USAID | KENYA AND EAST AFRICA
FROM THE AMERICAN PEOPLE

NOTICE OF FUNDING OPPORTUNITY # RFA-615-17-000003
Kenya Feed the Future Livestock Market Systems Leader with Associates
QUESTIONS AND ANSWERS

Dear Applicants,

We thank you for submitting questions in response to the referenced Notice of Funding Opportunity (NOFO). We are providing our responses to the questions as follows. The response to each question is in blue font immediately following the question.

A revised NOFO incorporating some of the changes resulting from responses to questions is posted along with this document. Changes will be highlighted for ease of reference.

The following links are provided to solicitations recently posted that both tie into this award. Offers are encouraged to review these solicitations when preparing their applications as the activities are all linked:

1. https://www.grants.gov/web/grants/view-opportunity.html?oppId=294900: Crops and Dairy Market Systems Development Activity
2. https://www.fbo.gov/spg/AID/OM/KEN/SOL-615-17-000006/listing.html: Kenya Investment Mechanism (KIM)

Questions and Answers

1) PDF Page 6, Section B 1) Estimated Funding, states "Subject to the availability of funds, USAID intends to provide approximately $35 Million in total funding for the Livestock Market Systems. Approximately $15 Million of this funding will be resources from the USAID/KEA Mission dedicated to the Leader Award, $20 million for Associate Award #1 and $10 million for Associate Award #2."

   Question: The Offeror respectfully asks USAID/KEA to clarify that the total funding available is $45 million or the sum of the suggested Leader and two Associate Awards as referenced several times within the RFA.

   RESPONSE: We apologize for the error. The amount available for funding the three awards is $45 million. Additionally, further Associate Awards will have a maximum ceiling of $50 million in total.

2) PDF Page 6, Section B 4) Authorized Geographic Code, includes Code 937 for the LWA.

Question: The Offeror respectfully requests that Code 935 be allowed to enable a broader source of procurement of goods and services reflecting the vibrant private sector operating in Kenya.

RESPONSE: The type of funding dictates the geographic code used for this action. We are unable to accommodate this request.

3) PDF Page 14, Section D, Application and Submission Information, Part 18), states that "applications must be submitted electronically in MS Word and PDF versions."

   Question: Offeror respectfully requests USAID/KEA require only PDF format for initial technical and cost applications, except for allowing a submission of the summary and detailed budgets in Excel.

   RESPONSE: USAID respectfully cannot accommodate this request as it is easier for us to review and comment on Word documents. However, in the event of discrepancies between the Word version and the PDF version, the PDF version will govern.

4) PDF Page 14, Section D, Application and Submission Information, Part 18), states that "Technical applications are limited to 40 page maximum, including the cover page, the table of contents." Further, PDF Page 15 confirms that the Technical Application has a strict 40 page limit and defines the application contents to include the cover page and the Executive Summary.

   Question: Please confirm that the 40 page limit refers only to the Cover Page, the Table of Contents, the Executive Summary, and the three sections of the Technical Application and not to the Table of Contents, an acronym list nor section divider pages.

   RESPONSE: The Table of Contents, acronym list and section divider pages all count towards the page limitation.

5) PDF Page 15, Section D, Technical Application Instructions, (1) Application Content, Outline of Each Technical Application, provides an outline of the three sections which comprise the body of the technical application. The suggested outline flow of the numbered sections does not seem to follow the format in the narrative of bullet three above the outline.

   Question: Please clarify the proper order and contents required in the technical application.

   RESPONSE: The format provided on page 15 is a **suggested and preferred** format. Applicants are free to present their application as they see fit, as long as the requirements of the Notice of Funding Opportunity are all captured. To clarify, the suggested and preferred format for each application should be as follows:

   A. Technical Approach

      1. Technical Discussion
      2. Plan for the Effective Management (Leader only) and Use of Grants
      3. Illustrative First-Year Work Plan
      4. Draft M&E and Learning (MEL) Plan

B. Key Personnel, Staffing Plan, and Management Plan

1. Key Personnel
2. Staffing Plan
3. Management plan

C. Past Performance

6) PDF Page 16, Section D, Technical Application Instructions, (2)(a) Technical Approach, Technical Discussion Item #7, requires GIS mapping of communities and market systems networks and nodes. It is not clear from the RFA whether there is an existing USAID/KEA database into which the data should be uploaded or if the Awardee is expected to develop a stand-alone system.

   Question: Please confirm if USAID/KEA requires entry of the data into an existing USAID database system.

   RESPONSE: USAID/KEA has a GIS mapping system that could serve as the foundational database for Awardee GIS mapping of communities and market systems.

7) PDF Page 20, Section D, Technical Application Instructions. Part (2) Application Instructions, (b) Key Personnel and Staffing and Management Plan states "The Chief of Party (COP) (for each award) shall demonstrate a minimum of seven years of chief-of-party experience in managing large (at least $5 million), complex livestock and/or agricultural development programs with a private sector/market systems development and/or livelihoods focus, preferably within an African context." The Offeror suggests that the skills required in managing complex donor projects are similar to the skills required to manage complex country programs and/or regional programs that include oversight of multiple COPs.

   Question: The Offeror respectively requests USAID/KEA consider expanding the experience to include broader complex managerial experience to include donor projects, regional programs, country programs.

   RESPONSE: USAID agrees with this, and the RFA has been updated accordingly.

8) PDF Page 21, Section D, Technical Application Instructions, (b)(1) Key Personnel and Staffing Plan, requires information be provided on "and (3) the selection process for engaging local Kenyan entities as sub-awardees and or partners." This information seems more appropriate for the Management Plan section of the technical approach.

   Question: The Offeror respectfully requests USAID/KEA allow this information in the Management Plan not the Key Personnel and Staffing Plan.

   RESPONSE: USAID agrees with this, and the RFA has been updated accordingly.

9) PDF Page 22, Technical Application Instructions Section, Part (2) Management Plan, requires that applications should include a "signed letter of commitment from all consortium partners."

   Question: Offeror respectfully requests USAID/KEA clarify in which annex these letters of commitment should be included.

   RESPONSE: This has been clarified – please see the updated version of the NOFO included with these questions and answers.

10) PDF Page 22, Technical Application Instructions, Section, Part (c) Past Performance, states "The Applicant must provide past performance references for itself and each major sub-implementing partner or grantee."

    Question: Offeror respectfully requests USAID/KEA establish a definition of a "major sub-implementing partner."

    RESPONSE: For the purposes of the past performance references, major sub-implementing partners are categorized as those that constitute 20% or more of the total proposed amount for each award.

11) PDF Page 24, Cost Application Instructions/Format, under Figure 1- RFA Illustrative Budget Template, adds Item 9, Overhead, G&A, and Sub-handling to the Total Direct Costs.

    Question: Offeror respectfully requests USAID /KEA consider the Total Direct Costs as the sum of Items 1 – 8, and to include Item 9 within a new Total Estimated Cost summary.

    RESPONSE: As indicated above the table, the table is an illustrative template. The RFA states "there is no required budget format for this RFA, but please ensure that your cost application is clear, and that all costs are supported."

12) PDF Page 32, Cost Application Instructions/Format, II. Cost Evaluation, Cost Sharing, confirms that leveraged non-USAID resources will be considered part of cost sharing. Since leveraged resources are not made part of the award value, may the two sources of cost sharing (cost share and leverage) be listed separately on the budget.

    Question: Please confirm that only actual cost share proposed will be added to the award budget.

    RESPONSE: USAID confirms this.

13) Page 12, Attachment 1; Page 5, Attachment 2; and Page 4 of Attachment 3, Sections E, Problem Statements, state, "Efforts to enhance women's empowerment in northern Kenya through access to economic opportunities and skills training need to be strengthened in order to impact on the Women's Empowerment in Agriculture Index (WEAI)." The WEAI is designed to measure empowerment in agriculture, particularly at the level of production.

Question: Does USAID intend for implementers to focus on specific WEAI domains or to work with implementers using variations of the WEAI (Pro-WEAI or A-WEAI) to expand beyond production level measurements of empowerment?

RESPONSE: USAID is not promoting any one of the domains of the WEAI over the others. However, USAID recognizes that measuring control over income, input in productive decision making, and time use are more challenging (and welcomes work to improve measurement and promote empowerment in these areas).

Implementers should be guided by the A-WEAI (the abbreviated, lower cost WEAI as per Table 1 below) and the Pro-WEAI (the WEAI adapted to the project level, including indicators relevant to nutrition sensitive agriculture) as appropriate/relevant to the Applicant's proposed activities.

Reference to Pro-WEAI: http://gaap.ifpri.info/resource/project-weai/

Reference to A-WEAI Table 1 http://www.ifpri.org/publication/instructional-guide-abbreviated-womens-empowerment-agriculture-index-weai

Instructional Guide on the Abbreviated Women's Empowerment in
Agriculture Index (A-WEAI), Hazel Malapit, Chiara Kovarik, Kathryn Sproule, Ruth Meinzen-Dick, Agnes Quisumbing 2 October 2015

Table 1: Comparison of Original WEAI and A-WEAI

Original WEAI (1.0, 1.1)		A-WEAI	
Domains	**Indicators**	**Domains**	**Indicators**
Production	Input in productive decisions Autonomy in production	Production	Input in productive decisions
Resources	Ownership of assets Purchase, sale, or transfer of assets Access to and decisions on credit	Resources	Ownership of assets Access to and decisions on credit
Income	Control over use of income	Income	Control over use of income
Leadership	Group membership Speaking in public	Leadership	Group membership
Time	Workload Leisure	Time	Workload

14) Page 15, Attachment 1; Page 7, Attachment 2; and Page 7 of Attachment 3, In the program descriptions for the Leader and both sub-awards, references are made to nutrition-sensitive commodities.

Question: Offeror respectfully requests that USAID/KEA clarify if you mean nutrient-rich commodities since all commodities can potentially be included nutrition-sensitive interventions.

RESPONSE: Yes, USAID/KEA does mean nutrient-rich as well as commodities, although nutrition-sensitive agriculture might also consider the income-generating potential of commodities to be able to purchase diverse foods.

15) Page 26, Attachment 1, Selected findings from the 2016 FTF Kenya Mid-term Evaluation, page 69, states under Recommendations, "A new guide[1] to assist IPs in selecting and designing evidence-based interventions…..should be used to help focus FTF resources on achieving gender integration." The word "guide" is hyperlinked in the solicitation, and unfortunately the link appears broken although identifies the guide as the Intervention Guide to the Women's Empowerment Index.

    Question: The Offer respectfully requests that the proper link be provided and/or that the reference be provided.

    RESPONSE: Apologies for the inconvenience. The updated link is as follows: http://www.acdivoca.org/wp-content/uploads/2016/08/WEAI-Intervention_Guide_Final-8.2016.pdf

16) Page 7, Attachment 2, Program Description for Associate Award 1, Development Hypothesis: states "If USAID effectively and efficiently supports a multifaceted strategy – focused on: (1) expanded and viable economic opportunities; (2) strengthened formal and informal institutions, systems, and governance; and (3) improved human capital…." However, the Illustrative Results Framework, Figure 3, Page 10, includes as the third objective "Collaborative action and learning for community empowerment".

    Question: Could USAID please confirm that the development hypothesis as stated on page 7 is correct, and that the results framework on page 10 is correct. If correct, please provide a rationale for considering human capital a key condition of the development hypothesis, while not including it in the results framework.

    RESPONSE: The development hypothesis is correct. Award #2 is focused on "improved human capital." Thus Award #1 must collaborate effectively with Award #2 to ensure improved human capital.

17) Page 18, Attachment 2, Objective 2: Improved human capital, One of the Illustrative Outcomes is "Decreased prevalence of acute malnutrition (wasting) among children under 5 controlling for season and drought intensity."

    Question: Offeror respectfully asks if reduction in wasting is a priority project outcome.

    RESPONSE: Yes, reductions in wasting is a priority and can be a direct outcome of the activity and/or as a result of collaboration with other activities/projects engaged in addressing malnutrition and stunting.

18) Please can you clarify whether the Mexico City policy applies to this RFA? And if so, to which of the three awards, if not all? If it applies to all awards, to clarify, if we were to act as a sub-grantee to another organisation, and our sub-award did not include any focus on nutrition or health, would it still need to be flowed down to us?

RESPONSE: This award does not deal with family planning related activities, therefore the Mexico City Policy is not applicable.

19) On page 9 of the RFA, Section D, Item 3 (c) requires one application that covers the Leader and both Associate Awards. Page 15, under "Technical Application Instructions" requires three technical applications. Page 29, section I. "Technical Evaluation" states, "Applicants will submit three applications (for the Leader, Associate Award #1, and Associate Award #2). Each application will be evaluated separately." Would USAID please confirm that Applicants are to submit three separate applications? Would USAID also please confirm the same procedure for cost applications.

RESPONSE: Please submit three separate technical applications and three separate cost applications.

20) Section D, item (18) on RFA page 14 states that applications must be submitted electronically in MS Word and .pdf (Adobe Acrobat).

- Would USAID please confirm that only the budget narrative portion of the Cost Application should be submitted in MS Word?
- Would USAID please confirm that the Technical Application may be submitted as a PDF to reduce file sizes, and that only the apparent awardee should submit the MS Word version?

RESPONSE: The budget narrative may be submitted in both Word and PDF (within the size limits), but preference is Word only. Regarding the technical application, please see the response to Question 3.

21) On Page 30 of the Program Description for the Leader Award (RFA Attachment #1) states, "A Grant Facility is anticipated to support all activities carried out under this LWA, and Associate Awards #1 and #2. The total grant funds provided for Associate Awards 1 and 2 will be up to $8 million." Would USAID please clarify whether Applicants should set money aside from the $15 million Leader Award budget for grants for future Associate Awards, or will these appear as additional funding in future Associate Awards to be managed under, and added to, the Leader Award?

RESPONSE: Grant funds for future Associate Awards to be managed under the Leader Award will be added to the budget at a future point (i.e., will not come from the $15 million Leader Award Budget).

22) Would USAID please provide a Local Compensation Plan, so Applicants can budget local personnel within the allowed ranges?

RESPONSE: The local compensation plan (LCP) is considered sensitive but unclassified information, so while we cannot share it, we will provide you with the range of salaries in the Kenya LCP as follows:

Lowest FSN-3: KES 787,218 per year (base salary)
Highest FSN-13: KES 12,809,600 per year (base salary)

23) On RFA page 20 under the Technical Application Instructions, Section (b) "Key Personnel, Staffing, and Management Plan" states that the COPs for each Associate Award require 7 years-experience as a COP in managing complex livestock and/or agriculture development programs with private sector/market systems development and/or livelihoods focus. However, AA #2 does not have a livestock, agriculture livelihoods, or markets component. Instead AA #2 is focused on "strengthening informal and inclusive governance structures in order to increase equitable access to the natural resource base" and on contributing "to human capital development through strengthening literacy, numeracy, and life skills". Accordingly, could USAID please clarify if both AA COP personnel requirements remain identical under the Technical Application?

    RESPONSE: Thank you for pointing this out. The updated requirements are reflected in the RFA.

24) On RFA page 23 under the Technical Application Instructions, item (3) "Required Annexes" requires an Organizational Chart that defines communication; reporting structures; supervisory responsibility, authority, and accountability for all staff along with bullets to describe job functions and roles of the staff, "not to exceed three pages in length". Would USAID please confirm that a one-page organizational chart along with a two-page table describing roles, responsibilities, communication, and other requirements for each application (Leader Award and both Associate Awards) will satisfy this requirement (i.e. 3 pages each for the Leader Award and both Associate Awards)?

    RESPONSE: Yes, a one-page organizational chart along with a two-page table describing roles, responsibilities, communication, and other requirements for each application (Leader Award and both Associate Awards) will satisfy this requirement (i.e. 3 pages each for the Leader Award and both Associate Awards) will satisfy this requirement.

25) RFA pages 22 and 23 of the Technical Application Instructions describe the requirements for past performance references to be included in an annex:

    a) Please clarify how USAID is using the term "consortium" on page 23.
    b) Would USAID please confirm that all sub-awardees on an application team may submit up to three PPRs for each application (Leader and both Associate Awards)?
    c) Page 22 requires references for similar programs implemented during the past five years and page 23 requires references for similar programs completed during the past three years. Would USAID please confirm that Applicants should submit references for programs completed during the past three years?
    d) Would USAID please clarify that the "Past Performance" and "Past Experience" are the same requirement and that Applicants should include a table with three references from similar programs implemented during the past three years as an annex to meet this requirement?

RESPONSE

a) For the purposes of this NOFO, the term consortium refers to a prime and any proposed subrecipients.

b) Only sub-awardees receiving more than 20% of the budget should submit PPRs. For those, please submit three PPRs.

c) USAID/KEA confirms that applicants should submit references for programs completed during the past three years.

d) Past experience refers to "what" a partner has done in the past, and past performance refers to "how well" a partner performed in the past. For past experience, USAID uses primarily the references provided, and for past experience, USAID uses primarily the Past Performance Information Retrieval System (PPIRS) – www.ppirs.gov. This has been clarified throughout the RFA document.

26) On RFA page 29, Section E.I "Technical Evaluation" provides scoring information. Please confirm that, while USAID will score the Leader and both Associate Award applications individually, the highest scorer for all three applications combined will receive the award.

RESPONSE: Please note that the decision on award will depend on a number of factors, including cost. Therefore, it is not necessarily the case that award will be made to the applicant with the highest technical score.

27) On RFA page 29, Section E.I Technical Evaluation, item (b) "Personnel, Staffing, and Management Plan" includes a criterion for institutional capacity. Please confirm that institutional capacity will only be scored under item (c) "Institutional Capacity & Past Performance".

RESPONSE: That is correct, and the RFA has been updated to reflect this.

28) RFA Page 18 includes requirements for a Draft MEL Plan that should include monitoring and custom indicators along with FTF and Resilience indicators to be selected with the AOR during the development of Year 1 Work Plan.

- Does USAID require Applicants to propose targets for each indicator? If so, would USAID kindly provide the total number of beneficiaries the program should reach (preferably for each sub-objective)?

  RESPONSE: Targets will be set in consultation with the AOR during the initial work planning phase when the MEL plan will be finalized.

29) On page 22 of the RFA, item (2) "Management Plan", USAID requires signed letters of commitment from all consortium partners. Would USAID please confirm that letters of commitment from all

partners can be submitted as an annex to each technical application and that this annex is not counted towards the page limitation?

Please see response to Question 9.

30) RFA page 23 item (g) requires an Environmental Compliance Plan annex.

- Would USAID please confirm that an Environmental Compliance Plan should be submitted only by the successful Applicant after award and should not be part of the initial application, given that the IEE has been completed and EMMPs and ERFs are traditionally submitted post-award for specific activities and subrecipients?
- If not, would USAID please clarify the requirements for the Environmental Compliance Plan annex and provide a copy of the IEE mentioned on page 39 of the RFA (Section H)?

RESPONSE: USAID confirms that an Environmental Compliance Plan should be submitted only by the successful Applicant after award and should not be part of the initial application.

The IEE is also now attached for information.

31) On pages 18-19 of Attachment #1 Program Description for Leader Award, an Associate Award #3 is mentioned. Would USAID please clarify that Applicants are not required to discuss or reference plans for shock-responsive programming under the LWA application given that the requirements for this will be included in subsequent Associate Award solicitations?

RESPONSE: USAID confirms that Applicants are not required to discuss or reference plans for shock-responsive programming.

32) Page 3 of the Program Description for the Leader Award includes requirements for the awardee to support and coordinate with PREG. Would USAID please provide the expectations of the USAID Mission in terms of the Mission's involvement in PREG meetings and coordination efforts?

RESPONSE: In line with ADS 201 requirements to build in collaboration, learning and adaptation, the expectation is CLA implementation and documentation facilitated across the different stakeholders including the mission.

USAID/KEA chairs PREG meetings and oversees coordination.

33) The RFA mentions Yes Youth Can (YYC) under the Attachment #2 Program Description for Associate Award #1 on page 19. Would USAID please clarify the YYC activities that USAID considers most successful and that should be built-on under the LWA?

RESPONSE: Applicants should build on the experience of YYC activities that have focused on empowering youth to expand and diversify their economic opportunities.

34) Livelihood diversification in pastoral areas is defined as "non-pastoral income-earning activity, whether in rural or urban areas" on page 14 (Attachment #2 Program Description for AA #1).

- Would USAID please clarify if these activities can also be defined as "step out" or "move out" activities, as discussed on page 6 under the Theory of Change?
- Would USAID please confirm that the references to commercial fodder production and small-scale poultry under sub-objective 1.2 should be included under sub-objective 1.1?

RESPONSE:

- Non-pastoral income-earning activities are considered step out if they are part of a household diversification strategy. They are considered move out, if the individual or household leaves pastoralism altogether.
- Sub-objective 1.1 refers to the livestock market system. Fodder production is an important element of this system. Sub-objective 1.2 refers to diverse livelihoods. Poultry production belongs under this sub-objective 1.2

35) Page 2 of the Program Description for Associate Award # 2 includes a footnote, "insert data on costs". Would USAID please provide this data?

RESPONSE: USAID has removed the citation.

36) Page 23 of the Program Description for the Leader Award, Attachment 1, includes selected findings from the 2016 FTF Kenya Mid-Term Evaluation. Would USAID please direct Applicants to a full copy of the 2016 FTF Kenya Mid-Term Evaluation?

RESPONSE: USAID/KEA will not release the full report. However, the key findings were included in the RFA.

Cost Questions:

37) The RFA cover page states, "The estimated life-of-project maximum ordering ceiling for the Kenya Feed the Future Livestock Market Systems Leader with Associates, hereafter referred to as the Livestock Market Systems (LMS) project, is $95 million for the five-year period beginning not later than September 30, 2017, of which the Leader Award will be up to $15 million, Associate Award Number One (1) will be up to $20 million , Associate Award Number Two (2) will not exceed $10 million and the cumulative amount of any future Associate Awards issued during those five years will not exceed $35 million."

The first paragraph of RFA Section B on page 6 states, "Subject to the availability of funds, USAID intends to provide approximately $35 Million in total funding for the Livestock Market Systems. Approximately $15 Million of this funding will be resources from the USAID/KEA Mission dedicated to the Leader Award, $20 million for Associate Award #1 and $10 million for Associate Award #2. The maximum ordering ceiling for this activity is $95 million."

Would USAID please confirm the anticipated life-of-project maximum ordering ceiling, as well as the maximum estimated dollar amount for the Leader Award, Associate Award One (1), and Associate Award Two (2)?

RESPONSE: Please see response to Question 1.

38) On RFA page 25, the "Cost Application Instructions/Format" section provides a list of elements to be included in the budget. Would USAID please clarify whether the bullets are required to be a part of the applicant's budget, or if these bullets can be addressed sufficiently in the budget narrative?

RESPONSE: These elements may be included as part of the budget or the budget narrative as the Applicant sees fit, as long as the information is presented logically, and in a manner that is easy to review.

39) Page 25 of the RFA within the Cost Application Instructions/Format section states, "Applicants should estimate the amount of cost-sharing resources to be mobilized over the life of the agreement and specify the sources of such resources, and the basis of calculation in the budget narrative. Applicants should also provide a breakdown of the cost share (financial and in-kind contributions) of all organizations involved in implementing the resulting Cooperative Agreement."

Would USAID please confirm that during implementation, the agreed cost-share commitment will be included in the Leader Award, and that the cost share contributions from Associate Awards will contribute to the overall Leader Award cost share.

RESPONSE: Cost share for each individual award will count towards the cost share for only that particular award.

40) Page Number: 1

Relevant RFA Language: Closing Date for Submission of Applications: July 17, 2017

Question: Given the effort of preparing and submitting three full technical and cost proposals, would USAID consider extending the due date to Friday, July 28, 2017, especially considering that the July 4th holiday falls during the middle of the current preparation timeline?

RESPONSE: Unfortunately, USAID cannot accommodate this request. The closing date for submission of applications remains July 17, 2017.

41) Page Number: 1

Relevant RFA Language: USAID anticipates making one Leader Award

Page Number: 6

Relevant RFA Language: USAID may make one or more award(s) without discussions to responsible applicant(s) whose application(s) offer the greatest value to the U.S. Government.

Question: Could USAID clarify whether awards to one or more applicants are anticipated?

RESPONSE: USAID will make awards to only one applicant. This language refers to USAID's right to make either the Leader award only, and/or the two associate awards.

42) Page Number: 1

Relevant RFA Language: The estimated life-of-project maximum ordering ceiling for the Kenya Feed the Future Livestock Market Systems Leader with Associates, hereafter referred to as the Livestock Market Systems (LMS) project, is $95 million for the five-year period beginning not later than September 30, 2017, of which the Leader Award will be up to $15 million, Associate Award Number One (1) will be up to $20 million , Associate Award Number Two (2) will not exceed $10 million and the cumulative amount of any future Associate Awards issued during those five years will not exceed $35 million.

Question: The values listed for the individual awards ($15M + $20M + $10M + $35M) sum up to $85 million, not $95 million. Are additional funds available for the Leader Award, Associate Award Number One, and/or Associate Award Number Two as part of this proposal?

RESPONSE: Please see response to Question 1

43) Page Number: 15

Relevant RFA Language: Outline of Each Technical Application – A. Technical Approach

Question: Please confirm that the first section of the Technical Approach should be 1. Theory of Change, followed by 2. Technical Discussion.

RESPONSE: The Technical Discussion includes a discussion of the Theory of Change.

44) Page Number: 20

Relevant RFA Language: The Chief of Party (COP) (for each award) shall have the following skills and experience: Demonstrated expertise and a minimum of seven years of chief-of-party experience in managing large (at least $5 million), complex livestock and/or agricultural development programs with a private sector/market systems development and/or livelihoods focus, preferably within an African context

Question a: The COP requirements as currently written significantly limit the pool of eligible candidates. Furthermore, each applicant must propose three COP candidates that possess these qualifications. To ensure that USAID receives maximum competition for this opportunity, would USAID allow candidates' time as Team Leader and Country Director to also count towards the seven years of COP experience?

Question b: To further increase the pool of candidates, especially Kenyan candidates, would USAID consider revising the requirement to be five years of COP, Team Leader, or Country Director experience?

RESPONSE:

a) USAID has no objection to this request.
b) USAID agrees to this request, and the RFA has been updated accordingly.

45) Page Number: 20

Relevant RFA Language: As noted above, the Applicant should…(3) describe the duties for each of the nominated key positions as well as the minimum qualifications for each position.

Question: May applicants include the duties and minimum qualifications for each nominated key position as a job description in the CVs annex?

RESPONSE: USAID has no objection to this request

46) Page Number: 20-21

Relevant RFA Language: (1) Key Personnel & Staffing Plan…The Applicant shall describe the proposed staffing plan for implementing each Program Description - and demonstrate how the entire team - together - meet the technical requirements laid out in the RFA and under each Award's objectives and sub-objectives. As part of the staffing plan, Applicants should identify the position titles as well as provide an organization chart. Long-term staff with previous regional and Kenyan experience is an added advantage. As part of the staffing plan, the Applicant should provide a supporting narrative that includes (1) all long-term staff positions, their duties, and their respective levels of effort, (2) the roles and/or duties of short-term technical staff and their proposed level of effort…

Page Number: 21

Relevant RFA Language: (2) Management Plan…c) Appropriateness of positions and staffing including key personnel

Question: Could USAID confirm that all information regarding staffing, including appropriateness of staffing should be addressed under (1) Key Personnel & Staffing Plan only?

RESPONSE: This is confirmed. Part (c) of Management Plan has been removed in the updated version of the RFA

47) Page Number: 21

Relevant RFA Language: (1) Key Personnel & Staffing Plan…(3) the selection process for engaging local Kenyan entities as sub-awardees and or partners.

Question: The process for selecting and engaging local entities is a management issue, not a staffing issues *[sic]*. May offerors address this requirement under (2) Management Plan (and not under (1) Key Personnel & Staffing Plan)?

RESPONSE: USAID has no issue with this request.

48) Page Number: 22

Relevant RFA Language: Applications should include a signed letter of commitment from all consortium partners.

Question: May applicants include signed letters of commitment as an additional annex that doesn't count against the 40-page limit?

Please see the response to Question 9.

49) Page Number: 22

Relevant RFA Language: The Applicant must provide past performance references for itself and each major sub-implementing partner or grantee.

Page Number: 23
Relevant RFA Language: If the Applicant is a consortium, provide information on past experience for all identified partners.

Question: Can USAID confirm that applicants should only submit past performance information for the prime implementer and major sub-implementing partners?

RESPONSE: This is confirmed.

50) Page Number: 22

Relevant RFA Language: Evidence of a successful record of implementing similar programs. Applicants should describe U.S. Governmental and/or privately funded contracts, grants, cooperative agreements, and others involving similar or related programs received by your organization during the five years before the application, providing further details in Past Performance References in an Annex.

Page Number: 23

Relevant RFA Language: The Applicant should present up to three contracts, grants, or cooperative agreements, not necessarily with USAID, in which the primary Applicant has implemented similar or related programs during the past three years.

Question: Please confirm that Applicants may include contracts, grants, or cooperative agreements that have been implemented within the past five years in the Past Performance annex.

RESPONSE: Applicants may include the three most recent relevant awards. USAID may at its discretion not consider past performance information that is older than three years.

51) Page Number: 24

Relevant RFA Language: Cost Application Instructions/Format

Question: To ensure consistency in pricing across applications, could USAID provide the Local Compensation Plan for Kenya?

Please see the response to Question 22.

52) Page Number: 24

Relevant RFA Language: Cost Application Instructions/Format

Question: To ensure consistency in pricing across applications, could USAID provide a conversion rate between the Kenyan shilling and the US dollar?

RESPONSE: USAID recommends using US$ 1 – KES 103.6.

53) Page Number: 29

Question: Institutional capacity is listed under (b) Personnel, Staffing & Management Plan, and as part of (c) Institutional Capacity & Past Performance. Are we correct that institutional capacity will only be evaluated under factor (c)?

See response to Question 27.

54) Page Number: 41

Relevant RFA Language: Attachment 4 – IEE

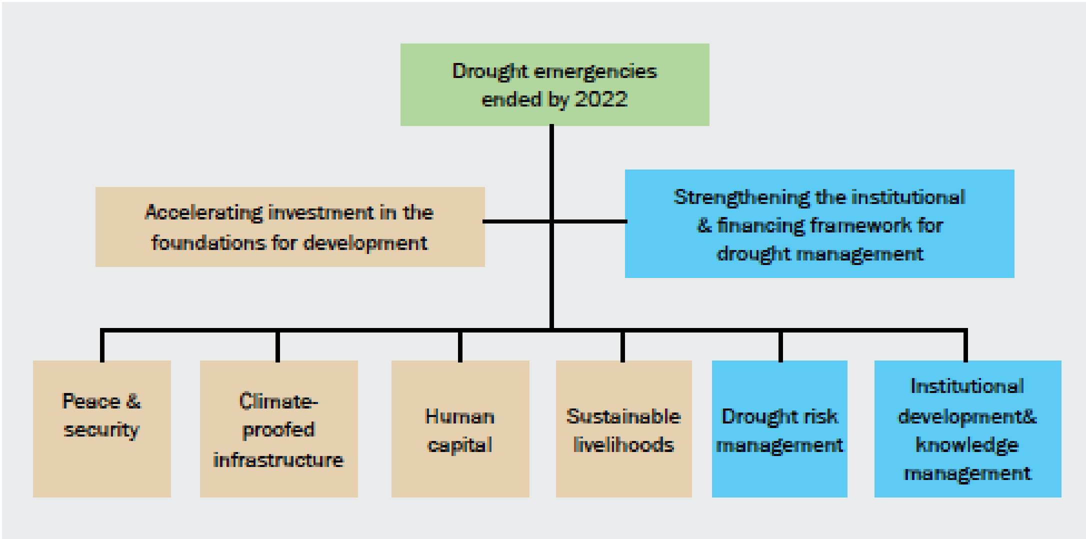
Question: Section I indicates that the IEE is included as an Attachment to the RFA. However, it doesn't appear to have been included in the solicitation package. Could USAID provide the IEE for this program?

RESPONSE: The attachment has been provided in the amended version of the RFA– we apologize for the oversight.

55) Page Number: Leader Award, page 7

Question: Could USAID please provide the full image of Figure 3?

RESPONSE: Please excuse the error – the figure is attached below:



56) Does USAID have a threshold for defining a "major subawardees" for this application?

See response to Question 20.

a. Are any specific cost inputs, such as certifications, required for proposed major subawardees?

RESPONSE: There are no additional cost inputs other than those indicated in the RFA.

57) Could USAID please clarify if it requires overarching SF 424 series forms for the Leader and two Associate Awards, or does USAID require individual forms for each cost proposal?

RESPONSE: Please submit individual forms for each application.

58) The RFA seems to imply that seed grants and should be used for Associate Award #1 and that matching grants should be used for Associate Award #2. Is this what USAID intended or is the applicant free to use either type of grant for both associate awards?

RESPONSE: Seed grants are mentioned in AA#2 and matching grants in AA#1. Either matching or seed grants can be used in either, depending on the need and appropriateness.

59) The "Program Description" for the leader award under Attachment 1, provides an overall results framework for the LWA program, but does not indicate specific sub-objectives that should be achieved by the Leader Award. Should applicants assume that overall Objectives 1, 2, and 3 will be addressed by Associate Awards, whereas Objective 4 will be the primary focus of the Leader Award?

RESPONSE: The Leader Award is responsible for leading the effort focused Objective 4: collective action and learning regarding objectives 1, 2 and 3. The Leader will contribute to Objectives 1, 2 and 3 through effective and collaborative learning to inform adaptations to interventions. The responsibilities of the Leader are detailed on pages 17-20 of attachment #1 and in Annexes 2 and 3.

60) Could UDAID please confirm that the reference to providing a self-certification for compliance for "other administrative documentation" under the cost application is not required? It is our understanding that this is no longer in practice and the current ADS 303 does not reference this.

RESPONSE: That is correct, and has been clarified in the updated RFA.

61) Does USAID have a preferred font type and font size that should be used for the application?

RESPONSE: USAID does not have a preferred font type/size, **but the applications must be legible**.

62) Can graphics, tables, and charts have fonts that are smaller than the technical text font size?

RESPONSE: Yes, as long as the graphics, tables, and charts are legible.

63) Section b.1, under the "Technical Application" heading, indicated that the leader award's key staff should consist of a Chief of Party, Grants Manager, and up to three others selected by applicant. However, under that same section, it is stated that, "As noted above, the Applicant should: (1) propose a minimum of two and no more than four additional key positions for each Award as part of their proposal". Could USAID please confirm that the leader award should only have a maximum of five staff, which includes the Chief of Party and the Grants Manager?

RESPONSE: This has been clarified in the updated RFA. A maximum of five key personnel per award is permitted.

64) Does USAID desire applicants to present one annex for all three awards (one application) or does USAID wish to have three separate annex sections, one for each award?

RESPONSE: Please include separate annex sections for each award.

65) Under Section C "Past Performance" the RFA states, "…should include in the Annexes a list of relevant contracts, grants, task orders, etc. implemented by the applicant". Does USAID intend to ask for all awards of the prime applicant, or does USAID have parameters in mind for this annex i.e. "only in Kenya" or "implemented within the last three years"?

Please see response to Question 50.

66) Under Section 3 "Required Annexes" sub-section (e) "Past Performance", could USAID please clarify whether it is acceptable to provide past performance information (up to three recent projects each) for the prime applicant and each major partner?

RESPONSE: Yes, this is acceptable.

67) Does USAID have a preferred template for past performance references that it would like applicants to use? If so, could USAID please provide this to applicants?

RESPONSE: There is no preferred format, as long as all the requested information is provided. We also request that the applicant check that e-mail information provided for each reference is up to date as far as possible.

68) Should applicants include a one-page past experience table for only for the primary applicant, for the primary applicant and major partners, or separate one-page past experience tables for the primary applicant and each partner?

RESPONSE: Please present this as you see fit, as long as it is logical and easy to follow.

69) Could USAID please clarify if it would like copies of certificates of program completion for only those past performance references which the applicant submits that have ended, or if USAID wishes to have certificates of program completion for all programs implemented by the applicant that have ended?

RESPONSE: Please provide certificates for only those which the applicant has submitted references.

70) Does USAID have a preferred table or template for the Start Up Plan? If so, could USAID please provide this to applicants?

RESPONSE: No preferred format

71) Since the number of documents and the size of files will be quite considerable for this application, could USAID please provide applicants with submission guidelines?

RESPONSE: USAID assumes this question relates to the size of the e-mails to be transmitted. While we have no specific requirements, we do recommend that individual e-mails do not exceed 15MB per e-mail. We highly recommend that large e-mails be sent as far before the deadline as possible to ensure receipt by USAID's servers. USAID will confirm receipt of each individual e-mail, and all respective attachments.

72) Could USAID please clarify the schedule of the ordering ceiling for the LMP project? The cover page of the RFA states that the ordering ceiling is $95 million, with a Leader award at up to $15 million, Associate Award 1 at up to $20 million, Associate Award 2 at $10 million, and a cumulative amount of future Associate Awards at up to $35 million, which does not add up to $95 million.

Please see response to Question 1.

73) As we are working with our consortium to develop our plans for preparing and submitting an application for the subject referenced Kenya Feed the Future Livestock Market Systems LWA solicitation, we are concerned about the time available. Given the complexity of the writing tasks under this proposal and that it is essentially the writing of three interrelated proposals, we kindly request a two-week extension.

RESPONSE: We are unfortunately unable to accommodate this request. The end date of the RFA remains the same.

74) On behalf of non-profit organizations in Nairobi, Kenya, we are researching grants that offers funding assistance for their livestock market. I've noticed within Section C in viewing different grants from your agency, it requires cost-sharing.

    Is there an exception or substitution to that requirement considering most non-profits are not in the position to share cost for the contribution?

    RESPONSE: Please note that there is no **requirement** to cost-share. The language in the RFA *encourages* cost-share, but does not make it mandatory.

[END OF DOCUMENT]