REQUEST FOR PROPOSALS

USAID JORDAN LOCAL ENTERPRISE SUPPORT PROJECT (LENS)

Adventure Guide Program

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| RFP Date of Issuance:  | **May 30th 2017** |
| Due Date for Questions: | **June 11th, 2017*** Submission of questions or requests for clarification in writing via email to **RFP@jordanlens.org**by **15:00 Hours local time in Jordan**
* Please note that inquiries and answers to inquiries will be shared with all registered Bidders.
* Please do not contact any USAID Jordan LENS or NMB employees regarding this RFP. **Contacting individual employees shall be cause for disqualification.**
* NO TELEPHONE INQUIRIES WILL BE ANSWERED.
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| Deadline for Proposals: | **July 5, 2017**Proposals (including technical proposal and budget) are due by **15:00 Hours local time in Jordan** via email to**RFP@jordanlens.org**. Emailed submissions must contain the subject: “RFP Adventure Guide Program  |
| Anticipated Start Date: | August 2017  |

# PURPOSE STATEMENT

The purpose of this Request for Proposal (RFP) is to solicit proposals from entities specializing in adventure tourism consultation and training. The entity is to demonstrate their ability to implement a comprehensive program for adventure guiding in Jordan, part of USAID LENS’ work in adventure tourism. This RFP is issued as a public notice to ensure all interested, qualified, and eligible companies legally registered have a fair opportunity to submit proposals. Entities can submit a proposal as part of a collation comprising of several entities.

The entity will be commissioned to develop an entire sustainable adventure guiding program and training scheme for adventure guiding in Jordan. The exact deliverables are outlined in later sections in this RFP.

The USAID LENS Project anticipates awarding a fixed price contract for the implementation of this program with an estimated cost not exceeding USD 250,000. Revealing the estimated cost ceiling does not mean Bidder[[1]](#footnote-1) should strive to meet this maximum amount. Bidders must propose costs they believe are realistic and reasonable for the work.

This RFP is issued as a public notice to ensure that all interested, qualified and eligible organizations have a fair opportunity to submit proposals. The authorized USAID geographic code for this RFP and any resulting award is Code 937 (the United States, Jordan, and developing countries other than advanced developing countries[[2]](#footnote-2)). Thus, the order of preference for this award is Geo Code 937, and the initial evaluation will only include bids from Geo Code 937 countries. If no firm in Geo Code 937 is deemed to be technically qualified, then offerors from Geo Code 935 (any area or country, but excluding any country that is a prohibited source[[3]](#footnote-3)) will be considered. To be deemed technically qualified, bids must score 65 or above on the technical evaluation portion. This minimum score applies to all bids regardless of the Geo Code. Thus, if no bidder scores above 65 on the technical evaluation portion, there will be no awards from this RFP. If the selected offeror is within Geo Code 935, then contract award will be subject to approval by USAID of a Geographical waiver that FHI 360 will request.

# PROGRAM BACKGROUND

The USAID Jordan Local Enterprise Support Project (USAID LENS) is a five-year project funded by the United States Agency for International Development (USAID), Award No. AID-278-LA-14-00001, to encourage the long-term sustainable economic growth of underserved Jordanian communities.

USAID LENS focuses on several sectors, one of which is tourism, and in particular, adventure tourism. According to the Adventure Travel Development Index report[[4]](#footnote-4), adventure tourism, valued at $263 billion, is one of the fastest growing sectors of tourism in the world; it attracts high value customers, supports local economies, and encourages sustainable practices.[[5]](#footnote-5) While adventure tourism exists in Jordan, the country has not yet realized or met its full potential, with many challenges acting as barriers to socio-economic growth in the Jordanian adventure tourism industry.

Bidders are strongly encouraged to read the supporting report to the RFP “Assessment of the Mountaineering Sector in Jordan” (Attachment - G), a report produced by USAID LENS that will provide extensive background information on adventure tourism, along with USAID LENS’ strategy related to adventure tourism (Attachment - H).

The Bidder is expected to propose an adventure guiding program, with the following activities considered, all of which are identified as mountaineering:

1. **Hiking & Trekking**
2. **Canyoneering**
3. **Climbing**
4. **Cycling & Mountain biking**
5. **Caving**

The Bidder should only propose adventure guiding programs in which the Bidder proves to have experience in either as an individual entity or as a group of entities submitting a proposal in a coalition.

# CONTEXT AROUND GUIDING IN JORDAN

Guiding has been a mainstay for employment in the tourism industry in the country. In the last few years however, as overall tourism receipts have dropped significantly, the number of guides employed regularly has plummeted. It is estimated that less than 10% of guides are regularly employed throughout the year.

As with the broader legal framework in tourism in Jordan, the guiding industry is by design tailored to the mass tourist. The process for becoming a legal guide in Jordan is relatively intensive, with almost a six-month training course and examination followed by the procurement of a license issued by the Jordan Tourism Guide Association. However, as Jordan endeavors to establish itself as a regional leader in adventure travel, new demands are placed on industry actors, including the guides themselves. For instance, under current regulations, it is mandatory for a guide in Jordan to memorize theory relating to the history of Jordan and fluent in a second language. These skills are largely incidental or secondary to the demands of mountaineering and adventure travel, as standards relating to health and safety of customers, specific local knowledge and an intimate familiarity with the local environment are more relevant and crucial to the welfare of adventure travelers.

Currently therefore, few of the skills acquired by official general guides in Jordan are in demand or relevant to the tour operators and as a consequence, the tour operators and adventure businesses rarely employ their services, even if that means breaking the law. In other instances, adventure travel operators will deploy their own licenses or qualification programs, linking with international and national certifying bodies. This has resulted in numerous guiding licenses or training programs existing in Jordan, yet without a single, unifying standard. This has significant implications on the availability of insurance and national recognition as to the appropriate type of license. Further, this lowers consumer confidence in the guiding industry at large, as there is no clarity or standards relating to mountaineering and adventure guiding.

# OBJECTIVE

The objective of this RFP is therefore to work with Jordanian stakeholders on establishing and revising a new guiding certification scheme/program that is in line with international standards and adapted to the needs of Jordan’s adventure tourism industry and its sustainable development. The successful Bidder will work with USAID LENS, the Ministry of Tourism and Antiquities (MoTA), the Jordan Tourism Guide Association (JTGA), the Royal Society for the Conservation of Nature (RSCN) and other relevant stakeholders to design, propose and implement a specialized guiding program suited to the needs of hiking, climbing, cycling and camping activities. The exact scope of work is outlined below.

# SCOPE OF WORK

The Bidder is expected to carry out all the activities and required outlined in this RFP, which include the following:

1. **Advisory Committee**

The Bidder is expected to work closely with a committee, along with USAID LENS, comprising of representatives potentially from key Jordanian institutions and relevant stakeholders. The main purpose is to implement the adventure guiding program within Jordanian bylaws pertaining to tour guides, in an effective and sustainable manner. Information related to the tour guides law can be found as an attachment supporting document to the RFP. The Bidder should expect to make minor modifications to the adventure guiding program proposed as a result of meetings with the advisory committee, in order to best address Jordan’s needs in adventure tourism

1. **Adventure Guide Standards:**

The Bidder will propose a comprehensive, sustainable adventure guiding curriculum and training scheme, detailing durations, levels, requirements, grades and the specifications pertaining to unique activities or cases. The Adventure Guide Standards Phase will include the approval by the aforementioned Committee, and be an inclusive initiative that aims at identifying and integrating key steps such as ‘site inspection’, evaluation of current capacities of trainers and the demands of customers, A Training of Trainers (TOT) component should be included in the program, although could be named differently (adventure master leader, senior guide, etc.) the target number of qualified adventure guiding trainers should be minimum 10 and maximum 20. The Bidder should plan for and recommend the exact number of trainees in the proposal. The Bidder should outline details relating to entry exams or requirements for each level of certification. The program is expected to include both theoretical and practical components.

1. **Conducting the TOT & Training Supervision**

The Bidder will implement the adventure guide training program in cooperation with the advisory committee. The program will include a Training of Trainers (TOT) component as well as overseeing and supervising the newly certified adventure guide trainers conducting the adventure guide training. It is up to the Bidder to suggest the best approach, recommended number of trainees and structure considering the following, although USAID LENS have outlined a minimum and maximum number a below:

* Adventure guide trainers: minimum 10, maximum 20
* Adventure guides: minimum 20, maximum 50
* Entire duration of program: no less than 3 months and not more than 18
* The program will be proposed in English, and after the final training program is finalized, the appropriate translation of the curriculum will be done by a Jordanian company.
* The program will be delivered in English to the trainees however, a local interpreter will be present throughout the training delivery.

The Bidder will include a table of all the items and equipment needed to carry out each training module. The same table should be reflected in the cost proposal with prices included of items required.

The proposed trainers and leaders who are delivering the training and supervision of this program are preferred to have proven past experience working in global adventure industries, carrying out similar programs, and a familiarity with the Middle East and in particular, Jordan. The CVs of proposed trainers/leaders must be included. If the trainers/leaders of this program have no experience in Jordan, then the Bidder is encouraged to work with a local Jordanian consultant, and should include his/her CV in the proposal.

The Bidder is expected to include a detailed action plan/timeline to reflect every single stage of the program. This will be part of the page limitation.

# DELIVERABLES

The Bidder shall provide the following deliverables, and will require approval from USAID LENS:

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| No. | Deliverables | Estimated Due date |
| 0 | Award | August 2017 |
| 1 | Meeting with working committee and soliciting applicants for the guide training | September 2017 |
| 2 | Training program and curricula finalized (then translated by a local entity) | October 2017 |
| 3 | Final detailed program plan submitted, with specific dates and durations | October 2017 |
| 4 | Training and certifying adventure guide trainers | December 2017 |
| 5 | Overseeing and monitoring the delivery of the first batch of trainees by the recently certified/licensed master adventure guide trainers | February 2018 |

# SUBMISSION INSTRUCTIONS

This section contains general and specific requirements for submitting the technical and cost proposals. Please ensure the following forms are completed and submitted with your proposal:

* Evidence of Responsibility and Independent Price Determination (Attachment A)
* Copy of your legal business registration.

Failure to submit these forms will result in disqualification from consideration.

### This RFP is open to all qualified, interested firms and organizations. The lead staff involved in this activity and those communicating with USAID LENS must be fluent in English. The firm must be registered in the United States of America or Jordan. If the Bidder includes a group of firms and/or subcontractors, one lead organization or firm must be clearly identified and is responsible for handling all reporting and coordination with USAID Jordan LENS. The Bidder must also propose a Project Manager that serves as the primary Point of Contact (POC) for USAID LENS.

### The Bidder is requested to submit a proposal directly responsive to the tasks, terms, and conditions of this RFP. The overall proposal shall consist of two (2) physically separated parts: Technical Proposal and Cost Proposal. Technical Proposals shall not make reference to cost or pricing details.

### Alternative proposals will not be considered. Proposals not conforming to this solicitation may be categorized as unacceptable and eliminated from further consideration.

### Bidders are allowed to submit one proposal. If an Bidder participates in more than one proposal, all proposals involving the Bidder will be rejected.

### Proposals shall be written in English. Cost proposals shall be presented in Jordanian Dinar.

### Proposals must remain valid for a minimum of **sixty (60) days**. The Bidder may submit its proposal by the following means:

* Electronically - Internet email with up to two (2) attachments per email compatible with MS WORD, Excel, and Adobe Acrobat in a MS Windows environment to: RFP@jordanLENS.org.

### The person signing the Bidder’s proposal must have the authority to commit the Bidder to all the provisions of the Bidder’s proposal.

### The Bidder shall submit its best proposal initially as FHI 360 intends to evaluate proposals and make an award without discussions. However, FHI 360 reserves the right to conduct discussions should FHI 360 deem it necessary.

### Proposals must be clearly and concisely written and must describe and define the Bidder’s understanding and compliance with the requirements contained in the STATEMENT OF WORK/TASKS/ACTIVITIES. All pages must be sequentially numbered and identified with the name of the Bidder and the RFP number.

PART A: TECHNICAL PROPOSAL

The Technical Proposal shall be straightforward and concise describing how the Bidder intends to carry out and satisfy the TASKS/ACTIVITIES described above. No cost or pricing information is to be included in the technical proposal.

Technical proposals are limited to 19 pages in total, **not including** the Organizational Information, CVs of proposed personnel and annexes. Pages in the Technical Proposal in excess of 19 pages will not be read or evaluated.

ANNEXES: as mentioned in this RFP Bidders are encouraged to provide all curricula in annexes and are also encouraged to send videos, photos and/or testimonials of similar work.

The technical proposal shall be formatted using the following sections:

1. **Organizational Information (not part of page limit):**
* Organization’s legal name
* Contact name and position or title
* Organization’s e-mail address, physical address and telephone number
* Evidence of Responsibility and Independent Price Certification Form (includes confirmation that firm is a USAID-designated Geo Code 937 country – meaning Jordan, the US, and other developing countries)
* Copy of legal registration authorizing organization to do business in Jordan
1. **Technical Approach – narrative not to exceed thirteen (13) pages.**

The Bidder shall demonstrate its understanding, ability and overall approach to performing the requirements described in the RFP. It is recommended that the structure of the proposal follow the below:

 2.1 Understanding and approach of the work required

The Bidder shall demonstrate its understanding of the work required in the realm of tourism, and its understanding of adventure tourism and the importance of guides being specialized and trained. An understanding of the Jordanian context will prove to be very useful and the Bidder is encouraged to demonstrate this understanding. The Bidder shall outline the approach to conduct the work required, having considered the deliverables.

 2.2 Specific work undertaken by Bidder

The Bidder shall indicate what activities will be done directly by the Bidder, and what activities will be out-sourced, by identifying specific vendors/partners.

1. **Capability Statement & Past Performance - narrative not to exceed three (3) pages.**

The Bidder will need to demonstrate its capability to successfully comply with the contract requirements and accomplish the expected results. This can be portrayed through organizational systems, accreditations and/or previous relevant success. The Bidder is expected to prove that the proposed adventure guide program has had at least one previous successful implementation in another country, which will be judged based on the supporting evidence (videos, photos and/or testimonials) The Bidder will also be judged based on the trainer(s)’ proven past experience in Jordan’s adventure tourism industry, specifically mountaineering.

1. **Personnel/Staffing- not to exceed three (3) pages.**

A summary describing the proposed staff for project including up to three team leaders. The summary shall include names, relevant qualifications of similar experience and the proposed role for each individual. A Project Manager must be identified with a minimum of five years’ experience in adventure tourism.

The Bidder must also include the CVs of key staff members involved in the Project, including the Project Manager and the trainer(s). The trainer(s) should have a minimum of three years’ experience in training. Note: CVs do not count towards the proposal page limitation.

PART B: COST PROPOSAL

The Bidder shall propose realistic and reasonable costs for this work in accordance with the Bidder’s technical approach. The Bidder shall provide a complete budget based on cost elements described below using (***Attachment B) - Budget Template***. Bidders are allowed to make necessary changes to the attached Budget Template.

The detailed cost proposal for implementing the work is broken down by task area and the Bidder shall include all costs necessary to implement the work. A concise description and justifications for each line item must be included in the Budget Narrative (Attachment D). The budget narrative shall be presented in such a way to succinctly and sufficiently explain each cost from the proposed budget so FHI 360 may review the proposed budget for reasonableness, allocability and allowability. (***Please use Attachment D – Budget Narrative Template.)***

The Bidder must include the following in their cost proposal:

* 1. Proposed unloaded staff, rates, number of days needed to accomplish the work.
	2. Fringe rates for which the organization or firm has an established, written policy.
	3. Costs of local travel, detailed with # of trips, estimated mileage.
	4. If per diem is budgeted, it shall be based on the organization’s internal written policy and in compliance with USAID and USG Per Diem policy.
	5. Cost of supplies and other direct costs not captured above.
	6. Costs of management and set up
	7. Vendors and costs for equipment and supplies
	8. No Indirect Costs will be accepted

Biodata forms (use Attachment C) must be completed for proposed personnel.

All projected costs must be in accordance with the organization’s standard practices and policies.

Offers including budget information determined to be unreasonable, incomplete, unnecessary for the completion of the proposed project or based on a methodology that is not adequately supported, may be deemed unacceptable.

Additional Guidelines:

1. Cost proposals shall be presented in Jordanian Dinar or US Dollar.
2. Offer must indicate the inclusion/exclusion of any applicable taxes such as VAT.
3. Staff rates should be based on hourly or daily rates
4. Other Direct Costs – Itemize and provide complete details of other direct costs, including unit prices that may be incurred as aligned to the categories noted above.
5. Cost proposal must be exclusive of any taxes

# EVALUATION CRITERIA

This solicitation is open to international firms registered in the United States of America specializing in adventure tourism. Proposed key staff, including the Project Manager, must be fluent in English. The selected Bidder will be responsible for designing and executing all activities outlined in this Request for Proposal in cooperation with USAID Jordan LENS.

Proposals will be evaluated based on a Trade-Off Methodology assessing non-cost and cost factors. In order for proposals to be evaluated for technical merit, proposals must meet the mandatory requirements as follows:

* Be legally registered and able to do business in Jordan; Bidder must provide a copy of registration document
* Submitted the Evidence of Responsibility and Independent Price Determination
* Nationality of Bidder meets USAID Geographical Code 937 requirement.
* Technical proposal is within the page limit established

Proposals meeting the mandatory requirements will be then evaluated for technical merit based on criteria in the below chart. Those proposals scoring 65 points or higher (out of 80 points) will be considered for cost effectiveness.

The Cost Evaluation, worth 20 points, will include a cost comparison to other Bidders, cost reasonableness (noting that low offers may be deemed unrealistic or unreasonable to accomplish the intended results of this RFP), and sufficient explanation of budget items and notes.

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| Section | Description | Maximum Points |
| Technical Proposal | The technical proposal will be judged on the following aspects:* Program approach and content, highlighting how the Bidder will successfully build a training program based on current models, implement in Jordan, bring together and work with interested stakeholders and parties, and demonstrate the capacity for the program to become sustainable under the leadership and support of the advisory committee.
* Timeline or Gantt Chart of executing all Phases, including activities and sub-activities considered to be key milestones, deliverables or processes as part of the implementation
* Quality of proposed training program and relevance to Jordanian topography, environment and current industry.
 | 40 |
| Capability Statement & Past Performance  | Demonstration of the necessary organizational systems, mission and capability to successfully comply with the contract requirements and accomplish the expected results. The Bidder must have at least one previous successful implementation of the program in another country, which will be judged based on the supporting evidence (videos, photos and/or testimonials) The Bidder will also be judged based on the trainer(s)’ proven past experience in Jordan’s adventure tourism industry, specifically mountaineering.  | 20 |
| Personnel/Staffing | Qualifications and past relevant experience of the proposed trainers, project manager, consultant and other team members, responsible to perform the requirements of this scope of work.  | 20 |
| Technical Evaluation Threshold | Only offers that receive a technical evaluation score above 65 points (out of 80) will be considered for cost evaluation. | 80 |
| Cost Evaluation | - Details and clarity of the actual costs proposed. (5 points) - Comparison of the Bidder’s cost to other Bidders for Cost Evaluation. (5 points)- Cost Realism to consider whether the proposed costs and human and other resources are sufficient to effectively carry out the stated tasks. (10 points)Please use the attached Cost Template to prepare the budget.  | 20 |
|   |
| Total Points |  | 100 |

**COMPETITIVE RANGE** – If FHI 360 determines that discussions are necessary, FHI 360 may establish a Competitive Range composed of only the most highly rated proposals. FHI 360 may exclude an offer from the competitive range if it is so deficient that it does not meet the requirements of this RFP, and/or if the price is so unreasonable that the Bidder would not be able to complete the work for that price. FHI 360 may exclude an offer that would require extensive discussions, a complete re-write, or major revisions such as to allow an Bidder unfair advantage over those more competitive offers.

Oral presentations:

Following the technical and cost evaluation, the selection committee reserves the right to require shortlisted applicants to present key parts of their submitted applications to the committee. Based on those presentations, the selection committee will make the final decision.

The Offer that scores the highest will be determined the most responsive to the RFP and the

Project’s needs.

FHI 360 reserves the right to award one or more contracts under this RFP on the basis of initial offers without discussions or without establishing a competitive range.

**NOTE:** FHI 360 will not compensate the company for its presentation of response to this RFP nor is the issuing of this RFP a guarantee that FHI 360 will award a subcontract.

# GENERAL TERMS AND CONDITIONS

1. Any proposal received in response to this solicitation will be reviewed **strictly** as submitted and in accordance with Section VI, Evaluation Criteria.
2. EXECUTIVE ORDER 13224 ON TERRORIST FINANCING

Bidders are informed that FHI 360 complies with U.S. Sanctions and Embargo Laws and Regulations including Executive Order 13224 on Terrorist Financing, which effectively prohibit transactions with persons or entities that commit, threaten to commit or support terrorism. Any person or entity that participates in this bidding process, either as a prime or sub to the prime, must certify as part of the bid that he or it is not on the U.S. Department of Treasury Office of Foreign Assets Control (OFAC) Specially Designated Nationals (SDN) List and is eligible to participate. FHI 360 shall disqualify any bid received from a person or entity that is found to be on the List or otherwise ineligible.

Firms or individuals that are included on the Excluded Parties List System ([www.epls.gov](http://www.epls.gov/)) shall not be eligible for financing and shall not be used to provide any commodities or services contemplated by this RFP.

1. CONTRACT MECHANISM

FHI 360 anticipates to award a fixed price contract to the Bidder whose proposal will be evaluated based on the evaluation criteria described previously.

1. WITHDRAWALS OF PROPOSALS

Bidders may withdraw proposals by written notice via email received at any time before award. Proposals may be withdrawn in person by an Bidder or his/her authorized representative if the representative’s identity is made known and if the representative signs a receipt for the proposal before award.

1. RIGHT TO SELECT/REJECT

FHI 360 reserves the right to select and negotiate with those firms it determines, in its sole discretion, to be qualified for competitive proposals and to terminate negotiations without incurring any liability. FHI 360 also reserves the right to reject any or all proposals received without explanation.

1. DISCLAIMER

This RFP represents only a definition of requirements. It is merely an invitation for submission of proposals and does not legally obligate FHI 360 to accept any of the submitted proposals in whole or in part, nor is FHI 360 obligated to select the lowest priced proposal. FHI 360 reserves the right to negotiate with any or all firms, but with respect to price, costs and/or scope of services. FHI 360 has no contractual obligations with any firms based upon issuance of this RFP. It is not an offer to contract. Only the execution of a written contract shall obligate FHI 360 in accordance with the terms and conditions contained in such contract.

1. REQUEST FOR PROPOSAL FIRM GUARANTEE

All information submitted in connection with this RFP will be valid for 60 (sixty) days from the RFP due date. This includes, but is not limited to, cost, pricing, terms and conditions, service levels, and all other information. If your firm is awarded the contract, all information in the RFP and negotiation process is contractually binding.

1. OFFER VERIFICATION

FHI 360 may contact Bidders to confirm contact person, address, bid amount and that the bid was submitted for this solicitation.

1. FALSE STATEMENTS IN OFFER

Bidders must provide full, accurate and complete information as required by this solicitation and its attachments.

1. CONFLICT OF INTEREST

Bidders must provide disclosure of any past, present or future relationships with any parties associated with the issuance, review or management of this solicitation and anticipated award in or outside of Jordan. Failure to provide full and open disclosure may result in FHI 360 having to reevaluate selection of a potential Bidder.

1. RESERVED RIGHTS

All RFP responses become the property of FHI 360, and FHI 360 reserves the right in its sole discretion to:

* To disqualify any offer based on Bidder failure to follow solicitation instructions.
* FHI 360 reserves the right to waive any deviations by Bidders from the requirements of this solicitation that in FHI 360’s opinion are considered not to be material defects requiring rejection or disqualification, or where such a waiver will promote increased competition.
* Extend the time for submission of all RFP responses after notification to all Bidders.
* Terminate or modify the RFP process at any time and reissue the RFP to whomever FHI 360 deems appropriate.
* FHI 360 reserves the right to issue an award based on the initial evaluation of Bidders without discussion.
* FHI 360 reserves the right to award only part of the activities in the solicitation or issue multiple awards based on solicitation activities.
* FHI 360 will not compensate Bidders for preparation of their response to this RFP.
* Issuing this RFP is not a guarantee that FHI 360 will award a subcontract.
* FHI 360 may choose to award a subcontract to more than one Bidder for specific parts of the activities in the RFP.

# ATTACHMENTS

* Attachment A: Evidence of Responsibility and Independent Price Determination Form
* Attachment B: Budget Template
* Attachment C: Biodata Form
* Attachment D: Budget Narrative
* Attachment E: Terms and Conditions
* Attachment F-PPR Forms
* Attachment G: Assessment of the Mountaineering Sector in Jordan
* Attachment H: USAID LENS’ strategy related to adventure tourism

[END OF RFP]

1. Bidders refer to either companies that are offering to implement the work outlined in this RFP, and will be used throughout this document. [↑](#footnote-ref-1)
2. For USAID’s list of developing countries, please see <http://www.usaid.gov/sites/default/files/documents/1876/310maa.pdf> [↑](#footnote-ref-2)
3. For USAID’s list of prohibited source countries, please see: ttps://www.usaid.gov/ads/policy/300/310mac [↑](#footnote-ref-3)
4. <http://cdn.adventuretravel.biz/wp-content/uploads/2015/04/ATDI-2015.pdf> [↑](#footnote-ref-4)
5. [https://medium.com/@USAIDLENS/experiential-tourism-the-hot-new-trend-that-can-revive-jordans-tourism-industry-f21edb31d8cc#.7j7makf2n](https://medium.com/%40USAIDLENS/experiential-tourism-the-hot-new-trend-that-can-revive-jordans-tourism-industry-f21edb31d8cc#.7j7makf2n) [↑](#footnote-ref-5)