



USAID | SOMALIA

FROM THE AMERICAN PEOPLE

Subject: Notice of Funding Opportunity Number 72064923RFA00001 --- People-Centered Governance (PCG) Activity --- Amendment 1 --- Questions and Answers

1. We saw in Annex 2.a. you have asked for an organizational chart. Annex 3.a. asks for an organogram. We thought these are the same thing or very similar? Can you let us know how to properly differentiate?
RESPONSE: USAID has removed Annex 3.a as a requirement in the Technical Application.
2. "Is there a reason that the technical section of the application does not ask us to describe the opportunity modules as we only saw the request for explanation in the management plan? -The technical application asks for the approach / programming in general. We understood this to mean the ""core"" program (up to \$25mil.) Is there a reason that the technical section of the application does not ask us to describe the opportunity modules as we only saw the request for explanation in the management plan?"
RESPONSE: The opportunity modules will fund geographic or scale expansion of programming within the scope of the award. Thus, applicants do not need to address the opportunity modules in their Technical Approach. USAID will evaluate the proposed management approach to execute opportunity modules.
3. Does USAID have a preference with regard to where key personnel are located, i.e. Mogadishu versus Nairobi, given USAID's footprint in both?
RESPONSE: USAID does not have a preference with regard to where key personnel are located. The cost proposal must include all costs related to the Applicant's choice, including travel and tax expenses.
4. Could USAID provide more information on the differences to be reflected between Annex 2.a (organizational chart that includes lines of supervision between project staff and partners) and Annex 3 (organogram showing the staffing structure and identifying formal relationships with all project staff, partners and significant sub-awardees)? It is our understanding that Annex 2.a is about the relationship between the primary recipient and sub-recipients and/or contractors, whereas Annex 3.a should contain more detailed illustrations of the staffing structure, but also show relationships illustrated in 2a. Could USAID confirm this is a correct interpretation?
RESPONSE: USAID has removed Annex 3.a as a requirement in the Technical Application.
5. This section stipulates that the Applicant must complete and submit a signed copy of the "Certifications, Assurances, Representations, and Other Statements of the Recipient" document and a certificate of compliance together with their full application. Considering the applicant is a Public International Organization – and the applicable ADS is 308 as opposed to 303 – would the latter need to sign the above-mentioned documents?
RESPONSE: PIOs may submit applications following the competition and eligibility requirements established in the NOFO. If the apparently successful applicant is a PIO, the agreement will follow the policies and procedures outlined in ADS 308.
6. As a Public International Organization, we do not typically enter into legally binding exclusivity agreements with potential partners (especially local NGO / CSO partners). However, based on past experience, we do intend to engage several such organizations should we be successful. Will we be disadvantaged by not



USAID | SOMALIA

FROM THE AMERICAN PEOPLE

providing concrete partners in the proposal, but rather provide a roster of organizations we intend to work with if awarded.

RESPONSE: USAID does not require exclusivity agreements with potential partners and will not consider exclusivity agreements in the merit review.

7. Instead of having a NICRA, applicant calculates an administrative fee/overhead charge of 7%. As per Resolution 1265, the Organization Council, which includes the USG as a member state, authorizes to charge a 7% overhead. The 7% overhead enables programs to be properly implemented through centralized administrative functions at our organization's Headquarters and other administrative centers. As a member state of our Public International Organization, the government of the United States voted to approve the 7% overhead rate at the 103rd session of the Council. The 7% overhead applies to all operational projects implemented worldwide including those funded by the USG. Excerpt of Resolution 1265. Should applicant propose this method or is it necessary to align with one of the four methods cited for indirect costs?

RESPONSE: PIOs may submit applications following the competition and eligibility requirements established in the NOFO. If the apparently successful applicant is a PIO, the agreement will follow the policies and procedures outlined in ADS 308.

8. (Page 15, Section A: Results to be Achieved) The NOFO states, "Interventions under sub-IR 2.2 will support district councils in better responding to the needs and priorities identified through community consultations and planning processes. PCG will provide a limited amount of grants and fund small-scale infrastructure construction projects prioritized by the community to generate quick wins and increase citizen confidence in the state." Could USAID please confirm that the project would only be responsible for construction activities should USAID invoke an opportunity module?

RESPONSE: USAID expects the applicant to undertake construction activities in the core program and each opportunity module.

9. (Page 27, Section D: Application and Submission Information, Technical Application Format): The NOFO states, "Describe the scope, scale, and sequencing of proposed interventions over the life of the activity. Provide a clear indication of the estimated geographic coverage (# of districts) that will be feasible to reach given resources available under the 'core program' (excluding the opportunity modules)." On Page 9, P Section A, Program Description, Technical Approach, the NOFO states, "USAID anticipates working with all districts that have undertaken DCF in southern Somalia. This includes Afmadow, Bardaale, Barawe, Dinsoor, Hudur, Wajid, and Warksheikh." Could USAID please confirm whether PCGA will be required to work in all listed districts or can the Prime Applicant and consortium propose the number of districts and geographic scope of programming?

RESPONSE: The Activity, with substantial involvement from USAID, will select target districts during implementation through the annual work planning process. Applicants do not need to propose specific target districts. The NOFO requires applicants to 'propose a clear indication of the estimated geographic coverage (# of districts) that will be feasible to reach given resources available under the core program.'



USAID | SOMALIA
FROM THE AMERICAN PEOPLE

10. (Page 12, Section A: Program Description, Results to be Achieved): The NOFO states, “Applicants will propose contextually appropriate, evidence-based and sequenced interventions and accompanying performance indicators that measure progress in achieving the Intermediate and sub-Intermediate Results listed below.” Could USAID please confirm that applicants do not need to submit a preliminary AMELP Plan?

RESPONSE: Applicants do not need to submit a preliminary AMELP plan. Applicants are required to submit a log frame (Annex 1.b).

11. (Page 54, Annexes: Annex 1: Summary Budget Template): The NOFO states that there is a \$3,000,000 plug figure for Construction and that each Opportunity Module includes a \$1,000,000 plug figure for Construction Activities. Could USAID please confirm that the total Construction costs for this project are \$3,000,000: \$1,000,000 for each Opportunity Module and none for the core budget?

RESPONSE: The \$3 million plug figure for construction applies to the Core Program. In addition, each opportunity module includes a \$1M plug figure for construction

12. (Page 30, Section D: Application and Submission Information. Required Certifications and Assurances): The NOFO states, “The applicant must complete the following documents and submit a signed copy with their application: (1) “Certifications, Assurances, Representations, and Other Statements of the Recipient” ADS 303mav document found at <https://www.usaid.gov/ads/policy/300/303mav>.” Could USAID please confirm that Certifications and Assurances are only required by the Prime Applicant?

RESPONSE: The NOFO only requires Certifications and Assurances by the Prime Applicant.

13. Can USAID share the CRM assessment performed and rated for this Activity?

RESPONSE: USAID will share the CRM assessment with the apparently successful applicant.

14. Can USAID share the local compensation plan for Somalia?

RESPONSE: The local compensation plan for Somalia is under development. Until it receives final approval, the Kenya LCP applies. For the purposes of AIDAR 722.170 compliance, please use the following range for salary calculations:

General Positions	Grade	Salary Band as per LCP 2021 (KES)	
		Step 1	Step 13
GRADES 1 - 3: ENTRY AND LOWER-LEVEL CLERICAL AND MANUAL POSITIONS	1	572,091	1,033,863
	2	726,921	1,307,889
	3	913,055	1,616,111
GRADES 4 - 6: UPPER-LEVEL CLERICAL AND SUPERVISORY CLERICAL, JOURNEYMAN SKILLED MECHANIC, SUPERVISORY MANUAL	4	1,103,869	1,953,853
	5	12,224,131	2,081,027
	6	1,397,135	2,375,135
GRADES 7 - 9: TECHNICAL AND ADMINISTRATIVE MANAGEMENT	7	1,726,077	2,934,333
	8	2,152,002	3,658,410
	9	2,687,399	4,568,579
GRADES 10 - 12: PROFESSIONAL LEVEL	10	3,341,686	5,680,858
	11	4,792,523	8,147,267



USAID | SOMALIA
FROM THE AMERICAN PEOPLE

	12	6,834,442	11,618,566
EXCEPTIONAL GRADE 13: HIGH LEVEL PROFESSIONAL & MANAGERIAL	13	9,381,408	15,948,384

15. Will USAID permit a Fixed Price Contract to cover Security Costs under this Activity?

RESPONSE: Yes

16. What is the expected level of engagement/management structure for collaboration with existing programs in southern Somalia? (JPLG, TIS3, etc.).

RESPONSE: USAID anticipates collaboration between PCG and other donor-funded stabilization, governance, and durable solutions programs in southern Somalia, including JPLG, TIS3, and SSF III. USAID expects Applicants to budget reasonable staff time for meetings with other relevant donor-funded programs, participating in sector working groups, and coordination meetings.

17. On page 24 of the NOFO, USAID requests that applicants "Name [any] proposed sub-recipients or partnerships". Can USAID please provide clarification to differentiate "sub-recipients" and "partnerships"?

RESPONSE: USAID will remove references to partnerships from the NOFO.

18. On page 25 of the NOFO, USAID states size 10 font "can be used for graphs and charts". Can USAID please confirm size 10 font may also be used for text boxes and call out boxes?

RESPONSE: USAID has updated the font requirement in Section D.3 to state "10-point font can be used for graphs, charts, tables, text boxes, and callout boxes"

19. On page 25 of the NOFO, USAID requests submissions in "both Microsoft word and PDF formats" and in a later bullet says the application must be searchable and editable in "Word or PDF". Can USAID please clarify if applicants should submit both PDF and Word files or is a PDF copy sufficient?

RESPONSE: Section D.3. is updated to state: "The technical application must be in a searchable and editable Word and PDF format as appropriate."

20. Beginning on page 26, USAID describes the contents of the technical application. Will USAID allow applicants to submit a list of acronyms before the Executive Summary that is not included in the page count to assist reviewers?

RESPONSE: Applicants may submit an acronym list that does not count towards the Technical Application page limit. Section D.5 has been updated accordingly.

21. On page 29 of the NOFO, USAID describes the technical annexes to be included. Can USAID confirm that annexes are not a scored part of the application or otherwise clarify how they will be evaluated?

RESPONSE: USAID will review and evaluate applications per the Merit Review Criteria in the NOFO. The annexes will supplement the information provided in the respective Technical Application section. Annexes 1.a and 1.b contribute to the Technical Approach. Annexes 2.a and 2.b contribute to the Management Plan and Key Personnel Section. Section D.5.(iv) is updated to note this.



USAID | SOMALIA

FROM THE AMERICAN PEOPLE

22. On page 29, USAID requests that all “significant sub-awardees” be captured in the organogram. Can USAID please define a “significant sub-awardee”?

RESPONSE: USAID has removed Annex 3.a as a requirement in the Technical Application.

23. On page 29, the NOFO states that the 2-page organogram should show “all project staff”. Can USAID please confirm if it would be acceptable to demonstrate support staff in groups (eg “Logistical Support Staff”) in lieu of visually representing each driver, cleaner, assistant, etc?

RESPONSE: USAID has removed Annex 3.a as a requirement in the Technical Application. Applicants may group support staff (office admin, finance, operations, etc) together in the Organizational Chart (Annex 2.a).

24. On page 29, the Annex 2.a. and Annex 3.a. seem to be requesting the same information. Will USAID consider to eliminate Annex 3.a. as a requirement? If not, Can USAID please offer additional guidance on how the two annexes should contain different information?

RESPONSE: USAID has removed Annex 3.a as a requirement in the Technical Application.

25. Will USAID accept an 8-point font for the organogram requested in Annexes 2.a. and 3.a.?

RESPONSE: USAID has updated the font requirement in Section D.3 to state "10-point font can be used for graphs, charts, tables, text boxes, and callout boxes"

26. On page 31, the NOFO requests a “detailed budget for each opportunity window”. Can USAID please confirm that these should be illustrative scenario-based costs which will be adapted post-award based on the specific opportunities identified over the life of the project?

RESPONSE: In accordance with the NOFO, USAID estimates that each opportunity module will allow PCG to either: (a) expand to an additional four (4) districts, or (b) increase the scale of interventions, within the scope of the award, in existing programming locations. This will ultimately be determined during implementation. Section D.6.d has been updated to reflect the following statement: "For cost application purposes, the applicant must budget for two (2) of the modules for geographic expansion and one (1) module for increasing the scale of interventions in existing locations."

27. For the “detailed budget” tab requested for the Opportunity windows, is USAID expecting applicants to provide costing data following the same line categories as the “detailed budget for the core program”?

RESPONSE: Yes

28. On page 34, the NOFO states that all sub-awardees must provide their UEI. However, there have been ongoing delays in securing UEIs. Will USAID accept evidence of a UEI application in process in lieu of a UEI number for sub-awardees as long as sub awardees are able to secure their UEI before the anticipated start date?

RESPONSE: Yes



USAID | SOMALIA

FROM THE AMERICAN PEOPLE

29. On page 14 and 15, the solicitation makes reference to illustrative activities including sub-grants and limited amount of grants. Does USAID envision PCG setting aside a pool of funds that CSOs could apply for over the life of the activity for interventions or small-scale construction?

RESPONSE: USAID expects that applicants will budget funds for sub-grants however, the amount, purpose and type of sub-grants to be implemented is up to the Applicant. Note that USAID does not authorize funding construction under sub-grants.

30. Will USAID consider extending the deadline to Monday, February 27 to add a working day for the Federal holiday lost?

RESPONSE: USAID has extended the application deadline to Tuesday, February 28, 2023.

31. On page 25, Section D 3, the NOFO states “10-point font can be used for graphs and charts. Tables must comply with the 12-point Times New Roman requirement.” Will USAID kindly consider allowing applications to use 10-point font for textboxes as well?

RESPONSE: USAID has updated the font requirement in Section D.3 to state “10-point font can be used for graphs, charts, tables, text boxes, and callout boxes”

32. On page 26, Section D 5, the NOFO does not include an acronym list in the technical application format. May applicants include an acronym list that does not count toward the 20-page limit?

RESPONSE: Applicants may submit an acronym list that does not count towards the Technical Application page limit. Section D.5 has been updated accordingly.

33. On page 27, Section D 5 (ii), the NOFO indicates that the “Management Plan and Key Personnel” should not be longer than 2 pages. Given the range of substantive topics to be covered by this section of the application, will USAID kindly consider allowing applicants to submit up to four (4) pages?

RESPONSE: USAID has increased the page limit for the Management Plan and Key Personnel section to 4 pages and the Institutional Capacity section to 4 pages. The overall page limit for the Technical Application is now 24 pages. Section D.5 has been updated accordingly.

34. “Towards the top of Page 9, Section A III., B.I, the NOFO states that “PCG will work with both established districts that have completed the DCF process, and emerging districts that have not undertaken DCF but have some level of interim or caretaker administration. The problem sets that PCG will encounter in each category are unique and distinct.” Further on, Pages 9-10, the NOFO states that “USAID anticipates working with all districts that have undertaken DCF in southern Somalia. USAID expects to engage with other districts that complete DCF during the life of the activity.” Lastly, towards the bottom of Page 10, the NOFO states that “PCG may engage with districts at any of the three phases of institutional development listed below [in Table 3]. However, PCG will prioritize the post-DCF phase and a select number of districts in the pre-DCF phase to consolidate the gains achieved by TIS3 and other donor-funded stabilization efforts.” In light of the range of programming possibilities over PCG’s life, against the need to develop a detailed budget for this application, will USAID please provide the assumptions for the number of established and emerging districts PCG is expected to cover annually during the base program?”



USAID | SOMALIA

FROM THE AMERICAN PEOPLE

RESPONSE: USAID will not provide additional guidance on the total of districts to be reached under the \$25 million 'core program' as the business review will consider the applicant's plans to achieve the program objectives with reasonable economy and efficiency. The proposed district types, geographic coverage, and the total number of districts may contribute to this business review factor.

35. On page 10, Section A III, B.II, the NOFO states that “PCG will not directly support DCF.” However, the NOFO says that “PCG may engage districts at any of the three phases of institutional development.” Will USAID please confirm that no capacity building activity of any kind is to be undertaken during the pre-DCF or DCF phase?

RESPONSE: USAID will not provide additional guidance on the total of districts to be reached under the \$25 million 'core program' as the business review will consider the applicant's plans to achieve the program objectives with reasonable economy and efficiency. The proposed district types, geographic coverage, and the total number of districts may contribute to this business review factor.

36. In Annex 1 of the NOFO, the summary budget template includes a \$3 million “Construction (Plug Figure)”, as well as a ‘plug figure of \$1 million for construction activities” under each Opportunity Module. Will USAID please confirm whether the total amount earmarked for construction under PCG is \$6 million?

RESPONSE: The total plug figure for construction is \$6 million, including \$3 million under the core program and \$1 million under each opportunity module.

37. On Page 31, in Section D.6.(d), the NOFO requests that detailed budgets be provided for “each Opportunity Module, inclusive of all program costs.” Further down, the NOFO states that “each opportunity module will allow PCG to expand to an additional four (4) districts though this will ultimately depend on when the module(s) are exercised.” However, on page 18, under Section B.1, the NOFO states that the Opportunity Modules are also intended be used to “increase the scale of interventions in existing programming locations.” With these two programming scenarios as possibilities, will USAID please provide the assumptions to be used for the development of detailed budgets; for example, are applicants are expected to budget one Opportunity Module for extending PCG’s reach to new districts and two modules for deepening PCG’s scale/scope in existing districts?

RESPONSE: In accordance with the NOFO, USAID estimates that each opportunity module will allow PCG to either: (a) expand to an additional four (4) districts, or (b) increase the scale of interventions, within the scope of the award, in existing programming locations. This will ultimately be determined during implementation. Section D.6.d has been updated to reflect the following statement: "For cost application purposes, the applicant must budget for two (2) of the modules for geographic expansion and one (1) module for increasing the scale of interventions in existing locations."

38. On Page 31, in Section D.6.(d), the NOFO indicates that detailed budgets must be provided for each Opportunity Module by year. Given the uncertainty on when (which years) these modules will be used during GPC’s life, will USAID kindly provide assumptions regarding specific years of implementation (years 1, 2, 3, 4 and/or 5) for each module in addition to its specific purpose (deeper scale/scope in an existing district or geographic expansion).



USAID | SOMALIA

FROM THE AMERICAN PEOPLE

RESPONSE: In accordance with the NOFO, USAID estimates that each opportunity module will allow PCG to either: (a) expand to an additional four (4) districts, or (b) increase the scale of interventions, within the scope of the award, in existing programming locations. This will ultimately be determined during implementation. Section D.6.d has been updated to reflect the following statement: "For cost application purposes, the applicant must budget for two (2) of the modules for geographic expansion and one (1) module for increasing the scale of interventions in existing locations."

39. On pages 14-15, under Section A (5), the NOFO references the use of subgrants. Will USAID please confirm that subgrants should be entered under the Subawards' section of PCG's summary Budget presented on page 54, Section H, Annex I?

RESPONSE: Confirmed

40. Page 20, under Section B.4 (g), USAID states that "the AOR will lead Pause and Reflect sessions and other learning events between the Recipient and subrecipient organization and USAID staff, approximately twice annually to reflect on past work and explore future opportunities." Will USAID please clarify whether the costs of these twice-a-year events will be covered by USAID's MEL program?

RESPONSE: Applicants must budget for PCG-related learning events such as Pause and Reflect workshops.

41. With the US Federal Holiday on February 20, could USAID kindly consider extending the proposal submission deadline?

RESPONSE: USAID has extended the application deadline to Tuesday, February 28, 2023.

42. Would USAID please provide a telephone number for applicants to use to confirm timely receipt of applications in the event that an e-mail receipt or acknowledgement is not received prior to the closing date and time?

RESPONSE: The confirmation of timely receipt will be sent through email. Applicants are reminded that email is NOT instantaneous, and in some cases, delays of several hours occur from transmission to receipt. Therefore, applicants are requested to send the application in sufficient time ahead of the deadline.

43. Please confirm that applicants may include an acronym list that will not count against the page limit for the technical application.

RESPONSE: Applicants may submit an acronym list that does not count towards the Technical Application page limit. Section D.5 has been updated accordingly.

44. "Would USAID kindly clarify the difference between Annexes 2a (Organizational Chart that includes lines of supervision between project staff and partners) and 3a (Draft organogram showing the staffing structure and identifying formal relationships with all project staff, partners and significant sub-awardees)? If these include the same information, would USAID consider dropping one of them as a requirement?"

USAID has removed Annex 3.a as a requirement in the Technical Application.

45. Can USAID please confirm that callout boxes may use 10-point font (similar to graphs and charts)?



USAID | SOMALIA
FROM THE AMERICAN PEOPLE

RESPONSE: USAID has updated the font requirement in Section D.3 to state "10-point Times New Roman font can be used for graphs, charts, tables, text boxes, and callout boxes"

46. Section D.5. d. ii (page 28) implies that Key Personnel references should be presented separately from the CV and letter of commitment, while Section D.5.d.iv (page 29) states that CVs must include the references. A separate page for references would allow applicants to provide USAID with more context about the relationship between referees and candidates, with all 3 pages of the CV available to present candidates' relevant experience and qualifications. May applicants submit the references separately from the CV?

RESPONSE: Applicants may submit the Key Personnel references and commitment letters separately from the CV. USAID has updated Section D to clarify this.

47. We note that Section E (page 42) describes 5 evaluation criteria to be addressed within the two-page Management Plan and Key Personnel section. In addition, Section D requires applicants to "demonstrate their capability to implement Section A" in this section (page 27) and to propose three additional Key positions (pages 19 and 28). Given these 7 items to be addressed, would USAID consider increasing the page limit for the Management Plan and Key Personnel section to 4 pages?

RESPONSE: USAID has increased the page limit for the Management Plan and Key Personnel section to 4 pages and the Institutional Capacity section to 4 pages. The overall page limit for the Technical Application is now 24 pages. Section D.5 has been updated accordingly.

48. In Annex 1, USAID notes that \$3 million should be included as a construction plug figure and also notes that three opportunity modules of \$5 million each should be included with \$1 million in construction activities. Can USAID confirm that the \$1 million plug figure for construction in each module equals the \$3 million noted previously as the construction figure rather than asking applicants to include a \$3 million plug figure AND \$1 million in each module for a total of \$6 million for construction activities?

RESPONSE: The \$3 million plug figure for construction applies to the Core Program. In addition, each opportunity module includes a \$1M plug figure for construction

49. Page 18, Section B.1 of the NOFO states: "USAID estimates that each opportunity module will allow PCG to expand to an additional four (4) districts. Each opportunity module must dedicate at most \$1 million for construction activities." However, on page 31 the fourth bullet point states that "each opportunity module is estimated at \$5 million and must set aside \$1 million for construction activities." Can USAID please confirm if applicants may budget up to \$1 million of each module for construction, or if each module should set aside exactly \$1 million for construction?

RESPONSE: Each module should set aside \$1 million for construction

50. For completing the SF-424 series forms, are applicants required to fill this out based on the core \$25 million funding or the total \$40 million program value?

RESPONSE: The Applicant must include a plug figure for the three Opportunity Modules in the amount of \$15 million (inclusive of Indirect Costs) as separate line items in the SF- 424A (under Section B - Budget Categories, h. Other). The Total program value in the SF-424A must include the opportunity modules.



USAID | SOMALIA

FROM THE AMERICAN PEOPLE

51. Page 18, Section B.1 of the NOFO states “these opportunity modules are intended to support the expansion of programming to new geographic areas or increase the scale of interventions in existing programming locations”. On page 31, the fourth bullet point requires, “detailed budgets for each opportunity module”. Since the district, period of performance, and/or programming are not known for the three modules, creating detailed budgets for each could mean creating budgets that are not reflective of the final choices USAID makes. Would USAID consider making these modules plug amounts? Alternatively, could USAID please provide additional information on the intended scope for these modules?

RESPONSE: In accordance with the NOFO, USAID estimates that each opportunity module will allow PCG to either: (a) expand to an additional four (4) districts, or (b) increase the scale of interventions, within the scope of the award, in existing programming locations. This will ultimately be determined during implementation. Section D.6.d has been updated to reflect the following statement: "For cost application purposes, the applicant must budget for two (2) of the modules for geographic expansion and one (1) module for increasing the scale of interventions in existing locations."

52. Section D.3 states that both application volumes must be submitted in Microsoft Word and PDF formats (page 25, bullet 5). Given that many sections of the cost application will be signed PDF files, may applicants submit the full cost application in PDF, accompanied by the budget spreadsheet in Excel, and the budget narrative in Microsoft Word?

RESPONSE: Section D.3. is updated to state: "The technical application must be in a searchable and editable Word and PDF format as appropriate."

53. "Section B.1 states that each opportunity module will dedicate “at most \$1 million for construction activities”, establishing an apparent ceiling under which applicants may propose amounts. However, Section D.6.d states that each module “must set aside \$1 million for construction activities.” Will USAID confirm that applications should follow the instructions under Section D.6.d and allocate \$1 million for each opportunity module to construction activities?"

RESPONSE: Confirmed

54. "Section D.3 refers to standard 8 ½" x 11" pages to be used in the application. Would USAID consider allowing a larger page size for use in Annex 1.a to depict the theory of change, for example – 8 ½" x 14"?"

RESPONSE: No, please refer to the page and font guidelines in the NOFO

55. "Section D.3 differentiates between the font sizes to be used in graphs and charts versus the font size to be used in tables. Would USAID differentiate between what is to be considered a “chart” as opposed to a “table”? Section D.3 does not specifically address the font size to be used in text boxes in the application. Would USAID confirm if 10-point font (e.g., 10-point Arial) can be used for text boxes?"

RESPONSE: USAID has updated the font requirement in Section D.3 to state "10-point font can be used for graphs, charts, tables, text boxes, and callout boxes"



USAID | SOMALIA
FROM THE AMERICAN PEOPLE

56. "Section D.5 "Technical Application Format" does not include an acronym list as part of the application. Would USAID consider allowing offerors to include an acronym list (not included in page limits) in their technical application?"

RESPONSE: Applicants may submit an acronym list that does not count towards the Technical Application page limit. Section D.5 has been updated accordingly.

57. "Given the requirements listed under Section D.5.ii and D.5.iii, "Management Plan and Key Personnel" and "Institutional Capacity" respectively, would USAID consider expanding the page limits for both the Management Plan and Key Personnel and Institutional Capacity sections?"

RESPONSE: USAID has increased the page limit for the Management Plan and Key Personnel section to 4 pages and the Institutional Capacity section to 4 pages. The overall page limit for the Technical Application is now 24 pages. Section D.5 has been updated accordingly.

58. "Section D.5.iv refers to an organizational chart as part of Annex 2.a and an organogram as part of Annex 3.a. Will USAID please clarify the requested differences between the organizational chart and the organogram?"

RESPONSE: USAID has removed Annex 3.a as a requirement in the Technical Application.

59. NOFO Pg. 29, USAID requires both an organizational chart (Annex 2.a) as well as a draft organogram (Annex 3.a). Could USAID provide more guidance as to the difference between these two annexes?

RESPONSE: USAID has removed Annex 3.a as a requirement in the Technical Application.

60. "NOFO Pg. 29, USAID states that "Each CV must not exceed three (3) pages...the signed commitment letters for each key personnel candidate must indicate the date s/he is available to join the activity." Will USAID please confirm that the letter of commitments are not included as part of the CV's 3 page limit?"

RESPONSE: Applicants may submit the Key Personnel references and commitment letters separately from the CV. USAID has updated Section D to clarify this.

61. "NOFO Pg. 27, the Technical Approach section states: "Describe the scope, scale, and sequencing of proposed interventions over the life of the activity...excluding the opportunity modules." NOFO pg. 31, in the Budget and Budget Narrative section states "the budget must include...detailed budgets for each opportunity module, inclusive of all program costs, broken out by budget category and by year." Will USAID please consider removing the requirement to provide budgets for each opportunity module to align with the technical application?"

RESPONSE: In accordance with the NOFO, USAID estimates that each opportunity module will allow PCG to either: (a) expand to an additional four (4) districts, or (b) increase the scale of interventions, within the scope of the award, in existing programming locations. This will ultimately be determined during implementation. Section D.6.d has been updated to reflect the following statement: "For cost application purposes, the applicant must budget for two (2) of the modules for geographic expansion and one (1) module for increasing the scale of interventions in existing locations."



62. NOFO pg. 9, USAID identifies seven districts that PCG will work with, with the intention of engaging with "other districts" that complete DCF through the activity. Does USAID have any guidance for how many total districts an applicant may plan for in the initial budget of \$25 million?

RESPONSE: USAID will not provide additional guidance on the total of districts to be reached under the \$25 million 'core program' as the business review will consider the applicant's plans to achieve the program objectives with reasonable economy and efficiency. The proposed district types, geographic coverage, and the total number of districts may contribute to this business review factor.

63. NOFO pg. 25 states "10-point font can be used for graphs and charts. Tables must comply with the 12-point Times New Roman requirement." Will USAID/Somalia consider allowing applicants to use 10-point font for tables, as other missions have?

RESPONSE: USAID has updated the font requirement in Section D.3 to state "10-point font can be used for graphs, charts, tables, text boxes, and callout boxes"

64. NOFO pg. 18, USAID/Somalia writes that each opportunity module must dedicate "at most \$1 million" for construction activities. Later, on both p. 31 and p. 32, USAID/Somalia writes that each opportunity module "must set aside \$1 million" for construction activities. Should applicants assume that each opportunity module will spend \$1 million on construction, or is there flexibility to spend less?

RESPONSE: The \$3 million plug figure for construction applies to the Core Program. In addition, each opportunity module includes a \$1M plug figure for construction