

GENERAL QUESTIONS

QUESTION: Could USAID kindly confirm whether this opportunity will be structured as multiple awards, or if it will be granted solely to one organization?

USAID's Response: USAID intends to make one award, but reserves the right to make multiple awards.

QUESTION: Could USAID kindly confirm whether the \$500,000 reserved annually under the Flexible Activity Modifier Component is an additional allocation to the awarded agreement, or if it is included within the annual \$6 million budget framework?

USAID's Response: Flexible Activity Modifier Component is included in the total estimated amount of the award.

QUESTION: Could USAID please confirm if page 15 of the solicitation is intentionally left blank?

QUESTION: Could USAID please confirm if page 67 of the solicitation is intentionally left blank?

USAID's Response: Pages 15 and 67 are left blank due to the transfer from Word to PDF format. Those pages will be deleted in the Amendment 1 to this NOFO.

QUESTION: Are there specific baseline assessments or data sources USAID recommends applicants use when designing civic literacy indicators?

USAID'S Response: No. Please provide your suggested baseline assessment and data sources.

QUESTION: For the position of Deputy Chief of Party (DCOP), USAID notes on page 26 that the position will, "The incumbent will assume technical direction and oversight of the civic participation grants component of the program". Can USAID please confirm if this means that USAID envisions the DCOP to assume both technical direction of the entire project and leadership of the grants program, or is it more imagined that the DCOP will assume the lead in technical direction of the grants component, and a supporting role for the direction of the overall project components?

USAID'S Response: The latter. The DCOP will assume the lead in technical direction of the grants component, and a supporting role for the direction of the overall project components.

QUESTION: Page 26, Section D, II Technical Application Format, C. Personnel Qualifications and Experience: The COP description mentions interaction with "government officials, particularly at the HNEC." Could you please confirm if "HNEC" is a typo and should be

"IHEC" for the Independent High Electoral Commission?

USAID'S Response: Yes, this is a Typo. Please see the amended NOFO.

QUESTION: On page 13, Section C, under Activity Level Assumptions, the NOFO states: "USAID is able to identify and engage local partners who have the ability to operate throughout both Federal Iraq and the Iraqi Kurdistan Region." Can USAID confirm that "ability to operate" is referring to local partners' ability to safely move between in both Federal Iraq and the Iraqi Kurdistan Region for the purpose of Activity implementation?

USAID'S Response: USAID expects Local Partners to be able to operate in their geographic area of specialty. They do not all need to work nationally. They do not need to be running programming in both Federal Iraq and the Iraqi Kurdistan Region. Rather, partners in Federal Iraq need to be able to operate in Federal Iraq and those operating in the Kurdistan Region need to be able to operate there. This is an issue of registration, safety, and general operational ability.

QUESTION: In Section F.2, neither "Staffing" (Phase One) nor "Personnel Qualifications and Experience" are listed among the Merit Review Criteria, Can USAID clarify how Applicants' proposed staff will be evaluated?

USAID'S Response: Staffing will be evaluated as part of the Project Management Approach. Please see the amended NOFO.

QUESTION: Page 19 of the NOFO requires "An organizational chart of the Applicant organization" under subsection C. Can USAID please clarify that this refers to the proposed Iraq Civic Engagement Activity project team, and not the applicant organization's basic structure?

USAID'S Response: Confirmed. This refers to the proposed Iraq Civic Engagement Activity Project Team structure.

QUESTION: Section D Subsection F requests that the applicant provide a description of institutional capabilities. Can USAID please clarify that this section should cover not just the prime applicant's institutional capabilities, but those of consortium partners as well?

USAID'S Response: Yes. If you are presenting a Consortium approach to your application you should describe the institutional capabilities of the partners in the consortium to implement activities of similar size and scope.

QUESTION: Pg. 8 - Would USAID explain the reference to “through a strengthened enabling environment for democracy” in the theory of change? Does USAID expect implementers to achieve supply-side change in the enabling environment for democracy in Iraq, and if so, is another objective required to capture this work?

USAID’S Response: No. This reference refers to the activities of other awards and other actors/donors in the sector. Please see the amended NOFO.

QUESTION: Pg. 9 - Does USAID require that both objective 1 and objective 2 be implemented nationwide in Federal Iraq and Kurdistan?

USAID’S Response: Yes. Applicants should suggest how they will use the inception phase and their knowledge of or experience in Iraq to select geographies but USAID’s intent is to cover geographies throughout Iraq, both in Federal Iraq and Iraqi Kurdistan Region.

QUESTION: Pg. 11 - Could you please confirm if the project should include a budget for a third-party monitoring (TPM) contractor? If so, are there specific guidelines or requirements that we should consider when planning for this component?

USAID’S Response: All Applicants are required to meet USAID regulations on monitoring and evaluation. The Applicant’s budget should be tailored to its specific activity.

QUESTION: Can only local Iraqi organizations apply to the small grants component? Or can international organizations partnering with local organizations apply?

USAID’S Response: Please review the Programming Approach to the Small Grants Component in the Program Description and other associated relevant sections of the NOFO.

QUESTION: Will there be only one awardee of the Flexible Activity Modifier component or multiple awardees?

USAID’S Response: The Flexible Modifier component will be co-created with USAID and any eventual awardee during award implementation. The structure and use of the Flexibility Activity Modifier is up to each applicant to design and describe as part of the application process.

QUESTION: Is there a minimum and maximum budget that can be applied for under the Flexible Activity Modifier?

USAID’S Response: The Modifier has a total value of \$2.5 over the life of the award.

QUESTION: Is there flexibility in how long the proposed project runs for, or must they all be 5 years long?

USAID’S Response: USAID’s Civic Engagement Activity will be five (5) years long.

QUESTION: Would USAID consider extending the inception period to 6 months? This would allow for startup, hiring, and partner onboarding, so that the entire team and partner groups can participate and inform the inception period studies, which will ultimately inform the final design.

USAID’S Response: No.

QUESTION: Page 5 - In reference to the “third party democratic promotion organizations,” are these only Iraqi actors or can they be international actors/NGOs?

USAID’S Response: Yes. This refers to Iraqi actors.

QUESTION: Page 10 - Can USAID share the expected ceiling of the individual small grants under the \$500K annual small grants component?

USAID’S Response: It is up to the Applicant to describe the structure and use of the small grants program. With \$500K as the annual ceiling, and with their knowledge of Iraqi organizations operating in the democracy and civic engagement space, Applicants should provide USAID with their proposed use of the small grants program.

QUESTION: Page 10 - Does USAID expect to have substantial involvement in the small grants component? If so, in what way?

USAID’S Response: Yes. USAID AOR expects to approve small grants. Please see the amended NOFO.

QUESTION: Page 10 - Can a sub-recipient manage the small grants component?

USAID’S Response: Applicants are free to provide their proposed management approach to their Activity.

QUESTION: Pages 10-11 - Can USAID elaborate on potential programmatic areas for using the Flexible Activity Modifier component?

USAID'S Response: The structure and use of the Flexibility Activity Modifier is up to each applicant to design and describe as part of the application process. The successful applicant is expected to identify opportunities over the life of the award, as stated in the NOFO: "This component is focused on identifying and seizing opportunities that support the accomplishment of the Activity's two Objectives or otherwise advance the civic literacy and engagement space in Iraq. This is meant to serve as an adaptive, collaborative program management tool."

QUESTION: Pages 10-11 - Please confirm that the Flexible Activity Modifier component and the small grants component are two different funds of \$2.5 million each.

USAID'S Response: Confirmed.

QUESTION: Page 17 - In reference to the "elections and political process sub-sector" and "civil society subsector," does this refer to USAID's previous investments into these sectors? If not, can USAID specify what these terms refer to?

USAID'S Response: Yes, those refer to USAID's previous investments in those sectors/sub-sectors.

QUESTION: Pages 17-18 - Can the applicant propose additional objectives? Or does USAID prefer that the applicant present only the two objectives within the NOFO?

USAID'S Response: The Program Description indicates the expected objectives that an Applicant's proposal would seek to achieve.

QUESTION: Page 18 - Can USAID share your definition and expectations of "innovative" approaches?

USAID'S Response: Each Applicant is responsible for its proposal. Innovative approaches are encouraged to achieve activity goals.

QUESTION: Page 18 - Can USAID share your definition and expectations of "creative" approaches?

USAID’S Response: Each Applicant is responsible for its proposal. Creative approaches are encouraged to achieve activity goals.

QUESTION: Page 18 – The NOFO mentions “ the unique geographies in which the Applicant proposes to work.” Does the applicant need to name specific geographic locations as part of the concept note?

Geographic focus: Would USAID please provide details about the expected geographic focus of this activity?

USAID’S Response: Each Applicant is responsible for the contents of their proposal.

PHASE ONE SPECIFIC SUBMISSION QUESTIONS

QUESTION: Can USAID confirm whether applicants are allowed to include a table of contents, and if so, whether it will count towards the 13-page limit?

USAID Response: Table of Contents, Acronym List, and Organization Chart will not count against the page limit for Phase One Concept Paper and Phase Two Full Application submissions.

QUESTION: Could USAID confirm that 10-point Calibri font can also be used for text boxes, in addition to graphs and charts, for the Phase One (1) Concept Paper?

USAID Response: Yes, for the Phase 1 Concept Paper and for the Phase 2 Full Application applicants can use 10-point Calibri font for graphs and charts and text boxes. Tables, however, must comply with the 12-point Calibri requirement. Please see amended NOFO.

QUESTION: Page 18 – In reference to the Inception Period matrix, is the font size limited to 12 point Calibri font as stipulated on page 16?

USAID Response: Yes, tables/matrices must comply with the 12-point Calibri requirement.

QUESTION: Page 20 - In reference to the MEAL matrix, is the font size limited to 12 point Calibri font as stipulated on page 16?

USAID Response: Yes, tables/matrices must comply with the 12-point Calibri requirement.

QUESTION: Page 18, Sections D.1.C.a, and page 24, Sections D.1.F.II.B.a, require Applicants to submit both a narrative and matrix within the description of the Activity’s Inception Period.

Given the level of detail to be included, please confirm that USAID will accept the matrix as an annex that will not count against the concept paper's page limit.

USAID Response: Yes, the matrix for the Activity Inception Period will be accepted as annex and will not count against the concept paper's page limit. Please see the updated NOFO.

QUESTION: Page 19 - Please confirm that the requested organizational chart of the applicant organization should be specific to the proposed project, not of the entire organizational structure. If so, please also confirm that the chart may represent proposed sub-recipient organizations, as applicable.

USAID Response: Yes, applicants should submit an organizational chart of the proposed Activity organization, not the entire organizational structure. The chart may represent proposed sub-recipient organizations.

QUESTION: Would USAID allow the inclusion of an Executive Summary that does not count towards the overall page limits of the Phase One (1) Concept Paper?

USAID Response: No

QUESTION: Could USAID please provide clarification on whether the inclusion of attachments, such as Letters of Commitment from prospective partners, is allowed and if these documents are excluded from the concept note's page limit?

USAID Response: Letters of Commitment are not required at the Phase 1 Concept Paper.

QUESTION: Are applicants required to submit the SF-424 forms during Phase 1, or are they only necessary for Phase 2? Can USAID confirm that the applicants are not required to submit any budget or documents associated with the cost application in the first phase?

USAID Response: SF 424 is not required for Phase 1, it is required only for Phase 2. No budget documents are required for Phase 1.

QUESTION: Would USAID confirm that concept note submissions should be emailed to baghdadoaa@usaid.gov?

USAID's Response: Confirmed, please see the updated NOFO

QUESTION: Where in the concept paper should the "Flexible Modifier Component" be detailed in the concept note—under the technical approach, the management approach, or as a separate subsection?

USAID’S Response: Each Applicant is responsible for its Concept Paper submission.

QUESTION: Page 18, Section D.1.C.a, concerns the activity’s 4-month Inception Period. Bullet #3 refers to “other planned studies or surveys to be undertaken in year 1...” and bullet #4 refers to “A description of any innovative approaches or technologies to be tested in the first 18 months of implementation.” Please confirm that Applicants should address only the first 4 months in their Concept Paper, reserving the longer-term elements for the full application in Phase 2.

USAID’S Response: Applicants should address their entire technical approach in the Technical Approach section of their Concept Note. Section D. 1. C. a is the Project Management Approach section where the applicant should include how they will approach the inception phase specifically related to their management approach. They should consider the 4 months of the inception phase and required management activities in those months as well as other studies, surveys, innovative approaches or technologies they will need to carry out and manage in the first 18 months of implementation (inclusive of the inception phase) so they can use the inception phase wisely and set their activity up for success.

QUESTION: Page 19, Section D.1.D.a, requires: “A staffing plan that corresponds to the skills and experience called for by the applicant’s approach and project management / implementation plan, catering to the technical approach, necessity for flexibility and adaptability, and the other specific elements of the program description” for the Phase One Concept Note. Would USAID kindly confirm that Applicants may name Key Personnel and identified candidates for non-key personnel positions during Phase One?

USAID’S Response: Each Applicant is responsible for its Concept Paper submission. There is no restriction on naming key personnel and non-key personnel at Phase 1. Review of the Concept Paper will be in accordance with Section F, and USAID has provided further instructions on format, content and eligibility in the NOFO as well.

QUESTION: Page 16 - The NOFO states that Business Applications, which includes the budget, are not required for the Phase 1 submissions. Can USAID advise on how they will evaluate the feasibility of offerors’ technical, management and other approaches without any associated costs?

USAID's Response: USAID will evaluate concept paper submissions against Merit Review criteria, see Section F of the NOFO and Section D, for more information.

PHASE TWO SPECIFIC SUBMISSION QUESTIONS

NOTE: Potential Applicants should remember that NO Phase Two requirements should be submitted at the initial Phase One Concept Paper stage. ONLY the most likely successful applicant(s) from the Phase One review will be invited, in writing, to submit a Full Application in Phase Two. Anything submitted that falls outside of the requirements for Phase One will not be reviewed.

QUESTION: Page 22 - Please clarify if applicants may include additional annexes to the Technical Application that would not apply to the 30-page limit.

USAID'S Response: No additional annexes to the Technical Application are required and will not be reviewed.

QUESTION: Page 25-27 - Please confirm that the Key Personnel CVs to be annexed to the Technical Application are not included within the 30-page limit.

USAID'S Response: Key Personnel CVs not to exceed 2 pages for each position can be included as an annex to the Full Technical Application and will not count against the 30-page limit.

QUESTION: Page 28, Section E. Institutional Capabilities requires "a list of up to three awards involving similar or related awards in which the Applicant was a prime or a sub-partner...during the past three years" for Phase Two (2).

a. Can USAID clarify if up to three references for the prime applicant and up to three awards for sub applicants should be submitted?

USAID'S Response: If an applicant uses a consortium approach, or has identified subpartners, an Applicant should describe the institutional capabilities of all consortium partners and/or subpartners. Each identified subpartner or consortium partner would be limited to 3 references in accordance with NOFO instructions.

QUESTION: Pages 34-35, subsection e. History of Performance states "the applicant must provide information regarding its recent history of performance for all its cost-reimbursement or fixed price contracts, grants, or cooperative agreements, including any fixed amount

awards involving similar or related programs, not to exceed 3 awards for the last 3 years.

- i. Can USAID clarify if this list is the same as the one required on page 28, Section E above?
- ii. If yes, can USAID please clarify whether this information should be included in the technical or cost volume?

USAID'S Response: The section e. History of Performance on page 34-35 has been removed. Please see the amended NOFO.

QUESTION: Can USAID please confirm at which phase applicants should include proof of eligibility or documentation (e.g., UEI registration) for sub-recipient and/or consortium partners?

USAID'S Response: SAM registration is required before submitting an application for Phase 2. If an applicant is unable to obtain a UEI and complete SAM registration before submitting an application, the applicant may request an exemption in accordance with the instructions in the NOFO. The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early.

QUESTION: On Page 30, under III.b. Budget and Budget Narrative, can USAID confirm that the Budget Narrative can be submitted as a Word or PDF file during Phase 2?

USAID'S Response: Confirmed

QUESTION: Page 29, Section III, Business (Cost) Application Format, a) Required Certifications and Assurances: We note that ADS 303mav, Part II - Key Individual Certification Narcotics Offenses and Drug Trafficking is included in the Certifications and Assurances. It is our understanding that Iraq is not a covered country within the meaning of the certification per the Presidential Determination on Major Drug Transit or Major Illicit Drug Producing Countries for Fiscal Year 2025; therefore, please confirm that the certification does not have to be completed.

USAID'S Response: The applicants must complete ADS 303mav document and submit a signed copy with their application for Phase 2, Full Application.

QUESTION: Noting that Iraq is a “footnote e” country for Living Quarters Allowance under the Office of Allowances, does the Mission have any information on housing/market surveys available to provide to assist in determining LQA limit reasonability?

USAID’S Response: Current DSSR Living Quarters Allowance rate for Baghdad is \$15,800-\$20,700 per year which is considered to be reasonable.

QUESTION: Pages 30-34, Section D.1, Phase Two (2) – Full Technical and Business Application, III. Business (Cost) Application Format, b. Budget and Budget Narrative: Would USAID consider allowing offerors to submit the budget in their own template?

USAID’S Response: Applicants must use the budget template provided as the Attachment 1.

If not, could USAID clarify the following discrepancies between the Attachment 1 budget template and the NOFO? Should offerors delete or hide unused cells?

USAID’S Response: Please do not delete sheets, rows or columns while preparing the Budget. Columns and Rows that are not used for the Budget should always be hidden, NOT deleted.

QUESTION: Should offerors include a ‘Narrative’ tab in the budget template or separately in Word/PDF form?

USAID’S Response: Applicants may include basic information in the “Narrative” tab of the template. The Budget Narrative must be submitted as a separate Word or PDF file and must contain sufficient detail to allow USAID to understand the proposed costs.

QUESTION: Would USAID clarify the definition offerors should use for Contractual costs (i.e., does it include consultant and activity costs)?

USAID’S Response: Costs in this category must include all contracts (except those for individual consultants and those already included under “Equipment,” “Supplies,” or “Construction”) and all subawards. This includes rental and lease agreements for equipment or real property. Applicants should include the costs for individual consultants in this category. Program Activities may be included under the “Other” budget category. The NOFO has been updated accordingly.

QUESTION: Attachment 1, 'Detail' Tab, Cell A147 General Equipment (\$1 to \$4999): Although the heading for this section indicates that supplies should be limited to property with a unit cost

of less than \$5,000, we assume that the updated definitions for equipment and supplies in 2 CFR 200 apply (i.e., that property with a unit cost of less than US\$10,000 be categorized as supplies). Would USAID kindly confirm?

USAID’S Response: Yes, we confirm that 2 CFR 200 was updated and “Supply” means all tangible personal property other than those described in the *equipment* definition. A computing device is a supply if the acquisition cost is below the lesser of the capitalization level established by the recipient or subrecipient for financial statement purposes or \$10,000, regardless of the length of its useful life.

QUESTION: Page 5, Section A.6. Authorized Geographic Code: Noting that the Authorized Geographic Code is designated as 937, we respectfully request that the geo code be changed to 935 consistent with the less restrictive nature of assistance and to facilitate the unburdened engagement of the best resources available to the benefit of program implementation.

USAID’S Response: The Authorized Geographic Code for this activity is 937.

QUESTION: Page 50, Section H.3.a Foreign Tax Reports: We respectfully request that the Mission confirm any active bilateral agreements and/or insight relevant to the processing and reimbursement of VAT in Iraq.

USAID’S Response: USAID confirms that taxes on USAID funds are covered by Agreement for Economic and Technical Cooperation between the Government of the United States of America and the Government of the Republic of Iraq signed on July 11, 2005 and entered into force on December 18, 2013 and Development Objectives Agreement Grant signed on August 3, 2022 and that the tax exemptions included in those agreements.

QUESTION: Page 45, Section F.3, Review and selection process: Would USAID confirm the expected timeframe of the selection process to invite successful applicant(s) from Phase 1 to submit a Full Application in Phase Two (2)?

USAID’S Response: USAID intends to allow 3-4 weeks for preparation of Full Application.

QUESTION: Does USAID envision an opportunity to ask clarification questions (regarding the NOFO requirements) between Phases One and Two of this procurement?

USAID’S Response: An Applicant may be requested to clarify or provide additional information, if requested to submit a full application. The full application will detail and expand upon the concept(s) in the Concept Note. Please review Section F “Application Review Information.”

QUESTION: Regarding page 31, Section D.III.b, if it’s the Applicant’s standard practice to categorize Fringe Benefits, which are calculated using their NICRA, within the Fringe Benefits cost category – may they include them in this category in the budget template rather than the Indirect Rate category as is stated in the NOFO?

USAID’S Response: Only fringe benefits that will be recovered as direct costs should be included in the “Fringe Benefits” category; applicants with a negotiated indirect cost rate agreement (NICRA) that includes a fringe benefit rate must include indirect fringe costs under the “Indirect Charges” category.

QUESTION: Regarding page 31, Section D.III.b, if Allowances are usually in the Applicant’s ODC category, as part of their standard cost practice, may Allowances be moved from the Fringe Benefits cost category into the ODC section of the budget template?

USAID’S Response: Applicants are highly encouraged to include allowances in the Fringe Benefits category of the budget.

QUESTION: Regarding Attachment 1, could USAID please clarify where the Flexible Activity Modifier Component should be shown in the budget template?

USAID Response: The Flexible Activity Modifier Component may be included in the Other Direct Cost section of the budget.

QUESTION: Regarding Attachment 1, may the Applicant add tabs to the budget template as is relevant to show additional details?

USAID Response: Yes, tabs can be added as needed.

QUESTION: Regarding Attachment 1, may the Applicant replace any line item names already populated in the budget template (position titles, office costs, etc.) with titles and labels of their own or should these rows be hidden and new ones added?

USAID Response: Yes, some cells can be changed as needed. However, shaded cells indicate special attention needs to be paid to that cell. Do not alter or change any formulas unless you are able to re-connect link(s) within the worksheets

QUESTION: On page 32, under the “Supplies” paragraph, the NOFO requires that the “budget narrative must include information on specifications.” Given that supplies do not meet the capitalization level to require prior written approval, would USAID remove the requirement to provide specifications for items under the Supplies budget category?

USAID Response: Applicants must comply with NOFO instructions.

QUESTION: The budget template has some line items pre-populated (ex. Position titles, elements of Fringe benefits, and Other Direct Costs). Would USAID confirm that these line items are illustrative, and applicants can remove and add line items as needed?

USAID’s Response: Yes, those line items are illustrative and can be changed.

QUESTION: The budget template shows “Office Rent” under the Other Direct Cost category, but the NOFO notes on page 32 that rental and lease agreements should be categorized under Contractual. Would USAID kindly confirm that Office Rent can be under the Other Direct Cost budget category?

USAID’s Response: Yes, Office Rent can be included under Other Direct Cost category. The NOFO has been updated accordingly.

QUESTION: By "salary escalation factors" is it meant that forecast pay increases for the duration of the project can be built into the budget?

USAID’s Response: Yes, annual salary increases or other reasonable estimations for salary escalations should be accounted for in any submitted budget. Any eventual award funding will NOT exceed the total estimated amount.

QUESTION: Must lead applicants’ organizations work with sub-awardees or is it optional? Is there a percentage of the proposed budget that must be awarded to sub-grantees?

USAID’s Response: There is no requirement to work with sub-awardees. It is up to a prime applicant to choose sub-awardees.

QUESTION: Page 29 - For the Business Application, please confirm that the submitted Budget in Excel file format as well as required annexes with signatures do not require consecutive page numbering.

USAID's Response: Confirmed

QUESTION: The anticipated period of performance is 5 years and USAID's required budget template covers a 5-year period (60 months). Please confirm that the 4-month inception phase should be budgeted as part of Year 1 and that the total period of performance is indeed 60 months and not 64 months.

USAID's Response: Confirmed; 4-month inception period should be budgeted as part of Year 1, and the total period of performance is 60 months.

QUESTION: Can USAID please provide the illustrative indicator list and learning questions referred to on page 28, second paragraph of the NOFO?

USAID's Response: The reference to the illustrative indicators on page 28 of the NOFO was a Typo. Please see the updated NOFO.

QUESTION: Pages 25-26, Section D.II.C.a, requires: "A staffing plan that corresponds to the skills and experience called for by the applicant's approach and project management / implementation plan, catering to the technical approach, necessity for flexibility and adaptability, and the other specific elements of the program description" for Phase 2 Full Technical and Business Application. Would USAID please confirm that Applicants may name identified candidates for non-key personnel positions during Phase Two?

USAID'S Response: Confirmed. Review of any requested Full Technical and Business Application will be in accordance with Section F, and USAID has provided further instructions on format, content and eligibility in the NOFO as well.

QUESTION: Page 27, Section D.II.C, states: "References for the last five years of work experience are required and will be verified for Key Personnel". Please see the following related questions:

- Would USAID kindly extend the period for references to the last ten years in order to allow a more comprehensive sampling of work experience?

USAID'S Response: No, references for Key Personnel are required for the last five years.

QUESTION: Section C, page 25 and 26, USAID lists degree requirements as Preferred for a Master's degree for the COP and DCOP. Given the emphasis on experience with the local context and encouragement to include local nationals noted in the NOFO, would USAID please consider updating the language to "Master's degree, or a bachelor's degree with additional relevant years of technical experience, in..." for both positions?

USAID'S Response: These are "preferred" qualifications, not "required." Applicants are free to explain their chosen candidates' education and experience for both positions and make the case for why they are qualified and best suited to lead this activity according to the applicant's stated approach.

QUESTION: Page 27 - The NOFO notes that "references for the last five years of work experience are required and will be verified for Key Personnel." Please confirm that reference information may be included in the annexed CVs and clarify the type of contact information required for each provided reference.

USAID'S Response: Confirmed. These can be put in the annex with the CVs. Email addresses are required.