

# CONTRACT INFORMATION MANAGEMENT SYSTEM

(CIMS)

PDFEH 195

## DIRECT CONTRACTS DATA FORM



United States Agency for  
International Development

<b>1. Basic Contract Number</b>		278-0291-C-00-5583-00	
<b>2. Contractor Name</b>		Chemonics International, Inc.	
<b>3. Award Description (This description will be seen by high level Agency officials, as well members of Congress.)</b>			
The contractor shall promote increased foreign exchange earnings from the tourism sector by developing selected cultural sites.			
<b>4. Project Officer</b>		Name (Last, First)	
Country Code/Office Symbol 278/WEA		Miller, Tim	
<b>5. Effective Date</b>		<b>6. Completion Date</b>	
9/5/95		2/4/2000	
<b>7. Principal Place of Performance</b>		<b>8. Benefiting Country</b>	
Jordan		Jordan	
<b>9. SIC Code</b>		<b>14. Procurement Type</b>	
8399		<input type="checkbox"/> A. Technical Services to AID. <input type="checkbox"/> F. Participant Training <input checked="" type="checkbox"/> B. Technical Services to Host Country. <input type="checkbox"/> G. Procurement Services Agent (PSA) <input type="checkbox"/> C. Commodities. <input type="checkbox"/> H. Research <input type="checkbox"/> D. Training Services to AID. <input type="checkbox"/> I. Architect & Engineering Services <input type="checkbox"/> E. Training Services to Host Country. <input type="checkbox"/> J. Construction	
<b>10. Is This Vendor a Small Business for the SIC of Award?</b>		<b>15.a. Contract Type (Choose one.)</b>	
<input type="checkbox"/> Yes <input type="checkbox"/> No		<input checked="" type="checkbox"/> A. Cost-Plus (Fixed Fees) <input type="checkbox"/> D. Labor Hour <input type="checkbox"/> B. Firm Fixed Price <input type="checkbox"/> E. Cost Sharing <input type="checkbox"/> C. Time & Materials <input type="checkbox"/> F. Cost (No Fee)	
<b>11. Product/Service Code</b>		<b>15.b. If Cost-type Contract, is this a level of effort (term) contract?</b>	
		<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>12. Advisory &amp; Assistance Services?</b>		<b>16. Preference Program (Choose one.)</b>	
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		<input checked="" type="checkbox"/> A. No Preference Program or Not Listed <input type="checkbox"/> D. Sheltered Workshop <input type="checkbox"/> B. 8(a) Program <input type="checkbox"/> E. The-bid Preference <input type="checkbox"/> C. Small Business (SB) Set-aside	
<b>13. Is this a DAP/DAD Contract?</b>		<b>17. If Contract is primarily for Supplies or Equipment and they are made in the U.S., complete the following</b>	
<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> A. Subject to Walsh-Healy Act, Manufacturer <input type="checkbox"/> E. Not Subject to (A) or (B) <input type="checkbox"/> B. Subject to Walsh-Healy Act, Dealer	
<b>18.a. If Contract is primarily for Supplies or Equipment, list the predominant Country of Manufacturer</b>		<b>18.b. If Contract is primarily for Services, List Country from which predominant amount of services originate</b>	
<b>19. Subcontract Plan Required? (Note: Procurements over \$500,000.)</b>		<b>20. CICA Applicability (Choose one.)</b>	
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		<input checked="" type="checkbox"/> A. CICA Applicable (Include 8(a)) <input type="checkbox"/> C. Subject to a Statute other than CICA (Use for FAA)	

CONTINUE WITH PAGE 2 OF THIS DATA FORM

**21. Extent Competed (Choose one).**

- A. Competed Action (Include Small Business set-aside)
- B. Not Available for Competition, (Use for sole-source 8(a))
- C. Follow-on to Competed Action
- D. Not Competed

**22. Solicitation Procedure (Choose one.)**

- A. Full & Open Competition (Sealed Bid)
- B. Full & Open Competition (Competitive Proposal)
- D. Architect - Engineer
- E. Basic Research
- K. Set Aside (Include competitive 8(a))
- L. Other Than Full & Open Comp. (include sole-source 8(a), FAA)

**23. Authority - Other than Full & Open Competition (Choose one from below only if item 22 = L)**

- A. Unique Source
- B. Follow-On Contract
- C. Unsolicited Research Proposal
- D. Patent/Data Rights
- E. Utilities
- F. Standardization
- G. Only 1 Source (other than A-F)
- H. Urgency
- J. Mobilization
- K. Essential R&D Capability
- L. International Agreement
- M. Authority by Statute - (sole-source 8(a), FAA)
- N. Authorized Resale
- P. National Security
- Q. Public Interest

**24. A.I.D. Special Authorities - Other Than Full & Open Competition (Choose one form below only if item 23 = M.)**

- B. Impairment of Foreign Aid Programs: Award of \$250,000 or less by an overseas contracting activity. (See AIDAR 706.302-70)
- C. Impairment of Foreign Aid Programs: Written Determination by Assistant Administrator or Administrator. (See AIDAR 706.302-70)
- D. Impairment of Foreign Aid Programs: Title XII Selection Procedure - General. (See AIDAR 706.302-70)
- E. Impairment of Foreign Aid Programs: Title XII Selection Procedure - Collaborative Assistance. (See AIDAR 706.302-70)
- F. Disaster Relief (See Handbook 8, Chapter 2)
- G. None of the Above Special Authorities

**25. Synopsis of Procurement (Choose one.)**

- A. Synopsized prior to award
- B. Not synopsized due to urgency (use only if item 23-H)
- C. Not synopsized for other reason

**27. Number of Offers** 2

**28. Number of Offers of Non-US Item(s)**

**29. Taxpayer ID Number**

**26. Economic Sector (Choose either A or B)**

- A. Private
- B. International Public Sector

**30.a. IQC Service Area**

**30.b. IQC Minimum Amount** \$

**30.c. IQC Maximum Amount** \$

**31. Business Organization Type**

- A. Corporation
- B. Individual
- C. University or College
- D. Historically Black College or University
- E. Educational Organization  
(Other than University or College)
- F. International Center
- G. Research Organization  
(other than F above)
- H. Voluntary Organization
- I. Foundation
- J. Hospital
- K. Partnership
- L. Proprietorship
- M. Sheltered Workshop
- N. Historically Hispanic University
- Z. Other

**32. For Profit?**

- Yes  No

**33. U.S. Nationality? (If yes, complete items 34 - 35.)**

- Yes  No

**34. Ownership Type (Complete only if item 33 = Yes.)**

- A. Asian-Indian American
- B. Asian-Pacific American
- C. Black American
- D. Hispanic American
- E. Native American
- F. Other Minority
- Z. Non-Minority

**35. Woman/Woman-Owned? (Complete only if item 33 = Yes.)**

- Yes  No

**36. If dollar amount obligated is in Local Currency, provide U.S. dollar equivalency:** \$6,897,099

**37.a. Negotiator (Last, First, MI)**

**37.b. Signature**

**38.a. Contract Officer (Last, First, MI)** May, John

**38.b. Signature**

SOLICITATION, OFFER AND AWARD		1. THIS CONTRACT IS A RATED ORDER UNDER DFAS (15 CFR 350)		RATING	PAGE OF PAGES 1/59
2. CONTRACT NO. 278-0291-C-00-5583-00		3. SOLICITATION NO. Jordan 95-5524		4. TYPE OF SOLICITATION <input type="checkbox"/> SEALED BID (IFB) <input checked="" type="checkbox"/> NEGOTIATED (RFI)	
7. ISSUED BY Regional Contracting Officer American Embassy/USAID APO AE 09892-0206		8. ADDRESS OFFER TO (If other than Item 7)		5. DATE ISSUED Feb. 23, 1995	
6. REQUISITION/PURCHASE NO. PIO/T No.: 278-0291-3-40018					

NOTE: In sealed bid solicitations "offer" and "offeror" mean "bid" and "bidder".

**SOLICITATION**

9. Sealed offers in original and \_\_\_\_\_ copies for furnishing the supplies in the Schedule will be received at the place specified in Item 8, or if Handcarried, in the depository located in Rm-S341, U.S. Embassy, Amman, Jordan until 12PM local time May 2, 1995 (Hour) (Date)

CAUTION - LATE Submissions, Modifications, and Withdrawals: See Section I, Provision No. 52.215-10. All offers are subject to all terms and conditions contained in this solicitation.

10. FOR INFORMATION CALL:	A. NAME John A. May	B. TELEPHONE NO. (Include area code) (NO COLLECT CALLS) 962-6-820-101 (Jordan)
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OFFER (Must be fully completed by offeror)

NOTE: Item 12 does not apply if the solicitation includes the provisions at 52.214-16, Minimum Bid Acceptance Period.

12. In compliance with the above, the undersigned agrees, if this offer is accepted within \_\_\_\_\_ calendar day (60 calendar days unless a different period is inserted by the offeror) from the date for receipt of offers specified above, to furnish any or all items upon which prices are offered at the price set opposite each time, delivered at the designated point(s), within the time specified in the schedule.

13. DISCOUNT FOR PROMPT PAYMENT (See Section I, Clause No. 52.232-8)	10 CALENDAR DAYS NA %	20 CALENDAR DAYS NA %	30 CALENDAR DAYS NA %	CALENDAR DAYS NA %
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14. ACKNOWLEDGMENT OF AMENDMENTS (The offeror acknowledges receipt of amendments to the SOLICITATION for offerors and related documents numbered and dated:	AMENDMENT NO.	DATE	AMENDMENT NO.	DATE
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15A. NAME AND ADDRESS OF OFFEROR 15B. TELEPHONE NO. (Include area code) 202-466-5340	CODE 10-474-830C FACILITY Chemunics International, Inc. 2000 M St N.W. Suite 200 Washington, DC 20036	16. NAME AND TITLE OF PERSON AUTHORIZED TO SIGN OFFER (Type or print) J. Peter Bittner, Vice President
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17. SIGNATURE <i>J. Peter Bittner</i>	18. OFFER DATE 8/22/95
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**AWARD (To be completed by Government)**

19. ACCEPTED AS TO ITEMS NUMBERED	20. AMOUNT \$6,897,099	21. ACCOUNTING AND APPROPRIATION APPN: 72-113/41037 BPC: HES39423278KG13
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22. AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION: ADM. RES. <input type="checkbox"/> OBLIGATION <input type="checkbox"/> EM. RES./EM. <input type="checkbox"/> COMM. RES./COMM. <input checked="" type="checkbox"/> 70 U.S.C. 2304(c) 41 U.S.C. 253(c)	23. SUBMIT INVOICES TO ADDRESS SHOWN IN (4 copies unless otherwise specified)	ITEM
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24. ACTION TAKEN BY DATE 09/10/95 APPROPRIATION (if other than Item 7) BPC: HES39423278KG13 RCN/ECN: 9550041, 48, 49, 50	25. PAYMENT WILL BE MADE BY	CODE
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26. NAME OF CONTRACTING OFFICER (Type or print) John A. May	27. UNITED STATES OF AMERICA (Signature of Contracting Officer)	28. AWARD DATE 9/10/95
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IMPORTANT - Award will be made on this Form, or on Standard Form 26, or by other authorized official written notice.

**BEST AVAILABLE DOCUMENT**

SECTION B

SUPPLIES OR SERVICES AND PRICES/COSTS

**B.1. OVERVIEW**

The purpose of the contract is to promote increased foreign exchange earnings from the tourism sector by developing selected cultural sites. For the estimated cost, the Contractor shall provide the products described throughout this contract.

**B.2. SUPPLIES AND SERVICES**

This is a Cost-Plus-Fixed-Fee (CPFF) contract.  
(or Cost Reimbursement-No Fee contract; see Section I.1. of this contract for applicability of the clauses entitled either "Fixed Fee" [FAR 52.216-08] or "Cost Contract - No Fee" [FAR 52.216-11], respectively).

**B.3. TOTAL ESTIMATED COST, FIXED FEE, AND FINANCING**

**B.3. (a) Total Estimated Cost and Fixed Fee**

The total estimated cost for performance of the work required hereunder, exclusive of the fixed fee, if any, is \$6,494,395. The fixed fee is \$402,704. The total estimated cost plus fixed fee is \$6,897,099.

**B.3. (b) Financing**

**B.3. (b) (1) Obligation of Funds**

Funding for this contract shall be provided incrementally through modifications to this contract.

**B.3. (b) (2) Obligated Amount**

The total amount currently obligated and available for reimbursement of allowable costs incurred by the Contractor hereunder is \$4,989,550. The Contractor shall not exceed the total obligated amount unless authorized by the Contracting Officer pursuant to the clause of this contract entitled "Limitation of Funds" (FAR 52.232-22).

**B.3. (b) (3) Period of Performance for Obligated Funds**

It is anticipated that the obligated amount, set forth in Section B.3. (b) (2) above, will be sufficient to fund the Contractor's performance for the estimated period beginning on the effective date of this contract through approximately 40 months.

**B.4. Budget Summary**

Line Item	Total
Long Term Salary	\$560,203
Short Term Salary	\$335,208
Home Office	\$92,068
Local Support	\$91,622
Activity Budget	\$2,095,000
Other Direct Costs	\$263,947
Travel	\$189,732
Allowances	\$420,454
Vehicles/Equipment	\$600,000
Training	\$400,000
Fringe Benefits	\$314,640
Overhead	\$742,787
G & A	\$178,502
Fee	\$402,704
Total	\$6,897,099

**B.4.(a)** The foregoing costs are based on the Contractor's original proposal and best and final offer, which have been accepted by USAID through award of this contract. They are incorporated herein by reference. The Contractor's original proposal and/or best and final offer may be used to substantiate negotiated agreements between the parties to this contract, but shall not supersede any terms and conditions of this contract.

**B.4.(b)** The Contractor agrees to furnish data which the Contracting Officer may request on costs expended or accrued under this contract in support of the budgetary information provided herein.

**B.5. ESTABLISHMENT OF INDIRECT COST RATES**

Pursuant to the clause of this contract entitled "Allowable Cost and Payment" (FAR 52.216-07), and, if applicable the clause of this contract entitled "Predetermined Indirect Cost Rates" (FAR 52.216-15), an indirect cost rate or rates shall be established for each of the Contractor's accounting periods which apply to this contract. Pending establishment of revised provisional, final, or revised predetermined indirect cost rates for each of the Contractor's accounting periods which apply to this contract, payments on account of allowable indirect costs shall be made on the basis of the following negotiated provisional or predetermined rate(s) applied to the base(s) which is (are) set forth below:

<u>Description</u>	<u>Rate</u>	<u>Base</u>	<u>Type</u>	<u>Period</u>
Fringe Benefits Expat	<u>39.84%</u>	<u>1/</u>	<u>1/</u>	<u>1/</u>
Fringe Benefits Host Country	<u>0.85%</u>	<u>2/</u>	<u>2/</u>	<u>2/</u>
Overhead (Home Office)	<u>72.0%</u>	<u>3/</u>	<u>3/</u>	<u>3/</u>
Overhead (Off-Site)	<u>62.0%</u>	<u>4/</u>	<u>4/</u>	<u>4/</u>
G&A	<u>2.82%</u>	<u>5/</u>	<u>5/</u>	<u>5/</u>

- 1/ Base of Application: Home office and expatriate field direct labor dollars excluding non-W2 labor dollars.  
 Type of Rate: Provisional  
 Period: Life of contract
- 2/ Base of Application: Host country professional field direct labor dollars.  
 Type of Rate: Provisional  
 Period: Life of contract
- 3/ Base of Application: Home Office direct labor dollars and applicable fringe.  
 Type of Rate: Provisional - As proposed per BAFO, not NICRA.  
 Period: Life of contract
- 4/ Base of Application: Field direct labor dollars and applicable fringe.  
 Type of Rate: Provisional - As proposed per BAFO, not NICRA.  
 Period: Life of contract
- 5/ Base of Application: Total Cost Input, excluding USAID-furnished local currency.  
 Type of Rate: Provisional per NICRA  
 Period: Life of contract

**B.6. ADVANCE UNDERSTANDING ON CEILING INDIRECT COST RATES AND FINAL REIMBURSEMENT FOR INDIRECT COSTS**

**B.6. (a)** Notwithstanding any other clause of this contract, for each of the Contractor's accounting periods during the term of this contract, the parties agree that the distribution bases for indirect cost calculations will be as per Paragraph B.6. (b) below.

**B.6.(b)** Reimbursement for indirect costs shall be in accordance with Section B.5. above, but not in excess of the following ceiling rates:

<u>Description</u>	<u>Rate</u>	<u>Base</u>	<u>Type</u>	<u>Period</u>
Fringe Benefits Expat	<u>40.0 %</u>	<u>1/</u>	<u>1/</u>	<u>1/</u>
Fringe Benefits Host Country	<u>0.85%</u>	<u>2/</u>	<u>2/</u>	<u>2/</u>
Overhead (Home Office)	<u>72.0%</u>	<u>3/</u>	<u>3/</u>	<u>3/</u>
Overhead (Off-Site)	<u>62.0%</u>	<u>4/</u>	<u>4/</u>	<u>4/</u>
G&A	<u>4.0 %</u>	<u>5/</u>	<u>5/</u>	<u>5/</u>

- 1/ Base of Application: Home office and expatriate field direct labor dollars exculding non-W2 labor dollars.  
 Type of Rate: Provisional  
 Period: Life of contract
- 2/ Base of Application: Host country professional field direct labor dollars.  
 Type of Rate: Provisional  
 Period: Life of contract
- 3/ Base of Application: Home Office direct labor dollars and applicable fringe.  
 Type of Rate: Provisional - As proposed per BAFO, not NICRA.  
 Period: Life of contract
- 4/ Base of Application: Field direct labor dollars and applicable fringe.  
 Type of Rate: Provisional - As proposed per BAFO, not NICRA.  
 Period: Life of contract
- 5/ Base of Application: Total Cost Input, excluding USAID-furnished local currency.  
 Type of Rate: Provisional per NICRA  
 Period: Life of contract

**B.6.(c)** The Government shall not be obligated to pay any additional amount on account of indirect costs above the ceiling rates established herein.

**B.6.(d)** This advance understanding shall not change any monetary ceiling, cost limitation, or obligation established in the contract.

**B.6.(e)** Ceiling indirect cost rates for subcontractors shall be in accordance with the Contractor's best and final offer which was accepted by USAID through award of this contract.

**B.7. COSTS REIMBURSABLE, FIXED FEE, PAYMENT, AND LOGISTIC SUPPORT TO THE CONTRACTOR**

**B.7. (a) Costs Reimbursable**

In accordance with the clauses of this contract entitled "Allowable Cost and Payment" (FAR 52.216-07) and "Documentation for Payment" (AIDAR 752.7003), the Contractor shall, except to the extent specified in Section B.7.(d) below, be reimbursed in U.S. dollars for reasonable, allowable, allocable, and necessary costs incurred during performance of this contract, subject to the clauses of this contract entitled "Limitation of Cost" (FAR 52.232-20) and "Limitation of Funds" (FAR 52.232-22), and other applicable terms and conditions of this contract.

**B.7. (b) Fixed Fee**

In addition to reimbursement of costs pursuant to Section B.7.(a) above, and if the clause entitled "Fixed Fee" (FAR 52.216-08) is applicable to this contract, the Contractor shall, subject to the clause of this contract entitled "Limitation of Funds" (FAR 52.232-22) and other applicable terms and conditions of this contract, be paid the fixed fee set forth in Section B.3.(a) of this contract in accordance with the clause entitled "Fixed Fee" (FAR 52.216-08), if applicable. Payment of such a fee, if applicable, will apply at the time of each payment to the Contractor for allowable dollar costs (see the clauses of this contract entitled "Allowable Cost and Payment" [FAR 52.216-07] and "Documentation for Payment" [AIDAR 752.7003]), such that the Contractor shall be paid a dollar amount which is in the same ratio to the total fixed fee as the related payment being made for allowable dollar costs is to the total estimated cost; provided however, that whenever in the opinion of the Contracting Officer such payment would result in a percentage of fee in excess of the percentage of work completion, further payment of fee may be suspended until the Contractor has made sufficient progress, in the opinion of the Contracting Officer, to justify further payment of fee up to the agreed ratio; provided further, that after payment of eighty-five percent (85%) of the total fixed fee, the provisions of the clause of this contract entitled "Fixed Fee" (FAR 52.216-08) shall be followed.

**B.7. (c) Payment**

**B.7.(c)(1)** Payment shall be made in accordance with the clauses of this contract entitled "Allowable Cost and Payment" (FAR 52.216-07), "Prompt Payment" (FAR 52.232-25), "Electronic Funds Transfer Payment Method" (FAR 52.232-28), "Documentation for Payment" (AIDAR 752.7003); and if applicable, "Fixed Fee" (FAR 52.216-08) and "Letter of Credit Advance Payments".

**B.7.(c)(2)** Payment shall be made by the payment office designated in Section G. of this contract.

**B.7. (d) Logistical Support**

The following logistic support will be provided by A.I.D. and/or the Cooperating Country in accordance with current Mission and Embassy policy which may be amended from time to time:

Provided by USAID/Jordan

USAID will request that contractor personnel be admitted to the Embassy Commissary.

All other logistic support will be provided by the Contractor.

END SECTION B  
\*\*\*\*\*

**SECTION C**  
**STATEMENT OF WORK**

**1. Project Setting**

Since the 1930's, the Hashemite Kingdom of Jordan has become known for both its cultural/archaeological and environmental resources. The increase in archaeological research in Jordan has successfully brought sites spanning several time periods to international attention. Primary emphasis has been placed on the evidence from early human habitation remains, i.e., 7000 through 2000 B.C., and on the remains of the Roman provincial cities from the first/second centuries A.D. To date, the Ministry of Tourism and Antiquities (MOTA) with USAID support through the American Center for Oriental Research (ACOR), has categorized over 10,000 of the estimated 500,000 cultural/archaeological sites in Jordan.

Jordan needs to maximize the value of its main underutilized resources--its unique cultural heritage and its acclaimed natural beauty--through better management and improved facilities for tourism. But Jordan's ecosystems and its cultural/archaeological sites are delicate and increased visitors will mean increased deterioration, unless protective measures are taken to manage these non-renewable resources. Both culturally and environmentally important sites in Jordan are threatened by increased population and its modern needs, e.g., housing, water, infrastructural requirements. With an increase in the population to approximately 3.8 million and a fertility rate of 5.6%, there is an ever expanding need to use significant cultural and environmental places for modern needs. The encroachment on cultural and environmental sites is an expected result of the increase in population. Areas that sustain human habitation today are likely to be the same areas from antiquity, i.e., the rich agricultural land in the Jordan Valley or in the highlands where there is a consistent water supply.

Cultural/archaeological sites are the purview of the MOTA, comprised of two separate departments, Tourism and the Department of Antiquities (DOA). The two departments are governed by separate laws with some overlap which can create difficulties. Thus, the staff of both departments need specialized training in state-of-the-art methodologies in order to enhance their abilities and effectiveness. Also, coherent policies and procedures for the development and management of sites and for the promotion of sustainable tourism need to become operational. There is a need for the MOTA to develop an efficient management structure which promotes an integrated and coherent decision-making process within the various field offices for both departments.

Although the cultural/archaeological and environmental sites in Jordan are worthy of interest as they currently exist, there is little that the uninitiated gains from visiting either type of site. Only a limited number of site and regional museums and very few visitor centers have been established. These provide some information; however, the exhibitions are rarely informative, nor do they encourage visiting other museums or centers. The presentation of objects is not comparable to the same type of museums or visitors centers at other tourist destinations in the region. There is little or no attention paid to educating the local population as well as visitors in understanding the cultural and historical significance of these unique natural and cultural resources, and in addressing the wider issues related to the environment and sustainable development.

Most frequently a tourist site includes no more than the attraction itself, e.g. the ruins of a Crusader period castle or the mosaic floor of a Byzantine church. Only a few of the most frequented sites offer other services to visitors, e.g. rest rooms, refreshments, trained guides and printed information on the site. No tourist site in Jordan presents the attraction so that the visitor can independently understand what is being viewed.

Also, in order to ensure the sustainable development of a site, there is a need to involve the local communities, e.g. by providing opportunities for employment, income generation and improved quality of life.

## 2. General Description of Project

The Cultural and Environmental Resources Management (CERM) project goal is to promote increased foreign exchange earnings from the tourism sector and the purpose is to develop cultural sites and nature reserves which have proven ability to generate foreign exchange earnings and equitable economic growth. The CERM project will achieve this purpose by providing technical assistance, commodities, site development, and training to upgrade the touristic appeal of Jordan's most important tourist attractions over the five year life of the Project.

The CERM project is a conceptually integrated project. There are four comprehensive activities which define the Project. Three will be implemented at selected tourist sites: (1) enhancement of selected sites, consisting of: consolidation, restoration and preservation of already visible ancient monuments; sheltering of visible remains; creation of paths and/or trails at sites; walls, fences and/or gates at sites to identify them as important places as well as to protect them; and, archaeological excavations; (2) development of tourist facilities at these selected sites, consisting of: architectural and engineering requirements, e.g., the construction and/or renovation of structures as visitors centers; and presentation of the sites; and, (3) increased public awareness through the development of appropriate site-specific educational programs and community participation through involvement of non-governmental organizations in income-generating activities at the selected sites. The first two activities are specifically concerned with the physical aspects of the sites while the third is concerned with creating local community support. Together these three activities will create a "complete touristic unit" at each site which will provide for the long-term sustainability of the selected sites and economic growth to both the local community and Jordan in general. The fourth activity is identified as "management support"; this activity will allow for the integrated and sustainable implementation of project activities both at the sites and at the national level.

The Project has two major phases. Phase I consists of the implementation of development activities at three selected primary sites--Amman Citadel, Madaba and Petra. Phase II consists of the completion of activities at primary sites and development activities at secondary and tertiary sites.

All project activities will be implemented in close coordination with the project implementation office in the MOTA which will coordinate the activities of the two divisions of the Ministry relating to the Project.

### a. The Project Sites

Project sites have been divided into three categories: **primary**, **secondary**, and **tertiary**. Development of primary sites begins in Phase I of the Project and will be completed in Phase II. Activities at secondary and tertiary sites will be implemented during Phase II.

The three primary sites are all critical to the development of tourism in Jordan. **Petra** because it is a designated "World Heritage Site" and because it is the magnet which draws approximately 95% of all foreign tourists to Jordan. The **Amman Citadel** because it is the most significant attraction in Amman, is representative of the rich cultural/archaeological heritage of Jordan and because it is the gateway for most visitors. **Madaba** because significant visitor enhancement activities are on-going which support from this project can assist in bringing to completion.

Project activities will also be implemented at approximately six sites which are, for purposes of the Project only, identified as "secondary". The identification of a site as "secondary" relates to project resources available. Implementation of development activities at secondary sites will begin in Year 2 of the Project. Prior to implementation of project interventions environmental impact assessments will be conducted.

Tertiary sites are those on routes which connect primary and secondary sites. These sites will be identified with an "historical marker". This marker will be a permanent sign, easily recognizable along a road to a site or at a site, and will be in English and Arabic. The "historical markers" are to enhance the visitor's experience. By

providing the tourist with information about a site or place on the way to a major attraction, the route taken is more enjoyable.

**b. Project Activities**

**1.) Activity I: Enhancement of Selected Sites**

Under this Activity, the contractor will assist the MOTA in the development of selected sites. Work conducted under this activity will follow internationally agreed upon conventions relating to preservation, restoration and site development. The development of selected sites may consist of one or more of the following interventions:

a.) Consolidation, restoration, preservation: At selected sites this may mean, for example: mortaring of walls, the replacing of wall stones and the use of particular materials so that the remains will not disintegrate due to weathering.

b.) Sheltering: There are archaeological remains, e.g., certain kinds of pavements (mosaic, segmented marble), and mud-brick structures, which, if left exposed, will gradually deteriorate. Each site has specific requirements that relate to the type of physical evidence from antiquity present as well as to the surrounding natural environment.

c.) Creation of paths and/or trails: The creation of paths and trails at both cultural/archaeological and environmental sites is necessary to increase visitor satisfaction. Limiting where visitors walk will help to ensure safety as well as aid in the preservation of the site.

d.) Walls, fences, gates: Cultural/archaeological sites may be enclosed by walls and/or fences with distinctive entry gates.

e.) Archaeological excavations: Although archaeological excavations are not a major intervention of the Project, there are sites where archaeological excavations will lead to the development of the selected site. While the archaeological process is going on, it can be explained to visitors and become part of the experience.

**2.) Activity II: Development of Visitor Services at Selected Sites**

For the most part, all sites lack tourist amenities, e.g., rest areas, cafes, rest rooms, shade etc. Every site lacks information in the form of pamphlets, booklets, and/or maps; and, there is rarely a pleasant shop where a tourist can make a purchase that will later be a reminder of the trip. The objective of this Activity is to develop services at the selected sites which will enhance the visitor's experience.

There are two aspects of visitor support services. The first relates to the physical needs of tourists. Each selected site will have a unit/structure/facility which is most easily identified as a "Visitors Center" to meet these physical needs.

The second aspect is the presentation of a site. It is one of the most significant aspects of site development, following preservation and consolidation. Presentation is separated into "passive" and "active" visitor participation. How sites are conceptualized for tourists is a significant factor in the presentation. Each site has its own requirements and will be enhanced based on these requirements. The contractor will be responsible, as mutually agreed between MOTA and USAID, for developing and implementing a presentation plan for each site. The presentation plan will include the following types of presentation materials.

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For a visitor to experience a site on his/her own, explanatory panels identifying monuments and natural phenomenon will be designed and placed at sites. These panels will put the site in a context for the visitor as well as place the site within the wider context of Jordan's history and archaeology.

Site museums play an important role in presenting specific sites as well as the rich cultural and environmental resources of Jordan. The Project will upgrade museums related to the developed sites so that they impart site specific and regional information in such a way as to excite the visitor. As part of presentation, the exhibits will be upgraded in terms of display, texts and booklets.

Presentation also consists of pamphlets, guidebooks, and booklets relating to the specific sites. The Project will produce six-sided free pamphlets to be disbursed when a site entrance fee is paid for each development site. The pamphlets will describe the site, provide a map and orient the visitors so that they may view the site on their own. Booklets will give more detail on the site and again allow the visitor to see and understand the site without a guide. There are several sites which already have tourist booklets available. The authors/publishers of these will be encouraged to update them. A general pamphlet or booklet on cultural and environmental sites ("Tips to Travelers"), traveling in Jordan and Jordanian culture will be produced locally if possible and be available at every development site.

Site models will be constructed locally if possible for each Project site. These will be to scale and be designed in such a way that any on-going research or archaeological excavations can be incorporated into the model. These models will form the core of the initial introduction to a site.

### **3.) Activity III: Public Awareness and Community Participation**

**Public awareness** is defined as: appreciation for the specific site and, in general, the numerous cultural and natural resources throughout the country; development of an understanding as to how the site can be preserved through a particular community's efforts; a comprehensive approach to interacting with the site for economic gains from visitors without damaging the site; and, how the local community and the visitors may interact. Appreciation for a particular site and its value is accomplished through education. Implementation of public awareness activities will be carried out as mutually agreed upon by both USAID/Jordan and the MOTA. The contractor will ensure that public awareness activities are appropriately phased with other site development and service development activities.

**Community Participation** at project selected sites centers around the community receiving economic gains from the site. It is linked, however, with the public awareness aspect in that sustainable income-generation is tied to the preservation of a site. Implementation of community participation, income-generating activities will be carried out as mutually agreed to by USAID/Jordan and the MOTA. The contractor will assist USAID to coordinate this program with site development, service development and public awareness activities.

### **4.) Activity IV: Project Management Support**

This Project Activity is to provide institutional development support to MOTA and to MOTA staff at the various project sites and management support to the MOTA Implementing Office. The contractor and the contractor's staff will be housed in the MOTA and work in a collegial manner with the MOTA Implementing Office. The Scope of Work will not require more than one long-term expatriate plus associated short-term technical/professional assistance and associated local support.

### **3. Scope of Work**

- a. The contractor will implement the following Project Activities to be mutually agreed upon between USAID and MOTA/IO:**

- 1.) Enhancement of Selected Sites
- 2.) Development of Visitor Services at Selected Sites
- 3.) Public Awareness and Community Participation
- 4.) Project Management Support

The contractor will implement the tasks in the Scope of Work. Modification of tasks and/or task orders for activities as yet undefined will be issued by the USAID Project Officer as mutually agreed by MOTA and USAID.

A Programmatic Environmental Assessment (PEA) has been completed for the Project. Under the PEA, environmental reviews of specific site activities may be required. These reviews must be completed in conjunction with the MOTA/IO and approved by the USAID/Jordan Environmental Officer prior to any disbursement for the respective activities.

**b. Contractor's Tasks: Prior to the commencement of specific tasks for any of the project sites the following tasks will be completed.**

1. The contractor will analyze all documentation relating to interventions proposed/planned for the Amman Citadel, Petra and Madaba. This documentation will include: the master site development plans and documents related to past and on-going projects, photographs and analyses of the sites which are on file at the MOTA. The contractor will recommend to USAID/Jordan and to the MOTA/IO Implementing Office necessary alterations in the master site development plans.
2. Within 45 days after contract signing, the contractor will devise work plans for the three primary sites which will include the specific tasks outlined below. These workplans will be developed in cooperation with MOTA/IO. Following approval of the work plans by USAID and MOTA/IO, implementation will begin.

**Contractor's Tasks--Primary Sites**

**Amman Citadel (ancient Philadelphia)**

**Activity I/II:**

1. Update the master site development plan including visitor flow, facilities, paths, entrance and exits, and site presentation. This master plan will include analysis with recommendations for making the Amman Citadel and the existing remains of ancient Philadelphia below the Amman Citadel as an integral unit. This analysis should include alternative modes for movement of people from the Citadel to the Theater.
- 2.\* Design and lay approximately 1,000 meters of visitor paths in coordination with on-going archaeological work and design a visitor parking lot. (The MOTA will construct the parking lot.)
3. Prepare approximately 40 explanatory panels and one descriptive pamphlet (with multiple copies). These materials are to be prepared in-country. Funding for the pamphlets will not exceed \$25,000.

4. Prepare a scale model of the site.
- 5.\* Complete a design study of the conversion of the present museum on the Citadel into a Visitors Center.
- 6.\* Following approval of the design by USAID/Jordan and MOTA, the contractor will implement the activity. The maximum amount available for this renovation/construction is \$100,000.
7. Once the Visitors Center has been renovated, the contractor will design and install in cooperation with the MOTA an exhibit of artifacts from the Citadel.

**Activity III:**

1. Assist MOTA to coordinate public awareness and income generating activities with activities I and II.
2. Participate in the review of NGO proposals for income generating activities to ensure coordination with other activities.

**Activity IV:**

1. Assist MOTA to develop a management plan for the efficient maintenance and operation of the site.

**Petra**

**Activity I:**

- 1.\* Analyze the various proposed exits from the site based on requirements for safe trails and paths, and prioritize proposed interventions.
- 2.\* Design two alternative exits and approximately 5,000 meters of paths and trails selected with the MOTA and USAID/Jordan.
- 3.\* Construct the two exits and the paths and trails designed in Task No. 2 above. The maximum amount available for this construction is \$100,000.
4. Prepare a pre-feasibility study for alternative fast/mass transport from the site. The study should include alternative technologies such as mono rail, cable cars, and electric buses.

**Activity II:**

- 1.\* Re-design the existing Visitors Center, i.e, interior space, electricity, visitor facilities, drainage.
- 2.\* Following review and approval of the re-design by MOTA and USAID, complete required renovations. The maximum amount available for this is \$70,000.

- 3.\* Complete a feasibility study for a small visitors' center and facilities at Beida (little Petra) if mutually agreed to by USAID and MOTA/IO.
- 4.\* Identify an appropriate place between the Visitors Center and the restaurant inside of the site for a rest room facility. Following approval of the location by MOTA, design and construct/purchase the rest room facility. Funding available for this facility is \$50,000 plus local currency.
5. Prepare approximately 200 explanatory panels and one descriptive pamphlet for Petra. The texts are to be developed in cooperation with site specialists and MOTA, and the panels are to be produced in-country.

**Activity III:**

1. Assist MOTA to coordinate income generating and public awareness activities with Activities I and II above.
2. Review proposals for income generating activities to ensure participation of local manpower in implementation.

**Activity IV:**

1. Assist MOTA with development and implementation of a management plan including specific job descriptions and staff training for the efficient operation and maintenance of the archaeological park and its buffer zones.

**Madaba**

**Activity II:**

1. Prepare one explanatory pamphlet for Madaba. The materials are to be produced in-country.
- 2.\* Plan and implement the necessary improvements to the Madaba Department of Antiquities museum. The plans will be submitted to a review committee consisting of USAID/Jordan and the MOTA for approval prior to implementation.

**Activity III:**

1. Assist MOTA to coordinate income generating and public awareness activities with Activities I and II above.
2. Review proposals for income generating activities to ensure participation of local resources in implementation.

**Activity IV:**

1. Assist MOTA to prepare a management plan for the efficient operation and operation of the Madaba archaeological park.

**Contractor's Tasks--Secondary Sites:**

For all secondary sites, there is a budget allocation of \$1,400,000. Secondary site implementation begins in Phase II of the Project.

**Activity I:**

1. Assist MOTA/IO with the analysis required to select the secondary sites.
2. With the direct participation of the MOTA and USAID/Jordan prepare a master development plan for each selected secondary site, including an analysis of priority interventions.
- 3.\* Implement the identified priority interventions following approval by USAID and MOTA/IO.

**Activity II:**

1. Identify all presentation materials in cooperation with appropriate knowledgeable sources, to be mutually upon agreed between USAID and MOTA.
2. Develop the specifications for all explanatory panels, pamphlets or other printed matter, tender these and contract with the individuals to perform the task.
3. Identify alternative site models for each site. Prepare the model that is selected by MOTA and USAID.

**Contractor's Tasks--Tertiary Sites**

1. In the second phase of the project, following identification of visitor routes/tours, the contractor will design and produce "historical markers" for specific sites along these routes. The contractor will establish the specifications for these in cooperation with the MOTA/IO, Ministry of Public Works and USAID/Jordan. A total of \$250,000 has been allocated for these markers.

**Contractor's Tasks--Activity IV: Project Management Support and Institutional Development**

1. Conduct studies and analyses within the tourism sector based on scopes of work developed jointly by MOTA/IO and USAID/Jordan. A total of \$100,000 has been allocated for studies/analyses over the life of the contract.
2. Procure approximately \$600,000 worth of vehicles and equipment. An illustrative list of the items to be procured includes the following: four computers, necessary software for analysis and documentation, three four-wheel vehicles for use by this Project, a crane for the restoration of excavated monuments, a bulldozer for removal of spoil heaps, a truck for the disposal of this soil, and audio-visual equipment. Current USAID source/origin/nationality rules on procurement of commodities and services, however, will apply to all procurements hereunder.

3. Develop and implement a training program.  
As an example, a limited number of professionals, approximately five, from the MOTA will be sent to the US for short-term training at historic sites. These programs will be no more than two months, will be designed specifically for the individuals chosen and will relate directly to the CERM project's purpose and goal. Other short-term training programs will be conducted in-country as appropriate, in cooperation with Jordanian institutions. Training programs will include: archaeological excavation, data processing, preservation, conservation, park management, training of information officers, trail guide, exhibition design/construction, educational programs. The contractor will assist USAID/Jordan and the MOTA/IO in identifying areas for short-term training. A total of \$400,000 has been allocated for this.

**c. Work Plans and Reporting Requirements**

Within 45 calendar days after the effective date of the contract, the contractor shall submit to USAID/Jordan and MOTA/IO an implementation plan covering all sections of work to be carried out during:

1. The first year (first detailed annual work plan); and
2. The life of the Project (projections).

On completion of the first nine months of the contract, and again after completion of the eighteenth month of the contract, the contractor shall submit a work plan for the ensuing year of the project and shall revise the projections for the life of the project. The contractor shall review the initial and each subsequent work plan with USAID/Jordan and MOTA/IO in the context of its progress in achieving the objectives of the contract to date and shall in a timely fashion revise its plans according to recommendations from USAID/Jordan and MOTA/IO.

**f. Reporting Requirements**

The contractor shall submit a monitoring and reporting plan to USAID/Jordan and MOTA/IO not later than 45 calendar days after the effective date of this contract. The contractor shall submit to USAID/Jordan and MOTA/IO three copies of all reports in a format as mutually agreed between USAID/Jordan and MOTA/IO. At minimum, the following types of reports shall be required:

1. Quarterly Progress Reports
2. Short-term technical reports (prepared by all consultants under the project).
3. Annual Reports
4. End of Contract Report

**e. Evaluation Reports**

USAID/Jordan, or its designee, shall conduct an independent evaluation of the contractor's performance under this contract approximately midway through the contract period and again approximately eight months prior to the completion of contract date. The contractor shall fully cooperate in these evaluations, including making its personnel available for interviews and making available for inspection all of its books