



CALL FOR PROJECTS PROPOSAL

HASHEMITE KINGDOM OF JORDAN

“Economic empowerment of Syrian refugees and vulnerable Jordanian in the agriculture sector”

2020

The French Development Agency (Agence Française de Développement - AFD) is willing to finance International and National Jordanian Civil Society Organizations or other Non Profit Organizations (CSO/NPO) to implement a project aiming at improving the economic empowerment of Syrian refugees and vulnerable Jordanian in the agriculture/rural sector (see the Terms of Reference (ToR) in Section VII).

This project will be funded through AFD Minka Middle East Initiative. Established in 2017, its objective is to provide multiannual support to Syria's neighboring countries. This regional program seeks to finance development projects that mitigate the vulnerabilities generated by population displacements and strengthen the resilience of the host countries. AFD has earmarked a grant of maximum EUR 10 million to fund one single project, with a duration of maximum of 36 months.

The project will be selected based on a project concept note (see template in Section III), to be provided together with an administrative file (Section IV) and information sheets (Sections V and VI), to be submitted electronically at the latest by 12 pm, Paris time, on Monday, May 11th, 2020. Late proposals will be rejected.

The selected CSOs/NPOs will be then invited to complete their appraisal processes, working closely with the AFD Project team, and submit a final comprehensive project note. This final note must include any points arising from the discussions with AFD, thus allowing the Project Manager to present the projects to AFD's governing bodies.

The documents of the call for proposals will be available from Tuesday, March 10th, 2020 on the AFD website: <http://afd.dgmarket.com>

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For further questions and enquiries, applicants may write to:

Frédéric TURLIN (AFD – Project Officer, Amman Regional Office – turlinf@afd.fr)

Hélène VIDON (AFD – Project Manager, Paris Office – vidonh@afd.fr)

Frédérique PECRESSE (AFD – Country Manager for Jordan, Paris Office – pecressef@afd.fr)

Matthieu ROBIN (AFD – Fragility & Conflict Advisor, Paris Office – robinm@afd.fr)

Every question and its respective answer will be shared on the afd.dgmarket.com platform for everyone's knowledge.

I. GENERAL FRAMEWORK DEFINED BY AFD

Article 1. General terms & conditions

- 1.1** The call for proposals "Economic empowerment of Syrian refugees and vulnerable Jordanian in the agriculture sector" (the "Call") aims at financing one development project managed by International and National Jordanian Civil Society Organizations or other Non Profit Organizations (CSO/NPO). The applicant can apply individually or as a consortium. In both cases, the Project Lead Institution (or PLI):
- Must be registered in Jordan;
 - Must have a local office in Jordan, and be used to working closely with local actors;
 - Must have past experience in project implementation in Jordan, especially in the agricultural and rural development sector, and in social cohesion activities;
 - Should be able to collaborate smoothly i) with the Jordanian authorities (especially decentralized technical services at governorate and/or district level), as well as ii) with AFD local office in Jordan and AFD headquarters;
 - Should have the capacity to implement large projects: must demonstrate a capacity to implement and manage financially and logistically projects of the scale of the proposal. In this respect, the turnover of the lead organization over the last three years must be at least 3 times the amount of the proposal. It will sign the financing agreement with AFD.
- 1.2** The framework of the Call is to make available a subsidy amounting to a total of maximum EUR 10.000.000 (ten million) for the operational project, with a focus on diversification of final beneficiaries' revenues and improvement of their living conditions (see the ToR in Section VII).
- 1.3** The project can target one or several governorates in particular, provided the choice is properly justified and will support reaching of the objectives of the Project.
- 1.4** Only one proposal by PLI can be submitted.
- 1.5** Collaboration of national and international CSO/NPO within consortiums is encouraged, as well as close interactions with local and national authorities. In such cases, the planned activities and estimated remuneration of each organization involved in the consortium must be declared explicitly in the proposed budget detailing the different components of the project.
- 1.6** AFD reserves the right to end this Call if it is deemed necessary.

Article 2. Procedural rules

- 2.1** Through this Call, AFD's intention is to support the financing of projects developed and defined by the PLIs for a period of *maximum 36 months*.
- 2.2** AFD's financial support can fund up to 100% of the budget of the project, including taxes. However, other financial contributions are encouraged and will be positively assessed.
- 2.3** Operational partnerships between national and international CSOs/NPOs, helping to strengthen the capacities of local organizations and institutions (operating processes in line with public policies and national strategies), are encouraged. Collaboration and strong operational synergies may be developed with local actors (public authorities and, if relevant, academia and private sector organisations).
- 2.4** Gender issues should be specifically taken into account through the proposed projects.
- 2.5** The budget cannot be used for (i) expenses not directly related to the project, (ii) services already provided in other AFD-funded projects for the same PLI, (iii) services already provided in projects other than those funded by AFD.
- 2.6** The cost of the operations of the selected PLI will be funded with advance payments as follows:

- First disbursement based on the year 1 estimated budget of the project;
 - Further yearly disbursements after the delivery of annual financial auditing reports and an implementation reports, and based on actualized yearly provisional budgets.
- 2.7** PLIs are responsible of all the costs related to the design of their proposal. Under no circumstances AFD could be considered responsible for the costs incurred, nor can be required to pay for it. Only expenditure incurred after signing of the financing agreement will be considered as eligible expenses for AFD financial support.
- 2.8** Administrative and management costs cannot exceed 10% of the total budget. The cost of head-office staff in charge of the project must be fully detailed in the "Administrative costs" budget line. Only the expenses for mission of the staff from head-office may be transferred to another cost category such as "Support and monitoring". Special attention will be paid to minimize the project management costs versus activities benefiting directly to the targeted population.
- 2.9** If the project is co-financed with another sponsor, procedures could be adapted to its operating procedure, subject to AFD approval.

Article 3. Submitting the proposals

- 3.1** Selection is based on a project concept note (see template in Section III), together with an administrative file (see Section IV), and information sheets (Sections V and VI) **to be all submitted at the latest by 12 pm Paris time on Monday, May 11th, 2020.**
- 3.2** For the selected proposal, the PLI will be invited to discussions with the AFD Project team, so that additional technical or financial information may be added to the initial project note. The final complete proposal must include all the points arising from the discussions with AFD Project team. It will be submitted to the decision-making bodies of AFD for final approval.

Article 4. Audit, reporting, review and capitalization

- 4.1** Applicants must include in their proposal a budget dedicated to external audits. The selected PLI will have to contract with an audit firm; the method of selection and the final choice of the auditor have to pass through AFD's no-objection. The auditor will need to carry out the necessary diligence to check that the funds have been properly used. The cost of the audit is considered as part of the project, up to a limit of approximately 2% of the total project cost.
- 4.2** A semi-annual technical and financial report of the activities carried out as part of the project must be sent to AFD, and will be shared with the relevant national and/or local authorities.
- 4.3** The PLI will carry out and finance a mid-term evaluation and a final evaluation. Additionally, AFD may carry out and finance a final evaluation as part of its usual procedures.
- 4.4** AFD encourages the design of a dedicated component for monitoring, capitalization and communication in the project activities, in order to help to disseminate lesson learnt /good practices, and be part of the effort for the promotion of the project. This component is funded as part of the project.

Article 5. Contract currency and payment currencies

- 5.1** PLIs must prepare their proposals in euros (EUR), which is the currency of the financing agreement. The budget must include all taxes, be fixed and not modifiable.

Article 6. Knowledge of the terms & conditions of the call for proposals

6.1 When submitting their proposal, the PLIs are supposed to:

- have studied the terms & conditions related to the Call as described in this document; and to have accepted them;
- fully understand the nature and scope of the actions required, the local working conditions and all the constraints associated with the actions;
- have studied the general terms & conditions (Article 1 – Section I), the administration file and the information sheets (Sections IV, V and VI).

Article 7. Opening of the proposals and Selection Committee

7.1 The bids will be opened by the AFD Project team, including representatives from the AFD Headquarters in Paris (the Project Manager from the Agriculture, Rural Development and Biodiversity Division, the regional desk for Jordan, a representative from the Crisis and Conflict Division), one from the Civil Society Organizations division, and one from the AFD office in Amman.

A report will be drafted regarding the opening of the bids, stating whether the submitted proposals i) comply with the reception date/time and ii) include the full set of documents (project note and administration file).

7.2 The complying proposals will be selected by a Selection Committee, with the same members as the Committee that opened the bids. After the opening, the scoring matrix and the chosen proposals will be sent beforehand to all Committee members. An external consultant and/or observers may also attend the Committee meeting to review and select the proposal. The AFD Project team will write a report on the selection. It will include an analysis for each project reviewed, justifying its selection or refusal. This analysis will be communicated to the PLIs involved. National and local authorities will be informed on the selected project.

Article 8. Clarification of the proposal

8.1 In order to make the proposals easier to review, assess and compare, the Selection Committee may ask PLIs to clarify some aspects of their proposal.

Article 9. Determining the compliance of the proposal

9.1 The Committee may reject a proposal from a PLI that is deemed not to have the human, technical and/or financial resources to implement efficiently the submitted project.

Article 10. Assessing and classifying the proposals

10.1 The Selection Committee will assess and compare proposals which have been recognized as complying with defined criteria.

10.2 The proposals will be rated out of 100 points during the selection stage using the following scoring matrix:

| TITLE | PTS | CRITERIA |
|---|-----|---|
| In depth initial analysis (20) | | |
| In depth initial analysis / problem statement in the proposed area/sector | 20 | Knowledge of the national policies/strategies and systems for (i) planning/implementing (i) agricultural and rural development activities, (ii) employment activities for vulnerable people (Syrian refugees and host communities) in Jordan. Presentation of the context of the project; needs assessments of the targeted populations / communities, taking into account the diversity |

| | | |
|--|----|--|
| | | <p>of communities and stakeholders.</p> <p>Ex-ante assessment of needs in the agricultural and rural development sector, especially regarding (i) diversification and regularity of income revenues for small farms, (ii) productivity enhancement for small farms and (iii) working conditions for daily/seasonal workers. Here a demand-driven approach is expected.</p> <p>Presentation of the various stakeholders targeting the same the area and dealing in with the topics of agricultural and rural development, as well as social cohesion and social welfare.</p> <p>Quality of the dialogue established with the authorities and other relevant stakeholders at central and local levels, with a focus on the latter.</p> |
| Positioning of PLI(s) and their partners (10) | | |
| Positioning of the PLIs in MENA/Jordan | 10 | <p>Presentation of the PLIs' and their partner's, if any, past and ongoing work in MENA/Jordan, with a focus on activities related to the Call.</p> <p>Activities planned in MENA/Jordan (including those not funded by AFD).</p> <p>Value added specifically by the PLI, its potential partner(s), and their respective approaches.</p> |
| Presentation of the project (45) | | |
| Operational scope and Methodology | 30 | <p><u>Detailed presentation of a demand-driven project</u>, based on a needs assessment.</p> <ul style="list-style-type: none"> - Detailed presentation of the planned activities; - Relevance of the proposed activities to address the different constraints for the economic empowerment of Syrian refugees and vulnerable Jordanian; - Relevance of the proposed approach to identify targeted beneficiaries, taking into account their specific needs, as well as of the related tracking and monitoring; - The proposal will clearly explain the intervention logic (theory of change), the main objectives pursued, the expected results, the performance indicators and the underlying assumptions, taking into account Minka Middle East objectives, such as ensuring rapid results (6-month timeframe) while setting up structuring activities at the same time. <p><u>Methodology for the overall support process</u> with details for:</p> <ul style="list-style-type: none"> - determining opportunities for diversification of revenues of both vulnerable Jordanians and Syrian refugees in rural areas, and related to agricultural and rural development; - Contributing to economic empowerment and bettering work conditions for vulnerable populations through appropriate social support; - strengthening the capacities of the local partner(s); - collaborating with public authorities, including decentralized technical services, and other permanent Jordanian stakeholders, such as association of producers and cooperatives when relevant to the proposal. |

| | | |
|--------------------------------|----|---|
| | | <p><u>Analysis of risks and opportunities</u></p> <p>Risks will be widely analyzed through a “do no harm” approach. Two main categories of risks will be distinguished :</p> <ul style="list-style-type: none"> - contextual risks (humanitarian situation, social and political context, economic situation, change in policies, security risks...) that may have an impact on the project (its implementation or its results); - Programmatic risks (implementation capacities, quality of the collaboration between stakeholders, frustrations or tensions generated by the activities or actors involved in the project, technical and financial complexity...). <p>The project document should detail how activities will contribute to the improvement of social cohesion in the project area, and/or how specific activities will contribute to strengthen it.</p> |
| Cross-cutting issues | 5 | Integration of gender-related / youth-related / climate-related challenges that, if properly addressed, will enhance the project's effectiveness and durability. |
| M&E | 5 | Framework proposed for M&E and capitalization Innovative/participatory M&E methods |
| Project sustainability | 5 | Transfer to local actors Sustainability of activities beyond project termination (exit strategy) Upscaling potential Overall expected impact on the proposed area/sector |
| Resources employed (25) | | |
| Budget | 10 | Relevance of the budget in relation to the area and operational scope of the project. Proportion of the budget that will directly benefit the populations. Proportion of the budget that will fund the management costs or other indirect costs in view of maximizing direct expenses for the beneficiaries. |
| Team & Organization | 10 | Organizational chart proposed for the project (nameless, specifying only functions and roles) Team organization If in consortium, organization inside the consortium (leadership, coordination, etc.) Ability to pursue a dialogue with representatives from AFD Headquarters and its regional office in Amman, and with the local and national authorities. |
| Partnerships | 5 | Partnership and collaboration with other local CSOs/NPOs and other community initiatives (groups, etc.). Partnership with public institutions. Organization of the partnership (e.g. leadership and coordination Synergy of actions between the organizations involved (if relevant). |

Article 11. AFD's right to reject any proposal

11.1 AFD reserves the right to reject any proposal and to cancel the Call as long as it has not awarded the subsidy, without incurring any responsibility towards the PLIs concerned and without having to give any reasons for cancellation nor refusal.

Article 12. Developing the projects

12.1 Once the project has been selected, the AFD Project team will carry out an open dialogue with the PLI with the aim of improving jointly the proposal. The PLI from the selected consortium is free to incorporate or reject the suggestions and AFD is free to stop the process. Amongst many others, the following specific points may constitute a reason not to accept the PLI's final proposal:

- refusal to participate in a dialogue with the AFD Project team in order to develop/enrich the proposal,
- refusal to give arguments explaining why amendments suggested by the AFD Project team have not been incorporated,
- existence of a gap of more than 10 % between the budget presented in the project concept note and the final project note.

Article 13. Confidentiality

13.1 No information relating to the review, clarifications, assessment, and comparison of proposals or recommendations relating to the award of the subsidy/subsidies may be disclosed to PLIs or to anyone else outside the review and assessment procedure, from the moment the envelopes are opened until the award of the subsidy or subsidies is announced to the selected PLIs.

13.2 Any attempt by a PLI to influence the Selection Committee during the procedure of reviewing, assessing and comparing the proposals will have as a consequence the exclusion of the PLI and its proposal from the process.

Article 14. Information on the selection process

14.1 The consortium that is selected by the Selection Committee will be informed by e-mail. The Selection Committee sets the timeframe for the consortium to draft the full technical and financial file that will support the dialogue and due diligence.

14.2 Once the technical and financial document has been formally validated by the consortium and the award procedure has been validated by AFD's governing bodies, AFD will inform the lead PLI by letter and email.

Article 15. Information on the award and signing of the funding agreement

15.1 Upon final validation of the selected project, the AFD Project team will inform the consortium's lead PLI by letter and email, and send the draft financing agreement for approval before signature.

II. METHOD USED TO SELECT AND VALIDATE PROPOSALS

The process leading to the funding agreement is carried out in two stages:

- 1) Selection based on a project concept note (see template in Section III), together with an administrative file (Section IV), and information sheets (Sections V and VI) to be submitted at the latest **by 12 pm Paris time on Monday May 11th, 2020.**
- 2) Sustained dialogue with the Project team to develop the proposal and present a final project note that will be used as a basis for submitting the proposal to AFD's governing bodies.

SELECTING THE PROPOSALS

Selection based on a project concept note and an administration file

Each lead PLI has to supply electronic copies in pdf format of:

- its proposal, using the template project note with the cover sheet and the budget table signed by someone authorized to request financing on behalf of the PLI;
- all the administrative documents required (Section IV), including the information sheet about the applicant (Section V) and the information sheet about the project partner(s) (Section VI);

Additionally, each lead PLI has to supply electronic copy in Excel format of:

- the proposed budget for the Project and all relevant documents drafted under this format

These electronic copies should be sent by mail to the contacts reported below.

Frédéric TURLIN (AFD – Project Officer, Amman Regional Office - turlinf@afd.fr)

Hélène VIDON (AFD – Project Manager, Paris Office – vidonh@afd.fr)

Frédérique PECRESSE (AFD – Country Manager for Jordan & Jordan, Paris Office – pecressef@afd.fr)

Matthieu ROBIN (AFD – Fragility & Conflict Advisor, Paris Office – robinm@afd.fr)

Proposals can be written in French or English.

Each page of the documents making up the proposal must be initialed by the lead PLI.

PREPARATION AND FINAL VALIDATION OF THE PROPOSALS

Once it receives notification that its project has been selected, the PLI / the consortium can start the process of compiling its final proposal, which will take the form of a final project note. To do so, it will start a dialogue with AFD. AFD will keep the local authorities informed of the results of this dialogue.

Following this process, the Project team will give his/her agreement to validate the project note, if it considers that the final proposal reflects the content of the initial project note while including satisfactorily all the items arising from the dialogue it has had with the PLI and its partners. Once the PLI has sent the final project note, the project will be submitted to AFD's governing bodies for final approval.

III. PROJECT NOTE TEMPLATE

"Economic empowerment of Syrian refugees and vulnerable Jordanian in the agriculture sector "

Call for projects

Due date for submitting project notes: Monday May 11th, 2020, at 12 pm, Paris time (determined by date/hour of arrival)

Electronic submission (by email)

Name of applicant:

1) INFORMATION ABOUT THE LEAD PLI SPONSORING THE PROJECT (1-page maximum)

| Title of call for projects | |
|---|--|
| Applicant | |
| Acronym | |
| Nationality | |
| Legal status | |
| Address | |
| Telephone no. | |
| Fax number | |
| E-mail address of the applicant | |
| Website of the applicant | |
| Project contact | |
| E-mail address of project contact | |
| Project title | |
| Year of establishment in Jordan | |
| Partners for project implementation (international and national Jordan) | |
| Locations (country, governorate, districts, if relevant, municipality) | |
| Total cost of the action | |
| Contribution requested from AFD | |
| Contributions from any other partners | |
| Duration of the action | |

2. PROJECT OVERVIEW

2.1 Brief description of the proposed project (5 pages maximum)

- a) **Area and context** of project implementation
- b) **Experiences** of the PLI(s) in the country, governorate, and districts targeted by the call for projects
- c) **Intervention logic and overall objectives** of the project
- d) **Results** expected from the project; its **impact** and **activities**
- e) **Partners:** description of partners (international, national, local), contributions of each and terms of the partnership
- f) **Beneficiaries:** description of target groups and local beneficiaries
- g) Key elements of the proposed **budget**

2.2 The project: relevance, objectives, mechanism, methodology, actions, risks (10 pages maximum)

- a) **Description of the relevance of the proposal with regard to the local context.**

Explain the relevance of the project with regard to (i) the needs expressed by vulnerable Jordanians and Syrians refugees working in the agriculture sector, (ii) national policies/strategies in the field addressed by the call for projects, (iv) the activities, past and ongoing, implemented by others actors in the field targeted by the call for projects in the country. Clearly explain the intervention logic and the underlying assumptions made for the project (theory of change).
- b) **Identification of the beneficiaries**

Explain how beneficiaries will be selected: what criteria will be taken into account? How to access them? How to get them involved in the project?
- c) **Outcomes expected locally, possible impact**

Describe the results expected for direct beneficiaries, as well as the potential impact on the area of activity. PLI will propose indicative targets in terms of number of people supported by the program, disaggregated by nationality, gender and age.
- d) **Organisational framework**

Answer in particular to these questions: with whom will the project be implemented? Who are the project partners? How will local populations be consulted during project appraisal, implementation and monitoring? What bodies and mechanisms will be put in place to oversee the project and manage partner relations? How will feedback from stakeholders be collected and taken into account during project implementation (monitoring, feedback and complaint mechanism, etc.)?
- e) **Operating procedures**

Describe the general methodology envisioned as well as procedures relating to actions that are especially decisive to the project's success.
- f) **Description of main activities**

Describe all the activities to be carried out simultaneously or in the order in which they will be carried out.
- g) **Cost of implementation**

Develop a one-page budget (including taxes)¹ that shows clearly each project component and the related financing needs. Most substantial expenditures may be accompanied by brief explanations. The total amount requested at the end of the review may vary by 10% above or below this indicative budget.
- h) **Likely risks and resources to address them**

Explain the contextual risks to consider and the measures envisioned to mitigate them.

¹ The template provided in Appendix 2 may be used for this task.

2.3 Project implementation capability, expertise (4 pages maximum)

- a) **Capacity for implementing the project (organisation and partners);** partnership agreement between the PLI and other stakeholders involved in the project.
Submission of this agreement is not a requirement to finalize the proposal, but a signed copy will be a condition precedent to the signing of the funding agreement between AFD and the PLI. If possible, a draft can be added as an appendix to the application. This agreement must be sufficiently detailed with regard to the sharing of responsibilities, operating procedures and internal project governance.
- b) **Expertise employed: Proposed organizational chart for the Project (nameless, specifying only functions and role)+.**
- c) **Ability to lead a dialogue with local authorities and AFD Headquarters and regional office in Amman**

2.4 Appendices

- a) **Project overview letter** (see below)
- b) **Logical framework**
- c) **Provisional implementation timetable**
- d) **Detailed budget:** *a table showing the overall projected expenses broken down by project components that clearly distinguishes administrative and personnel expenses (expatriate and local staff), and audit, evaluation and supervision expenses.*
If applicable, co-funding should be clearly explained. In this case, AFD resources should be clearly separated in the budget. Finally, the applicant must provide guarantees that all co-funding streams are secured.
See template in Appendix 2.
- e) **Where appropriate, studies and notes related to the sector of intervention and the project (max 40 pages)**
- f) **Registration Certificate from the Jordan Authorities or any other document that would be required by the authorities (or proving that a registration request has been submitted to Jordan authorities) to work in the areas targeted by the project from the PLI and all members of the consortium if relevant.**
Submission of this authorisation and/or request is not a requirement to finalize the proposal, but a signed copy will be a condition precedent to the signing of the agreement with the PLI.

Appendix 1 - PROJECT OVERVIEW LETTER template

SUBMISSION OF A PROJECT PROPOSAL

to

The Director of the Agence Française de Développement (AFD)

Dear Sir,

After examining the tender documents of the Call for projects "*Economic empowerment of Syrian refugees and vulnerable Jordanian in the agriculture sector*", we, the undersigned, (given name(s), surname(s)), acting in our capacity as (position(s)) in the name and on behalf of..... (legal name and address of the tenderer or the members of the consortium), after reviewing all the items included in or mentioned in these tender documents and after assessing, from our own point of view and under our responsibility, the nature of this call for projects,

Submit, bearing our signatures, the following project proposal accompanied by a budget,

We jointly and severally undertake, with (*name of the PLI*) serving as agent and manager of the consortium, to carry out the project in accordance with the proposal expressed in our draft and at the costs that we have estimated ourselves, which show the amount of funding requested in EUR to be:

AMOUNT WITH ALL TAXES AND DUTIES: EUR (amount in figures and letters),

under the economic conditions of the month of the authorised deadline for submitting our proposal, **XX**.

We agree that AFD is not required to respond to any of the proposals it receives.

I confirm, under penalty of termination as a matter of right, that I am not subject to, and that the PLI or consortium of actors on whose behalf I am acting is not subject to legal prohibitions in France or in the State(s) where our associations are headquartered, nor in the country of proposed intervention.

Signed in, on

Signature

The signatory shall attach the instrument that delegates to him/her the power to commit his/her association. In the case of a temporary consortium of associations, attach the instrument which constitutes the consortium and names its manager and agent.

Appendix 2 - Budget template (in euros)

| | <i>Year 1</i> | <i>Year 2</i> | <i>Year 3</i> | <i>Total</i> | <i>% of Grand Total</i> |
|---|---------------|---------------|---------------|--------------|---------------------------------|
| Activities/programme | | | | | |
| Human resources | | | | | |
| Logistics | | | | | |
| Monitoring/evaluation | | | | | |
| Stock-taking/lessons learnt | | | | | |
| Project-related communication activities | | | | | |
| Audits | | | | | |
| Safety (if applicable) | | | | | |
| SUBTOTAL, DIRECT COSTS | | | | | |
| Miscellaneous and contingencies (maximum 10% of direct costs subtotal) | | | | | |
| TOTAL, DIRECT COSTS | | | | | |
| Administrative costs (maximum 10% of direct costs total) | | | | | |
| GRAND TOTAL | | | | | |

IV. ADMINISTRATIVE RECORD OF THE PLI SPONSORING THE PROJECT

Each of the documents in the administrative file must be named in accordance with the numbers defined in the list below (for example, electronic documents to be named: “1. Information sheet... ..” or “9.a. Balance sheet and operating accounts 2018’ and ‘9.b. Balance sheet and operating accounts 2017’).

1. Applicant information sheet (section V);
2. Copy of signed articles of association;
3. A copy of the statement of registration with the prefecture and a copy of the publication in the Journal Officiel or its equivalent according to the State’s regulation where the PLI’s headquarters are established;
4. If available, any document demonstrating the capacity of the PLI carrying out the project to intervene in Jordan in accordance with local regulations;
5. Dated list of board members, offices and senior executives with their contact information and date of the most recent elections;
6. Organisation chart dated and signed by the chief executive;
7. Activity reports from the last three years and excerpt or supplement on activities in the country where the call for projects is to be implemented;
8. Minutes of the most recent shareholders' meeting or at least the agenda of the most recent shareholders' meeting and key resolutions;
9. Certified and audited balance sheets and operating statements for the past three years (with appendices and explanatory notes) that have been approved by the general assembly and show the origins (public or private) of financial resources. This information should then be updated each year.
10. Forecast budget for the fiscal year under way, both overall and for the country where the call for projects is to be implemented, that includes a list of anticipated public funding and indicates whether it has been requested or obtained, as approved by the general assembly and signed;
11. List of private funders contributing more than 10% of the PLI's most recent budget approved by the general assembly and/or more than 10% of the budget of the present project, and the members of their Boards of Directors.
12. Information sheets on project partner(s) (section VI).

Proposals must be submitted electronically no later than Monday May 11th, 2020 at 12 pm, Paris time (time/date receipt at AFD, to be confirmed by a formal acknowledgement of receipt) and sent by mail to the following addresses: turlinf@afd.fr, vidonh@afd.fr, pecressef@afd.fr, robinm@afd.fr

All proposals received after the time and date indicated above will be rejected.

V. INFORMATION SHEET ON THE PLI SPONSORING THE PROJECT

| | |
|--|--|
| Full name of organisation: | |
| Acronym: | |
| Mailing address: (to which all correspondence regarding this project should be sent) | |
| Location of registered office: (if different from mailing address) | |
| Telephone: | |
| E-mail address: | |
| Internet site: | |

| | |
|---|--|
| Purpose of the organisation: | |
| Geographic area(s) of action: | |
| Field(s) of action: | |
| Existence of a strategic document approved by the general assembly²: | |
| Main funding and partnerships established between the PLI and AFD over the past 3 years. (specify the purpose, amount of funding and AFD department involved) | |
| Main funding and partnerships established between the PLIs and the French Ministry of Foreign Affairs over the past 3 years. (specify the purpose, amount of funding and ministerial department involved) <i>[if applicable]</i> | |
| Membership in collectives, networks, platforms: | |
| Main publications of the PLI : | |

| Contact person(s) for this project | Name | Telephone | E-mail address |
|--|------|-----------|----------------|
| Technical contact: | | | |
| Financial contact: | | | |
| Administrative contact: | | | |
| Given name and surname of the Executive Director: | | | |
| Surname, given name and position of the person responsible for this application for co-funding³: | | | |

² Attach to the administrative record the NPO's strategic document, which is compulsory when applying for a grant in the framework of a programme agreement.

³ Attach to the administrative record a list of persons authorised to sign agreements and any other official documents for the association.

| | | | |
|---|--|------|------------|
| Date of creation: | | | |
| Legal status: | | | |
| References of registration with the prefecture: | | | |
| No. | | Date | Department |
| Date of publication in the <i>Journal Officiel</i> or its equivalent: | | | |
| If appropriate, date of designation as "in the public interest" (non for profit): | | | |
| If applicable, the date of approval by a ministry and which one: | | | |

| | |
|---|--|
| Surname and given name of president: | |
| Surname and given name of secretary general: | |
| Surname and given name of treasurer: | |
| Number of members on the Board of Directors ⁴ : | |
| Does the organisation have a member working for Agence Française de Développement? If yes, specify their name and position | |
| Does the organisation have a politically exposed person ⁵ ? If yes, specify their name and position | |
| Date of the General Assembly during which the current members of the Board of Directors and executive committee were elected: | |
| Expiration dates of the terms of these members: | |
| Expected date of the next General Assembly: | |

| | 31/12/2017 | 31/12/2018 | 31/12/2019 |
|-------------------------|------------|------------|------------|
| Number of members | | | |
| Number of contributors | | | |
| Amount of contributions | | | |

⁴ Attached a detailed list to the administrative record.

⁵ A **politically exposed person (PEP)** is a person who exercises or has exercised important public functions; these include heads of state or government, politicians of high rank, senior officials within the government, magistrates or high-ranking military personnel, executives of a state-owned company or political party leaders. Business relations with *the family members of a PEP or persons closely associated with them* can involve risks, in terms of reputation, similar to those associated with PEPs themselves. This expression does not cover persons of middle or lower rank in the categories listed above.

| | | | |
|---|-------|-------|-------|
| Staff at the head office of the PLI (FTE⁶): | Total | Total | Total |
| Employee(s) | | | |
| Volunteer(s) | | | |
| Total | | | |
| Staff abroad: | Total | Total | Total |
| Expatriate employee(s) | | | |
| Local employee(s) | | | |
| Volunteer(s) | | | |
| Total | | | |

| Budget items by source of expenditures | Total amounts of funding allocated over the past three years (in euros) | | | | | | | |
|---|---|---|------|---|------|---|-------|---|
| | 2017 | % | 2018 | % | 2019 | % | Total | % |
| Operating costs | | | | | | | | |
| Personnel costs (employees in the field and at head office [expatriates and locals]) | | | | | | | | |
| Leasing fees | | | | | | | | |
| Finance charges and taxes | | | | | | | | |
| Communication and fund-raising expenses | | | | | | | | |
| Subtotal | | | | | | | | |
| Actions⁷ | | | | | | | | |
| Diagnostic, Identification of target groups, monitoring and evaluation, cooperation with other institutions | | | | | | | | |
| Support to vocational training and other forms of skills development | | | | | | | | |
| Support to employment creation and access to employment | | | | | | | | |
| Other forms of assistance to vulnerable groups | | | | | | | | |
| Missions | | | | | | | | |
| Provision of volunteers (if relevant) | | | | | | | | |
| Other | | | | | | | | |
| Subtotal | | | | | | | | |
| TOTAL | | | | | | | | |

⁶ Full time equivalent.

⁷ International development work and development education actions.

Amount of total financial resources for past three years (in euros)

| Year | Turnover of the PLI | Of which public funds ⁸ | | % of total turnover | Of which private funds | | % of total turnover |
|------|---------------------|------------------------------------|--|---------------------|--|--|---------------------|
| 2017 | | Total amount: | | | Total amount: | | |
| | | Of which AFD: | | | Of which contributor(s) giving more than 10% of the total budget of the PLI ⁹ : | | |
| | | Of which other central ministries: | | | | | |
| 2018 | | Total amount: | | | Total amount: | | |
| | | Of which AFD: | | | Of which contributor(s) giving more than 10% of the total budget of the PLI: | | |
| | | Of which other central ministries: | | | | | |
| 2019 | | Total amount: | | | Total amount: | | |
| | | Of which AFD: | | | Of which contributor(s) giving more than 10% of the total budget of the PLI: | | |
| | | Of which other central ministries: | | | | | |

⁸ Record here all funds of public origin: grants and subsidies; public funds of local, national, international origin.

⁹ Please list here all the private contributors who have made a contribution greater than or equal to 10% of the total budget of the NPO (relative to the most recent annual accounts approved by the General Assembly). If it is a legal person, provide the list of the members of this organisation's Board of Directors (surname, given name, position and address). If it is a moral person, provide their identity (surname, first name, position and address).

VI. INFORMATION SHEET ON PROJECT PARTNER(S)

To be completed for each partner involved in the project

Specify the total number of partners involved in the project:

| | |
|--|--|
| Full name of organisation: | |
| Acronym: | |
| Mailing address: | |
| Location of registered office: (if different from mailing address) | |
| Telephone: | |
| Fax: | |
| E-mail address: | |
| Internet site: | |

| | |
|--|--|
| Contact person(s) for this project: | |
| Given name and surname of the Executive Director: | |

| | |
|---|--|
| Date created: | |
| Legal status: (Attach to the technical file the certificate of registration or its equivalent; if the structure is informal, indicate that here.) | |

| | |
|---|--|
| Surname and given name of president: | |
| Number of members on the Board of Directors: | |
| List of members of the Board of Directors: | |

| | |
|---|--|
| Purpose of the organisation: | |
| Primary areas of involvement: | |
| Human resources of the organisation: | |
| Total annual budget in Euros: | |
| Main donors: | |
| Membership in networks, federations, collectives, etc. : | |
| History and nature of cooperation with the partner(s): institutional and contractual ties | |
| Role and involvement in preparing the proposed project: | |
| Role and involvement in implementing the proposed project: | |
| Experience with similar actions with regard to its role in implementing the proposed action: | |

VII. TERMS OF REFERENCE

1. ISSUES AT STAKE

The Hashemite Kingdom of Jordan is an upper middle-income country, ranking 86th in the Human Development Index¹⁰. Its population is estimated around 10M inhabitants in 2018, with more than 80% living in urban areas. Rural absolute poverty rate is slightly higher than national average (17% against 15.7%, according to the Household Income & Expenditure Survey (HIES) conducted in 2017/2018). More than 70% of the rural population is essentially concentrated in 5 governorates (Irbid, Mafrq, Amman, Balqa and Karak).

Agriculture in Jordan

Jordan primary agriculture sector employs around 6% of the workforce and is the main source of income for about 15% of the population¹¹, 14% less than in 2000¹² and represents about 4 percent of the GDP. However, both land usage and the annual production increased steadily between 2007 and 2013. Furthermore, taking into account the agro-food activities, the sector becomes one of the most important of the country (20-25% of GDP and active population,). The livestock sector contributes for around 55% to the national agriculture product.

Arable land represents only 6 per cent of the total surface area. An average 260,000 hectares were cultivated in 2011, of which 100,000 hectares were irrigated. Agriculture is challenged by low and uneven distribution of precipitation (less than 200 mm for 90 per cent of the country), population growth and related pressure on natural resources. Agriculture is mostly concentrated in the Jordan Valley (fruits and vegetables) and in the high plains of the northern and central areas (cereals, olives and livestock). The labor force is almost equally divided between the Jordan Valley and the Uplands.

Agricultural labor is associated with a higher incidence of poverty levels as measured by income, being higher among rural households. The share of poor households, i.e., those in the lowest two deciles of household annual expenditures, is always higher among agricultural households¹³.

Dual agriculture

On one side, large farms, essentially in the Jordan Valley, have the capacity to invest, take risks and innovate (to increase water use efficiency, enhance productivity etc.). Their access to markets (in particular export, despite recent difficulties born from the Syrian crisis) is secured. Regular or seasonal workers on these farms are quasi exclusively composed of Non-Jordanians¹⁴.

On the other side, small family farms face a number of challenges: often large rural households (with eight family members or more), they have difficult access to education both basic (high illiteracy rate) or technical (resulting in poor agriculture techniques). They can also be isolated, and therefore have difficulties to commercialize products. This vulnerable population is mostly Jordanian, since non Jordanians do not have the right to buy land.

Syrian crisis and refugees in Jordan

Since 2011, Jordan has welcomed a significant number of Syrians. As of January 31st, 2020, 655,000 refugees were listed by the UN High Commissioner for Refugees (while the Jordanian authorities estimated their number at 1.3 million, representing 13% of the population). More than half of the Syrian refugees registered by the UNHCR are gathered in three governorates of the north and center of the

¹⁰ UNDP, 2017

¹¹ Ministry of Labour of Jordan, Sector studies, 2018

¹² However, the absolute number of employees in agriculture has increased from 61,800 in 1995 to about 124,600 in 2014.

¹³ IFPRI (2018) – The role of Agriculture and Agro-Processing for Development in Jordan

¹⁴ 85 and 92 percent of all the workers in the livestock and crop sector in 2015 were non- Jordanians

country (Irbid, Mafraq and Zarqa). While these three governorates are home to the main camps (Zaatari and Azraq), more than 80% of Syrian refugees in Jordan live outside camps. Syrian refugees are particularly vulnerable, with a poverty rate of 87% in 2015. Mostly living in precarious or unsanitary rented housing, refugees' homes are largely made up of women and children (40% of refugee homes in the North are headed by single women, the average number of children is between 5 and 6).

Syrian refugees in the agriculture sector

The agriculture sector is one of the main employer of Syrian refugees, for a number of reasons: (i) a large number of Syrian refugees in Jordan comes from rural areas in southern Syria and thus possesses knowledge and skills that can be utilized in the sector to increase their employment opportunities, (ii) agriculture is one of the sectors privileged by Jordanian authorities for the deliverance of work permits.

Syrian refugees are mainly waged-workers (even if around 8% of Syrian refugees are renting land, mostly informally). According to a survey realized by UNHCR in partnership with ICARDA, 65% of Syrian refugees are engaged in crop production (fruit and vegetables), 13% in livestock and 22% on both activities.

Due to the seasonal character of agriculture, most Syrian refugees working in the sector are unemployed during a large part of the year (between 4 or 6 months per year). The absence of regular and permanent wages make them highly vulnerable. Other sources of revenues are savings, humanitarian assistance and networks (debt). Only 8% of Syrian refugees working in the agriculture sector have a secondary activity.

Impact of the Syrian crisis on the agriculture sector

As stated in the Jordan Response Plan 2018-2020¹⁵, *"there are no international studies to assess the impact of the Syria crisis on the agricultural sector in Jordan."* However, the JRP identifies some potential effects:

- Significant increase of the price of agricultural inputs (with particular impact on small farms);
- Less demand with the closure of the Syrian market/closure of export routes (to Eastern Europe and Russia);
- Risk of land degradation with overgrazing due to influx of Syrian herders;
- More generally, in areas with a high share of refugees, competition for labour, resources, and public services.

Opportunities are also identified such as the growth of demand of some agricultural products on local markets due to the population increase.

Specific challenges and opportunities

Water scarcity and water use inefficiency:

Jordan is classified as a chronically water-scarce country. Water stress, exacerbated by climate change and population pressure, including the massive influx of refugees from Syria, is a significant impediment to Jordan's development. For small-scale farmers, little or no rainfall has a direct impact on cultivation and production (for family consumption or for sell). They are thus particularly vulnerable to climate events, such as droughts, and to environmental degradation, such as salinization of the soils. In Northern Jordan, farmers mostly use underground water for irrigation (tapping in drinking water reserves in Azraq, where former wetlands have disappeared), but not all of them can access it legally. Pumps powerful enough to get deep water are too expensive for small farmers, who often need to buy water from neighbors, at a high price. Costs are an incentive for farmers to reduce water use, as well as for the government to help farmers to invest on better water usage. Water harvesting can save up to 25% of the costs of water.

¹⁵ MOPIC (2018), Jordan Response Plan 2018-2020

Poor agricultural technologies & practices

Small farmers have often not received any technical training on agricultural good practices, and no public entity has the capacities to offer regular technical assistance to small-scale farms in remote areas.

Poor-quality standards

The agro-processing industries still request quantity rather than quality, with a low interest for certification since there would be no added value on the local market, making required investments profitable only for export. Overall, prices on the local market do not incentivise farmers (in particular the small ones) to work on quality. There are needs, however, in the post-harvest handling of products, which could help create links between farmers and the markets, generate employment and benefit to cooperatives. Agroprocessing might also be a way to reach Syrians, since they can and actually do work in this sector. There is a lot of traditional processing in Jordan.

Gender issues

Agriculture employs the poor and marginalized portion of the population, including women – hence playing an important role in reducing unemployment. About 52 percent of the rural Jordanian women are employed in agriculture (9% for men).

Families headed by women tend to be among the poorest of the poor. They have fewer economic assets: only 44 per cent of households headed by women own agricultural land and 30 per cent own livestock, compared to 68 and 36 for male-headed households. Similarly, access to finance (for agriculture development or income-generating activities) is more difficult for women.¹⁶

Child labour

Child labour, violence against children and violation of children rights existed before the Syrian crisis, but have increased since, due to the lack of social & protection services in the country. The increase in child labour mostly affects Syrian children, with hotspots in the South of Jordan (Karak, Aqaba, Petra).

There are high rates of school dropping-off, especially among children engaged in agriculture: migration of seasonal workers reduces attendance, as well as distance from schools – and other basic services - in rural areas, combined with transportation problems. On average, children working in agriculture miss more than 7 days of school / month. Furthermore, working with adults, they are exposed to social hazards such as alcohol, drugs...

The Government of Jordan adopted a National Framework on Child Labour and an e-referral system between social workers of the Ministry of Social Development, teachers of the Ministry of Education, and Labour inspectors of the Ministry of Labour. Consequently, children between the ages of 16-18 may engage in full time employment in Jordan only if it is not included in the national list of hazardous work, and so long as it complies with the conditions of employment of children 16-18 under national law. I

Lack of consistent data

As stated above, there is a lack of data available on the subject of this Call. If Jordan has a strong and capacitated Department of Statistics, official statistics are not available on a frequent basis, thus impeding trends analysis both at national and local level, particularly in recent years, when the country was exposed to a number of shocks (Syrian crisis and influx of refugees, etc. In addition, statistical reports are often focused on one community, and thus omitting others: the Vulnerability Framework Assessment only covers Syrian refugees, whereas DoS statistics focuses on Jordanians, etc.

¹⁶ IFAD (2013) Enabling the rural poor to overcome poverty in Jordan

Stakeholders

National Government and entities

The MOA is the formal umbrella of the Jordanian agricultural sector and related value chain. Its mandate involves, among other things:

- preserving available limited agricultural resources (land, water, biodiversity and animal husbandry),
- organizing and controlling production inputs and supplies,
- setting up and implementing policies and strategies related to the agricultural sector and food security,
- providing various services to farmers (research, development and extension),
- marketing agricultural products and implementing agreements related with agricultural trade and
- organizing water management inside the farms.

The National Agricultural Research Centre (NARC) has 9 regional centers and 13 research stations. It has collaborations with most NGOs and donors working in the agriculture sector. It is also starting a permaculture research project in a private farm close to Amman airport, in a very arid area (less than 100 mm of rain / year), with the aim of creating a Jordanian model that combines different schools of sustainable agriculture practices. Researchers also work on other innovations, such as mobile poultry houses, sheep grazing rotation... Moreover, and despite the transfer of extension services to the Ministry of Agriculture, NARC still implements FFS, field days and demonstration sites.

The Ministry of Labour supervises the Jordanian labour market and workers' affairs. It organizes the migrant labour market, in cooperation and coordination with the Ministry of Agriculture. The Ministry of Labour is responsible for overseeing the implementation of the labour code. Under Article 12 of the Code, it is mentioned that non-Jordanians should be granted permission to work on the labour market. Consequently, the Ministry of Labour issues work permits for migrant workers for all sectors, including for agriculture. These work permits are specific for a single employer, and the migrant cannot leave the position without the expressed position of the employer. The Ministry of Health is responsible of vocational environment and workers who work in the factories.

The Jordan Response Plan (JRP) is the Jordanian government strategy to serve both Syrian refugees and vulnerable Jordanians impacted by the Syrian crisis based on their needs and vulnerabilities. This three-year rolling plan combines humanitarian and development measures aimed at providing basic services for Syrian refugees and vulnerable Jordanians while ensuring the maintenance of the quality of services for host populations. Driven by the Ministry of Planning and International cooperation, JRP revision for the period 2020-2022 is expected for the end of the first trimester 2020.

Donors/NGOs

Amongst donors active in Jordan, the Embassy of Netherlands and USAID have been particularly active in the agriculture sector though their "lens" is much more macro than person-centered. Their final objectives are therefore quite different from this Call:

- The Netherlands Embassy in Amman funds a number of agriculture-related projects, with an overarching goal of economic growth. The horticulture sector has been prioritised because of its potential to contribute to economic growth and employment generation for both Jordanian and Syrian refugees, and because of the Netherlands' added-value in this field. The overall programme follows a value chain approach.
- USAID approach focuses on water security (with an overarching target of reducing water consumption in the agriculture sector by 18 M cubic meters on the programming period). Funded projects support big water users improving their water consumption practices, to be more profitable.

Other international partners work in the agriculture sector targeting specifically vulnerable population (both Syrian refugees and vulnerable Jordanians). However, these projects were much smaller than the one envisaged for this Call.

Conclusion

A large number of Syrian refugees and Jordanians working in the agriculture sector are vulnerable. Due to regulation (non-Jordanian cannot own land, and formal renting is difficult), their working situation is different: most Syrian refugees are wage employees in large farms whereas vulnerable Jordanians are usually in small-scale family farms. While they face certain similar challenges such as the need to diversify their revenue in order to cope with agriculture seasonality and external shocks, support to both communities should be differentiated. Small-scale farmers can be accompanied to increase revenue (through productivity enhancement via transfer of new agricultural techniques) or reduce expenditure (water efficiency), support to Syrian refugees would need to focus more specifically on secondary / complimentary activity, whether or not in the agriculture sector.

Expanding their opportunities to diversify and increase their revenues require well designed and targeted strategies, based on thorough analysis of the existing situation, and the identification of levers of action most likely to create new opportunities appealing to these groups and replicable at larger scale, beyond the completion of the project object of this Call.

2. THE CALL FOR PROPOSAL: " ECONOMIC EMPOWERMENT OF SYRIAN REFUGEES AND VULNERABLE JORDANIAN IN THE AGRICULTURE SECTOR"

A. Main objective

Economic empowerment of Syrian refugees and vulnerable Jordanians working in the agriculture sector through improving work conditions and fostering increase & diversification of income sources, to strengthen households' resilience to unpredictable shocks and stressors.

B. Specific objectives

- Improving the regularity of the income for the small farmers and productivity of small farms (mostly targeting Jordanian but marginally also Syrians) through disseminating low cost – high impact improved practices (for example on irrigation and soils conservation, among others), supporting small-scale processing and marketing with a market-based approach, and supporting a diversification of their activities, especially when they rely on one agricultural production only, which increases their vulnerability.
- Improving access to year-round income for vulnerable workers and farmers (including Syrian refugees, employed in bigger farms). In particular, the project should also support access of seasonal workers to other economic activities for the 5.5 months when they cannot work as farm hands.
- The project should also deal with working conditions of workers and farmers (with a specific attention on child labour).

C. Content and challenges

The proposals are expected to detail the following aspects, which will receive particular attention in selecting the proposals and the follow-up discussions:

1. Selection of target groups

The call for proposals aims to strengthen the resilience of a number of vulnerable groups, by increasing /diversifying and securing their sources of income and improving their working conditions, both within

refugees (Syrians living outside of the camps and others nationalities) and host communities. These groups include in particular the low-income households, women and youth.

The proposal is expected to define precisely:

1. the intended target groups and their definition in relation with the specificities of the proposed area(s)/sector(s);
2. the proposed methodology to reach out to the groups and identify the final beneficiaries (outreach strategy, partnerships with relevant organizations in the field, selection criteria);
3. the relevant intermediaries and partners to ensure the sustainability of the action;
4. The expected impact of the project on the efficiency of agricultural activities and improves natural resources management at farm level through from the low cost high impact practices.

When relevant, it should identify and create innovative and positive linkages between the activities proposed and ongoing activities by the partner or another organization.

The group of beneficiaries must be aligned with the 2020 JRP in terms of repartition between nationalities for a resilience project. The proposal will explain how the proposed approach will distinguish between vulnerable Jordanians and Syrians in terms of outreach, selection, training and access to activities, according to their different needs and opportunities.

Although no formal quantitative target is set for women within the groups of beneficiaries, proposals should aim for gender parity in the intended beneficiaries. The proposal is expected to detail how it will address the specific needs of women (distinguishing between Jordanian and Syrian if relevant) in terms of needs and opportunities, outreach, selection, training and access to activities.

Finally, even if social cohesion does not seem to be an issue at this stage in Jordan, approaches and activities aiming at facilitating exchanges between communities will be valorized.

2. Operational content

Activities should be designed to maximize quick impacts while integrating medium term sustainability. They should aim at reaching a significant number of beneficiaries through cost effective approaches.

Proposals are expected to provide sufficient details on the activities contemplated in this project, as well as the methodology that will be used for their implementation. The logical link between proposed activities and expected result should be clearly explained in the theory of change. The proposals should clearly describe how the different communities will be targeted, and how their common and their specific needs will be addressed within the global framework of the project.

Activities proposed for income generation or its diversification should be justified by an appropriate analysis of economic opportunities in the targeted rural areas and, in the case of Syrian refugees, by taking into account any existing restriction that limits available options. The choice of technical solutions proposed for small farmers should be based on demonstrated cost-effectiveness, local availability, environmental and/or climate-smart relevance, and dissemination potential (including expected demand from farmers). Social activities aiming at improving the working conditions of farm hands should be based on a good understanding of the labour law, its requirements and its gaps. They should identify incentives for big farmers to improve the working conditions of their labour force.

- It is expected that, each time this is relevant, partnership should be sought with local or national level public services and institutions, as part of the project's exit strategy. The proposal should identify precisely which public entities will be involved in the project implementation, whether on technical agricultural or social issues.

A specific attention will be accorded to:

- Tentative eligibility criteria, both for beneficiaries, and for the type of activities that can be funded;

- for proposals submitted by consortia, the proper integration and articulation of activities implemented by the different partners. The consortium should add value that goes beyond a simple juxtaposition of the different partners' activities.

3. Choice of the geographical areas

This call for projects does not have restriction on geographic areas, knowing that the project should be aligned with the 2020 JRP in terms of beneficiary repartition taking into account Syrian refugees' spatial distribution in Jordan

However, the proposal is expected to explain the rationale of the choice of areas covered including:

1. area context analysis allowing for a precise understanding of the initial situation: socioeconomic context, local situation of refugees, vulnerabilities' assessment, situation of the agriculture sector (value chains, water resources, constraints and opportunities...) and perspectives for final beneficiaries to diversify their income and improve their working conditions;
2. a well-grounded rationale of the proposed actions: direct experience in the area, lessons learnt from previous relevant activities, identification of other initiatives in the area and identified opportunities for synergy and cooperation, proposed innovations...;
3. the possibility to have a significant impact in the proposed areas through the project;
4. the possibility to link the project to other ongoing or recently achieved projects, in order not to continue them but rather to create new added values for the benefit of all projects.

4. Experience of the implementing institution(s)

Project implementation will be entrusted to one NGO/CSO or one consortium of NGOs/CSOs.

In both cases, the lead organization must be an international civil society organization (CSO/NPO) registered in Jordan or under process of registration¹⁷.

In case of a consortium, other partner institution(s) – which can include UN agencies - must either be registered in Jordan or be able to demonstrate that they have started their registration process. Consortium partners as a collective entity are expected to demonstrate, between them, experience in working successfully in the fields of agricultural and rural development sector, as well as implementing social activities related to the project's objectives.

The lead institution must demonstrate a capacity to implement and manage financially and logistically projects of the scale proposed. In this respect, the turn-over of the lead organization over the last three years must be at least 3 times the amount of the proposal. It will sign the financing agreement with AFD.

The lead institution must also demonstrate a capacity to enter into an institutional dialogue with national and local structures as well as AFD Jordan office and headquarters. Significant operational experience on the field is required. An existing relationship with the national authorities will be assessed positively.

Lead institutions are invited to mobilize other relevant international and local institutions of the public and private sector to ensure that they have all expected competence and network to fulfil the mission including:

- Knowledge of local economies, needs and opportunities in agriculture and rural development;
- Capacity to reach out to vulnerable Jordanians and Syrian refugees over the lifespan of the project;
- Demonstrated capacity to implement economic empowerment related activities, provide technical solutions and support to farmers, and support income diversification for vulnerable populations;

¹⁷ Registration will be an obligation for the implementation of the Project.

- Understanding of the legal and social issues pertaining to access to work and working conditions for Syrian refugees in Jordan.
- Capacity to implement inclusive and participatory approach, with experience in mediation.

In the case of a consortium, partnership with a Jordanian NGOs is required, and the proposal shall demonstrate how the lead institution will contribute to the capacity building of its local partner(s).

5. Monitoring and evaluation setup

The proposal is expected to indicate how the activities will be monitored over:

- The short term, among other objectives to control that both Syrian refugees and vulnerable Jordanian are targeted;
- The medium term, to assess how revenue diversification/increase has reduced vulnerability of the beneficiaries, and how this impacts both their working conditions and daily life.

Capitalisation during the project, such as mid-term and final evaluations, must be included. External resources can be mobilized during the implementation of the project.

6. Medium term sustainability

Although the call for proposal gives priority to projects aiming at short to medium term results, the sustainability of the approach is nonetheless important. Sustainability of the proposed projects will be assessed based on:

- The unit costs per beneficiary, with an impact on the total number of beneficiaries;
- The combined impact of the project on the target area/sector;
- The possibility to replicate or scale up the approach allowing for economies of scales;
- The capacity to adapt response to a changing context and changing needs over time;
- The participation and reinforcement of preexisting local institutions contributing to institutional sustainability
- The possibility to link this project to other existing projects
- The proposed exit strategy.