

Questions and Answers (Q&As)
Construction and Services IDIQ Solicitation
W912ER-08-R-0029
From Industry Day at Winchester, VA
February 14, 2008

The following are edited questions and answers relevant to the upcoming solicitation.

Q = Question

A=Answer

(Gov) means the Government either asked or answered a question.

The below are summarized answers provided by Industry in response to the questions asked in the Sources Sought Notice posted on FedBizOps:

1. (Gov) Q: Would you be able to perform projects throughout the geographical region we have specified, which includes the U.S. Central Command area of operations and Africa?

A: Many firms are; others wish to only perform work within a specific area.

2. (Gov) Q: Would you be willing to perform work in all the locations of the region, including Afghanistan and Iraq?

A: Some firms said they could. Others said they could only provide support in certain areas.

3. (Gov) Q: We wish to award IDIQ contracts to companies that are willing to work in as many different locations as possible and provide an offer on most or all of our Requests for Proposals (RFPs). In this regard, we are considering not renewing the option years for firms that do not propose on most or all of our RFPs. Is that a reasonable requirement?

A: Most feel this is reasonable; others feel it is not because of individual factors relating to each firm.

Some specific comments made were:

- If a requirement for participation is set as simply “most or all,” we believe that it would commit organizations to pursue work for which they have a low likelihood of being the successful bidder; or to bidding on projects that could strain their then-current capacity in ways that might create unacceptable risk for both Government and industry. Under these conditions, the overall price to the Government for each project would likely increase due to the cost to the contractor of a mandatory level of participation. We do not believe that approach will optimize the achievement of best value for the Government.
- We would recommend that any assessment of the annual level of participation by contractors be only one of many factors used to determine the value to the Government of awarding an option year. At a minimum, such a requirement would be best tempered by

evaluating contractor participation in light of the level of risk and difficulty presented by the work; the number and type of task orders active for a contractor during each year; the regional locations of the tasks; and the contractors' overall performance.

- All offerors should have the intent to propose on most or all of the task orders offered; however, given the wide array of possibilities (e.g., location, type contract, security, war-zone conditions, subcontractor/labor availability), this is not a reasonable requirement. There are too many risk factors that affect a company's decision to bid on a task order, including financial, manpower, regional presence/investment, type contract, etc., to guarantee a certain level of participation to warrant renewal. Efforts by TAC-USACE to share risk with industry and configure task order solicitations accordingly will ensure strong competition for all task orders.

- Bidding on all projects may cause a firm to strain their capacity. That may cause the overall costs of contracts to increase due to mandatory participation.
- Bid and proposal costs can become prohibitive if we start bidding on many task orders.

4. (Gov) Q: Are you able to perform the services we envision as well as construction?

A: Most indicated they can.

5. (Gov) Q: Is it reasonable to include environmental services?

A: Most indicated they can. Others indicated we consider acquiring environmental services through separate contracts other than this acquisition.

6. (Gov) Q: Will obtaining the performance bonds or letters of credit pose a problem for you?

A: No problems were reported except for an Iraqi firm in attendance that noted these were difficult to get and the costs could be high if they did.

7. (Gov) Q: We desire well over 75% of our RFPs to result in firm fixed price contracts. What can we do to make these more attractive to you?

A: [We received this input, although for a different question] We believe the issue is to determine when it is appropriate to use firm fixed price contracts. Environments such as Iraq and Afghanistan do not lend themselves to firm fixed price due to the volatile nature of the environment and the stated goals of the U.S. Government to achieve capacity building of local, indigenous construction companies in such environments. Although firm fixed price success is possible where quantities are accurately known and local subcontractors are reliable, a well-managed cost-plus contract will cost the U.S. government less, particularly in Iraq and Afghanistan. We strongly encourage USACE to utilize cost-plus contracts in these environments.

8. (Gov) Q: What would be a reasonable annual minimum guarantee?

A: Comments ranged from zero to \$50 million per year. One comment noted: It is acceptable to have no minimum guarantee; however, we would like to work with the government to realize a greater number of awarded contracts and a decrease in cancellations. During the panel discussion, the Government asked if a \$20K minimum guarantee would keep anyone from responding. It seemed uniform that \$20K will not discourage any firm (at least of those in attendance) from submitting a proposal. ,

9. (Gov) Q: Do you have any other suggestions for us to help ensure the work we specify is completed as expeditiously as possible at a fair and reasonable price?

A: Many responses were received both in writing before the conference and during the panel discussion:

- Publishing our requirements as far in advance as possible and providing good plans, specifications and drawings.
 - (Gov) We will try to do better in this regard.
- Fixed-price with economic price adjustment especially in Afghanistan and Iraq; those areas have regional price fluctuation. Is there some way to include that provision? It is difficult for the average contractor to absorb those costs. Without some relief, we have no option but to build the fluctuations into our proposed prices .
 - (Gov) TAC is currently evaluating this suggestion, and in particular is considering the inclusion of FAR 52.216-4 – Economic Price Adjustment – Labor and Material into selected task orders. We would then identify items which may be subject to a great deal of fluctuation such as steel and concrete and provide an adjustment on them later. We have also discussed having a separate line item for materials, and paying for the material costs that you incur on a cost reimbursement contract.
- Inclusion of War Risk Clause
 - (Gov) Based on guidance from higher headquarters, TAC will not be including this local provision in any subsequent solicitations and contracts, to include this solicitation.
- Longer bid times will ensure more in-depth analysis of risk and lead to greater trade-off analysis that results in more optimum risk mitigation. We recommend that the minimum response time for projects that are not unanticipated emergencies be set at 30 days.
 - (Gov) We will try to give as much time as possible. Unfortunately, we are customer driven and do not always have the luxury of more time.
- Publish a forecast of solicitations which will be solicited through the IDIQ early in the year to enhance contractors’ ability to assess opportunities and examine both their interest and ability to bid on the various projects.
 - (Gov) We will consider this suggestion for next year, perhaps making this information available using electronic means.
- Publish the government’s target value range for the project (decrease ranges).
 - (Gov) We are limited in this regard since the ranges are mandated by Federal Acquisition Regulation (FAR).
- Include Government-provided force protection.

- (Gov) This is not always possible.
- Limit the amount of RFP overlap, schedule site visit shortly after RFP release, and with a government employee well-versed in the project. Encountered a situation recently where the site visit was not as valuable as possible because the Government representative was not knowledgeable. By having site visits as early as possible, the contractor should be more responsive to operational issues and can clarify questions earlier in the procurement, resulting in enhanced government/contractor communications and better value to the government.
 - (Gov) We are often schedule-limited with getting someone downrange to conduct a site visit. We sometimes have difficulty getting contractors into the base and country. Although we try to have it as early as possible, we aren't succeeding right now. It is also unlikely you will find someone knowledgeable of the solicitation requirements hosting the site visit since most of TAC's contracting officers are at TAC and not downrange. The real value to a site visit is for you to see the situation and submit your questions in writing. The contracting officer should be considered the single point of contact for all questions – including technical – for the solicitation. One possibility that has been discussed by the Government is to have site visits collectively – in other words, arrive at a given base then visit Project A, move to Project B, then go to Project C, etc. The downside to this is that if site visits are scheduled before solicitations are issued, there may not be enough information for them to be valuable. We become aware of a project in the development and approval stage; but we often don't know if it will be funded. We would not send you on a site visit without sufficient detail to make the site visit beneficial to you. Regarding construction outside of the wire, early site visits may not be useful, since that facility may not even exist. There are always numerous changes throughout the process. TAC agrees to give the contractors as much information as early as we can. We are working for customers in the field and we are their agents; you are helping us help them. We will do as much as we can to keep the information flowing.
- Rapid turn-around during Q&A phase of bid.
 - (Gov) The contract specialist/contracting officer is the single point of contact for information concerning a given solicitation or RFP. When a question is asked, the specialist forwards it to the project manager who may consult with technical or field people to provide the answer. The specialist has typically consolidated the questions into a single amendment and provided answers to all of them at the same time. Lately we are trying to provide an “unofficial” response by e-mail which we can deliver much more quickly. We will then follow with the “official” response.
- Increase level of government/industry partnering and lines of communication.
 - We would like to do that as well; that is one of the reasons we are here today!
- Secure areas for work and living, secure transport and guarded convoys where necessary, and be flexible where circumstances prove to be beyond either party's control. Ensure that mobilization into any of the said areas is properly secured. Implement all necessary measures in regard to security and safety of the personnel and the working area; facilitate movement of the working force and resources into and out of any of the relevant countries.

- (Gov) This is not always possible.
- The two major variables of a project - 1) supply and price of material and 2) security delays - need to be addressed.
 - (Gov) We will consider that and welcome any suggestions.
- If the contractor can purchase and stockpile material at an early stage in the project, then price and supply are guaranteed. By paying some percentage of the value of the material when they arrive on site, the contractor may be able to avoid price escalation.
 - (Gov) This can be done currently. Work with your COR and submit invoices for needed material as it arrives. One caution is to store material in accordance with the manufacturer's recommendations if they are delivered early.
- There will likely be delays because of security issues. If these can be addressed reasonably by giving the contractor time extensions and a stand-by time fixed in the contract, it may mitigate this problem.
 - (Gov) We will consider this suggestion.
- Severe weather – while the government will extend the schedule for unusually severe weather beyond those identified, the government should reimburse the contractor for core employee standby time; this is especially important when the contractor is in an isolated or remote location and cannot use these employees on any other project.
 - (Gov) Allowing additional time to complete the project is easy for us to do; providing additional money is difficult. We will discuss, but it does not seem like severe weather delay beyond the days identified or normally expected is a major issue. Additional feedback on this question is welcomed.
- Host-country holidays – RFPs should provide comprehensive information on all projected cultural/local work stoppage or slow-down influences.
 - (Gov) We will try to include as much information as possible.
- Visa availability – unpredictable political influences that prevent travel by expats or third country nationals to project site.
 - (Gov) Unfortunately, we have no control over this issue. It is the responsibility of the State Department.
- Identify to IDIQ awardees all unproductive/failed local contractors, subcontractors and vendors.
 - (Gov) Legal issues will prevent us from being able to do this. Please do your own due diligence when you enter into partnership/sub-contracting arrangements.
- Provide continuity of Contracting Officer (KO) and Administrative Contracting Officer (ACO) support. Stop the “musical chairs” frequent rotations of KO/ACO personnel to the AOR, which destroy continuity and delay and exacerbate the Government's response to valid contractor concerns, requests for equitable adjustment (REAs), and change orders. Provide stable reach-back KO support from CONUS (TAC HQ) to ensure continuity of responsible authorities and expeditious decisions on REAs and claims.
 - (Gov) The Corps of Engineers is staffing its efforts on the basis of volunteers. Only half are Corps employees, the balance are coming from other federal agencies. The turnover is a fact-of-life. However, this turnover occurs primarily in the field. TAC has historically had, and anticipates having, great continuity at the PCO level on the contracts to be awarded from this solicitation.
- When possible, allow more time to prepare proposals. Preparing competitive FFP proposals requires offerors to get very detailed internal and subcontractor cost

breakdowns. Lack of time to prepare FFP bids jeopardizes technical detail tied to specific costs; this results in a conservative bidding approach, with higher contingencies to deal with unknowns and to cover risks of incomplete/incorrect information.

- (Gov) We are aware that if we don't provide sufficient time we often get higher prices. However, we often do not receive much time from our customers ourselves and must accept higher prices as the consequences of our actions. We will try to provide as much time as possible.

Below are other relevant questions and answers which are being provided by industry:

10. Q: Will we have set-asides or preferences for small business, etc. or U.S. firms in general?

(Gov) A: We will not be having any set-asides or preferences since all of the work is to be performed outside the continental U.S. Large and small businesses are encouraged to team together, we are tentatively planning to require the submittal of a subcontracting plan.

11. Q: Will this be open to new firms?

(Gov) A: Yes, the solicitation will be open to any company that meets the requirements of the RFP.

12. Q: Can you expedite claims processing on contingency FFP projects and develop fast-track arbitration and resolution processes to meet USG expectations and ensure prompt settlement to contractors, who are financially committed to local subs and labor forces, for work performed?

(Gov) A: The Corps is committed to providing fair, equitable, and expeditious resolution of requests for equitable adjustment and claims to the maximum extent practicable. Please understand, however, that these claims and REAs require coordination with the field, which takes time, and many other processes (such as DCAA audits and appeals of Contracting Officer's Decisions to the Armed Services Board of Contract Appeals). These other actions are outside of our control.

13. Q: How do you propose to equalize the O&M incumbent? The mobilization (mob) expense is there and how can a firm obtain a task order when they are not already working in an area and will incur higher mob cost?

(Gov) A: The O&M contracts are cost reimbursement; we'll take the mob costs into consideration during cost realism analyses. It might be assumed that the incumbent has lower costs, but that is not always the case. Also, the existing contractor may have a lot of existing work. We weigh the existing work to determine the level of risk for the incumbent to take on a new project without endangering the completion of the existing projects.

14. Q: Will the new IDIQ be design-build, be one phase or two phase?

(Gov) A: We will have some IDIQ task orders that are design-build and others where we will provide the full design. Both construction and AE professional services solicitations and task order RFPs will be one phase.

15. Q: Who are the incumbents?

(Gov) A: The following are posted on the TAC web page:

http://www.tac.usace.army.mil/Contracting/contract_awards.html

Existing Architect-Design (AE) IDIQ contracts for general design and construction management services throughout TAC's AOR:

Jacobs Facilities, Inc. 1100 North Glebe Road, Suite 500 Arlington, VA 22201-4798 POC: Mr. Robert E. Holt, Jr. Phone: 571-218-1000	W912ER-05-D-0001 W912ER-04-R-0011
Michael Baker, Jr., Inc. Airside Business Park 100 Airside Drive Moon Township, PA 15108 POC: Mr. Jeff Hill Phone: 412-269-6027	W912ER-05-D-0002 W912ER-04-R-0011
Stanley Consultants, Inc. 225 Iowa Avenue Muscatine, Iowa 52761 POC Mr. James A. Hollatz Tel: 563-264-6557	W912ER-04-D-0012 W912ER-04-R-0011

Existing Indefinite Delivery-Indefinite Quantity (IDIQ) Contracts for Design-Build and/or Construction-Related Services in the U.S. Central Command (CENTCOM) Area of Responsibility (AOR):

AICI/Syska/Archirodon LLC 4600 North Fairfax Drive, Suite 804 Arlington, VA 22203-1553	W912ER-04-D-0001 W912ER-04-R-0004
CH2M Hill/Dragados/Soluziona, Joint Venture 9191 South Jamaica Street Englewood, CO 80112-5946	W912ER-04-D-0002 W912ER-04-R-0004

Contrack International, Inc. 1001 19th Street North, Suite 1220 Arlington, VA 22209-1722	W912ER-04-D-0003 W912ER-04-R-0004
Fluor Intercontinental, Inc. 6000 Fairview at JA Jones Drive Charlotte, NC 28210-22224	W912ER-04-D-0004 W912ER-04-R-0004
Kellogg, Brown, & Root Services, Inc. 1550 Wilson Boulevard, Suite 400 Arlington, VA 22209-2435	W912ER-04-D-0005 W912ER-04-R-0004
Odebrecht-Austin Joint Venture 1201 Alhambra Circle, Suite 1400 Coral Gables, FL 33134-5108	W912ER-04-D-0006 W912ER-04-R-0004
Perini Corporation 73 Mt Wayte Avenue Framingham, MA 01701-9160	W912ER-04-D-0008 W912ER-04-R-0004
Shaw Centcom Services LLC 4171 Essen Lane Baton Rouge, LA 70809-2157	W912ER-04-D-0009 W912ER-04-R-0004
Washington International/Black & Veatch Joint Venture 720 Park Boulevard Boise, ID 83712-7758	W912ER-04-D-0010 W912ER-04-R-0004

16. Q: We have experienced several cases where the award decision had been made in favor of the lowest price, actually being far below a reasonable cost, and ending with failure of the contractor having the contract left uncompleted. To avoid this, during the preparation of bid documents and evaluation of the proposals, the local conditions, specifications, duration of the works, and capacity and capability of the bidder have to be better incorporated in the final document and decision.

(Gov) A: First, it is important to understand that no contracting officer really wants to receive a “low ball” offer where we know that the contractor cannot possibly complete the project at the price proposed. We will do everything possible to ensure that the contractor really understands the scope of work and is capable of performing it at the offered price. We have experienced government contracts where the lowest priced offeror leaves the contract uncompleted. Even if someone just submits the lowest price, they may not may not have a high enough technical evaluation to be considered to be in the competitive range and thus eligible for award. We usually establish evaluation criteria that state that the best value contractor, price and non-price factors considered, will be selected for award.

17. Q: Regarding the JCC-I/A, what is the relationship?

(Gov) A: No direct relationship exists between TAC and JCC-I/A. TAC involvement in the projects at GRD is through relationship with GRD. We work on the contract awards, and then transfer to the appropriate district except construction.

18. Q: Where is the office in IRAQ?

(Gov) A: The Corps of Engineers' office is the Gulf Region Division. It has three districts – Gulf Region North, Gulf Region South, and Gulf Region Central.

19. Q: The FY08 projects won't be under the existing IDIQ contracts?

(Gov) A: The present plan is to award the MILCON Iraq projects as full and open due to having received poor responses to our recent solicitations.

20. Q: What about FY09, how much will be awarded using the new IDIQ contracts?

(Gov) A: We expect as much as 90% of our MILCON new projects will use the new IDIQ contracts in FY09. The remainder will be awarded full and open.

21. Q: It was mentioned that you wanted to provide MILCON projects with full design. Do you have need of any designers?

(Gov) A: We presently have three other contracts for design – assistance (*do we mean design and assistance or design assistance* in the field. We will be re-soliciting these, our Architect-Engineer or A-E IDIQ contracts, later this year. We also have an in-house design capability.

22. Q: Are contractors required to obtain their Defense Base Act (DBA) insurance through Rutherford?

(Gov) A: Yes. USACE has a requirements contract with CNA (aka Rutherford) so all USACE contractors must use Rutherford. To provide the lowest rates possible to the majority of contractors, a single insurance carrier is used. This allows the carrier's risk to be spread by the carrier across all contracts in the war zone and safer areas such as Korea and Japan. Although some rates may be higher than you might have obtained individually, others are lower. It should be noted DBA insurance is a “pass through” item and contractors are reimbursed for the actual costs of obtaining the insurance.

23. Q: It seems like more of the burden is being put on the contractor--we received contracts stating we're responsible for the security. It has been difficult to provide proper security. How do we bid a contract when we cannot even be protected by the US Army? Do we double the price? It's unrealistic to bid and be competitive.

(Gov) A: You're describing where an ideal solution would be a cost reimbursement contract. In some cases, customers have been reluctant to use cost reimbursement contracts, and we need to do better at explaining when these types of contracts are beneficial. If we cannot use a cost reimbursement contract, it may be possible to use cost reimbursement for specific

items, such as security. TAC will explore that option for possible use in the new IDIQ contracts

24. Q: Does TAC do any kind of evaluation for a contractor's proposed security plans during the source selection process? Do you take into consideration whether the offer is credible in their plan or not?

(Gov) A: One thing we can definitely consider is whether a security plan should be a specific item to be evaluated during the source selection. The credibility of it would of course be evaluated.

25. Q: If the risk to contractor is increased, is it a possibility to award 15 contracts rather than 3-10; if you took the contracts and kept them smaller?

(Gov) [Q to contractor asking the question]. Will smaller contractors be able to work all over the AOR?

A [A from contractor to TAC] I can't answer for all contractors, but many could have the capability to work a small project rather than a vast project. In other words, you could break the projects down into more bite-sized pieces.

(Gov) [Q to contractor asking the question]. As a smaller firm, do you have a Government-approved accounting system, allowing you to do cost reimbursement contracts?

[A from contractor to TAC] Some of us do, but we could always do firm fixed price work.

(Gov) A: We're looking for solutions for a problem - lack of response on solicitations.

Having smaller contractors doing smaller projects represents a diametric shift for us. The reason we have small projects lumped together is that it's a small risk to the government; the cost for mobilization is less. Maybe there is some way to do this, this may be situationally-driven, and there may be some locations where the mobilization issue is not such a large issue. TAC will consider whether it makes sense to award some smaller contracts, perhaps regionally where the lack of mobilization costs would be an advantage.

26. Q: Not sure having more contracts would give us more of a chance.

(Gov) A: We are looking for contractors who are willing to work in our area of responsibility. It's our intent to have sufficient bids on each of our Task Orders, so that we have adequate competition to secure the Best Value for the government.

27. Q: In terms of how to make this easier, help us to understand to put a quantitative number, like how the LSA area would look like.

(Gov) A: In order to receive the best possible bids from the contractors, we strive to quantify or qualify all aspects of the components of the scope of work, including the mobilization areas. We recognize that the quality of the solicitation is directly related to the quality and sufficiency of the bids we can expect to receive.

28. Q: Requirements to provide transportation to Corps of Engineers individual to the site. Do we have to come up in a convoy, geared up?

(Gov) A: We do not anticipate requirements in any of our solicitations to provide transportation to the site for Corps of Engineers personnel.

29. Q: How will contractors be loaded in SPOT for pre-award?

(Gov) A: The contracting officer will load the solicitation information into SPOT to facilitate site visits.

30. Q: We are a private security contractor, we're approached to work with a prime, and we don't know the region or environment. I like the idea of a line item for security because a proper risk assessment is not always there. More often than not, we go through up to 5 rounds of discussions [with our prime contractor] because the security-related quantities are changing.

31. Q: Regarding the security situation, once the contract has been awarded and the contractors are on board, can you send the security updates and logistics situation to us? That way the info is always there, so they we are ready to respond quicker.

(Gov) A: COL Light stated during the panel session that we have a security and law enforcement section in TAC and we may be able to provide more current situation awareness information to our awarded contractors. After further investigation, contractors must be responsible to obtain their own information on the security and logistics situation.

32. Q: Could someone describe the timeline for the re-bid, what's happening?

(Gov) A: The tentative timeline for key dates is as follows:

4/7/2008 Pre-solicitation/Pre-proposal Conference Announcement

5/13/2008 Issue Draft Solicitation

5/22/2008 Pre-solicitation/Pre-proposal Conference in Winchester, VA

6/09/2008 Issue Final Solicitation

7/24/2008 Receipt of Proposals

11/2/2008 Contract awards

33. Q: Would it be beneficial to have a scope meeting before the proposals are due? Then when the appropriations come through and the solicitations are issued, we would be ready for them. The more advance planning we can do, the better for all concerned.

(Gov) A: That would help encourage participation, improve the quality of the feedback, and give contractors a heads-up on what is required in the solicitation. We will discuss internally; it is something we may be able to do for next year.

34. Q: Question regarding page limitations on RFPs coming out: Do we have to stay within the 5 page limitation scheme?

(Gov) A: There have been some that are more than 5 pages – up to 10; we like to stay within the 5-page limit. For the IDIQ solicitation itself, there will be a larger limit on the number of pages. As the source selection will be based on best-value so additional pages will be required for an adequate evaluation.

35. Q: Will you consider having smaller multiple MATOC contracts?

(Gov) A: There are already some in place. The new IDIQ requirement will not be split up into smaller MATOC contracts.

36. Q: Regarding Third Country National (TCN) labor, does it need to be captured in SPOT?

(Gov) A: Yes, SPOT needs to track the movement of all personnel.

37. Q: Will subcontractors working on multiple contracts require multiple SPOT identification?

(Gov) A: Yes, contractors must be entered into SPOT individually for each contract or task order.

38. Q: Can you clarify the number and amounts of contracts to be awarded?

(Gov) A: Please note the actual amount has not yet been determined and the final number of contracts awarded will also be dependent on the number and quality of the proposals received.

39. Q: Will these contracts include the 20% price preference for U.S. firms within the CENTCOM AOR consistent with the DFARS?

(Gov) A: This is a misleading statement because the actual requirements depend on the type of funding associated with each project. The 20% price preference mentioned is only applicable to specific MILCON funding.

40. Q: Regarding Defense Base Act (DBA) Insurance for FFP or Cost Plus, should the DBA costs be included in proposal?

(Gov) A: Yes. Be sure to include the costs for DBA Insurance in your bid or proposal. The Contracting Officers will make sure that you are maintaining coverage. You will have to provide proof of coverage before you receive your notice to proceed. You may be required by the Contracting Officer to provide a copy of your paid invoice before you are reimbursed for the amount of DBA Insurance.

41. Q: If the contract admin is transferred to GRD or AED, where does the BLG get submitted?

(Gov) A: Address all correspondence to the Contracting Officer for the agency or office which has contract administration authority. This will be noted in the awarded task order or in a modification to the task order.

42. Q: Do you plan to put out a draft RFP for comment?

(Gov) A: Yes, we will have a draft RFP and another Industry Day to discuss it. The new solicitation will mirror the current IDIQ contracts very significantly. It will include environmental capabilities and cover Africa. If there is something in there that is reprehensible or any suggestions for improvements, we need to hear.