



ATTACHMENT F - QUESTIONS AND ANSWERS

GENERAL QUESTIONS

1. Would USAID consider an extension to the proposal deadline, considering the time lost due to the Easter holiday?

USAID Response: The NOFO submission deadline has been extended to May 6, 2024; 16:00 hours Kampala time.

2. Will USAID extend the closing date for applications to allow applicants sufficient time to consider and discuss USAID's responses to questions, determine the implications, and make the necessary changes to their proposed strategy, consortium composition, and/or personnel?

USAID Response: See response to question 1.

3. For budgeting purposes, could USAID please provide the anticipated start date of the activity?

USAID Response: The project will start upon the Agreement Officer fully executing the award.

4. Would USAID please confirm the start date of this activity to be used for cost application purposes?

USAID Response: See response to question #3.

5. Would USAID provide the estimated start date for the activity? In Section D.4 (page 37), the NOFO states that applications must comply with the following and lists "The estimated start date identified in Section B of this NOFO must be used in the cost application."

USAID Response: See response to question #3.

6. How does USAID envision SLHS coordinating with the Uganda Urban Health Activity (72061724RFA00002)?

USAID Response: USAID expects all its implementing partners and other partners to coordinate effectively when carrying out USAID supported programs. Specifically, SLHS is expected to coordinate with the Uganda Urban Health Activity (UHA) to ensure relevant policies and guidelines developed through SLHS at national/above site level are implemented

at site level in health facilities and communities supported by UUHA in Kampala, Wakiso, and Mukono districts.

7. Given that the Uganda Urban Health Activity (72061724RFA00002) NOFO was released shortly after SLHS and taking into consideration the importance of proposing highly qualified Ugandan candidates for key personnel positions for both projects, is USAID open to candidates being bid on both opportunities?

USAID Response: The NOFO requires Applicants to include letters of commitment from key personnel in Annex 3, demonstrating 100% Level of Effort (LOE).

8. How does USAID envision SLHS coordinating with current and future USAID-supported social, and behavior change activities (e.g., Breakthrough ACTION)? USAID noted that Uganda has one of the youngest populations in the world, with approximately 80% of people below the age of 30, and applicants should consider this dynamic in their approach. Can USAID provide any further information on its priorities for the youth population to enable applicants to align with them?

USAID Response: USAID expects SLHS to promote youth friendly health policies and strategies, ensuring that youth issues are taken into consideration in policies, guidelines, and solutions developed through the Activity.

9. Is USAID accepting applications that only address one of the objectives outlined in this NOFO?

USAID Response: No.

10. Would USAID kindly make available recent annual or quarterly reports from the Uganda Health Systems Strengthening Activity (UHSS) as well as relevant reports from the Strategic Information Technical Support Activity (SITES)? The NOFO states that the activity will build on the achievements of these programs, specifically concerning the anticipated intermediate results, but we are unable to access them on the Development Experience Clearinghouse (DEC).

USAID Response: The DEC website is accessible to the public. Please check <https://dec.usaid.gov/dec/home/Default.aspx>, the incumbent uploaded the reports.

SECTION A – PROGRAM DESCRIPTION

11. Section A.4.2 describes collaboration expectations at the subnational level with varied implementing partners and donors. Would USAID confirm if there are specific geographies or districts to be targeted at the subnational level?

USAID Response: While the activity primarily operates at the national level, coordination at the sub-national level is expected in all districts and regions supported by USAID for health programs, currently East, East Central, Southwest, Lango and Acholi regions.

12. Section A.4.4 describes expectations for capacity development of sub-awardees to qualify for one or more transition awards by at least Year 4. Would USAID confirm that the budget for transition award(s) is not included within this NOFO's budget ceiling? Our understanding is that USAID will fund these awards separately.

USAID Response: This NOFO's budget ceiling encompasses transition activities and associated capacity-strengthening initiatives during the award period as stated under A.4.4. However, after the transition phase, USAID reserves the right to fund the transition award(s) separately.

13. Section A.6, Key Personnel, states that the applicant should propose the necessary number of key personnel it deems appropriate (not more than five) to implement the activity, and the subsequent table (page 30) lists five positions to be determined. Would USAID confirm that an applicant may propose fewer than five personnel if deemed appropriate for its approach?

USAID Response: Yes, Applicants may propose fewer than five personnel if deemed appropriate to implement the Activity.

14. Page 18, section IR 3.2, bullet point 4 states, "Based on the assessment, identify opportunities to sustainably strengthen the Division of Health Information to fulfill its mandate." Can USAID clarify which assessment they are referring to?

USAID Response: This refers to the joint organizational capacity assessments indicated in bullet #1 of IR 3. 2.

15. Page 18, section IR 3.2, bullet point 5 states, "Work with the MoH to identify how private sector partners could potentially contribute to the strategy's implementation and assist in the process of contracting." Could USAID please provide more information about the process of contracting to which it refers?

USAID Response: This refers to the MoH contracting process.

16. On page 15, an anticipated outcome is "The new staffing structure adopted by the central MoH, all districts and health facilities nationwide with a 20% increase in staffing levels each year". Do you mean a 20% increase each year for the duration of the project?

USAID Response: Yes.

17. On page 15, an anticipated outcome is “Proportion of staff who receive performance evaluation increased from 70% currently to 90%”, can you clarify what you mean by “staff” here?

USAID Response: “Staff” refers to GoU health workers serving in public health facilities.

18. Can USAID clarify the estimated funding available for a potential transition award to a local sub awardee?

USAID Response: See response to question 12.

19. On page 30, Sec. 1.6, the NOFO states that, “All Key Personnel must be employed by the Prime Recipient and fully attributed to this Activity.” Would USAID consider up to one (1) key personnel being employed by a sub awardee?

USAID Response: No, all key personnel must be employed by the Prime Recipient as stated. Employment of Key Personnel under a sub-contractor creates challenges with privity of contract and management burdens.

20. Section A.4.3 Set-Aside for Staff Salaries on page 22 states “The Applicant may choose to also sub-grant to select government institutions...Grants may support capacity building, TA needs, personnel, equipment, and select operational costs that are determined critical for health systems improvements. Approval/concurrence on the selection of grantees will be done in consultation with USAID to ensure compliance with USAID requirements for approval of grants with government and non-government entities.” It is our understanding that USAID implementing partners (IPs) are currently prohibited by the USAID Uganda Mission from providing direct funding to Government of Uganda (GoU) entities, has this policy changed and may applicants be permitted to provide grants to GoU entities in consultation with USAID? Kindly clarify USAID’s current and anticipated policy orientation on IPs providing funding directly to the GoU.

USAID Response: Approval/concurrence on the selection of grantees will be done in consultation with USAID to ensure compliance with USAID requirements of grants to government and non-government entities. USAID will guide the implementing partner prior to any issuance of sub-grants to any government institutions.

21. Will the Activity be expected to procure digital mobile technology tools for community reporting?

USAID Response: Yes. This will be done in consultation with USAID.

22. Will the Activity be expected to procure digital technology for expansion and maintenance/replacement of virtual learning?

USAID Response: See response to question #21.

23. Will capacity building of Community Health Departments (CHDs) at RRHs be limited to the same RRHs as those that UHA supports, or will this Activity support additional CHDs beyond those supported by UHA?

USAID Response: Capacity building of CHDs at RRHs will be limited to the same RRHs that UHA supports, hence strong collaboration and coordination with UHA is expected.

24. Page 15 under Section Objective 2: HRH Strengthened..."Currently, there are about 510 PEPFAR-supported health staff seconded to public and private-not-for-profit (PNFP) facilities. Of these, more than 240 health workers continue to be funded by USAID at an estimated cost of \$1.4M annually. Approximately 190 of the 240 health workers are in the PNFP sector and are paid through sub-grants with the Uganda Catholic Medical Bureau, Uganda Muslim Medical Bureau, and Uganda Protestant Medical Bureau." Does USAID expect Offerors to request prior approval for the Medical Bureaus listed above to receive sub-grants as part of the application, or is it sufficient to budget lump sums according to the guidance and seek approval during implementation?

USAID Response: Applicants are expected to seek prior approval from USAID for the Medical Bureau's prior to implementation. However, at the time of application, lump sum budgeting for salary support subgrants is sufficient.

25. On page 15 of the NOFO it says, "...In addition to the seconded health care workers mentioned above, the Activity will continue to provide salary support for technical advisors embedded at the MoH and seven RRHs. These include, but are not limited to, seven Epidemiologists, seven PFM experts, and five Information and Communication Technology (ICT) Officers."

Question: Can USAID confirm if the salary support for the technical advisors embedded at the MoH and seven RRHs, total of 19 staff, are part of the estimated 20% sub-grants set-aside requirement on Page 22 Section A.4.3 Set-Aside for Staff Salaries?

USAID Response: Yes. The 19 technical staff are part of the estimated 20% set aside for salary support.

26. Can USAID confirm that per page 18, "Before full transition to digital platforms, support MoH with HMIS tools review, quantification and printing of HMIS tools, and training of trainers to cascade to the lower levels." the Recipient of the award be responsible for associated printing costs?

USAID Response: Yes, the recipient will be responsible for associated printing costs of priority HMIS tools that will be agreed upon with USAID.

27. Can USAID confirm that offerors should include the names and position titles of Key Personnel outside of Annex 2, as per section A.6?

USAID Response: As per Section A.6 of the NOFO, applicants must furnish details in Annex 2 regarding key personnel. This includes their names, position titles, position descriptions, roles, and responsibilities, as well as their skill sets.

28. Can USAID confirm that Annex 2 should include the Key Personnel requirements as formatted in Section A.6 Key Personnel (p. 30)?

USAID Response: See response to question #27

29. USAID indicated that applicants may explore policies that make health care systems more inclusive and accessible to people with disabilities. Can USAID provide any further information on its priorities for people with disabilities to enable applicants to align with them?

USAID Response: Section A.4.7 identifies USAID's Gender considerations priorities. The Applicant is required to provide approaches and policies that make Health care systems more inclusive and accessible to all vulnerable and marginalized groups of people.

30. Does "Objective 2: HRH Strengthened" focus more on human resource activities related to healthcare workers – not clinical skills training?

USAID Response: The applicant must provide a comprehensive strategy for strengthening human resources for health including strengthening clinical skills training systems and platforms as appropriate.

31. Section A.4.4 mentions that *"Please note: the Applicant is not required or expected to transition all consortium sub awardees; however, USAID expects the prime Applicant to provide targeted organizational capacity strengthening to all local sub awardees."* Is it the prime's sole responsibility to provide the capacity strengthening? or. Can this responsibility be delegated to other consortium members with better experience and track record?

USAID Response: Yes. While the overall responsibility for this deliverable including reporting on transition progress rests with the prime partner, capacity building support can be delegated to consortium members that can do the job.

32. Does USAID expect the contractor to play an active role in facilitating and/or coordinating the Health Development Partners Forum, the platform that brings together several health systems strengthening donors in Uganda?

USAID Response: Yes, the recipient is expected to play a key role in donor coordination.

33. On pages 14-15, the NOFO states that the activity will continue to support technical advisors embedded at the MoH and seven RRHs, including but not limited to seven Epidemiologists, seven PFM experts, and five Information and Communication Technology (ICT) Officers. To inform offerors' technical approaches and management and staffing plans, would USAID please share:

- (a) The current locations for each of the seven embedded technical advisors
- (b) The scopes of work for each of the seven embedded technical advisors

USAID Response: The technical advisors are embedded at different Regional Referral Hospitals that include Mbarara, Jinja, Mbale, Kabale, Moroto, Gulu and Lira and MoH. Applicants are encouraged to conduct research on the existing scopes of work of these technical advisors. However, this will be further clarified during work planning.

34. On page 18, IR 3.1, USAID notes the illustrative activity, “Procure assorted ICT equipment based on programmatic needs.” Would USAID provide an estimated plug figure for equipment procurement so the offeror can effectively budget for this activity?

USAID Response: Procurement will be discussed with the successful applicant and will depend on the available funds and need.

35. On pages 14-15 under IR 2 the NOFO includes some details of how the Activity will fund salaries of select health workers:

On page 14, it says “The Activity will continue to fund the salaries of the seconded health workers at public facilities at GoU rates, and those at PNFP facilities through sub-grants to the medical bureaus.”

On page 15 the NOFO says, “In addition to the seconded health care workers mentioned above, the Activity will continue to provide salary support for technical advisors embedded at the MoH and seven RRHs. These include, but are not limited to, seven Epidemiologists, seven PFM experts, and five Information and Communication Technology (ICT) Officers.”

Can USAID please confirm that both the seconded health workers and technical advisors embedded at the MOH and seven RRHs will be covered with the approximate 20% of the Activity budget? If this is not the case, please clarify what staff salaries are covered with the 20% budget allocation and what additional amount should be budgeted for the other positions not covered under the 20% allotment.

USAID Response: See response to question #25

36. Is the Activity expected to fund licensing of e-training platforms and procurement of video conferencing equipment or is this an expense that the GOU will undertake?

USAID Response: See response to question #34.

37. To more easily refer to USAID’s illustrative activities in our proposals, could USAID kindly number the activities under the IRs? i.e 1.1.1, 1.1.2, 1.1.3, etc...

USAID Response: The illustrative activities corresponding to each intermediate result have been maintained in a bulleted reference format.

SECTION B – FEDERAL AWARD INFORMATION

38. Page 34, B.8, Title to Property – This section states that title to property “...will vest with the cooperating country in accordance with the Requirements of 2 CFR 200.312 -

Federally-owned and exempt property. For Non-US Non-Government Organizations, ADS Standard provision - Title to and Use of Property (December 2014) - title to all Property financed under this award vests in the Recipient upon acquisition unless otherwise specified in this award; applies.”

(a): 2 CFR 200.312 only discusses title to U.S. federally owned property, not cooperating country property. Therefore, should this reference to 2 CFR 200.312 be removed in the context of section B.8, Title to Property? The Standard Provisions for U.S. Nongovernmental Organizations, annexed to the NOFO, include RAA 9, Title to and Care of Property (Cooperating Country title), so would this be the correct reference?

[USAID Response: Please refer to B.8 amended language in the NOFO.](#)

(b): If RAA 9 is the correct reference for US recipients under question 1, the Standard Provision for US NGOs is at odds with the Standard Provision for Non-US NGOs (M.7, Title to and Use of Property), which vests title to all property acquired under the award with the recipient, not the cooperating country. Should the vesting of title to property under this award be consistent (either with the cooperating country or with the recipient), regardless of whether the recipient is a US or Non-US entity?

[USAID Response: See response to question 38.](#)

39. As per section B.6,” *the authorized geographic code for procurement of goods and commodities is 937*”, does this mean a South African entity is excluded from bidding on this opportunity?

[USAID Response: South Africa is an advanced developing country under code 937. South African entities would therefore not be allowed to bid.](#)

SECTION C – ELIGIBILITY INFORMATION

40. My question is why USAID/Uganda has decided to levy a 5% matching cash contribution for this NOFO. This seems to run counter to USAID recent promises of leveling the playing field to facilitate locally led development and attract new partners like us that have not been previously funded by USAID. We are very concerned that this cash injection criteria inevitably skews the competitive nature of this NOFO, favors bigger international NGOs and businesses, and effectively locks out newer (if smaller) nonprofits and small businesses that like ours that are eminently qualified to bid if there was equity in the competitive criteria set by USAID/Uganda. As you know, this season marks a very critical shift at USAID in the effort to gain and sustain traction in locally led development that has had mixed results so far. USAID's Missions play a pivotal role in leveling the playing field and removing barriers to allow new partners and actors from the global south to access USAID funding and drive the localization agenda. This NOFO sits right at the heart of the locally led development agenda and creating equity by leveling the playing field is a prerequisite to attaining USAID's goals in this regard.

USAID Response: In accordance with ADS 303.3.10.1 and in alignment with USAID's ongoing localization strategy, cost sharing has been deemed appropriate for this Activity. This approach will facilitate the recipient in enhancing its organizational capacity to mobilize resources, thus fostering sustainability beyond USAID assistance.

SECTION D – APPLICATION AND SUBMISSION INFORMATION

41. Page 44 of the NOFO requires a Certificate of Compliance, stating the following: “Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).” The NOFO does not include a Certificate of Compliance template, and we cannot find any reference to a Certificate of Compliance within USAID’s ADS resources, including the 303 supplements. The only reference we can find online is archived within USAID’s ADS resources (2012-2017): ADS 30359sI. Upon review of this archived file, we note that several of the regulations in the document are outdated (e.g., A-133 audits, 22 CFR 226), so we are wondering whether this requirement is still applicable. We also note that a similar question was raised to USAID’s Bureau for Humanitarian Assistance’s (BHA) under a separate funding opportunity, 720BHA23APS00002, here. BHA’s response was to remove the requirement altogether. Could USAID provide an updated template for a Certificate of Compliance, or if no longer applicable, remove this requirement from the NOFO?

USAID Response: This is applicable only if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

42. Page 44, Section D.8.C (5) requires the submission of “Statutory and Regulation Certifications” but there is no further description or template provided for these. Could USAID clarify what is required here? If these are intended to be the “Certifications, Assurances, Representations, and Other Statements of the Recipient” could USAID remove the requirement for “Statutory and Regulation Certifications?”

USAID Response: The numbered item 5 “Statutory and Regulation Certifications” is deleted.

43. On page 44 of the NOFO there is a request for "Statutory and Regulation Certifications". Would USAID please clarify what is required and provide the certifications that the applicant must submit?

USAID Response: See response to question 42.

44. Page 44, Section D.8.C states that “The Applicant must complete the certifications in Section D) Required Certifications and sign and date in the signature space provided for both the prime and each of its proposed partners,” and “The Applicant must also complete and submit the certification in Section D for each of its proposed sub applicants an annex to the Business (Cost) Application.” We note that the ADS 303 mav and SF- 424B

certifications and assurances are only intended for prime applicants/recipients, not sub-applicants/subrecipients. Should proposed subrecipients complete these two certifications, or should the requirement for these two certifications be removed for subrecipients?

USAID Response: Yes, the proposed subrecipients must complete the two certifications. Please refer to ADS 303 mav which states that “(3) The undersigned must require that the language of this certification be included in the award documents for all subawards at all tiers (including contracts, subawards, and contracts under grants, loans, and cooperative agreements) and that all subrecipients must certify and disclose accordingly.”

45. Would USAID consider allowing up to 3 people to participate in the Oral Presentation?

USAID Response: The NOFO has been amended to allow for one additional key personnel to participate during the oral presentations. Their participation will be limited to the Q&A session.

46. Can USAID please clarify that the second bullet on page 39 Phase I: Technical Application Instructions and on page 56 under the Merit Review Criteria should define CLA as “collaboration, learning, and adapting” to align with the acronym presented in the acronym list on p.3 and the description provided on p.25?

USAID Response: Yes, CLA is defined as Collaborating, Learning and Adapting.

47. In section D.6., on page 39, sub section E, the third bullet mentions the possibility of “assignment/transition of key personnel” to a local sub awardee, but section A.6 on the top of page 30 says that all key personnel must be 100% LOE of effort through the duration of the award and must be employed by the prime. May key personnel be transitioned to a local partner before the end of the award?

USAID Response: USAID has removed transition of key personnel under section D.6.

48. On Page 44, Section D.8. PHASE 3 – BUSINESS (COST) APPLICATION INSTRUCTIONS.... “C. Required Certifications and Assurances. The Applicant must complete the certifications in Section D) Required Certifications and sign and date in the signature space provided for both the prime and each of its proposed partners. The signed and dated printout must then be submitted with the application as an annex to the Business (Cost) Application. The Applicant must also complete and submit the certification in Section D for each of its proposed sub-applicants as an annex to the Business (Cost) Application. Can USAID confirm if the required Certifications are the ones listed in "Section C. Required Certifications and Assurances" since Section D refers to the Budget and Budget Narrative instructions.

USAID Response: Yes, the required certifications are those listed under Section D.8 subsection C “Required Certifications and Assurances”.

49. On page 40, USAID indicates that the “Corporate Experience section must describe the Applicant’s expertise...” Does USAID intend for this section to focus exclusively on the

experience of the prime applicant, or may we include the experience of consortium partners as well?

USAID Response: Yes, Applicants should include corporate experience of their proposed consortium partners if applicable and proposed sub awardees.

50. On page 40 of the NOFO it says: “The management approach and staffing plan must include the following components in the technical approach: Description of the roles, responsibilities, and lines of authority of key staff/personnel, partners and sub-awardees, and description of managerial and technical oversight (including the entire organization chart and staffing plan) within the management structure to ensure quality of services and cost management including risk mitigation strategy for fraud, waste and abuse, including but not limited to the regulatory compliance and oversight of sub-awardees. Additionally, description of sound strategies or approaches for rapid start up should be included”.

- a) Question: Would USAID permit applicants to include the organization chart as an annex?

USAID Response: Please refer to the amended language in the NOFO.

- b) On page 37, Sec. D.4, the NOFO states that, “10-point font can be used for graphs and charts. Tables, however, must comply with the 12-point Times New Roman requirement.” Could USAID confirm if textboxes can be in Times New Roman 10-point font?

USAID Response: Yes, USAID has amended the NOFO to allow for tables and text boxes to comply with Times New Roman 10-point font.

- c) Related to the above, would USAID consider revising the instructions in D.4 to allow for tables to be written in Times New Roman 10-point font?

USAID Response: Yes, USAID has amended the NOFO to allow for tables and text boxes to comply with Times New Roman 10-point font.

51. On page 37, Sec. D.4, the NOFO states that both the Technical and Business (Cost) Application cover pages must include System for Award Management (SAM) Registration status. Could USAID confirm if the SAM registration status applies only to the Prime Applicant or also named sub awardees?

USAID Response: At the time of application submission, the SAM registration status only applies to the prime applicant. Applicants must be registered in SAM prior to submitting an application for award for USAID’s consideration. However, prior to award, the proposed subawardee(s) must have an active SAM registration status.

52. On page 41, Sec. D.7, the NOFO states that, “Applicants are required to furnish their proposed in-country project lead (who must be key personnel) to present on the Technical

Approach and Organizational Capacity and Management Plan.” Would USAID kindly consider allowing all or some of the Applicant’s Key Personnel to present in addition to the proposed project lead/chief of party?

[USAID Response: See response to question #45.](#)

53. On page 40, Sec. G, could USAID clarify whether they would like the inclusion of both an organizational chart and a staffing plan? If a staffing plan is requested, could USAID kindly share specifications? Relatedly, would USAID allow for the creation of a new annex to include the organization chart and a staffing plan?

[USAID Response: Yes, the requirement is for both the organizational chart and staffing plan. Please refer to the amended language in the NOFO.](#)

54. On page 40, Section F, the NOFO states that, “The Corporate Experience section must describe the Applicant’s expertise executing and assessing health system strengthening programs of comparable size, scale, duration, nature, and complexity to enhance health outcomes, showcasing their expertise in offering technical support for evidence-based programming and implementing performance management systems for Health and HIV/AIDS initiatives.” Would USAID kindly consider revising this language to include the Applicant and its proposed subawardees?

[USAID Response: See response to question #49.](#)

55. On page 40, Sec. A.4.4, states that “The sub awardees should have technical expertise in any one of the three result areas: community systems strengthening, health workforce planning and management, or health information systems.” Would USAID consider revising this to include sub awardees with expertise in health financing and public financial management as well?

[USAID Response: The NOFO has been amended to include Health care financing and public financial management.](#)

56. On page 44, Section D.8.C requires Assurances for Non-Construction Programs (SF- 424B) which is duplicated as the requirement under D.8.B, could USAID please remove one of the SF-424Bs?

[USAID Response: One link is for the Instructions for SF-424B, and the other is the Assurances \(SF-424B\).](#)

57. On page 44, Section D.8.C of the NOFO states “The Applicant must complete the certifications in Section D) Required Certifications”. Could USAID please confirm the “Section D) Required Certifications” refers to the “Certifications, Assurances, Representations, and Other Statements of the Recipient” ADS 303mav document?

[USAID Response: The Applicant must complete all the certifications and assurances required under section D.8.C “Required Certifications and Assurances.](#)

58. Can USAID confirm that 10-pt font can be used for textboxes?

USAID Response: Yes, USAID has amended the NOFO to allow for tables and text boxes to comply with Times New Roman 10-point font.

59. Can USAID confirm that the Applicant's experience referenced under section D.6.F Corporate Experience includes the experience of the prime as well as partners and sub-awardees?

USAID Response: See response to question #49

60. Can USAID allow offerors to include the organization chart as a two-page annex outside of the 5-page limit for Management and Staffing to include the requested level of detail in D.6.G, including the required secondments?

USAID Response: Please refer to the amended language in the NOFO.

61. On page 41, it states: "Annex 2: Resumes of Proposed Key Personnel (2 pages per resume plus 1 page for each Position Description, roles and responsibilities and skill set per candidate)" Would USAID increase the page limit for each Key Personnel CV to 3 pages per key personnel to allow offerors to comprehensively present relevant experience and work history?

USAID Response: No.

62. Can USAID confirm that other members of the application team can attend the in-person oral presentation if they do not participate per the instructions on pages 41-42?

USAID Response: See response to question #45

63. Can USAID confirm that per section D.8.D on page 45 that sub-recipients can help to provide part of the 5% cost share requirement?

USAID Response: While the sub-recipients may contribute towards the 5% cost share requirement, the prime recipient bears sole primary responsibility for ensuring the approved award budget's cost share amount is fully met, properly documented, and reported in accordance with USAID regulations and guidelines.

64. Section D.8, of the NOFO states that "business (cost) applications will be requested from only the apparently successful applicant. May USAID clarify if this implies that only one entity/consortium will be expected to submit the cost proposal? Does USAID envisage asking multiple "apparently successful applicants" to submit their cost proposals?

USAID Response: Yes, **only one** apparently successful applicant will be requested to submit their cost application.

65. Can USAID please supply the list of who will attend the Oral presentations? If USAID is not able to provide a list of names and titles, can USAID please share if there will be attendees outside of USAID, for example, representatives from the Ministry of Health or other government agencies?

USAID Response: The Oral Presentation audience will include USAID Technical staff and the Contracting Office Team. There will be no representatives from Ministry of Health or other government agencies.

66. Where will the oral presentation take place? Will this be at the Embassy or someplace else?

USAID Response: Successful applicants from Phase I will receive notification regarding the date and venue of the scheduled oral presentations. However, it will be held in Kampala Uganda.

67. On page 42, Section D.7 the NOFO states, “Applicants are requested to submit all audiovisual tools that will be used during the oral presentation.” What does USAID mean by audiovisual tools? Does this refer to computer, projector, or other hardware? We ask that USAID provide specific descriptions of what they are expecting Applicants bring with them in addition to an electronic copy of the presentation.

USAID Response: USAID will provide all necessary tools during oral presentation. However, applicants are still expected to share an electronic copy of their presentation slide deck before their scheduled oral presentations. The NOFO has been amended to remove the audiovisual tools.

68. On page 41, Section D.7 the NOFO states, “Applicants are required to furnish their propose in country project lead ... to present on the Technical Approach and Organizational Capacity and Management Plan. No other member of the Applicant(s) team will be allowed to participate during the in-person Oral presentations.” Does this mean other members of the Applicant(s) team can attend and participate in the Q&A portion or is that portion also limited to one member of the Applicant(s) team? If Q&A is also limited to one member, can USAID please change this requirement to allow for at least two members of the Applicant team to attend the presentation and answer questions during the Q&A to enable Applicant(s) to best reflect and represent the management and technical experience and approaches brought by an Applicant’s partner consortium?

USAID Response: See response to question #45

69. In the last bullet point under the Management Approach and Staffing Plan Application Instructions (pg. 40), USAID asks that applicants “not include names” of the Key Personnel. Can USAID please confirm that this instruction only refers to the “Position Description, roles and responsibilities and skill set” requirement for inclusion in Annex 2?

USAID Response: See response to question #27.

70. In the last bullet point under the Management Approach and Staffing Plan Application Instructions (pg. 40), USAID asks that applicants “not include names” ... for Key Personnel. Can USAID please confirm that Key Personnel names can be included in the technical approach (10-page limit) and management section (5-page limit)?

USAID Response: See response to question #27

71. In the last bullet point under the Management Approach and Staffing Plan Application Instructions (pg. 40), USAID refers applicants to the template found in Section A.6 page 30 of the NOFO. Can USAID confirm that this is the format applicants should use for inclusion in Annex 2 and not in the body of the “Management Approach and Staffing Plan (5-page Limit)?

USAID Response: Yes, Applicants should use the format in A.6 (Key Personnel) for inclusion in Annex 2 which includes names of the proposed key personnel.

72. USAID requires applicants to use 12-point font Times New Roman for tables, and 10-point font for graphs and charts. Will USAID kindly allow 10-point font size for tables?

USAID Response: Yes, USAID has amended the NOFO to allow for tables and text boxes to comply with Times New Roman 10-point font.

73. To address USAID’s detailed and descriptive list of illustrative activities included throughout the NOFO, would USAID kindly consider extending the page limit for the Technical Approach from 10 pages to 13 pages to fully respond?

USAID Response: No, the page limit of the Technical Approach will be maintained as 10 pages.

SECTION E – APPLICATION REVIEW INFORMATION

74. On page 57, USAID requests evidence of Applicants’ experience in “Implementing and maintaining performance management health systems for health and HIV/AIDS programming.” Could USAID clarify whether this refers to systems to manage *health workers’* performance, systems to monitor the performance of the health system as a whole and HIV/AIDS programs specifically, both of these, or something else?

USAID Response: Refer to the amended language in the NOFO.

75. On page 55, Section E.1, the NOFO states that adjectival rating will be used for Phase 2. Can USAID explain if it is only adjectival rating that will be used for Phase 2 or if this will be supplemented with other evaluation methodologies or factors and how? For example, if two or more Applicants results in the same high adjectival rating, what factors will also be considered to give one Applicant the lead over another?

USAID Response: Refer to the amended language in the NOFO.

76. Can USAID please confirm that only corporate experience for the prime applicant should be included in the Corporate Experience section of the application?

USAID Response: Applicants should include corporate experience of their proposed consortium partners (if applicable) and proposed sub awardees. Please refer to the amended language in the NOFO.

SECTION F – FEDERAL AWARD ADMINISTRATION INFORMATION

77. Would USAID consider amending the due date of the Annual Work Plan (AWP) from 30 days to either 60 or 90 days after award? In making this request, we consider the following:

a. While we understand and concur with the need for rapid mobilization, additional time to complete the first AWP would allow involvement in work planning from the key personnel (who may need time to provide notice and onboard in the first month) as well as desired consultation with partners and beneficiaries (as noted on page 61). In addition, the due date for the first AWP (30 days after award) falls in advance of several required components (AMELP, due 90 days after award; gender and youth action plan informed by the Gender, Youth, and Social Inclusion Analysis, due 180 days after award; and local capacity strengthening approach, with Local Partner Capacity Development and Transition Plan due 90 days after activity starts).

USAID Response: USAID's standard requirement is that the AWP must be submitted as early as possible but not later than 30 days after award to allow program implementation. The AWP can be amended at any time based on additional analysis such as baseline assessment and gender analysis.

78. What level of detail of the Activity Monitoring, Evaluation and Learning Plan (AMELP) does the Mission expect applicants to provide with the technical proposal? The NOFO has several illustrative indicators, but should applicants suggest additional indicators? Should they suggest potential learning questions?

USAID Response: The applicant is expected to provide an overall approach to monitoring, evaluation, and learning for the activity, and additional indicators for measuring progress and success.

SECTION H – OTHER INFORMATION

78. Could USAID please provide Attachment F of the NOFO? Or could USAID allow applicants to use their own budget template?

USAID Response: Attachment F will only be provided to the apparently successful applicant during Phase 3, at which point they can submit the cost application.

79. On page 74, the Budget Template is listed as Attachment F to the NOFO. Can USAID kindly provide this template with the revised NOFO.

USAID Response: See response to question 78.

END OF QUESTIONS AND ANSWERS