



**RFA-267-12-000001 - CIVIL SOCIETY**

**The purpose of amendment 01 is to:**

1. Revise portions of the RFA issued on March 22, 2012;
2. Add Mandatory Standard Provision for U.S., Nongovernmental Recipients and include the most recent provisions.
3. Provide Questions received from prospective applicants and USAID responses.

**A. RFA REVISIONS**

1. **The following changes are hereby made.**

- I. **Section I.IV.B. Mandatory Approaches and Technical Guidance is revised as follows:**

*Delete the last paragraph under "Grants under agreement" in its entirety and replace with the following in lieu thereof:*

**"The Marla Ruzicka Iraqi War Victims Fund will be implemented through sub-contracts to contractors for medical supplies, small-scale construction/rehabilitation to property, or livelihood generation. The projects generally are expected to total less than \$50,000. The Applicant should propose how it will reach out to potential victims. Once the cooperative agreement is awarded, the Recipient should propose and seek approval for criteria to identify victims who qualify for Marla Fund assistance"**

- II. **SECTION IV APPLICATION AND SUBMISSION INFORMATION is revised as follows:**

1. Content and Form of Application Submission is revised to read the following in lieu thereof:

**"1. Content and Form of Application Submission"**

**ELECTRONIC SUBMISSION OF APPLICATIONS via EMAILS IS REQUIRED**

Applications shall be submitted in two separate parts: (a) technical proposal or management plan, and (b) cost or business application. Applications are to be submitted via email. Please submit your applications to the email address below by the date specified in the cover page. Washington RECEIPT TIME IS WHEN THE APPLICATION IS RECEIVED BY THE AID/Washington INTERNET SERVER. **Only electronic submission of applications is accepted.**

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- Package in email(s) **with attachments** shall be sent only to the following: [baghdadsolicitations@usaid.gov](mailto:baghdadsolicitations@usaid.gov). Email notification for submission **without attachment** shall be sent to [bteame@usaid.gov](mailto:bteame@usaid.gov), [baghdadtdy226@usaid.gov](mailto:baghdadtdy226@usaid.gov) and [mabianco@usaid.gov](mailto:mabianco@usaid.gov).

*Applications attachments may be sent via internet email with up to 8 attachments (5MB combined size limit) per email should be compatible with MS Word and MS Excel in a MS Windows operating environment. Applications may also submit documents in Portable Document Format (.pdf) for all files except budgets. Please convert your documents to one of these software programs before sending them to USAID **Zipped file attachments are not acceptable and must not be submitted.***

Applicants are responsible for confirming that their complete applications were received electronically by USAID.

Please note that Excel worksheet shall allow calculations to be displayed on formula bar. Do not send right protected or locked excel worksheets that doesn't allow formula on formula bar. If you send your application by multiple emails, please indicate in the subject line of the email whether the email relates to the technical or cost proposal, and the desired sequence of multiple emails (if more than one is sent) and of attachments (e.g. "no. 1 of 4", etc.). For example, if your organization's name is ABXY Consulting, and your cost proposal is divided and being sent in as two emails, the first email should have a subject line which says: "USAID/Iraq-RFA-267-12-000001: ABXY, Cost Proposal, Part 1 of 2". If you do not do this clearly, we may not be sure of the correct order of the separate parts of your applications. Our preference would be that each technical and each cost proposal be submitted as a single email attachment, e.g. that you consolidate the various parts of a technical proposal into a single document before sending it. But if this is not possible, please provide instructions on how the multiple parts are supposed to fit together, especially the sequence. What is obvious to you as the preparer of the document may not be obvious to us. Your application may not get optimal treatment if we are confused regarding the order and composition of your application."

## 2. Revise SECTION IV.E.2 to add language in "bold Italic" included herein:

### "2. KEY PERSONNEL

Key Personnel are those individuals whose performance is considered critical to the success of the agreement

- The COP and the DCOP must be employees of the prime and others key personnel may be from first level consortium partners. Individuals proposed as key personnel will be evaluated based on their specific qualifications, professional competence, relevant academic background per the requirements specified in the RFA.***
- Key Personnel should include a Chief of Party (COP), Deputy Chief of Party (DCOP), Monitoring and Evaluation (M&E) Specialist, Senior Grants Manager, and a Component Team Leader for at least one of the project's technical components to complement skills, if any, not already met by the proposed COP and DCOP

candidates. ***Applicants who submit a full cadre of technical specialist are preferred. Ideally, applications will present a team that demonstrates experience across all components.*** Applicants may propose and justify different titles for the proposed key personnel for USAID's consideration. This must include the necessary qualifications and intended job responsibilities of key personnel proposed, if the position is different from those listed herein. For any expatriate staff members, knowledge of local languages is preferred. ***Note: Applicants who present a full cadre of key personnel at the time of application submission and other technical specialists needed for program implement will be preferred.***

- (c) The proposed key personnel must be well qualified and have the requisite experience in the technical, managerial areas, and supervisory roles for which they are proposed. The Applicant must demonstrate how the qualifications and experiences of the proposed key personnel will contribute to the successful implementation of the USAID/BPCS Project.
  - (d) The Applicant must submit current resumes for all the proposed Key Personnel (Include in Annex to the technical application). The Applicant should also submit three (3) references, with contact information (including a day time phone number and email address), for each of the proposed key personnel. ***Reference checks regarding key personnel's suitability for the positions for which they are proposed will be performed and the U.S. Government reserves the right to obtain and evaluate information on key personnel by using its own resources.***
  - (e) For each proposed Key Personnel the Applicant must include as part of its ***application*** a signed letter of commitment (Include in Annex to the technical proposal) confirming his/her present intention to serve in the position he/she is proposed for immediately upon award and his/her availability to serve for the term of the prospective agreement.
  - (f) ***Due to limitations on numbers of key personnel (5 key personnel) the quote above refers to USAID/Iraq's preference to see a full technical staff presented at the time of application – that is COP, DCOP, Monitoring and Evaluation (M&E) Specialist, Senior Grants Manager and all Component Team Leaders/technical specialists. However, applicants that include a full cadre of the key personnel at the time of application submission and/or include other technical specialists needed for program implementation will be preferred."***
3. **Revise SECTION IV.E.4. INSTITUTIONAL CAPACITY AND PAST PERFORMANCE to revise the paragraph numbering and add language in "bold Italic" included herein.**
- (a) Regarding institutional capacity, the Applicant must describe its ability to manage a comprehensive civil society sector project that includes all the components outlined in the Project Description in a conflict/post-conflict environment.
  - (b) The Applicant must describe how it will manage any teaming arrangements that it proposes.

- (c) The Applicant must describe the institutional capacity of each of its proposed Iraqi teaming partners relevant to and commensurate with the proposed designated work.
- (d) The Applicant **must** describe its capacity and expertise necessary to deal with stakeholders and key actors outlined in the Project Description, citing specific examples of situations where the Applicant's institutional capacity has played an important role during past and/or current projects. The Applicant should do the same for each Iraqi teaming partner proposed.
- (e) ***The Applicant must describe its ability to manage a comprehensive civil society sector project that includes all the components outlined in the Project Description in a conflict/post-conflict environment."***
- (f) Regarding past performance, the Applicant (including all partners) must provide past performance information for itself and each Iraqi teaming partner.
- (g) USAID recommends that you alert the contacts that their names have been submitted and that they are authorized to provide performance information concerning the listed agreements if and when USAID requests it.

#### **5. Annexes (40 page limit)**

Annexes should include the following:

- i. Draft Project Implementation Plan (PIP):** The draft PIP should outline activities for the 3-year project timeframe, with detailed emphasis on year 1 implementation. The draft PIP must include includes a mobilization plan outlining how the Applicant will get the project underway. The mobilization plan should reflect a feasible yet rapid mobilization and start-up, as well as a clear timeline of activities.
- ii. Monitoring and Evaluation (M&E) Strategy and Illustrative Performance Management Plan (PMP):** The M&E strategy and illustrative PMP should outline how project results will be monitored and evaluation. The PMP should identify appropriate milestones, gender-sensitive indicators and targets (including sex-disaggregated targets), as well as plans to gather and utilize baseline data. In addition, the PMP is expected to reflect concern for results and include proper impact indicators.
- iii. Relevant Past Performance Information (Recipient and Key Partner Organizations):**
  - a. Applicants must provide evidence of their technical and managerial resources and expertise (or their ability to obtain such) in project management and their experience in addressing similar relevant projects and issues in the past.
  - b. The focus is on demonstrated technical capabilities and relevant past performance. Applicants should be demonstrated leaders in civil society development projects in developing countries. Applicants are expected to describe the blend of technical expertise that **is** be needed to achieve the objective of this project, and then provide specific examples of successful

relevant activities that the Applicant has successfully implemented over the past five years. ***The Applicant must describe its ability to manage a comprehensive civil society sector project that includes all the components outlined in the Project Description in a conflict/post-conflict environment.***

- c. Applicants must provide a list of all its contracts, grants, or cooperative agreements that the Applicant has implemented involving similar and/or related projects over the past three years with governmental and/or other organizations (i.e. commercial, governmental, and/or philanthropic).
- d. If an organization is proposing to use partners (sub-grantees), it should provide the same information for partnering organizations that will be directly involved in project implementation. Special attention should be made to establish the relevance of past experience to this project and the basis for reliance upon that experience as an indicator of success for this project.
- e. Applicants shall submit relevant past performance references which describe any contracts, grants, cooperative agreements which the applicant organization has implemented involving similar or related programs over the past ***three years***. Please provide these references in the annex and include the following information: current telephone number and email address of responsible representative from the organization for which the work was performed; contract/grant name and number (if any), annual amount received for each of the last three years and beginning and end dates; brief description of the project/assistance activity and key project accomplishments/results achieved to date.
- f. USAID will contact the named references and use the past performance data along with other information, to evaluate the applicants' quality of performance and responsibility. ***USAID/Iraq reserves the right to obtain information for use in the evaluation of past performance from any and all sources inside or outside the U.S. Government.***

**iv. Resumes for Key Personnel:** This section should include resumes for all key personnel candidates and any other personnel proposed for significant positions.

- a. Resumes may not exceed three pages in length and shall be in chronological order, starting with most recent experience.
- b. Each resume should be accompanied by a signed Letter of Commitment from each candidate indicating his/her: (a) availability to serve in the stated position, in terms of days after award; (b) intention to serve for a stated term of the service; and (c) agreement to the compensation levels which corresponds to the levels set forth in the cost application.
- c. Resumes for key personnel should include three references for each proposed key position, including up-to-date telephone numbers and email contact information. ***USAID/Iraq reserves the right to obtain information for use in the evaluation of past performance of key personnel from any and all sources inside or outside the U.S. Government.***

Please note that documentation that reflects an “exclusive” relationship between an individual and an Applicant is **not requested and should not be submitted**.

**v. Sustainability Plan:** A sustainability plan and approach should be outlined to ensure that the project results can be independently sustained after completion of the Broadening Participation through Civil Society (BPCS) Project.

**vi. An organizational chart.**

**vii Other information** such as letters of support, maps, charts, graphs, etc. may be provided in the Annex to support the application, not to exceed the 35 page limit for Annexes.

**viii. Security Plan:** *Applicant must submit a Security plan in accord with the requirements outline in Section VIII (See Guidance on Section VIII)."*

#### **4. SECTION IV - COST APPLICATION FORMAT :**

Revise the paragraph “The budget shall include but not limited to:” and add the following:

***“5. The breakdown of all costs associated with Security and Life Support. The budget for Security and Life support shall be submitted separately.***

***Applicants shall propose costs to cover security and life support not to exceed 25% of the total USAID estimated program amount. The Applicant shall not propose a teaming arrangement for Security and Life Support services. The security and life support for these services shall be competitively awarded based on the Applicant’s security requirements. USAID encourages Applicants to seek out turnkey or end-to-end solutions for their security and/or life support needs. Such solutions should include: provision of armored vehicles, labor for guard forces, barricades, security equipment, as well as other miscellaneous cost which directly benefit the program, often including life support.***

***The budget must clearly show the costs for the proposed security plan. Such costs need not be broken down by component but must be explained in detail in the budget narrative as required for all other costs.”***

### **III. Revise SECTION V. APPLICATION REVIEW INFORMATION as follows:**

#### **1. Revise the technical evaluation criteria as follows:**

##### **“A. TECHNICAL EVALUATION CRITERIA**

Technical applications for the USAID/Broadening Participation through Civil Society (BPCS) Project will be evaluated according to the criteria below. The number of assigned points indicates the relative importance of each criterion. A total of 100 points is possible. Applicants

should note that these criteria serve to: (a) identify the significant subjects which Applicants should address in their applications and (b) set the standard against which all applications will be evaluated.

The following criteria are by major category presented in a descending order of importance, so that Applicants will know which areas require emphasis in the preparation of proposals:

- A. Technical Approach (35)
- B. Key Personnel (25)
- C. Management Plan (20)
- D. Institutional Capacity (10)
- E. Past Performance (10)

Total = 100 points

#### **A TECHNICAL APPROACH (Maximum points = 35)**

Sub-criteria below are in descending order of importance:

1. Extent to which the Applicant's approach is well-conceived, demonstrates an understanding of requirements of the Project Description, demonstrates an understanding of existing problems in the civil society sector in Iraq, incorporates sustainability efforts, and how well it incorporates lessons learned from implementation of similar programs in developing and Middle Eastern countries.
2. Extent to which offeror's technical approach integrates issues related to gender, youth, and marginalized groups.
3. Extent of clarity, appropriateness, feasibility and ambitiousness of the proposed Monitoring and Evaluation (M&E) Strategy and Performance Management Plan (PMP) in identifying expected intermediate and final results of the project, including a sustainability plan and a plan for performance data and suggested indicators of program impact and success.

#### **B KEY PERSONNEL (Maximum points = 25)**

Sub-criteria below are in descending order of importance:

1. Extent to which the key personnel are qualified for the positions for which they are proposed and meet the qualifications and have relevant academic background and the professional competence to successfully implement the program and achieve program objectives.
2. Demonstrated experience and success in carrying out proposed activities of similar complexity in post conflict countries.

### **C MANAGEMENT PLAN (Maximum points = 20)**

Sub-criteria below are in equal order of importance:

1. Extent to which the staffing plan clearly supports effective implementation of the proposed technical approach to achieve agreement objectives and clearly identifies the work to be performed by proposed Iraqi teaming partner(s)
2. Extent to which the mobilization plan demonstrates a feasible approach to ensuring national coverage of the project with a comprehensive and realistic plan for timely and effective launch of the project, and includes a full cadre of technical specialists up front.
3. Extent to which the implementation plan, mobilization plan and security plan clearly demonstrate the applicant's capacity to implement proposed activities and to rapidly mobilize and utilize resources and team effectively, in a timely manner, and with due consideration to the security environment.

### **D. INSTITUTIONAL CAPACITY AND PAST PERFORMANCE (Maximum points = 10)**

Sub-criteria below are in equal order of importance

Institutional Capacity will be evaluated in accordance with the elements below:

1. The extent to which the Applicant demonstrates that it possesses the institutional capacity to manage, develop and evaluate (technically, administratively and financially), projects of similar type and complexity in post-conflict and/or rapidly changing political environment and to successfully implement the USAID/BPCS Project.
2. The extent to which any teaming arrangements are clearly explained and the Applicant demonstrates that the proposed teaming partners possess the institutional capacity necessary to successfully carry out their responsibilities within the teaming arrangement.
3. The extent to which the Applicant demonstrates its capacity and expertise working in partnership with local organizations and dealing with stakeholders and key actors outlined in the Project Description.

### **E. PAST PERFORMANCE (Maximum points = 10 Points)**

Past performance information determined to be relevant will be evaluated in accordance with the elements below:

1. Quality of work: The extent to which the previous performance conformed to the terms of any agreements.
2. Business relations: The extent to which the Applicant demonstrated professional behavior and overall business-like concern in dealing with its customers; how efficient the Applicant coordinated its partners and how well it related with cooperating country partners, including government officials.

3. Cost control: The extent to which accurate forecasting of costs as well as accurate financial reporting was done.
4. Timeliness of performance: The extent to which schedules were adhered to and the extent to which the home and field offices promptly and effectively made management decisions.
5. Effectiveness of key personnel: The extent to which the Applicant provided effective key personnel, and how prompt and satisfactory changes in key personnel, if there were any, were made.

Note: In cases where (i) an Applicant lacks relevant past performance history, (ii) information on past performance is not available then the Applicant will not be evaluated favorably or unfavorably on past performance. The "neutral" rating assigned to any Applicant lacking relevant performance history is a score commensurate with the percentage of points received vs. possible points. Prior to assigning a "neutral" past performance rating, the Agreement Officer may take into account a broad range of information related to an Applicant's performance."

## **1. ANNEX A. STANDARD AND SPECIAL PROVISIONS**

### **A. Revise Section A.1.2 to add the following bullet under Standard Provisions:**

- **Trafficking in Persons (October 2010)**

### **B. Revise Section A.1.2 to add the following under Standard Provisions in full text:**

#### **TRAFFICKING IN PERSONS (OCTOBER 2010)**

##### **a. Provisions applicable to a recipient that is a private entity.**

- (1) You as the recipient, your employees, subrecipients under this award, and subrecipients' employees may not—
  - (i) Engage in severe forms of trafficking in persons during the period of time that the award is in effect;
  - (ii) Procure a commercial sex act during the period of time that the award is in effect; or
  - (i) Use forced labor in the performance of the award or subawards under the award.
- (2) We as the Federal awarding agency may unilaterally terminate this award, without penalty, if you or a subrecipient that is a private entity —
  - (i) Is determined to have violated a prohibition in paragraph a. (1) of this award term; or

- (ii) Has an employee who is determined by the agency official authorized to terminate the award to have violated a prohibition in paragraph a. (1) of this award term through conduct that is either—

- (A) Associated with performance under this award; or

- (B) Imputed to you or the subrecipient using the standards and due process for imputing the conduct of an individual to an organization that are provided in 2 CFR part 180, “OMB Guidelines to Agencies on Governmentwide Debarment and Suspension (Nonprocurement),” as implemented by our agency at 22 CFR 208 or its superseding Part in 2 CFR.

**b. Provisions applicable to a recipient other than a private entity.**

- (1) We as the Federal awarding agency may unilaterally terminate this award, without penalty, if a subrecipient that is a private entity —

- (i) Is determined to have violated an applicable prohibition in paragraph a. (1) of this award term; or

- (ii) Has an employee who is determined by the agency official authorized to terminate the award to have violated an applicable prohibition in paragraph a. (1) of this award term through conduct that is either—

- (A) Associated with performance under this award; or

- (B) Imputed to the subrecipient using the standards and due process for imputing the conduct of an individual to an organization that are provided in 2 CFR part 180, “OMB Guidelines to Agencies on Governmentwide Debarment and Suspension (Nonprocurement),” as implemented by our agency at 22 CFR 208 or its superseding Part in 2 CFR.

**c. Provisions applicable to any recipient.**

- (1) You must inform us immediately of any information you receive from any source alleging a violation of a prohibition in paragraph a. (1) of this award term.

- (2) Our right to terminate unilaterally that is described in paragraph a. (2) or b of this section:

- (i) Implements section 106(g) of the Trafficking Victims Protection Act of 2000 (TVPA), as amended (22 U.S.C. 7104(g)), and

- (ii) Is in addition to all other remedies for noncompliance that are available to us under this award.

- (3) You must include the requirements of paragraph a. (1) of this award term in any subaward you make to a private entity.

**d. Definitions.** For purposes of this provision:

- (1) "Employee" means either:
  - (i) An individual employed by you or a subrecipient who is engaged in the performance of the project or program under this award; or
  - (ii) Another person engaged in the performance of the project or program under this award and not compensated by you including, but not limited to, a volunteer or individual whose services are contributed by a third party as an in-kind contribution toward cost sharing or matching requirements.
- (1) "Forced labor" means labor obtained by any of the following methods: the recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.
- (3) "Private entity":
  - (i) Means any entity other than a State, local government, Indian tribe, or foreign public entity, as those terms are defined in 2 CFR 175.25(b).
  - (ii) Includes:
    - (A) A nonprofit organization, including any nonprofit institution of higher education, hospital, or tribal organization other than one included in the definition of Indian tribe at 2 CFR 175.25(b).
    - (B) A for-profit organization.
- (4) "Severe forms of trafficking in persons," "commercial sex act," and "coercion" have the meanings given at section 103 of the TVPA, as amended (22 U.S.C. 7102).

[END OF PROVISION]"

### **III. RFA QUESTIONS AND USAID RESPONSES**

1. Section I.IV.A. *Project Components and Illustrative Activities*, on Page 14 suggest an indicator of "percentage of people participating in a collective community action..." Please clarify whether this suggested indicator is intended to measure the percentage of people participating in collective community action in areas targeted by BPCSP and BPCSP grantees, or if the indicator is intended to measure participation of all Iraqis?

***Response: This is intended to measure the participation of a representative sample of Iraqis nation-wide. This is a high-level indicator.***

2. Section I.IV.B. *Teaming Arrangements*, on Page 23 states that local Iraqi partners must be legally registered entities Iraq. Given the difficulties in re-registering, will this requirement allow NGOs that were registered before the new law and that have submitted all their documentation for re-registration but not yet received their final certificate, to be considered as partners?

**Response:** Yes, for application evaluation purposes, USAID will consider these, so long as there is proof of prior registration and resubmission for registration. However, it will be the responsibility of the successful applicant to ensure the legal status of the sub-recipients and that they meet the Government of Iraq (GoI) NGO registrations requirements during award.

3. Key Personnel requirement descriptions on pages 34, 49 and 57 seem to indicate that Applicants may propose tailored staffing plans. However, the descriptions for each Key Personnel position include very specific requirements. For example, as a requirement for the COP, the RFA requires “ten years of progressively responsible training experience in the field of civil society-focused programming and large development project management skills; a demonstrated track record in civil society strengthening and/or political participation projects and managerial experience implementing complex donor-funded projects with multiple activities required.” Would staffing plans that propose Key Personnel that complement each other’s skills fulfill the requirements for Key Personnel, even if the proposed candidates do not meet all of the requirements specified for each position in the RFA? Please clarify whether Applicants will be evaluated based on the sum of the capacities of the entire Key Personnel team, rather than on the requirements specified for each individual candidate.

4. **Response:** *The statements are not contradictory. While flexibility is given to the Recipient to provide a team that complements each other “The application must indicate a team structure appropriate for implementing each activity”, the scope of each key personnel is provided with limited specific requirements for the COP, DCOP and M&E Specialist and more specific for the Grant Manager and Team Leaders. The Key Personnel specific requirements will be evaluated, as well as the appropriateness of the sum of all key and non-key personnel.*

5. In Section I.IV.C. *Staffing/Management Plan*, the requirements for the *Component Team Leader* on pages 35-36 note that “Previous work experience in the Middle East, especially Iraq, is preferred.” Given the security and political environment in Iraq as noted on page 48, please clarify that this preferred work experience in the Middle East and Iraq applies to all Key Personnel, especially the COP and DCOP. Please clarify whether work in conflict countries is a requirement for any of the Key personnel.

**Response:** *The requirements of Key personnel are clearly stated. With regard to work in post conflict countries, it is also clearly stated under institutional capacity “Recipient shall describe its ability to manage a comprehensive civil society sector project that includes all the components outlined in the Project Description in a conflict/post-conflict environment. Recipients shall propose a team of personnel with the appropriate qualification to successfully implement the program.*

6. Section I.IV.C. *Staffing/Management Plan* states, “Applicants that present more than one technical specialist will be considered favorably and are preferred.” Please clarify whether USAID is asking for more than one candidate for each staff position.
7. **Response:** *Due to limitations on numbers of key personnel (5 key personnel) the quote above refers to USAID/Iraq’s preference to see a full technical staff presented at the time of application – that is COP, DCOP, Monitoring and Evaluation (M&E) Specialist, Senior Grants Manager and all Component Team Leaders/technical specialists.. However, as stated in the instruction section, applicants that also*

***include other technical specialists required under their proposed program technical approach will be preferred.***

8. Section IV.5.J.iii. *Relevant Past Performance Information* (Annex) on page 51 does not mention performance in the complex operating environment in Iraq.

**Response:** This was already stated as a requirement for the COP “managerial experience implementing complex donor-funded projects with multiple activities required” and the RFA is amended to add the following language under Institutional capacity and past performance, as well as under Section 5 Annexes.

“The Applicant must describe its ability to manage a comprehensive civil society sector project that includes all the components outlined in the Project Description in a conflict/post-conflict environment”

9. Similarly, Section IV.5.E.4. *Institutional Capacity and Past Performance* references the ability to conflict/post-conflict environments, but does not mention of the ability to operate in Iraq specifically.

10.

**Response:** To make Iraq as specific requirement would be too restrictive.

11. Also, the evaluation criteria in Section V.D. *Institutional Capacity and Past Performance* do not mention conflict/post conflict, Middle East, nor Iraq.

**Response:** The instruction under VI.4 under institutional capacity states “the Applicant must describe its ability to manage a comprehensive civil society sector project that includes all the components outlined in the Project Description in a conflict/post-conflict environment.

12. Given the security and political environment in Iraq, as noted on page 48, it seems that the ability and experience to manage large-scale projects and programs in conflict environments in the Middle East, preferably in Iraq is critical to the successful achievement of the BPCSP goals and objectives. In Iraq it is essential that Prime Applicants understand and can manage the operating environment in order to ensure the safety of personnel and beneficiaries, and the effective and seamless implementation of the project. The ability to operate in conflict areas outside of Iraq and the Middle East does not necessarily apply to the context in Iraq. Please clarify the importance of demonstrated ability to operate in Iraq and other conflict countries in the Middle East to the success of BPCSP and the safety of its personnel, and consider including this among the requirements in the instructions and evaluation criteria for Institutional Capacity and Past Performance, and in the instructions for Annex iii?

**Response:** To be so specific would be unduly restrictive. The requirements in VI.4 are sufficient.

13. Section IV.5.J. *Annex* on page 50 requires a 35 page limit to Annexes.

**Response:** Yes, the page limit is 35. However, the amendment has increased it to 40 pages

14. Section IV.5.E.2. *Key Personnel* on page 49 indicates a preference for applicants to submit more than one technical specialist as Key Personnel.

**Response: No. See response 6 above. The total number of key personnel shall not exceed 5 position or 5% of the Recipient's employees working under the award, whichever is greater. However, while only 5 Key personnel are required, applicants who submit technical specialists required for the implementation of the program, in addition to the 5 key personnel are preferred.**

15. Section IV.5.J.iv. *Resumes for Key Personnel (Annex)* on page 51 requires resumes for all key personnel candidates and any other personnel proposed for significant positions. This section states that resumes may not exceed three pages in length, and requires signed letters of commitment. Would USAID consider increasing the Annex limit to 50 pages, to ensure an accurate portrayal of the information required? Even with only two-page CVs (rather than the allotted three page limit) for five Key Personnel candidates, this will consume 10 pages. In addition, the requirement on page 51 for resumes for other significant positions will require additional CVs in the Annex. The required robust M&E Plan, including strategy, PMP and Results Framework will consume at least 10-15 pages. This leaves only 10-15 pages for the PIP (which is required to include detailed emphasis on Year 1 implementation, in addition to activities for five Components), Past Performance Information for Primary and Sub Applicants, the Sustainability Plan, Organizational Chart, Letters of Commitment and other documentation.

**Response: See Response 9. The amendment has increased the page limit to 40 pages**

16. Section VIII. *Other Information*, on pages 64-67 provides instructions on developing a Security Plan; however, there is no mention of a requirement for a security plan. *Are Applicants expected to submit a Security Plan with the Application, or is this to be provided by the Apparently Successful Offeror recommended for award, along with the Branding and Marking Plan, (page 68)?*

**Response: The Security Plan is part of the Application package, unlike the Branding and Marking which will be provided by the Apparently Successful Recipient. The amendment now includes "security plan" as part of the evaluation criteria under Management Plans.**

17. Section IV.1. *Content and Form of Application Submission* on page 45 requires email submissions; however, there is no indication of the size of email files allowed per email. Please clarify the maximum MB limit of each email.

**Response: Applications by internet email with up to 8 attachments (5MB combined size limit) per email should be compatible with MS Word and MS Excel in a MS Windows operating environment. Applications may also submit documents in Portable Document Format (.pdf) for all files except budgets. Please convert your documents to one of these software programs before sending them to USAID Zipped file attachments are not acceptable and must not be submitted.**

18. The *Cost Application Format* instructions provided on pages 52-55 do not provide instructions for team partners/Sub Awardees. Section I.III.B. *Mandatory Approaches and*

*Technical Guidance* on page 23 requires proof of financial and organizational capacity for local Iraqi teaming partners.

*Please clarify the documentation required in the Cost Proposal for local and international partners (Sub Awardees).*

**Response:** If an organization is proposing to use local and international partners (sub-grantees), it should provide the same level of information for partnering organizations, similar to its own (see response on Local NGO registration with GOI).

19. Section I.IV.C. *Staffing/Management Plan* on page 33 requires “detailed descriptions of each long-term position and the corresponding proposed candidate, with a comprehensive explanation of each proposed team member’s qualifications.” Would USAID consider adding four pages to the Annex page limits (in addition to the above requested increases) to accommodate this requirement?

**Response:** See Response 9 and 11, Amendment increases Annexes Page limit to 40 Pages

20. Section I.IV.B. *Mandatory Approaches and Technical Guidance*, the subsection on page 24 entitled *Grants under Agreement* includes an expectation of less than \$50,000 for the sub-grants and sub-contracts under the Marla Ruzicka Iraqi War Victims Fund.

**Response:** Please see the amendment to section I.IV.B *Mandatory Approaches and Technical Guidance*. The Marla Fund is not implemented through small grants directly to beneficiaries or through small grants to local NGOs providing facilitation services for potential Marla beneficiaries. Furthermore, the implementer is not expected to give sub-contracts over \$50,000 for implementing the Marla Fund."

21. *Renovations of houses can cost significantly more than \$50,000. Would USAID consider increasing the expected range of the Marla Ruzicka Iraqi War Victims Fund grants to \$100,000, in line with the small grants/sub-grants activity description?*

**Response:** Same as No. 19, please see the amendment to section I.IV.B. The Marla Fund is not implemented through small grants directly to beneficiaries or through small grants to local NGOs providing facilitation services for potential Marla beneficiaries. Furthermore, the implementer is not expected to give sub-contracts over \$50,000 for implementing the Marla Fund."

22. Page 15 paragraph before last: “If necessary to ensure financial systems meet USAID requirements, the Applicant must work with USAID/Iraq’s Financial Management Office (FMO) to develop the necessary systems to manage USG and other donor funds, specifically in the areas of financial management, procurement and internal controls. USAID/Iraq’s direct Iraqi NGO grantees should also be included in other capacity building and training activities to the extent it is necessary for their institutional development, expansion of NGO networks, etc.” Please clarify what is meant by “manage” USG and other donor funds? We assume that this means managing USG grant funds associated only with this project.

**Response:** Yes – this paragraph refers to assistance to local Iraqi NGOs that are receiving grants from this BPCS project and for those local Iraqi NGO partners who have successfully received direct grant assistance from USAID/Iraq through the mentioned APS (pg 15). The expectation here is that local NGOs will not have

**financial management capacity that is up to USAID/Iraq standards and will need to get up to those standards. The Recipient of the BPCS project will get those local NGOs up to financial management office standards.**

23. Under Component 3 on page 18 bottom paragraph: "Deliver **onsite technical assistance** to CSOs that competitively apply to receive hands-on mentoring and training in targeted fields that contribute to real policy impact." Does this mean a competitive solicitation for receipt of TA?

**Response: Yes**

24. On page 23, under Grants under Agreement, it states, "Total grants awarded under the award should not exceed the grant budget line." Please clarify if this is the applicant's determined grant budget line or if USAID intended to provide a grant budget line. There is no grant budget line given in the RFA.

**Response: Yes – this is the Applicant's suggested grant budget line item. The applicant should present an approach that includes a grant budget line item.**

25. On page 24 in Grants under Agreement, it states, "Although grants should focus on registered NGOs, the project broadly defines civil society to include credible leaders and mobilizers, both individuals and institutions." Does USAID have a special agreement with GoI and KRG that allows USAID's implementing partners to give grants to CSOs that are not registered?

**Response: Please refer to response 2 above for the registration. USAID does not have any special agreement with GoI or the KRG to allow implementing partner to give grants to CSO that are not registered. Any organizations receiving grants must be registered entities. However, as stated repeatedly in the RFA, small grants are only one mechanism or methodology used to provide assistance to civil society and NGOs in the most formal sense are only one subset of civil society. The applicant should suggest technical approaches that are not limited to providing small grants as the only means of engaging civil society actors.**

26. Can grants be given to media (for purchasing time, or to strengthen capacity) or other private sector partners? Similarly, can institutional development grants be given to universities?

**Response: Yes, but this would need to be supported and explained by your technical approach and in the case of national Universities, appropriate waivers need to be processed by the recipient through USAID/Iraq.**

27. If grants cannot be given to public establishments even to support a partnership, can the project cover public officials' expenses, such as trips to attend workshops and training activities?

**Response: Grants cannot be provided to GoI or KRG. Grants funds and program funds may cover trips, workshop and training but shall fall within the USAID established policy on supplement for Government officials.**

28. Does the Mission expect a minimum ratio of grants funds to be allocated in the RFA?

**Response: The Applicant shall propose the level of grants it intends to give according to its technical approach.**

29. On page 32 under Monitoring and Evaluation Strategy, it states, "USAID will sponsor external evaluations in accordance with USAID's January 2011 Evaluation Policy." Does the implementing partner have any role (expenses) in the USAID sponsored external evaluations besides facilitating the work of the evaluation team?

**Response: No, the implementing partner should budget for its own internal mid-term, final or other ad-hoc evaluations in its M&E planning. The external evaluations will be conducted through USAID/Iraq at no expense to the implementing partner.**

30. Can Iraqi subcontractors/grantees spend their funds to seek technical assistance from international organizations?

**Response: Iraqi sub-contractors and grantees may spend their own funding as they wish. There is no requirement of exclusivity in working only with USAID. However, Iraqi sub-contractors and grantees may not use BPCS provided funds to purchase or seek TA from international organizations.**

31. Is there a file size limit in MB per email for submissions to USAID's server?

**Response: Yes. See Response 14 Above**

32. On page 51, iii. Relevant Past Performance Information, it asks for past performance information for "Recipient and Key Partner Organizations." What is a key partner organization? Does this include the Iraqi implementing partners?

**Response: Yes. Applicants, Teaming Arrangements, Major subgrantees and also includes Iraqi implementing partners.**

33. Page 12 of the RFA references existing Iraqi NGOs who are currently administering the Marla Fund. Could USAID provide a contact list of those organizations?

**Response: Yes. USAID will provide this list (See attached)**

34. In order to cover the costs of administering the Marla Ruzicka Iraqi War Victims Fund, can relevant operational costs be allocated within the \$15 million set aside for Component 5?

**Response: Marla Fund is specifically to be spent on Marla beneficiaries, not on the operational costs associated with implementing Marla Fund. The applicant shall propose how to cover relevant operational costs through its overall BPCS operational costs.**

35. Page 24 of the RFA mentions a small grant project range of \$50,000 - \$100,000 (non-Marla fund grants). Can individual grants to registered NGOs under the first four components be less than \$50,000?

**Response: Yes. The cost range of grants and the reasoning behind it should be described in your technical approach.**

36. Could USAID indicate what inventory, if any, is available from previous programs that can be utilized for this program and factored into budget preparations?

**Response: Applicants shall budget for all equipment deemed necessary to carry out this program. Use of available equipment from previous programs will be considered when available.**

37. Page 53 of the RFA requests "A copy of the self-certification for compliance with USAID policies and procedures for personnel, procurement, and travel." Please confirm that this is not necessary for organizations that conduct an annual audit in accordance with OMB A-133. If not, we would greatly appreciate if USAID makes available the preferred format or template for this certification.

**Response: If Applicant is not self- certified, it shall submit all the required personnel policies and procedures, procurement, travel and audits for compliance.**

38. On RFA page 52, in Section IV. Application and Submission Information, a sustainability plan is listed as one of the documents to be included in the Annex. Could USAID indicate what weight will be given to each of the elements in the technical approach, including the sustainability plan?

**Response: The weight is provided in the Evaluation criteria: Technical Approach is by Sub-criteria and in descending order of importance.**

39. On RFA Page 47, it says that the Annexes will include the CVs, PPRs and LOCs. On page 50, it says it also includes the Project Implementation Plan and PMP. These two documents are also discussed on pages 50 and 49, respectively, as part of the technical approach. Please confirm that the PIP and PMP are to be included in the Annexes and not the technical approach.

**Response: PIP and PMP will be considered as part of the management plan and USAID/Iraq is ok with them being submitted in the Annex thus not contributing to the pages in the technical approach.**

40. On RFA page 51, Relevant Past Performance: USAID requests references for relevant programs from the last 3 years. May offerors include PPRs from programs implemented in Iraq prior to 2009?

**Response: Applicants may submit references for over 3 years but more weight will be given to the last 3 years.**

41. Does USAID expect exclusive or non-exclusive teaming agreements with Iraqi implementing partners?

**Response: USAID/Iraq has no expectation of exclusivity for the Iraqi organizations as suggested Team Partners.**

42. Are the M&E strategy, draft PMP and PIP to be included in the body of the technical or the annex? Please clarify.

**Response:** These are listed as Annexes. See Response 30 above. PIP and PMP will be considered as part of the management plan and USAID/Iraq is ok with them being submitted in the Annex thus not contributing to the pages in the technical approach.

43. As per the discussion on pages 23&24 of the RFA, please confirm that though grants are restricted to registered NGOs that other, non-registered groups may benefit from other forms of assistance but not directly receive grants.

**Response:** Yes, absolutely.

44. Please define 'de-confliction' as used on page 29 in regards to coordination with USAID partners.

**Response:** De-confliction means not providing duplicative and redundant assistance.

45. Page 28 of the RFA states: The Initial Environmental Examination recommended that the project components 1-4 qualify for a Categorical Exclusion based on the nature of activities focuses on technical assistance and grant-making. Component 5, however, envisions assistance to war victims that may include small-scale public infrastructure, construction and rehabilitation activities, medical services, and agricultural services, resulting in a recommendation for a Negative Determination with Conditions per 22 CFR 216.3 (a)(2)(iii). Will USAID please clarify if small scale public infrastructure and construction and rehabilitation activities are envisioned under Component 1?

**Response:** No, USAID does not envision small scale public infrastructure and construction or rehabilitation activities under Component 1.

46. With regard to Iraqi implementing partners, page 3 of the RFA states: "While the arrangements may start as mentoring relationships, these should evolve into full partnerships by the end of the project so that Iraqi CSOs have the skills to support their own development in the future." What is USAID's definition of mentoring relationships and of full partnerships? What are the differences between them?

**Response:** **Mentoring:** one person shares knowledge, skills, information and perspective to foster the personal and professional growth of someone else. **Partnership:** typically characterized by mutual cooperation and responsibility, as for the achievement of a specified goal. The spirit of these definitions is what is important. USAID/Iraq acknowledges that there could be an experiential difference between the applicant and the Iraqi NGO at the start of the project which necessitates the mentoring relationship but the relationship is expected to develop over time to lessen that experiential gap or difference and become a partnership.

47. Pg 23, "Grants Under Agreement": Second half of the 3<sup>rd</sup> full paragraph states "Total grants awarded under the award should not exceed the grant budget line." We understand this to mean that during implementation the amount of sub-grants cannot exceed the amount of sub-grants originally budgeted. Is this correct?

**Response: The total amount referred to is the Grant total amount of subgrants included in the award budget line item.**

48. The RFA states that the Recipient will be expected to provide capacity building support to USAID's direct Iraqi NGO grantees. Can USAID please provide the expected number or range of direct NGO grantees anticipated?

**Response: The Applicant should present an approach that includes a grant budget line item and the expected number or range of subgrants. For the USAID/Iraq direct grantees through the soon-to-be-released APS (referenced on pg. 15) USAID/Iraq does not have a projection for the number of grantees though we anticipate approximately 10 direct grantees per year of the APS.**

49. Will USAID provide a list of Iraqi survey firms that have been sub-contracted by USAID programs to conduct public surveys in the past?

**Response: No, but applicants are free to contact current USAID/Iraq implementing partners or other USG implementing partners engaged in survey work to inquire.**

50. Page 34 of the RFA includes 'ten years of progressively responsible training experience in the field of civil society-focused programming' as one of the criteria for the Chief of Party. May this requirement be substituted with 10 years of progressively responsible implementation experience?

**Response: Yes. This should read: "Ten years of progressively responsible IMPLEMENTATION experience in the field of civil society-focused programming and large development project management skills; a demonstrated track record in civil society strengthening and/or political participation projects and managerial experience implementing complex donor-funded projects with multiple activities required."**

51. Given the list of annexes to the technical proposal shown on pages 50-52 of the RFA, would USAID please increase the page limit for annexes from 35 pages to 50 pages or more, or alternatively not count the required annexes against the page limit?

**Response: Annexes are increased to 40 Pages.**

52. Under the Technical Application Format on pages 47-52 of the RFA, the lettered sections skip from E. Technical Understanding and Proposed Approaches to J. Annex. Are there sections that were inadvertently omitted?

**Response: This is a numbering error. The letter "J" should read "5"**

53. Given the scope of the activities proposed and the access constraints (visas, security) would USAID consider extending the submission period?

**Response: The Submission Date remains unchanged. No extension is anticipated.**

54. On page 2 of the cover letter and on page 45 of Section IV, the RFA states that, "Email notifications for submission without attachment shall be sent to..." There are two addresses included on page 2 and three addresses listed on page 45. Could USAID please clarify a)

which addresses should be used; and b) if applicants must email these addresses notifying them that a submission was made to the [baghdadsolicitations@usaid.gov](mailto:baghdadsolicitations@usaid.gov) address?

**Response:** The cover page provides 3 email addresses [baghdadtdy226@usaid.gov](mailto:baghdadtdy226@usaid.gov) and [bteame@usaid.gov](mailto:bteame@usaid.gov) [baghdadsolicitations@usaid.gov](mailto:baghdadsolicitations@usaid.gov) for Questions ONLY but for Application submission to ONLY [baghdadsolicitations@usaid.gov](mailto:baghdadsolicitations@usaid.gov) will be accepted.

55. On page 15 the RFA states that, "The Recipient will be required to provide this capacity building technical assistance and training to USAID/Iraq's direct Iraqi NGO grantees." How does USAID recommend that applicants a) allocate resources for this technical assistance; b) integrate this capacity building technical assistance and training into strategies for selecting and assisting CSOs; and c) harmonize work tailored to the four components of the RFA (including, for example, CSO selection criteria) with provision of assistance to CSOs selected outside that program?

**Response:** The applicant is expected to provide a technical approach that answers these questions. Bear in mind that those NGOs which are direct grantees selected by the USAID/Iraq APS are not expected to get the full range of technical assistance that BPCS grantees and partners would get. Assistance to the APS awardees is expected to be limited to Component 2, institutional strengthening, financial management and administration capacity building in particular.

56. The RFA specifies that no direct grants should be provided to the government. One of the illustrative activities listed under Component 4 on page 20 is "assistance for project finance to NGOs from ministries..." Can USAID please clarify if this means that applicants could give funds to the government for onward grants to NGOs?

**Response:** Assistance in this quote does not mean grant funding, rather it means technical assistance, coaching, information and strategic approach sharing etc.

57. In the example on page 25 about meeting demand-driven needs, such as health and hygiene education at a local school, if there is no legally registered organization in place, could a sub-grant be given to a different organization, such as a school, in this case?

**Response:** No. Meeting demand-driven needs does not only mean grant making. Applicants would do well to consider creative and innovative ways of encouraging civil society to meet demand-driven needs without requiring grants.

58. On page 30 the RFA states that several USAID/Iraq projects have capacity-building lessons learned. Where can applicants access these lessons learned?

**Response:** Applicants can access the USAID Development Experience Clearinghouse (DEC) for all public evaluations and assessments which include capacity building lessons learned. <http://dec.usaid.gov/index.cfm>

59. The RFA states that "USAID will sponsor external evaluations" (page 32). Could USAID confirm that applicants should only budget for internal evaluations?

**Response: confirmed. External evaluations will be paid for by USAID/Iraq through other mechanisms, not this project.**

60. We recommend that USAID specify that partnerships with local organizations not be exclusive. This allows local organizations to consider potential partnerships with multiple applicants at the proposal stage.

**Response: Agreed. Partnerships with local organizations are not expected to be exclusive for the purposes of this application.**

61. Per page 49 of the RFA, key personnel must be employees of the prime. Given the geographic scale and technical breadth of the program, a consortium approach is needed, and placing all of the key personnel positions with the prime limits the potential of strong partners to contribute to the management and technical quality of the program. Would USAID consider allowing key personnel to be employees of either the prime or first-level consortium partners?

**Response: Yes, other than the COP and the DCOP, others key personnel may be from first level consortium partners.**

62. Page 50 of the RFA describes the "Institutional Capacity and Past Performance" section of the technical application. Page 51 notes that annex iii should include relevant past performance information, with past performance references provided in annex iv. Can USAID clarify what information should be included in Section 4 of the technical application, and what should be in annex iii?

**Response: See responses above. The Required Annexes are listed on page 50-52 under SECTION IV.E.4.5 (Also included in this Amendment)**

63. The sixth paragraph on page 51 states that applicants should provide relevant past performance references as annex iv, however the last paragraph on page 51 states that annex iv should include résumés for key personnel. Could USAID please clarify which document applicants should include as annex iv?

**Response: The numbering of Annexes will be amended from Annex iv as "relevant past performance references"; annex v, "Key personnel resume".... And viii as 'other information.'**

64. On pages 34-35, the RFA states that for each key personnel position, "References for the last three (3) years of work experience are required and will be verified." In the key personnel section on page 49, the RFA states that, "The Applicant should also submit three (3) references...for each of the proposed key personnel." Could USAID please clarify the number of references required and if they must be from a specific time period?

**Response: Key personnel references shall be 3 relevant References and for the period covering from the most recent to the last 3 years.**

65. Page 3, Executive Summary, requires applicants "to propose one or more Iraqi implementing partners for teaming arrangement(s);" are there any requirements for non-exclusive teaming arrangements, such as there are with key personnel candidates?

**Response: Partnerships with local organizations are not expected to be exclusive for the purposes of this application.**

66. Page 3, Section II.A, refers to “more formal civil society organizations (CSOs) and Iraqi non-governmental organizations (NGOs);” we thank you for the definition of CSOs on the same page and kindly request a definition of NGOs in the same manner that differentiates between the two.

**Response: CSOs and NGOs are synonymous but civil society as a whole is broader than just formal CSOs/NGOs.**

67. Page 5, Section II.A, first mentions the Government of Iraq (GOI); please clarify all regions of Iraq that this term covers.

**Response: This project is National in scope – all 18 provinces.**

68. Page 15, Section IV. A, discusses the Recipient providing capacity building technical assistance and training to USAID/Iraq’s direct Iraqi NGO grantees during an Annual Program Statement (APS) later this year; please elaborate on the envisioned level of support and the desired level of funding Applicants should allocate to address these activities.

**Response: USAID/Iraq is unable to elaborate more about the APS at this time. See other responses regarding the APS. USAID/Iraq envisions that the support will be limited to those organizations that via a needs assessment, display a need for institutional capacity building specifically for financial management and administrative skills building. At this time, USAID projects approximately 10 grantees per year though this is subject to change.**

69. Page 16, Section IV.A, mentions “CSO-run income generating activities;” please confirm that local laws permit CSOs (and NGOs) to engage in income-generating activities.

**Response: Please see the Iraqi Law on Non-governmental organizations, Chapter 4 [Financial Provisions] Article 13 which refers to NGO resources, including ‘revenues from activities and projects.’**

70. Page 51, Section 4, requests that both “Past Performance References” and “Resumes for Key Personnel” be included as Annex IV; please clarify which documents are requested for inclusion as Annex IV.

**Response: Please see previous questions and answers on this same topic.**

71. As an International Organization with Headquarters in Geneva, Switzerland, and with a country Mission to Iraq based on the Status Agreement with the Government of Iraq, does our Organization qualify as an Iraqi organization (Iraqi partner) or not.

**Response: No, you are not eligible as an Iraqi Organization.**

72. Will USAID consider/fund only one proposal covering 5 components? Or will it fund more than one project with more limited thematic coverage?

**Response: No, we will only consider applications covering all 5 components.**

72. Please confirm that this RFA does not imply the co-funding obligation from the applicants/consortium partners.

**Response: co funding obligation or cost sharing is not required from the applicants but is encouraged.**

**Any further questions regarding this Civil Society RFA-267-12-000001 shall be requested and addressed during the pre-conference scheduled on April 17, 2012, after which a follow up amendment 2 will be issued and posted in fbo.gov.**

Sincerely,

A handwritten signature in black ink, appearing to read 'J.J. Kryschal', written over a horizontal line.

J.J. Kryschal  
Supervisory Agreement Officer

## **ATTACHMENT**

### **List of Local NGOs Partnering with CAPIII Implementers in Marla Program**

1. Bahajat Al-Foud  
Breeh Neighborhood, opposite to Al Noor private Hospital, Basra
2. Afkar Association for Development and Relief  
Hay Al-Andolus, Qa'im Center  
Al Qa'im
3. Al Muna Humanist Organization  
40<sup>th</sup> Street  
Fallujah
4. Iraq Human Rights Watch Society  
Al-Nakeeb  
Hay Al-Naher Street  
Karbala
5. Mawtini Organization for Youth Development  
Hay Al-Hakeem Al-Ullah  
Al-Qadissiyah
6. Iraqi Association of Securities Dealers (IASD)  
Karada, Z:9, House No. 18, M: 905  
Baghdad, Iraq
7. Iraq Health Aid Organization (IHAO)  
Karada-Abu Nawas Street, area# 901, Street # 43, building # 22, Floor # 8.  
Baghdad, Iraq
8. Haraa Humanitarian Organization (HHO)  
Baquba Al Jdida  
Neighborhood,  
Baquba District, Diyala
9. Al Murshed Center for Economic Development and Investment (AMC)  
Imam Qasem Neighborhood, Kirkuk City, Kirkuk
10. Amal Al-Watan Center for Development (AAW)  
Dawasa Kharj Neighborhood, Mosul City, Ninawa
11. Al Malwiya Relief Foundation for Development (ARFD)  
Al Fatemi Intersection, Samarra District, Salah ad Din