups, then USAID will contribute to more equitable and democratic governance in Jordan. This foundation for a stronger, trust-based citizen-state relationship is essential to Jordan’s future stability and economic growth.

USAID/Jordan is seeking local and international private sector partners that are willing to work with local actors, including government partners, to improve services at the local and national level and advance local economic development.

At the national level, desired partnerships may include but are not limited to partnerships that:



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- Digitize public services and/or use digital platforms to enhance information sharing and public awareness about the public services available in municipalities.

USAID seeks partnerships with the private sector at the local level to bring efficient, state-of-the-industry solutions to municipal service delivery and economic development challenges. Municipal governments are led by elected mayors who possess administrative authorities and have a keen understanding of the opportunities within the communities they govern. Municipalities are stewards of considerable holdings of land and buildings, which can be leveraged to attract investment, grow local economies, and facilitate entry for investors in new areas.

Desired partnerships under this DO may include, but are not limited to, partnerships that:

- Utilize a blended finance structure to attract private capital to invest in local industries in municipalities.
- Improve data-driven policy-making and planning for urban resilience and decarbonization.
- Provide safe, clean, and reliable transportation, solid waste management, recycling, energy and water efficiency, and municipal conservation solutions.
- Develop outdoor recreation, parks development, public markets, and domestic tourism opportunities.
- Digitize public services and/or use digital platforms to enhance information sharing, public awareness, transparency, and efficiency.
- Address industrial zone needs, such as textile waste in the North of Jordan.

## **Development Objective 4: Human Potential Accelerated**

Development Hypothesis: If USAID increases the capacity and commitment of the GoJ to boost the health outcomes of families and communities, improve learning outcomes for school-aged children, and bolster the resilience of vulnerable populations, then USAID will assist Jordan to more effectively utilize its human potential and create flourishing and thriving communities. A healthy, educated, resilient population is needed to drive economic growth. USAID believes the private sector has a role in market-based solutions to advance this development objective.

Jordan's public education system faces significant challenges: overcrowded classrooms, strained resources, worn infrastructure (including inefficient energy and water use),



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unreliable public transport, and students at risk of dropping out of school. With approximately 1.6 million students enrolled in public schools, schools must be accessible and offer high-quality and inclusive education, including for children with disabilities and other vulnerable children. The Ministry of Education has prioritized advancing early childhood education as one of its six top priorities. Specifically, the Kingdom is experiencing an increased demand for early childhood education and for KG2 by working mothers due to an increased population and awareness. This DO invites the private sector to provide market-based solutions to help solve the challenges mentioned above.

Jordan's health sector is fragmented and the public sector faces significant challenges: overcrowded public healthcare facilities, inefficient energy and water use, suboptimal healthcare quality, high staff turnover, lack of a national information system, and a limited role for community involvement in planning and promoting health awareness initiatives. Lack of coordination between private healthcare providers and public health programs results in fragmented care delivery, impacting the continuity and comprehensiveness of services. USAID aims to strengthen existing health systems, particularly emphasizing women of reproductive age groups and children. USAID looks to collaborate with the private sector as there is an acknowledgment of untapped potential within the private sector for innovative health initiatives.

Desired partnerships under this DO may include, but are not limited to, partnerships that:

#### Education:

- Explore models of safe and accessible school transportation for public school students in urban and rural areas.
- Explore opportunities in water savings, energy efficiency, and renewable energy generation and use in public schools and Ministry of Education-owned buildings.
- Explore investments in multifunctional green spaces in public schools and Ministry of Education-owned buildings.
- Develop a low-cost model for the expansion of kindergarten services for children and families.



## Health:

- Collaborate with private institutions to enhance the skills and knowledge of private and/or public healthcare providers, focusing on women of reproductive age and child health.
- Collaborate with private institutions to enhance the skills and knowledge of private and/or public healthcare providers of the impact of extreme heat on health.
- Develop a family health model for primary healthcare services, especially for vulnerable populations, including women and children, that offers high quality and continuity of care, effective referrals, accessible and equitable services, and prevention and early intervention.
- Improve access to health services at scale by integrating innovative solutions and technologies such as telemedicine and artificial intelligence, especially in hard-to-reach or remote areas.

## **Development Objective 5: Agency and Leadership of Women and Youth Enhanced**

Development Hypothesis: if USAID assists Jordan to adopt inclusive social norms, remove barriers to women’s and youth’s participation and leadership, and stimulate inclusive participation in public life, then USAID will enhance the agency and leadership of women and youth to more meaningfully contribute to Jordan’s economic prosperity and governance.

USAID/Jordan seeks to identify opportunities to increase the economic participation of women and youth. Women represent 47% of the population, and 63% of the population is under the age of 30. The key to Jordan’s growth and development is to mitigate barriers to women and youth participation and leadership in civic society and enhance inclusive participation in the private sector.

Desired partnerships under this DO may include, but are not limited to, partnerships that:

- Increase access to and quality of care support services (such as childcare, after-school programs, and elder care) to enable more women to join the formal job market.
- Develop improved transportation options, for example, by working with industrial zones to accommodate female laborers going to and from their place of work.





- Expand the access for women and youth to connect on digital platforms and increase their ability to capitalize on the digital economy.

### **Cross-cutting themes**

The objective(s) of collaborations developed under this addendum are to:

- 1) Build sustainable solutions to a development problem in Jordan.
- 2) Engage with women, youth and persons with disabilities.
- 3) Consider climate resilience, adaptability and/or mitigation.

### **III. Anticipated and/or Illustrative Outcomes and Results from Private Sector Collaboration**

Please refer to the illustrative examples under each DO listed in Section II “Objectives”.

### **IV. Anticipated Funding or Funding Range / Number of Awards**

For the purpose of this Addendum to the PSCP APS, USAID/Jordan encourages partnerships that align with the Development Objectives included in Section II. The prospective funding and estimated award amount will be determined as part of the co-creation process. The actual number of assistance awards, if any, under this Addendum to the PSCP APS is subject to the availability of funds and the interests and requirements of USAID/Jordan.

### **V. Illustrative Approaches and Other Information**

For the purposes of this Addendum to the PSCP APS, USAID/Jordan will prioritize partnerships that:

- Leverage private sector resources at a ratio of 2:1 or greater, with a minimum 50 percent of the private sector partner resources in cash;
- Present concepts in which the proposed partners commit at least \$1 million towards the partnership; and
- Includes a Jordanian firm or implementer, with a preference for implementation by a Jordanian firm/entity. A Jordanian firm is defined as an organization that (1) is legally organized under the laws of; and (2) has as its principal place of business or operations in; and (3) is majority owned or within the timeframe of the award will raise enough capital to become majority owned by individuals who are citizens



or lawful permanent residents of; and (4) is managed by a governing body the majority of who are citizens or lawful permanent residents of Jordan.

Private sector contributions towards partnerships can be provided by a single firm or a consortium of firms working together on the same activity. Please refer to Section III B for more details on alternative potential applicants and awardees.

## **VI. Responding to this Addendum**

For purposes of this addendum, the point of contact (POC) to explore potential collaborations and ask questions related to this addendum is USAID/Jordan's Private Sector Engagement (PSE) Specialist, **Anna Karmandarian** at [akarmandarian@usaid.gov](mailto:akarmandarian@usaid.gov). All emails related to this addendum and the development of a collaboration under this addendum should also be copied to [pscp-jordan@usaid.gov](mailto:pscp-jordan@usaid.gov), and [pscp@usaid.gov](mailto:pscp@usaid.gov).

1. **Email a 500-word summary of a proposed partnership concept:** Eligible and interested private sector parties should send a brief email a) describing your company or organization, b) what your team is seeking to achieve under a proposed partnership, and c) why your team is interested in working with USAID to accelerate this work. If the USAID/Jordan team is interested in learning more, they will contact the private sector party directly to schedule an initial conversation.
2. **Discuss and develop a partnership concept:** Following an initial introductory call or meeting, the USAID/Jordan team may continue discussions with a potential partner to clarify and optimize a potential partnership concept. If the preliminary conversations between USAID/Jordan and the private sector entity identify potentially valuable ways to collaborate, USAID/Jordan will send the private sector entity an official email indicating USAID/Jordan willingness to receive and review a written concept paper. **Do not submit a written concept paper unless USAID/Jordan personnel (e.g., PSE Specialist) request it by email.** Written concept papers will only be read if they are submitted in response to the email described in this paragraph. Additional, specific instructions regarding submissions will be provided if and when USAID indicates a willingness to receive and review a written concept paper. Per Section V of the PSCP APS, USAID/Jordan will also provide additional guidance regarding the format and substance of the written concept paper submission.



- 3. Submit a concept paper:** If USAID/Jordan indicates a willingness to receive and review a written concept paper with further detail regarding the idea, initiative, or concept proposed, the written concept paper will be reviewed per the considerations listed in Section VII of this addendum. Such concept papers must be submitted by the closing date and time on the cover page but will be reviewed on a rolling basis. USAID/Jordan will complete the review and provide information on appropriate next steps no later than 30 days<sup>5</sup> after the submission deadline. All concept papers must be submitted to [akarmandarian@usaid.gov](mailto:akarmandarian@usaid.gov) with copy to [pscp-jordan@usaid.gov](mailto:pscp-jordan@usaid.gov), [pscp@usaid.gov](mailto:pscp@usaid.gov). At least one initial discussion is required before proceeding to concept note development, and a concept note should present a fully developed partnership approach that both parties have optimized through discussion.

Note: Submitting a written concept paper in no way obligates USAID to make an award, nor does it commit USAID to pay any cost incurred in the preparation and submission of the idea, initiative, or concept. Furthermore, USAID reserves the right to reject any and all offers, if such action is considered to be in the best interest of USAID. USAID/Jordan team will be responsible for the review process and management of any awards issued under this addendum.

## **VII. Concept Paper Considerations**

If USAID/Jordan indicates that an organization may submit a written concept paper elaborating on its proposal (See Section VI of this addendum), the concept paper and proposed collaborations will be reviewed based on the considerations set forth in Section VII of the PSCP APS and/or whatever the mission determines. USAID is most interested in co-creating solutions around concepts that:

- Leverage requirements as provided in Section V of this addendum are met.
- Proposed ideas, initiatives, or concepts align with development objectives of USAID/Jordan. Preference will be given to those that address more than one development objective.
- As stated in the PSCP APS and USAID's Private Sector Engagement Policy<sup>6</sup>, ideas, initiatives, and concepts should be characterized by market-based approaches and foster enterprise-led development. Preference will be given to concepts involving private sector partners demonstrating long-term commitment to the targeted issues and region.

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<sup>5</sup> Day means a calendar day, unless otherwise specified.

<sup>6</sup> Available at <https://www.usaid.gov/policy/private-sector-engagement>



- Consistent with USAID’s commitment to localization, collaborations should seek to engage and incorporate local private sector entities and other local partners in the design and implementation of the collaboration. Strengthening the human and institutional capacity of local partner and beneficiary organizations is a key priority to enhance sustainability.

## VIII. Questions

Questions regarding the substance and objectives of this addendum should be directed to **Anna Karmandarian** at [akarmandarian@usaid.gov](mailto:akarmandarian@usaid.gov), with copies to [pscp-jordan@usaid.gov](mailto:pscp-jordan@usaid.gov) and [pscp@usaid.gov](mailto:pscp@usaid.gov). USAID/Jordan will consider hosting a conference to address questions and requests for clarification of this addendum. If applicable, conference details will be provided through an amendment to this addendum and posted at [grants.gov](https://www.usaid.gov/grants).

USAID would prefer that organizations submit their questions 90 days after the release date of this addendum at the latest. **While USAID will certainly entertain and respond to questions throughout the process, past experience indicates that developing and submitting questions as early as possible is of tremendous value to prospective partners.** Please note that questions that reveal a need for clarification of matters in the addendum will be posted at [grants.gov](https://www.usaid.gov/grants), and prospective applicants should regularly check [grants.gov](https://www.usaid.gov/grants). USAID/Jordan will not post all questions that are submitted, only those that USAID determines are important to clarifying matters under the addendum. The Frequently Asked Questions (FAQs) will be revised continuously.

Per the terms of the PSCP APS, any collaboration developed and co-created under this addendum must be based upon a core working relationship between USAID and one or more of the private sector entities listed in Section II of the PSCP APS. The USAID-private sector communication and co-creation required under this addendum can be initiated by: USAID, the private sector or another organization interested in advancing collaboration between USAID and the private sector.

**1. Communication and Co-Creation Initiated by USAID:** Consistent with USAID’s Private Sector Engagement Policy,<sup>7</sup> USAID/Jordan Program Office personnel (e.g., Addendum POC) may reach out directly to a private sector entity, or some other entity that has a relationship with that private sector organization, in order to arrange a conversation between **USAID/Jordan** and the private sector entity regarding this addendum.

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<sup>7</sup> Available at: [https://www.usaid.gov/sites/default/files/2022-05/usaid\\_psepolicy\\_final.pdf](https://www.usaid.gov/sites/default/files/2022-05/usaid_psepolicy_final.pdf)



**2. Communication and Co-Creation Initiated by the Private Sector:** Private sector entities listed in Section II of the PSCP APS should send an email to [akarmandarian@usaid.gov](mailto:akarmandarian@usaid.gov) with a copy to [pscp-jordan@usaid.gov](mailto:pscp-jordan@usaid.gov), [pscp@usaid.gov](mailto:pscp@usaid.gov). The email should briefly indicate why the private sector entity is interested in collaborating with **USAID/Jordan** and how the entity anticipates advancing the achievement of the objectives set forth in this addendum. This email should be in English and 500 words or less. If **USAID/Jordan** is interested in learning more about the private sector entity's interests and objectives and exploring potential collaboration, **USAID/Jordan** will contact the private sector entity directly to arrange an initial conversation with that entity.

**3. Communication and Co-Creation Initiated by Other Organizations:** Various organizations, including but not limited to non-governmental organizations (NGOs), grant-making foundations, civil society organizations (CSOs), faith-based organizations (FBOs), academia and government agencies, have productive working relationships with private sector entities. If an organization is interested in advancing communication and collaboration between **USAID/Jordan** and a particular private sector entity to advance the success of this addendum, the organization should send an email to [akarmandarian@usaid.gov](mailto:akarmandarian@usaid.gov) with copies to [pscp-jordan@usaid.gov](mailto:pscp-jordan@usaid.gov) and [pscp@usaid.gov](mailto:pscp@usaid.gov). While the email may include a brief description of how the organization anticipates advancing the achievement of the objectives set forth in this addendum, the email must not exceed 500 words and must provide the contact information of the private sector entity the organization thinks would be a valuable core partner. If **USAID/Jordan** is interested in learning more about the private sector entity's interests and objectives and exploring potential collaboration, **USAID/Jordan** will contact the private sector entity directly to arrange an initial conversation with that entity.

Questions regarding the substance and terms of the PSCP APS should be directed to [pscp@usaid.gov](mailto:pscp@usaid.gov). Unless otherwise stated herein, all terms and conditions of the PSCP APS FY 2023-2025 apply.

**[END OF PSCP APS JORDAN ADDENDUM No. 72027824APS00002]**