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FROM THE AMERICAN PEOPLE

ISSUANCE DATE: June 19, 2015

CLOSING DATE: July 3, 2015 at 12:30pm, Ghana local time

**SUBJECT: SOLICITATION No. 624-15-008: THIRD COUNTRY NATIONAL PERSONAL SERVICES
CONTRACTOR SENIOR REGIONAL GOVERNANCE SPECIALIST**

Ladies/Gentlemen:

The United States Government, represented by the United States Agency for International Development/West Africa (USAID/West Africa), is seeking applications from qualified Third Country Nationals interested in providing Personal Services Contractor (PSC) services as described in the attached solicitation.

Submission shall be in accordance with this solicitation and at the place and time specified. In order to be considered for the position a candidate must meet the minimum qualifications listed in the solicitation. The Senior Regional Governance Specialist position will be located in Accra, Ghana.

All applications packages are to be submitted to:

Via courier **Regional Executive Office
USAID/West Africa
No. 24 Fourth Circular Rd. CT
P.O. Box 1630
Accra, Ghana**

Via email: accrapsc@usaid.gov. Please cite the solicitation number and position title within the subject line of your email application. Any attachments provided via email shall be in a format compatible with Microsoft Word 2003 or PDF and not zipped. Note that attachments to email must not exceed 3 MB. **FORM OF612 must be signed. Incomplete and Unsigned applications will not be considered.**

Late applications will not be accepted and will be handled in accordance with Federal Acquisition Regulations (FAR) 52.215.1.

USAID/West Africa anticipates awarding one (1) Personal Service Contract as a result of this solicitation. Please note that this does not constitute any guarantee that a PSC will be awarded as result of this solicitation nor does it constitute any authorization by USAID to reimburse costs incurred in the preparation of an application. Any questions on this solicitation should be sent to Vida Aggrey at vaggrey@usaid.gov or the undersigned at dbrady@usaid.gov.

Sincerely,

Donald Brady
Supervisory Executive Officer

U.S. Agency for International Development
No. 24 Fourth Circular Rd.
P. O. Box 1630, Accra-Ghana

Tel: 233-21-741-200
Fax: 233-21-741-365

SOLICITATION NUMBER: 624-15-008

ISSUANCE DATE: June 19, 2015

CLOSING DATE/TIME: July 3, 2015 at 12:30pm Ghana Time

POSITION TITLE: Senior Regional Governance Specialist

MARKET VALUE: (\$86,399.00 -\$112,319.00) the market value for this position is equivalent to GS-14 level. Final compensation will be negotiated within the listed market value based upon the candidate's past salary, work history and educational background. **Salaries over and above the top of the pay range will not be entertained or negotiated.**

PERIOD OF PERFORMANCE: One (1) year with an option to extend. Extensions will be contingent on satisfactory performance, continued need for services and availability of funds.

PLACE OF PERFORMANCE: Accra, Ghana

AREA OF CONSIDERATION: Open to Third Country Nationals

SECURITY CLEARANCE: Employment authorization.
Selected applicant must obtain security and medical clearance within a reasonable period of time (USAID will provide details regarding these clearances to the selected candidate). If such clearances are not obtained within a reasonable time or negative suitability issues are involved, any offer made may be rescinded

1.0 INTRODUCTION AND BACKGROUND:

USAID/West Africa is a Regional Mission with development assistance activities in 19 countries. The Mission is located in Accra, Ghana. The USAID/West Africa regional governance, democracy, justice, human rights, conflict mitigation and management, and countering violent extremism activities are managed from the Regional Peace and Governance Office.

The United States has an abiding interest in helping West Africa achieve broad-based good governance, democracy, justice and a respect for human rights while reducing conflict and violent extremism. Since 1991, USAID has provided over \$300 million in technical assistance and training to effect positive, lasting change within the country's institutions and the lives of its people. USAID programs cooperate with regional economic institutions such as the Economic Community of West African States (ECOWAS), West African government ministries and agencies, non-governmental organizations, businesses, associations, private sector organizations and communities to improve laws, promote human and political rights, mitigate conflict and deter terrorism, engage citizens in political and economic life, expand trade, increase incomes, improve the health and quality of life of West Africa's people.

2.0 BASIC FUNCTIONS OF THE POSITION

The SRGS is the senior level specialist on governance, democracy, justice and human rights issues (DRG) and provides direction, advice, policy guidance and substantive input in the design, implementation, and monitoring of regional and relevant bi-lateral DRG activities in West Africa. The SRGS serves as the lead role in strategic planning for DRG programs and projects and donor coordination, report writing, management of DRG resources, working with implementing partners, and working extensively with the other technical teams in the regional mission. In addition, the SRGS is responsible for coordination and communication with U.S. Embassies that are USAID/WA non-presence countries with DRG programs and activities, as well as providing itinerant support and advice to bi-lateral missions in the regional and within the USAID/WA mission to integrate DRG concerns into their portfolios.

In this context, the SRGS will provide technical oversight and will manage the majority of RPGO's DRG activities including those in USAID non-presence countries (NPCs). The SRGS will be responsible for managing the design and implementation of projects with an average annual value estimated at \$3.0 million. S/he will provide expert advice on policy and program activity design and implementation in DRG areas to the entire USAID/West Africa Mission including the USAID/West Africa Mission Director and Deputy Mission Director, U.S. Ambassadors in the region, Mission Directors and other mission leadership in bi-lateral USAID missions in the region. In addition, the SRGS will serve as the Agreement Officer's Representative (AOR/COR), directly responsible for managing DRG programs and projects. This includes the relevant procurement actions. The SRGS may be asked to represent USAID and/or the U.S. government (USG) at international meetings and conferences and serve as liaison with host country officials and regional institutions' representatives in the West Africa region such ECOWAS.

This position requires exercise of broad individual judgment in setting support for DRG priorities, managing resources, implementing programs, and coordinating relations with high-level representatives inside and outside of the USG. The political and governance issues that the SRGS will be dealing with are among the top priorities of USG foreign policy in West Africa and the USAID/West Africa regional mission. The environment is highly complex and frequently unpredictable, and the SRGS must be flexible and able to provide advice on DRG approaches and activities for sometimes rapidly changing circumstances. The position includes a broad range of complex managerial, analytical, and communication responsibilities, including providing overall direction for the achievement of USAID's governance objectives in West Africa, as well as monitoring and evaluation, documentation, reporting, responding to queries from various sources, coordination, advice, and management of Mission democracy, governance, justice and/or human rights programs and projects for West Africa and any USAID non-presence countries in its portfolio.

The SRGS may also be called upon to support RPGO's conflict mitigation and management or countering violent extremism activities. As such, the SRGS must have a working knowledge of the drivers of conflict and violent extremism in the region and is expected to be familiar with CMM and CVE approaches. The SRGS may serve as the AOR/COR for CMM or CVE activities and represent RPGO on these issues. The SRGS will be expected to provide expert guidance regarding the integration of governance approaches in to CMM and CVE activities and to have the ability to analyze regional challenges using governance, conflict, or extremism lenses.

3.0 MAJOR DUTIES AND RESPONSIBILITIES:

a. Program Development and Management – 60%

The SRGS develops programs, plans, procedures, and methods required to support USAID DRG objectives in major program areas of the US Foreign Assistance Framework. The SRGS analyzes and evaluates the economic impact, feasibility, practicality, and effectiveness of existing and proposed standards, regulations, programs, and policies. The SRGS works on multi-sectoral teams to ensure organizational objectives are achieved.

Specifically the Senior Regional Governance Specialist:

- Provides in-depth and conceptual guidance on the overall governance strategy for the regional mission, including identifying constraints to good governance and the development of democratic institutions and processes, justice reform and respect for human rights, and recommending program interventions to address these constraints.
- Drafts, or leads the development of, activity designs and related technical, policy, procurement, gender, and budgetary analyses required to implement agreed upon approaches to DRG programs and activities, including assessing both gaps and opportunities at the intervention level; identifying various organizations that could serve as change-agents, especially at the local and regional level; and, ensuring appropriate program/project design processes are followed.
- Drafts, or manages the preparation of, terms of reference, scopes of work, program descriptions, and other related documents needed to formulate awards related to DRG activities; and, develops and reviews DRG-related project designs and proposals for economic, financial, technical, social, and environmental soundness. This includes drafting memos for activity approval ensuring coordination with other USAID/WA offices to ensure all USG regulations regarding are met, and coordinating the procurement of new activities, and modifications to existing activities with USAID/WA's Office of Acquisition and Assistance.
- Manages large, high-visibility projects in the area of democracy and governance.
- Provides technical guidance, project design support, and activity management for CMM and CVE activities, as needed.

b. Program Evaluation and Reporting – 25%

The SRGS coordinates the efforts of DRG technical specialists in conducting sector analyses of concepts and systems, formal project evaluations, and investigations of highly unstructured and interconnected problems involving controversial and complex administrative or programmatic concerns. The SRGS also undertakes such analyses and evaluations directly. Evaluations serve as the basis for substantive changes in the organization and administration of DRG programs affecting substantial numbers of people. The SRGS ensures compatibility of recommendations with overall mission governance objectives.

The SRGS is responsible for the development of DRG-related performance indicators for democracy and governance activities, ensuring reliable measures are established that clearly indicate the impact of USAID investments in democracy and governance in West Africa. The SRGS is responsible for monitoring the achievement of DRG results by periodically reviewing the development context, indicator data, and other indications of portfolio progress, identifying problem areas and recommending corrective measures.

The SRGS leads new analytical studies and assessments, and the designs of investigative techniques that are of material significance in the solution of important problems with unprecedented or novel aspects. The SRGS is responsible for the integration of the results of studies and analyses into new designs, performance reports and technical briefings and papers, as directed by the RPGO Office Director.

The SRGS initiates or coordinates the evaluation of governance activities for the regional mission as well as the relevant NPCs that USAID/WA oversees, during and following project completion, to ascertain project impact and cost-effectiveness, including implications for future programming and financing.

The SRGS prepares DRG-related information for mission reports to meet USAID and broader USG reporting requirements, including reporting on Operational Plans, Performance Reports, Congressional Budget justifications, Mission Strategic Resources Plans, human rights reports, trafficking reports, reports on gender and people with disabilities, etc.

The SRGS applies program evaluation and reporting skills to RPGO's CMM and CVE activities as needed, including but not limited to, supporting project evaluations, developing indicators, setting targets, supporting assessments, and reporting results to USG stakeholders.

c. Program Coordination and Technical Support– 15%

The SRGS is responsible for (1) collaborating with a broad range of partners and customers on strategic approaches to democracy and governance; (2) obtaining and maintaining support and communication from partners, customers, and stakeholders on governance themes and issues; and (4) providing technical support to US Embassies in USAID non-presence countries, as well as regional technical offices of USAID/West Africa that have governance related activities on an as needed basis.

Partners include regional institutions such as ECOWAS, U.S. Embassies in the region, bilateral and multi-lateral donors, and other USAID bi-lateral missions in the region, other USG institutions, PVOs/NGOs, think tanks, Congressional staff, and others. Customers include, but are not limited to, host-government counterparts, representatives of regional institutions such as ECOWAS, members of civil society organizations, and members of the general population.

As a recognized expert in the field, the SRGS provides technical advice and counsel both within and outside the organization. The SRGS informs USAID Bureau, Post, Mission, RPGO office staff, NPC Field Office staff and other technical offices – including senior management – on a variety of DRG issues in West Africa, including key constraints and proposed approaches and solutions in the achievement of DRG program objectives. The SRGS ensures open and timely communication is maintained with USAID/Washington and U.S. Embassies and USAID Missions in the West Africa region on planned or current DRG activities in West Africa.

The SRGS directs or participates in managing geographic USAID Africa Bureau reviews of proposed global, regional and bi-lateral DRG projects that have the potential to contribute to USAID and other U.S. Government DRG objectives in West Africa.

As an aspect of the SRGS's technical support role, he/she will, as appropriate, train an FSN to eventually assume responsibility for part, or all, of the SRGS's portfolio.

The SRGS ensures that RPGO's DRG, CMM, and CVE activities are well coordinated and integrated to the greatest desirable extent. The SRGS communicates regularly with USG and non-USG actors in the fields of CMM and CVE so as to draw linkages between trends and activities across the technical sub-sectors and ensure effective, holistic, RPGO programming.

4.0 MINIMUM QUALIFICATIONS AND EVALUATION CRITERIA

This is a senior USAID/West Africa position, and the successful candidate must be sufficiently experienced to understand and meet the needs of the Mission.

Education (15 POINTS): To qualify for the position, candidates must meet one of the following combinations of education and work experience.

A master's degree in law, political science, international relations, public administration/public policy, political economy, international development, international relations, or another field related to international political development, governance and/or human rights issues with 8 to 10 years of professional work experience on DRG, CMM, and/or CVE issues.

Or

A bachelor's degree in law, political science, international relations, public administration/public policy, political economy, international development, international relations, or another field related to international political development, governance and/or human rights with 12 to 15 years of professional work experience on DRG, CMM, and/or CVE issues.

Work Experience (35 POINTS): A minimum of 8 to 10 years of professional work experience on DRG, CMM, and/or CVE issues is required, with a preference for 10 years of experience or more. At least three years of this experience is required in areas such as human rights, rule of law, local capacity development, anti-corruption/transparency, and/or media development activities in an international setting. Demonstrated work experience in two of the following areas is mandatory: 1) providing expert analysis and advice on complex programming issues in human rights, governance, democracy and/or justice; 2) managing democracy and/or governance project activities for major offices or programs that have a broad impact; or 3) managing cross-cutting initiatives or task-force groups on human rights, governance or policy change/policy advocacy to accomplish programmatic goals. At least three years of international work experience is required with an international organization such as bi-lateral or multilateral donors or international non-governmental organizations, or a regional integration organization such as ECOWAS or the African Union, working in international development. The candidate with a steady progression of increasing responsibilities in

related work over time will receive more points. The most qualified candidate will be someone who has worked extensively or for a sustained period with the same organization outside his/her home country with an international multi-lateral or bi-lateral donor or a non-governmental organization that conducts democratic development, governance and other related issues.

Technical Knowledge, Skills and Abilities (30 POINTS): Mastery of the program principles, concepts, practices, methods, and techniques of development assistance in general and governance, democracy, justice and or human rights activities in particular, is required. Working knowledge of the conflict mitigation and management and countering violent extremism programming is desired. The SRGS must be able to demonstrate experience in applying new solutions to problems not susceptible to treatment by accepted methods, and to design, administer, and/or conduct comprehensive activities, the boundaries of which are extremely broad within the DRG sector, but difficult to determine in advance, and to identify and propose solutions to problems which are characterized by their breadth and complexity.

The SRGS must be able to work in a highly demanding environment and be capable of handling tasks with varying deadlines; must have good teamwork skills and strong interpersonal skills; must be able to communicate complex and difficult policy and programmatic issues in a manner that is clear to knowledgeable laypersons without oversimplifying; and, must be able to maintain and adhere to high standards of professional conduct. The selected candidate must be able to function as an Acting Office Chief when called upon, and must demonstrate the ability to manage and coordinate activities to achieve an operational unit's objectives through demonstrated work experience. Versatility in the use of computer software, especially Microsoft Word and Excel, is required. The ability to plan, organize, and manage complex negotiations, teleconferences and multi-layered stakeholder consultations is required. The ability to do basic financial analysis and budgeting is also required. The SRGS will also be required to travel to countries within USAID/West Africa's area of responsibility to meet with host country officials, U.S. Embassy officials, donor representatives and local stakeholders. The purpose of the travel is to communicate and coordinate development assistance priorities, assess and design DRG strategies and projects, and monitor and evaluate DRG projects and programs. Travel to some of the countries at times may be difficult given the challenges of regional travel in West Africa.

Communication Skills (20 Points): Fluency in English and excellent English writing and editing skills are required. Professional proficiency in French, both spoken and written, is required. The SRGS must demonstrate the ability to process information from a wide variety of sources into cohesive, polished documents.

The most qualified candidates will be interviewed. The interview will consist of oral and written segments in both English and French. The purpose of the written segment, to be completed prior to the oral segment, is to demonstrate required writing skills mentioned above including clarity, style and proficiency. USAID/West Africa will not pay for any expenses associated with the interview.

5.0 OTHER SIGNIFICANT FACTORS:

- a. **Supervisory Controls:** The Senior Regional Governance Specialist (SRGS) is expected to exercise considerable independent judgment and initiative. Such initiative is critical to the success of the assignment and includes high-level meetings with government dignitaries. The SRGS will serve as technical manager and advisor for USAID/West Africa including all regional activities and all non-presence country program activities related to governance, democracy, justice and human rights. As needed, the SRGS may also serve as a technical manager and advisor for activities in RPGO's portfolio focusing on conflict management and mitigation (CMM) or countering violent extremism (CVE) portfolio.

The actions and decisions of the senior specialist will be in consultation with the Regional Peace and Governance Office Director.

Overall management of the office is in a collaborative team environment, with the SRGS participating fully with the team. Specific work plans and anticipated results are developed in consultation with the RPGO Office Director. The SRGS performs assignments independently, providing leadership and advice to others involved in the management of governance, democracy, justice and human rights activities in West Africa, and in the development, design, and drafting of the acquisition and assistance instruments related to these types of activities for USAID/WA and all non-presence or limited presence country programs for which the mission is responsible. While not the lead technical specialist, the SRGS may support the development of activities seeking to reduce conflict or violent extremism in the region. The work is reviewed in terms of achievement of established milestones, and the appropriateness of program/project activity focus

The SRGS will not directly supervise any staff members; however, the SRGS will oversee the work of a Democracy, Human Rights and Governance Program Management Specialist (FSN-11).

- b. **Available Guidelines:** The incumbent is expected to become familiar with USAID processes, procedures and rules as documented in the ADS. In situations where the Advisor's judgment points to a need for additional clarity or guidance, his/her supervisor will provide such guidance with the assistance of the USAID/WA support offices as appropriate. The SRGS will be required to be proactive in keeping abreast of evolving guidelines and policies, including but not limited to the Automated Directive System (ADS), USG procurement regulations, and USAID program strategy, design and policy documents. The SRGS must be able to use his/her judgment in interpreting and applying guidelines even when the specificity and applicability of them is not well defined.

The SRGS is required to exercise independent judgment and ingenuity to interpret and develop applications and guidelines in devising innovative approaches to resolving technical, administrative, managerial and/or policy problems.

- c. **Complexity:** The management environment in which the incumbent will operate is complex, with many donors, country interests and USG interests and requires a professional with senior-level advisory, team-building and public diplomacy skills. Excellent, balanced judgment must be exercised in setting priorities. As the SRGS the incumbent will represent USAID in consultation with a wide range of USG actors, public and private sector officials, civil society and community leaders, regional institutions and donors. Within USAID/WA the incumbent will be a principle point of contact for providing technical expertise, advice, informational updates and briefings on issues related to democracy, human rights, governance and rule of law.
- d. **Scope and Effect:** The SRGS provides overall management, oversight and technical direction for all democracy, human rights, governance and rule of law activities and projects managed or overseen by USAID/West Africa under the direction of the Regional Peace and Governance Office Director. The design and management of DRG activities requires high-level technical and organizational skills as they represent a complex array of projects and initiatives that require constant monitoring and high-level consultations with host country and Embassy officials in USAID non-presence countries, where the majority of these activities are conducted.

It is expected that the DRG activities will comprise 75% of the incumbent's time. However, since DRG is a cross-cutting issue for the Regional Peace and Governance Office, as well as the West Africa Mission, the incumbent will be required to provide policy advice and support in project development and management for activities in counter-extremism, reconciliation and conflict mitigation, as well as provide policy advice and direction to other USAID/West Africa technical offices that who's programs include regional and local governance aspects such as the Presidential Initiatives of Feed the Future and Global Climate Change. As such, s/he will be tasked to support other projects in the office and the Mission. The work of the incumbent will impact large and medium-size programs with substantive effect on large groups. He/she will advise Mission Management and other USG stakeholders on the impact of DRG programs. S/he will represent USAID in meetings on democracy, governance, human rights and rule of law.

- e. **Personal Contacts:** The SRGS will establish and maintain professional contacts/relationships at all levels, including USAID/WA staff and colleagues, USAID/Washington, U.S. Embassies in the region, regional partners, ministerial-level officials in West Africa, the heads of other donor agencies, and leaders of the NGO community.
- f. **Level and Purpose of Contacts:** The purpose of contacts is to inform on or elicit information about DRG activities in order to perform project management actions and provide policy advice and guidance. This may include information and communication to and with senior U.S. government representatives, host-country counterparts, regional institution representatives and other donors. The SRGS will not be authorized to make commitments or policy revisions. The SRGS is expected to maintain close contact with USAID/Washington policy advisors, U.S. embassy personnel working democracy, human rights, governance and rule of law related activities.

The SRGS will also be expected to maintain and manage good working relationships with various stakeholders in USAID/WA and to ensure that DRG programs in the region are in line with USG policies. The purpose of these contacts is to enhance understanding of USG democracy, governance and human rights sector work and share experiences, and to foster coherent implementation of DRG and related programs.

The broad use of initiative, discretion and patience is expected from the SRGS in dealing with USAID office personnel as well as representatives from other donor organizations and U.S. Embassies to resolve problems that arise during the course of work where there is often no clear or immediate solution. In addition, considerable judgment is required in working effectively and coordinating multi-sectorial efforts in support of USAID's development objectives and in collecting, analyzing and reporting on progress of activities and recommending project actions.

- g. **Physical Demands/Work Environment:** Work is performed primarily in the USAID/WA office in Accra, Ghana but requires extensive travel (estimated at 30%) throughout the twenty-one countries in West and Central Africa that USAID/West Africa is responsible for Overseeing.

6.0 INSTRUCTIONS TO APPLICANTS

Interested applicants must submit: (i) his/her most current curriculum vitae (CV) or resume; (ii) signed SF 171 or OF 612. **(Incomplete and Unsigned applications will not be considered)**; and (iii) three (3) to five (5) references, who are not family members or relatives, with working telephone and email contacts, and (iv) a written statement certifying the date and length of time for which the candidate is available for the position; The CV/resume must contain sufficient relevant information to evaluate the application in accordance with the stated evaluation criteria. Broad general statements that are vague or lacking specificity will not be considered as effectively addressing particular selection criteria.

7.0 LIST OF REQUIRED FORMS FOR PSCS:

Forms outlined below can found at; <http://www.usaid.gov/forms/>

1. Standard Form 171 or Optional Form 612.
2. Contractor Physical Examination (AID Form 1420-62). *
3. Questionnaire for Sensitive Positions (for National Security) (SF-86), or *
4. Foreign Activity Data (AID 6-85). *
5. Finger Print Cards (SF-87). *
6. E-QIPS Signature Forms.*
7. Notice Required By Privacy Act (AID 500-5).*
8. Fair Credit Reporting Act (AID 500-4).*

* Forms 2 through 8 shall be completed only upon the advice of the Contracting Officer that an applicant is the successful candidate for the job.

8.0 CONTRACT INFORMATION BULLETINS (CIBS) PERTAINING TO PSCS:

Applicants are encouraged to visit <http://www.usaid.gov/policy/ads/300/aidar.pdf> containing AIDAR Appendix D (applicable to US PSC) and Appendix J (applicable to TCN PSC) and visit http://www.usaid.gov/business/business_opportunities/cib/ containing relevant supplemental information the contract will be subject to.

9.0 BENEFITS/ALLOWANCES:

As a matter of policy, and as appropriate, a TCNPSC is normally authorized the following benefits and allowances: As a matter of policy, and as appropriate, a TCN-PSC is normally authorized the benefits and allowances as per AIDAR Appendix J. AIDAR Appendix J and post Mission Order as appropriate.

BENEFITS:

Contribution toward Health & Life Insurance
 Pay Comparability Adjustment
 Annual Increase (pending a satisfactory performance evaluation)
 Eligibility for Worker's Compensation
 Annual & Sick Leave

ALLOWANCES (as applicable).*

(A) Temporary Lodging Allowance (Section 120).
 (B) Living Quarters Allowance (Section 130).
 (C) Post Allowance (Section 220).
 (D) Supplemental Post Allowance (Section 230).
 (E) Separate Maintenance Allowance (Section 260).
 (F) Education Allowance (Section 270).
 (G) Education Travel (Section 280).
 (H) Post Differential (Chapter 500).
 (I) Payments during Evacuation/Authorized Departure (Section 600)

10. ADMINISTRATIVE REQUIREMENTS AND LOGISTICAL SUPPORT:

TCN positions in Ghana are not covered by the ICASS service provider/USG housing pool system. Therefore, in lieu of government provided housing TCN PSCs are eligible for a housing allowance. TCN PSCs will be allowed an amount for rent equal to the post rental ceiling set by Overseas Building Operations. Other allowances in support of housing costs include a furniture and appliances allowance; a generator allowance; and a residential expenses allowance. Full details are available upon request. Shipment of a POV however is not covered under the contract.

END OF SOLICITATION