



USAID
FROM THE AMERICAN PEOPLE

PAKISTAN

Deadline for the Submission of Applications:

Closing Date: October 7, 2021
Closing Time: 15:00 Pakistan Standard Time

Amendment Date: September 17, 2021
Amendment Number: 000001
Notice of Funding Opportunity: 72039121RFA00003
Title: Improving Girls' Education Activity (IGEA)

The purpose of this amendment is to provide answers to the questions submitted by the potential applicants and extend the deadline for the submission of applications to **October 7, 2021**.

Following attachment is part of this amendment 000001.

- Annex A- USAID's Responses to the Questions

Thank you for submitting the questions and your interest in USAID programs.

Sincerely,

Judy Webb
Supervisory Agreement Officer
USAID/ Pakistan's Office of Acquisition and Assistance



Annex - A
Notice of Funding Opportunity (NOFO) Number: 72039121RFA00003
Improving Girls' Education Activity (IGEA)
Questions and Answers

S.#	QUESTIONS	ANSWERS
1.	We understand from the NOFO that the funding opportunity is limited to Pakistani local organizations/entities. Could you please let us know if Pakistani organizations can partner with other local partners in pursuing this opportunity?	Yes, Pakistani organizations, as Prime Applicants, may respond to this opportunity with other local organizations as sub-recipients.
2.	Further to the above question, could you please further guide if the competition is limited to not-for profit organizations only? If so, please confirm if a not-for-profit organization can partner up with a commercial, for-profit entity for this opportunity.	Not-for profit and for-profit both types of local organizations are eligible to apply for this funding opportunity. However, no profit or fee is allowed for either the prime or the sub-recipients.
3.	NOFO on page number 35 states that “the apparently successful applicant will be asked to provide a Branding Strategy and Marking Plan to be evaluated and approved by AO and incorporated into any resulting award”. From this statement, we understand that the Branding Strategy and Marking Plan are not required to be submitted with the application/proposal package, and will not have any bar on evaluation, but later will be submitted only by the successful bidder. Kindly confirm.	Yes, we confirm that only the apparently successful applicant will be asked to submit the Branding Strategy and Marking Plan.
4.	Please confirm if the Security Plan is to be submitted with the application/proposal package or will be submitted later by the successful bidder only.	The “Security Plan” must be submitted by all applicants along with the application.
5.	Since the RFP refers to results and indicators of IGEA to which the proposal has to be responsive. In this regard, would you please share the detailed results framework/MEL plan of IGEA with the potential applicants at this stage?	On Pages 10 and 11 of the Notice of Funding Opportunity (NOFO), expected results and expected reporting indicators are mentioned under Component 1 and 2.



Annex - A
Notice of Funding Opportunity (NOFO) Number: 72039121RFA00003
Improving Girls' Education Activity (IGEA)

Questions and Answers

6.	As far as the financing of pilot PPP efforts are concerned, do you envisage the pilot being managed only through the project sub-grants or a combination of government support and project sub-grants will be permitted?	The financing model for the pilot phase will be determined in consultation with the Government of Khyber Pakhtunkhwa (GoKP) at the implementation stage.
7.	The NOFO document stresses engagement of girls and women through the pilot initiative to provide education and skills development. What share (scale) does the USAID envisage for skills development in comparison with the provision of mainstream education through PPP in the overall pilot?	The prime focus of IGEA is the provision of quality mainstream formal education. Allocation of funding for different components will depend on the proposed approach and GoKP priorities.
8.	On page 1, it is stated that the funding will be awarded after a limited local competition held among eligible local organizations. Please clarify if the award is to be made on the basis of the applications to be submitted in response to the subject RFA, or is there an additional step/ round in between of selecting eligible organizations and then having a limited competition amongst them.	The award will be made on the basis of applications received in response to the subject NOFO.
9.	Under Introduction on Page 4, it is stated that activity “will lead to an improvement in access to, and quality of basic education for about half of the population”. And “Provision of quality basic education services to almost half of the MAs population will lead to enhanced public trust in government and support regional stability and security”. We understand that the reference to half of the population is a long term goal. The IGEA will only focus on piloting/ demonstration of PPP models in the education sector in one to two selected districts of merged areas/ KP. Please confirm.	Yes, the understanding is correct.
10.	The NOFO/ RFA refers to MAs and remote districts of KP interchangeably while discussing target areas. Please clarify if the	The districts for this pilot activity will be finalized in consultation with the GoKP.



Annex - A
Notice of Funding Opportunity (NOFO) Number: 72039121RFA00003
Improving Girls' Education Activity (IGEA)

Questions and Answers

	IGEA is to only focus on merged districts/ MAs or other remote districts of KP will also be considered and selected in consultation with the GoKP?	
11.	Training of school teachers and school managers is noted in the results of Component 2 on Page 10. Is training of teachers and school managers to be delivered directly by the IGEA awardee? Or are these trainings to be organized by the selected private sector organizations engaged for school management themselves?	No - training of teachers and school managers will not be delivered directly by the IGEA awardee. Yes - these trainings will be delivered by the selected private sector organization selected by the GoKP for schools' management.
12.	While the targeted number of districts for piloting are clear (1-2 selected in consultation with the GoKP), the RFA does not talk about the scope or number of schools that may be targeted for outsourcing to private sector entities under the PPP modality. Please clarify the targets expected to be achieved under the IGEA.	It is envisioned that the activity will work in 1-2 districts but this will be finalized in consultation with the GoKP at the implementation stage. The number of schools for the pilot phase will depend on the proposed approach and GoKP priorities.
13.	The NOFO/ RFA refers to USAID's extensive experience of facilitating the education sector PPP in Sindh and the positive results achieved. USAID is requested to share the progress or evaluation report(s) of these tested models/ approaches, which may help inform the IGEA technical approach.	USAID cannot share any assessment/evaluation report at this stage.
14.	Please clarify if a local entity can bring an international firm on board as a subcontractor to bid for this.	Local prime applicants may propose international sub-recipients. Applications must identify if proposed sub-recipients are local or international organizations.
15.	Can a partner form a consortium with any other local organization in the Merged Areas or in KP to carry out field activities.	USAID will not recognize consortiums unless it is an established legal entity. The Prime applicant must carefully select the model, i.e. prime vs sub-recipients. The prime bears the responsibility as opposed to a consortium consisting of several organizations bearing the responsibility.



Annex - A
Notice of Funding Opportunity (NOFO) Number: 72039121RFA00003
Improving Girls' Education Activity (IGEA)

Questions and Answers

16.	Technical Component of IGEA, page 9, states that USAID will facilitate GoKP's development of a system to outsource the management of public schools in KP including the MAs. Kindly clarify whether USAID itself will develop the system or will the partner be expected to develop the system for outsourcing the management of public schools.	The successful applicant (i.e. the Implementing Partner) is expected to develop the system.
17.	On page 14, under paragraph 3, it is mentioned that the activity will increase education opportunities for the residents especially for girls, women and boys. As per our understanding, the activity's prime focus is on girl's education and women's adult literacy. Can USAID clarify what percentage of Girls and Boys schools will be targeted under this intervention.	The primary focus of IGEA is girls education. Successful piloting of the outsourcing model and its adoption by the GoKP will eventually lead to improvement of education quality for both boys and girls.
18.	On page 18, under Section B, Key Personnel positions are mentioned. Do we need to identify people and share their resumes with USAID at Proposal submission stage? Or can their profiles be shared later on.	Proposed candidates for Key Personnel positions need to be identified and their current resumes must be attached at the application submission stage.
19.	Section A: Programme Description (page 4): "The activity will pilot a PPP model for girls' education in remote areas of KP and the MAs of KP..." While most of the KP province consists of remote areas, data about specific districts/locations included in this programme is lacking. This is an important data set that would put the intervention / programme into perspective.	Please see answer to question no 12 above.
20.	Purpose and Scope of IGEA: Objective 1 (page 8): "Capacity building of education department."	The applicant selected to implement this activity will be required to work with the GoKP to identify relevant public sector entities for the activity.



Annex - A
Notice of Funding Opportunity (NOFO) Number: 72039121RFA00003
Improving Girls' Education Activity (IGEA)

Questions and Answers

	The education department is a multi-tiered and cross functional apparatus. Would the Client provide a list/identify department that would be included in this activity or would this be suggested by the proposer/entity in its approach/methodology?	
21.	Objective 2 (page 8): "Education service delivery is improved by outsourcing public sector schools..." This statement expresses the desired objectives of this programme, however, providing some quantitative details (number of schools, beneficiaries, etc) would be helpful to develop a workable model and approach.	Please see answer to question no 12 above.
22.	The programme requires engaging with different stakeholders for different activities. As such, it would require extensive logistic arrangements such as provision of space, transportation to facilitate capacity building activities, food/meals, TA/DA etc. Who will provide these logistic facilities?	All logistical facilities to support proposed activities must be part of the proposed budget for this application.
23.	An organization which has local presence under the same model of PPP and keeping a status of INGO (Registered with MOI/Pakistan) would be eligible to apply for this call.	The eligibility is restricted to local Pakistani entities as per Section 7077 of Public Law 112-74, the Consolidated Appropriations Act, 2012 (P.L. 112-74), as amended by Section 7028 of the Consolidated Appropriations Act, 2014 (P.L. 113-76), is titled "Local Competition Authority" and provides the definition of Local Entity as follows: "...(b) For the purposes of this section, local entity means an individual, a corporation, a nonprofit organization, or another body of persons that-- (1) is legally organized under the laws of; (2) has as its principal place of business or operations in;



Annex - A
Notice of Funding Opportunity (NOFO) Number: 72039121RFA00003
Improving Girls' Education Activity (IGEA)

Questions and Answers

		(3) is majority owned by individuals who are citizens or lawful permanent residents of; and (4) managed by a governing body the majority of who are citizens or lawful permanent residents of; a country receiving assistance from funds appropriated under title III of this Act. (c) For purposes of this section, 'majority owned' and 'managed by' include, without limitation, beneficiary interests and the power, either directly or indirectly, whether exercised or exercisable, to control the election, appointment, or tenure of the organization's managers or a majority of the organization's governing body by any means."
24.	Applicant organization would need to address both components and may apply for one?	Applicants are required to address and, if successful, implement both the components of the IGEA.
25.	Is there any standard format for technical and business proposals?	Application submission requirements are detailed in the Section D of the NOFO. Sample Budget Template Sheet is also provided as Annex to the NOFO.
26.	Regarding geographical selection, does an applicant need to identify its target areas plus girls' schools or the list is already identified and provided?	Please see answer to question no 12.
27.	Applicants can apply as consortia?	Please see answer to question no 15.
28.	The RFP states on page 9 under Component 1 that: "USAID FATA/KP and Karachi office will jointly work with the GoKP to develop an institutional framework for outsourcing of public sector schools' management to the private sector. USAID will leverage its extensive experience of facilitating	The successful applicant is required to implement the activity in consultation with the GoKP and USAID.



Annex - A
Notice of Funding Opportunity (NOFO) Number: 72039121RFA00003
Improving Girls' Education Activity (IGEA)

Questions and Answers

	the education sector PPP in the Sindh province to develop a customized model for the former Federally Administered Tribal Areas (FATA) region.& quote; Can USAID clarify as to the specific role of the contractor vis-a-vis the role of USAID offices in developing the framework?	
29.	On page 4, the RFP indicates that the: The activity will mainly focus on girls' education and women's adult literacy." Also, on page 1, the RFP states "The goal of this pilot activity is to introduce an education management model to remote districts of KP and the MAs and build a foundation for transformation of prevailing girls' education systems in the region." In addition, on Page 8, the RFP states: "Goal: Improved access and quality of education along the Af-Pak border areas of Khyber Pakhtunkhwa" & "Purpose: The activity's purpose is to achieve better learning outcomes and increased enrollment through improved management of public schools (particularly girls' schools) in KP, including the merged areas." Can USAID clarify the goal/purpose of the project?	The goal/purpose of IGEA is stated on Page 8 of the NOFO, "Purpose and Scope of IGEA".
30.	Development of policies to their implementation is a long trajectory. Would USAID consider extending the life of the project either through an option period or extension?	At this stage, there is no plan to extend the period of performance beyond four years as mentioned in the NOFO.
31.	The time allocated to develop a response to this activity is a challenge. Would USAID consider extending the deadline for submission?	Deadline for the submission of application is extended to October 7, 2021.



Annex - A
Notice of Funding Opportunity (NOFO) Number: 72039121RFA00003
Improving Girls' Education Activity (IGEA)
Questions and Answers

32.	How does USAID envision structuring the contract terms for this activity?	USAID intends to issue one Cooperative Agreement pursuant to this NOFO. Agreement provisions are provided in the NOFO document.
33.	Can an offeror propose a firm fixed price for each of the deliverables?	No, USAID does not anticipate a Fixed Amount Award resulting from this NOFO. USAID will use the Cost Reimbursement standards of 2 CFR 200 and 700 in the administration of the award.
34.	Would USAID consider using a fixed award approach based on milestone achievements or deliverable submissions for any grant award issued as a result of this NOFO?	Please see answer to question no 33.
35.	The proposed action has a unique component for incentivized enrolment, sustained school retention, and improved learning outcomes (quality) by integrating Sports and Play. This additionally will cultivate Child Protection and Healthy Learning Environment. For this purpose, an NGO intends to engage a technical partner/sub-recipient who has two decades of globally tested sports-play education and development models. We see that Part Section B. Part 3, clause e. of the NOFO provides for any such sub-recipient/partners. We also however notice that Section D, Part 3 reads as “Name of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations, per USAID’s definition of ‘local entity’ under ADS 303)”. Please provide clarity whether a sub recipient/partner must be a local organization OR country operations of an INGO can be sub-recipient and/or technical partner/technical consultant.	Please see answer to questions no 14 and 23.



Annex - A
Notice of Funding Opportunity (NOFO) Number: 72039121RFA00003
Improving Girls' Education Activity (IGEA)

Questions and Answers

36.	What is the preferred mechanism for Component II of the project, the Principle Awardee to run the Public school OR Outsource to Private Entity? Is there a limitation on the principal awardee to run the schools as a private-sector provider or do they have to establish the mechanism and engage other private sector partners?	The implementing partner is expected to provide technical assistance to the GoKP to introduce a system for outsourcing of public sector schools' management to the private sector. The actual outsourcing of schools will be carried out by the GoKP, not the implementing partner.
37.	Target Districts, it would be good to get further guidance from USAID on the target districts for the IGEA, the NOFO is not very specific about target districts or the number of target districts. Can you specify numbers and any other guidance on where exactly the pilot districts should, either within the Merged Districts or outside the MDs as well?	Please see answer to question no 12.
38.	Section C: Eligibility Information indicates that this “funding opportunity is limited to local Pakistani entities and USAID expects a healthy competition within the eligible local Pakistani organizations”. ABCD is an INGO registered in Pakistan, headquarter is based in Minneapolis, U.S.A. We, at ABCD are interested to bid for the subject opportunity. Would you please clarify if we are eligible to apply for it?	Please see answers to questions nos. 14 and 23.
39.	Considering the dynamics of the IGEA activity, (National NGO and prime applicant) in its response to RFI/reference 72039121RFI00003 - IGEA Activity Improving Girls' Education Activity (IGEA) submitted to join hands with (INGO) as a technical partner in order to effectively implement this project. We need your	Please see answer to question no 14.



Annex - A
Notice of Funding Opportunity (NOFO) Number: 72039121RFA00003
Improving Girls' Education Activity (IGEA)

Questions and Answers

	guidance that with this consortium model can we submit a full proposal application? We will be cognizant of the administrative cost that it should not be heavy rather 70 % should go to the programme activity.	
40.	Is the defined budget of \$4 Million for the entire newly merged areas (Previously FATA) of KP or just for one or two Merged Areas over the period of 4 Years?	The project is expected to be implemented in one or two districts of the KP province, to be finalized in consultation with the GoKP.
41.	Is it possible that the program intervention can be carried out in other marginalized districts of KP such as Kohat, Banu, Lakki Marwat, Dera Ismail Khan and Tank? Or the main priority is one or two merged areas only?	Please see answer to question no. 40.
42.	Will the consulting organisation/ grantee be required to manage the selected piloted schools or will the consultant be required to facilitate outsourcing only	Please see answer to question no 36.
43.	Will the security and marketing plan be part of the technical proposal (i.e. 15 pages) or is it supposed to be provided separately?	Security and Plans are submitted separately as part of the Cost Application. Branding and Marking plans will be requested from only the apparent successful applicant.
44.	EEF has developed a PCI, can the same be shared with us	The PC-1 is at a draft stage and is not a public document.
45.	During the piloting stage how long will the duration of the operator/EMO be evaluated by the consulting organisation? How long will the pilot stay, i.e. 1 or 2 years or more?	The total duration of the activity is 4 years. Duration of the pilot phase will depend on the proposed approach and GoKP priorities.
46.	As per our understanding, EEF has developed PC1, can that be shared with us?	Please see answer to question no 44.
47.	Are private limited (for profit) companies registered in Pakistan eligible to apply?	Please see answer to question no 2.



Annex - A
Notice of Funding Opportunity (NOFO) Number: 72039121RFA00003
Improving Girls' Education Activity (IGEA)

Questions and Answers

48.	While construction is not allowed, is it possible to fund minor repair works (of facilities) in pilot schools?	Schools' rehabilitation is outside the scope of this activity.
49.	Can equipment (chairs, desks, whiteboards etc.) be purchased under this funding for pilot schools?	Provision of equipment is outside the scope of this activity.
50.	Is it possible to receive the PC-1 drafted by EEF?	Please see answer to question no 44.
51.	Please clarify what relationship the Unit to be established (under this funding) in the Education Department will have with EEF?	This will depend on the proposed approach and GoKP priorities.
52.	Is the PPP model to be introduced focused solely on private sector management of schools, or will it also cover the vouchers aspect (as currently being managed by EEF)?	As per scope of IGEA the PPP unit is to focus on outsourcing of schools, and it is up to the GoKP to expand its mandate.
53.	Can additional school-related equipment be provided to girls? (books, stationary, bags, uniforms, etc.)	Please see answer to question no 49.
54.	Exchange rate varies considerably from today relative to USD 1= PKR 155 put forth in the NOFO? Any reconsideration on this?	Applicants are required to use the same rate USD 1= PKR 155 as mentioned in the NOFO.
55.	Are all key positions (other than PD) expected to be based in Peshawar full time?	All the positions including the Project Director are expected to be based in Peshawar full time.
56.	Are key positions all expected to be full time?	Yes, all key positions are expected to be full time.
57.	ABC is a FATA based local NGO and doesn't have a SAM number. Can ABC apply in the SAM registration of other INGO/NGO??	Please refer to Section D, VII, Page 33-34 of the NOFO, that provides detail for SAM Registration. USAID may not award to an applicant unless the applicant has complied with all applicable



Annex - A
Notice of Funding Opportunity (NOFO) Number: 72039121RFA00003
Improving Girls' Education Activity (IGEA)
Questions and Answers

		unique entity identifiers (DUNS number) and System for Award Management (SAM) requirements.”
58.	Are only not for profit organizations eligible for the award or for profit entities can also apply for the grant as my company works for empowering females mainly in KP, however, its "for profit".	Please see answer to question no 2.
59.	An NGO from Sindh is eligible to apply or partner with any KP organization in this NOFO	Please see answer to question no 1.
60.	A profit organization can apply or can it partner with some KP organization in this NOFO	Please see answer to question no 1 & 2.
61.	I am writing to request information about the registration of sub-recipients in SAM and DUNS number to apply for the programme Improving Girls' Education Activity (IGEA). While the ABC (lead partner) has a valid registration, the other local partners are not registered in SAM. Can they register now or were they supposed to do it on a particular date before?	Registration in SAM of subrecipients is not mandatory. USAID will obtain confirmation from the recipient that a risk assessment has been conducted for the proposed subrecipient(s) by name, including the recipient's verification that the subrecipient(s) does not have active exclusions in the System for Award Management (SAM). At this point in time, this is the only SAM requirement for sub-recipients.
62.	Are only not for profit organizations eligible for the award or for profit entities can also apply for the grant as my company works for empowering females mainly in KP, however, its "for profit".	Please see answer to question no 2.