



USAID | SENEGAL

FROM THE AMERICAN PEOPLE

Subject: Questions and Answers (Q&A)

Reference: Notice of Funding Opportunity No. 72068519RFA00008

Program Title: Health Services Delivery (HSD) Activity

Date: September 13, 2019

Ladies/Gentlemen:

The United States Agency for International Development (USAID) wants to thank you for submitting questions in response to the referenced Notice of Funding Opportunity (NOFO). Your questions were reviewed, and we hereby provide answers/clarifications enclosed herewith as **ATTACHMENT A**.

The deadline for submission of technical and cost application is now revised from September 24, 2019 to October 11, 2019 at 16:30 PM (GMT) Local Dakar, Senegal Time.

Issuance of this Q&A does not constitute an award commitment on the part of the Government nor does it commit the Government to pay for any costs incurred in preparation or submission of application. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense.

Thank you for your interest in USAID programs.

Sincerely,

Chadwick Mills
Regional Agreement Officer

Enclosed:

- **ATTACHMENT A – Question & Answers**
 - **ANNEX #4:** SDP and RISE II Map

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QUESTIONS AND ANSWERS

GENERAL

1. Because USAID has requested two separate proposals within the four-week period for application development and because this time period includes a US federal holiday, will USAID please grant an extension to the application deadline?

USAID Response: Application submission deadline is hereby extended from September 24, 2019 to October 11, 2019 at 16:30 PM (GMT) Local Dakar, Senegal Time.

2. I represent a team pursuing the Health Services Delivery Activity NOFO NO. 72068519RFA00008. I wanted to see if it was possible to know if there is an existing HSD program under RISE II in Niger or Burkina Faso, and if so, is there is an incumbent organization managing the existing program. Any assistance will be greatly appreciated.

USAID Response: This is a new activity and there is no incumbent organization managing such a large health activity as envisioned under this award in Burkina or Niger.

SECTION A: PROGRAM DESCRIPTION

3. Which five personnel should be labeled as Key Personnel? Section 12, page 38 of the NOFO states, “The Applicant must propose and justify five Key Personnel positions and candidates for those positions that it considers essential to achieve the program outcomes.” Specific positions that should be labeled as Key Personnel are not provided. Please clarify.

USAID Response: Applicants have the latitude to choose and justify which five key personnel positions they would need to support their technical approach for the HSD activity to achieve program outcomes.

4. In Section A.5, on page 18, the NOFO refers to Result 2: Improved systems for quality of care in the delivery of health services, while on page 21, the NOFO calls this same result, “Sub-Result 2” Can USAID please confirm that “Improved systems for quality of care in the delivery of health services” is Result 2 and not Sub-Result 2?

USAID Response: USAID confirms that “Improved systems for quality of care in the delivery of health services” is Result 2. The inclusion of “sub” on page 21 was a mistake.

5. The NOFO includes illustrative outcomes on Page 22 under Section A.5. This is in contrast with the rest of Section A.5, in which illustrative outcomes are only listed under sub-results and not under results (see pages 20, 23, 25, and 27). Are the illustrative outcomes on Page 22 associated with a sub-result that is missing from the NOFO? If so, can USAID please insert this sub-result on Page 21 or 22 of the NOFO.

USAID Response: There is no missing sub-result. Similar to Result 4, USAID included some illustrative outcomes under the result heading. Additionally, please note that there is a Sub-Result 2.1 with illustrative outcomes.

6. Section A.6, Page 27, states “In areas where DFSAs are not present, HSD will implement essential community-based activities that help to link target populations to health services.” Can USAID confirm that this applies specifically to the RISE II zone and not to the remaining areas of the SDP zone, since the NOFO also states on page 27 that “support to the

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remaining areas of the SDP zone will be negotiated with USAID post-award depending on need, accessibility, and other considerations” and applicants should assume only “20% of LOE for non-RISE SDP areas”?

USAID Response: For the purposes of the application, applicants should assume HSD will operate 80% in RISE zones and 20% in non-RISE zones that are also part of SDP. For Burkina Faso, SDP zones include the Sahel and Est, while RISE does not. In Niger, the difference between SDP and RISE areas is that the SDP zone includes more of Tillabéri. Please note however, that the security situation remains extremely fluid and may impact geography during implementation.

7. Section A. 12, Page 36 states “HSD will house Breakthrough ACTION (BA) staff in their offices...in Burkina Faso, BA will have approximately two to three staff sitting at the Ministry of Health.” Can USAID confirm that the Burkina Faso RISE II HSD Activity is not expected to provide office space and support services for these BA staff, because they will be sitting at the Ministry of Health?

USAID Response: Page 36 of the solicitation also states that BA would have 1-3 field staff which may need housing by HSD. HSD will not be required to house staff sitting at the MOH, but may want to consider “touch down” workspaces to ease coordination and collaboration.

8. Section A.12, Page 38 states that the shock response contingency plan is due within 6 months of mobilization, while Section F, Page 68, states that it is due within 5 months after award. Can USAID confirm that the shock response contingency plan is due within 6 months of mobilization?

USAID Response: USAID confirms that the shock response contingency plan is due within 6 months of mobilization, alongside the Workplan Part I.

9. Could USAID please clarify if the awardee will be expected to work in the same communities where other partners (DFSAs, WSR) will be co-located in order to maximize inputs to support resilience such as credit, agricultural support, livelihoods training, and others?

USAID Response: Yes, USAID expects the applicant to overlap and co-locate as relevant and appropriate to maximize synergies between activities.

10. Could USAID please review the structure of Result 2? The description of the Result 2 itself “Improved systems for quality of care in the delivery of health services” is rather described as Sub-result 2, including illustrative indicators. Nevertheless, Results 1, 3, and 4, do not have illustrative indicators – only their sub-results. Should a description be added and then a sub-result 2.1 and 2.2 included?

USAID Response: Please see answer to Question #4 and #5. In addition, Result 4 does have illustrative outcomes. No Results have illustrative indicators; only illustrative outcomes.

11. In addition to the Centre de Santé et de Promotion Sociale (CSPS), will the awardee be expected to work in Centre Médical (CM), and Centre Médical avec Antenne Chirurgicale (CMA) in the targeted areas?

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USAID Response: This is for the applicant to propose in their technical response to the program description.

12. On page 27, section 6 the NOFO makes reference to an inserted map for the RISE II zone, but the map seems to be missing.

USAID Response: Please see map attached to this Q&A as Annex #4.

- a. Could USAID please share it? We would like to have a clear understanding of which parts of the zones are considered official RISE II areas (and which are not).

USAID Response: Yes, please see attached map, which clearly explains the RISE II and SDP zones in Burkina Faso and Niger.

13. Could USAID please confirm the breakdown of the \$89 million between Burkina Faso and Niger? The NOFO lists different amounts in p. 6 (Burkina Faso - \$35M) and p. 35 (Burkina Faso - \$34M)

USAID Response: The amount on page 6 is correct; \$35 million for Burkina Faso.

14. In Section A, on page 27, the NOFO states, “HSD will support investments in the RISE II shared zones of intervention which include the regions of Centre Nord in Burkina Faso; and portions of Tillabéri, Maradi and Zinder in Niger. See the inserted map for the RISE II zone.” However, the NOFO does not include a map. Would USAID please share the referenced map?

USAID Response: Please see response to question #12 above.

15. In Section A, on page 31, under Evaluation it states, “USAID will commission a population based evaluation (to include baseline, midline, and endline) of the RISE zone of influence.” Would USAID please confirm if these evaluations include the “field-based gender and youth analyses,” referenced in the second bullet on page 29 or if Applicants should budget for those analyses as part of the HSD activity?

USAID Response: The RISE baseline will not likely include enough information for programmatic decision making. It is highly advised that the activity budget for these analyses as part of the HSD activity.

16. Page 24 of the NOFO states, “HSD will also consider approaches to ensure life-saving commodities consistently reach the last mile, even when faced with shocks by working closely with USAID partners working in supply chain as well as other key donors and partners.” However, there are no supply chain partners not described in sub-section 10 Collaboration with other important health sector program (pages 32-34). Would USAID please provide further information on the supply chain partners the HSD implementers are expected to work with during this activity?

USAID Response: This is for the applicant to research and propose.

17. On page 36, under management and operations, the NOFO states, “In Niger, BA will have approximately six staff in Niamey, and 2-3 per region;” would USAID please clarify if it expects 2-3 BA staff in the Tillabéri in addition to the six staff to sit in Niamey?

USAID Response: Correct.

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18. Page 25 of the RFA highlights “Linkages with community-based surveillance programs strengthened” as an illustrative outcome. Can USAID kindly provide additional detail on the types of programs this outcome is targeting?

[USAID Response: No, this is for the applicant’s proposal to determine.](#)

19. Page 27 of the RFA states: “HSD will support investments in the RISE II shared zones of intervention which include the regions of Centre Nord in Burkina Faso; and portions of Tillabéri, Maradi and Zinder in Niger. See the inserted map for the RISE II zone.”

- a. Can USAID expand on what level of coverage is envisioned for these regions?

[USAID Response: Please see answer to question #6.](#)

- b. Can USAID please provide the referenced map?

[USAID Response: Please see answer to question #12.](#)

20. Pages 21-23 – Sub-Result 2: Should there be two sub-results under Result 2? For Result 1, there are two sub-results. Each sub-result section includes a list of illustrative outcomes. For Result 3, there are two sub-results and each sub-result has a list of illustrative outcomes. For Result 4, there are no sub-results and just one list of illustrative outcomes. But for Result 2, there are two lists of illustrative outcomes, but only one sub-result. Can USAID please clarify the intended number of sub-results under Result 2?

[USAID Response: Please see responses to Questions #4 and #5.](#)

21. Page 27 – Geographic Coverage and Target Populations: The final paragraph on this page mentions “See the inserted map for the RISE II Zone.” However, this map was not provided. Can USAID please provide the mentioned map?

[USAID Response: Please see answer to question #12.](#)

22. Pages 30-31 – AMELP Budget Requirements: USAID has provided substantial targets for age-disaggregated indicators and the extent to which services and SBC are expected to reach the poorest and most marginalized households. As this may require collaboration with DFSAs to use unique identifiers, can USAID please clarify any anticipated budget-level expectations in this regard?

[USAID Response: USAID expects that DFSAs will create the unique identifier approach, and that the HSD implementers will just apply it in their work. We do not anticipate this will increase costs beyond the normal costs of AMELP implementation. If, subsequent to award, this requirement turns out to involve extensive additional costs, the HSD implementer may propose budget adjustments to USAID.](#)

23. Breakthrough ACTION

- a. USAID envisions a close partnership between HSD and Breakthrough ACTION (BA). Based on the NOFO, HSD Applicants will need to budget for providing logistical support for BA staff. Based on their SOW (Annex #3), their period of performance runs through July 2022, which is 2.5 years of overlap in implementation between theirs and RISE II. Should HSD applicants budget support cost for BA staff

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through July 2022 (2.5 years) OR should the applicant budget support costs for the entire 5 years of this program?

USAID Response: At the moment, HSD should budget support costs for 2.5 years.

- b. Page 36 – This page states that HSD will need to provide support services, such as IT and printing. Would this include provide office supplies and small equipment, such as laptops, printers, etc.? For logistical support, would this include handling travel arrangements and providing transportation for BA staff?

USAID Response: USAID strongly encourages partners to coordinate and collaborate as one team. These costs should be provided as makes sense and equitably as needed/required per use.

- c. Allocation of Costs: During the implementation phase, would the allocation of costs (e.g. office space, support services, etc.) need to be recorded and charged to BA and HSD projects, or would BA allocation be charged entirely to the HSD project?

USAID Response: USAID strongly encourages partners to co-locate. These costs should be split equitably as needed/required per use.

SECTION B: FEDERAL AWARD INFORMATION

24. Page 45 – Font: As no specific font type is mentioned for the application, can USAID please confirm that Arial font may be used?

USAID Response: Applicants must use 12 point Times New Roman font.

25. Also, in addition to text boxes, may 10-point font be used for tables and graphics as well?

USAID Response: Applicants must use 10 point Times New Roman font for tables, graphs and charts.

26. Can USAID please confirm that the budget template provided is only illustrative and that organizations may use their own budget template?

USAID Response: Yes. The budget template is illustrative, and organizations may use their own budget template as long as they adhere to the SF424 budget categories.

SECTION D: APPLICATION AND SUBMISSION INFORMATION

27. Page 46 states “the cover page, TOC, acronym list, executive summary, and attachment/annexes do not count against the 30-page limitation.” However, page 48 states the executive summary is included in the “Application Narrative (maximum 30 pages total)”. Could USAID please confirm if the executive summary is included or excluded from the 30-page limit?

USAID Response: The Executive Summary is excluded from the 30-page limit.

28. On p. 50 of the NOFO, under the Management and Institutional Capacity section, the first bullet point reads: “(...) summaries and table of proposed staff may be annexed”, but then,

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the second bullet states that part of the narrative should include “description and rationale of proposed key personnel and summary of qualifications”.

- a. Could USAID confirm that the summary or table refers only to STTA or other named staff to be proposed, whereas the biographic information of the key staff and a summary of their responsibilities (description and rationale) is what should be included in the technical narrative?

USAID Response: Per page 50, the narrative should include a summary of the qualifications of key personnel positions and rationale for the proposed key personnel. CV's should be annexed.

- b. By “graphic” in the first bullet point, is USAID requesting an organizational chart?

USAID Response: An organizational chart should be annexed. Any other graphic should be included in the main text.

29. Could USAID please clarify whether the Past Performance Information forms are annexes to the technical application (p. 48 & 51) or to the business application (& 56) or both?

USAID Response: Applicants must submit Past Performance Information forms (Appendix #6) as annexes to the Business (Cost) application.

30. Could USAID please confirm that applicants can include a list of references and citations and this will not count toward the page limit for the technical application or the annexes?

USAID Response: There is an overall limit of 30 pages for the technical application, and annexes should not exceed 70 pages.

31. Under the instructions for Technical Application Format on page 51, the RFA states "Past performance information form under APPENDIX 6 attached to this NOFO must be fully completed." Additionally, under the Business (Cost) Application Format instructions on page 57, the RFA states "Applicants should use the format provided in Appendix #6: Past Performance Information of the NOFO to document the detailed information as requested. The completed forms should be included in the annex." Can USAID please clarify whether Past Performance Information using the format provided in Appendix #6 should be included in the Technical Application or the Business (Cost) Application?

USAID Response: See answer to question #29 above.

32. Could USAID please confirm if an Applicant may submit an organogram (a graphic of the staffing structure) as “other supporting documents” in the Annexes, instead of in the main 30-page technical narrative?

USAID Response: Correct. Organograms should be annexed.

33. In the Budget and Budget Narrative Instructions on page 52, USAID states that the Budget must include the Summary and Detailed Budgets for the Prime and each Subrecipient. Is USAID amenable to submission of the Prime and Subrecipient budgets in separate excel files, rather than one large combined Excel file? This will ensure that data limits are not exceeded, and that each distinct organizational budget can be reviewed with the associated Budget Notes.

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USAID Response: Yes. Applicants may choose to submit separate excel files to comply with data limits. But our preference is to have them all consolidated in one excel file with separate tabs for each organization.

34. Would USAID please confirm that if the budget document in excel shows the arithmetic in reaching the cost figure, the arithmetic is not required to also be shown in the budget narrative?

USAID Response: The Budget Narrative must contain sufficient detail to allow USAID to understand the proposed costs, and must be thorough, including sources for costs to support USAID's determination that the proposed costs are fair and reasonable.

35. In Section D, item e states, "The Cover Page, Table of Contents, Acronym list, Executive Summary, and Attachment/Annexes do not count against the 30-page limitation" (page 46). However, on page 48, the Executive Summary is one of the components listed for the Application Narrative, which has a maximum of 30 pages. Would USAID please confirm that the Executive Summary is not included in the 30-page limitation.

USAID Response: Please see response to Question #27.

36. Section D.3, Page 46, states that the Executive Summary does not count against the 30-page limitation, while Section D. 5, Page 48, lists the Executive Summary as part of the Application Narrative (maximum 30 pages total). Can USAID please confirm that the Executive Summary does not count against the 30-page limit?

USAID Response: please see response to Question #27.

37. Section D.5, Page 48, requests that the cover page for the Technical Application include "name(s) and title(s) of person(s) who prepared the application, and corresponding signatures. This should indicate, which, if any, of the authors is proposed as Key Personnel." Because many individuals are involved in preparing the application, could USAID please clarify what is meant by this requirement?

USAID Response: See response to question #38 below.

38. Would USAID please confirm the requirements for the cover page of the technical proposal? The required information on page 48 does not match that on pages 44-45.

USAID Response: Below is the new requirement for the technical application cover page replacing the one contained under Section D on page 48:

- Program title/name;
- NOFO reference number;
- Proposed country of implementation (Burkina Faso or Republic of Niger);
- Name and valid DUNS number of the organization(s) submitting the application;
- Name and valid DUNS number of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations), per USAID's definition of 'local entity' under ADS 303; and
- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the

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identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address), clearly identifying if the contact person has the authority to negotiate the award, and if not, a person authorized to negotiate should also be clearly identified.

39. Section D.5, Page 48, requests that the cover page of the Technical Application include “Total funds requested (in U.S. dollars).” However, Section D.3, Page 44, states that “the Technical Application must address technical aspects only while the Business (Cost) Application must present the costs,” and USAID’s standard guidance is not to include cost information within the Technical Application. Can USAID please confirm that the total funds requested (in U.S. dollars) should be included on the Business (Cost) Application cover page and not on the Technical Application cover page?

[USAID Response: See response to question #38 above. Amounts of total funds requested in U.S. dollars to be included only in the cost application cover page.](#)

40. Section D.5, Page 48, lists Organizational references (Past Performance Information) as a Technical Application Annex, while Section D.6, Page 56, states that the Applicant must provide information regarding its recent history of performance within the Business (Cost) Application. Can USAID confirm that past performance information (in the format provided in Appendix #6) should be submitted as a Technical Application Annex and not as a Business (Cost) Application Annex?

[USAID Response: See answer to question #29 above.](#)

41. Section D.5, Page 50, requests a “description of the staffing plan, including use of STTA. A graphic, if used, should be in the main text, but summaries or tables of proposed staff to fill these positions may be annexed.” Due to space constraints, will USAID please permit inclusion of an organizational chart as a Technical Annex rather than within the Technical Narrative?

[USAID Response: Please see answer to question #28 above.](#)

42. Section D, Page 50, requests an “explanation of how partners will work together, level of effort for each, and how the country offices will relate to each other.” Because there will now be separate awards for Burkina Faso and for Niger, can USAID remove the request for an explanation of how the country offices will relate to each other from this page of the NOFO?

[USAID Response: No. USAID expects that the implementing partner for the Burkina Faso and Niger programs will need to relate to each other. The applicants should present their vision for this relationship.](#)

43. Section D.6, Page 52, requests that the budget include “itemization of the federal and non-federal (cost share) amount” and Page 53 requests “Detailed Budgets for each sub-recipient, for all federal funding and cost share,” but this conflicts with Section A.11, Page 36, which states “USAID does not require cost share for this award.” Can USAID confirm that the budget does not need to include non-federal (cost share) funding?

[USAID Response: Cost share is not a requirement for this award, and USAID will not evaluate cost share. USAID confirms that applicants need not include cost share in their budget.](#)

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44. Page 46 of the RFA states: “The Cover Page, Table of Contents, Acronym list, Executive Summary, and Attachment/Annexes do not count against the 30-page limitation.” This is contradicted, however, on page 48. Please confirm the executive summary is exempt from the technical narrative page limitation.

USAID Response: Please see answer to Question #27.

45. Page 48 of the RFA requests names, titles, and signatures for preparers of the application. Given the volume of staff involved in the development of a proposal, and the limited space on a cover page, can USAID remove the requirement for signatures?

USAID Response: Please see answer to Question #37.

46. Please advise if an organizational chart can be included in the technical annexes instead of the 30-page technical narrative.

USAID Response: Please see the answer to Question #28.

47. Page 51 of the RFA states: “The business (cost) application must illustrate the entire period of performance, using the budget format shown in the SF-424A.” However, the summary budget template provided in the solicitation has one cost category for “Procurement or Rental of Goods (Equipment & Supplies)”, while the SF-424A form breaks out “Equipment” and “Supplies” as two separate cost categories. Can USAID confirm if the cost application should combine or separate Equipment and Supplies as cost categories?

USAID Response: Cost application format must comply with the SF-424A budget category with Equipment and Supplies separated as 2 distinct budget categories.

48. Pages 46 and 48 – Executive Summary: On page 46, item e) mentions that the Executive Summary is not included as part of the 30-page limitation. However, Page 48 (Application Narrative) lists the Executive Summary as one of the sections required under the 30-page limitation. Can USAID please clarify whether the Executive Summary is part of the 30-page limit or not?

USAID Response: Please see response to Question #27.

49. Page 48 – Key Personnel: Can USAID please confirm that key personnel cannot engage in exclusive commitments on a single application and must remain non-exclusive?

USAID Response: Yes, that is our preference. In addition, USAID will not consider or be bound by any exclusive commitments made by key personnel to competing applications.

50. Page 52 – Required Certifications and Assurances: Are subawardees also required to complete and submit the “Certifications, Assurances, Representations, and Other Statements of the Recipient” document, or should this be submitted by the Prime only?

USAID Response: To be submitted by the Prime only.

SECTION E: APPLICATION REVIEW INFORMATION

51. Under the Evaluation Criteria #2 on page 61, would USAID please clarify what is meant by "(3) local capacity implementation responsibility"? Is USAID referring to Applicants' capacity to implement the activity in Niger or Burkina Faso?

USAID Response: Correct. The criterion is referring to the applicant's local capacity to implement in Niger and Burkina Faso.

52. Page 60 – Performance Management Plan: Can USAID please clarify whether the performance management plan listed under Evaluation Criteria #1 is equivalent to the Activity Monitoring and Evaluation Plan (AMELP)? Is the performance management plan mentioned in one of the Annexes expected to be submitted as part of the 70-page limit?

USAID Response: Correct. The performance management plan is equivalent to the activity monitoring and evaluation plan.

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

53. Could USAID please clarify what the expectations are regarding the MEL section of the proposal?

- a. Should the applicant's MEL approach be included in the technical narrative?

USAID Response: Yes.

- b. Page 68 indicates that the AMELP should be submitted with the technical application. Could USAID please confirm that the AMELP can be submitted as an annex?

USAID Response: Yes, a draft is due as an annex.

54. Section F, Page 68 requests that a draft Activity Monitoring, Evaluation and Learning Plan (AMELP) is submitted with the technical application, but Section D.5, page 48 does not include a draft AMELP in the Technical Application or Technical Application Annex. Can USAID confirm that applicants should include a draft AMELP as an Annex to the Technical Application?

USAID Response: USAID confirms that applicants should include a draft AMELP as an annex to the technical application (5 pages maximum). Reference can be made in the technical application as necessary.

55. AMELP: Can USAID please clarify whether the AMELP is one of the expected Annexes to be submitted by applicants?

USAID Response: Please see response to Question #54.

56. On page 68 in the "Summary of Reports / Deliverables", under "AMELP" Due Date it says, "Submit draft with technical application, and final is due within 5 months after award." However, there is no other mention of a draft AMELP needed in this submission. Could USAID please confirm if a draft AMELP is required at this stage of submission and if it should be included in the technical application annexes?

USAID Response: Please see response to Question #54.

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57. Application and Submission information details the requirements for the technical and business cost applications but no reference is made to a draft AMELP to be included in either the technical application nor the annex. However, in Section F, on page 68 in the table titled "Summary of Reports/Deliverables, it is specified that a draft AMELP should be submitted with the technical application. Could USAID clarify if a draft AMELP should be included in the technical application or annex submission?

[USAID Response: Please see response to Question #54.](#)

SECTION H: OTHER INFORMATION

58. Annex 1, Page 81, includes two intermediate results under IR 3.2. Can USAID confirm that this Results Framework should instead include, under IR 3.2, the four intermediate results listed under Section A.5 on page 16?

[USAID Response: No. Page 81 is the RISE II Results Framework, of which, HSD will contribute to.](#)

59. A SAM Quick Start Guide is included as Appendices 4 and 5 of the NOFO. Is a SAM Quick Start Guide available in French to assist local partners in completing the registration process?

[USAID Response: No. The instruction is only available in English.](#)

Sahel Development Partnership (SDP) and Resilience in the Sahel Enhanced (RISE) II zones in Burkina Faso and Niger

