

REQUEST FOR APPLICATIONS

FHM Engage Madagascar

Request for Applications (RFA) No. 002-FHM-Madagascar

Issuance Date: 30 January 2023

Dear Applicant:

Frontier Health Markets (FHM) Engage Madagascar, implemented by Chemonics International, is seeking applications to engage market stakeholders and actors through Public/Private Dialogues (PPD) and to co-create market solutions to strengthen priority Quality of Care (QoC) functions including in-service skills-based training, accreditation, continuous professional development (CPD), and Quality Assurance/Continuous Quality Improvement (QA/CQI) of the private sector by supporting public and private sector market actors. The sub-agreement will be awarded and implemented in accordance with USAID and U.S. Government regulations governing sub-agreements under cooperative agreements and FHM Engages internal sub-agreement management policies. Work will be performed under supervision of the Chief of Party of FHM Engage Madagascar and under the technical approval of Pathfinder; in collaboration with FHM Engage's global staff, and in coordination with all local implementation partners and consultants.

Project and Chemonics employees may not ask for, and applicants are prohibited from offering, any money, fee, commission, credit, gift, gratuity, thing of value, or compensation to obtain or reward improper favorable treatment regarding this solicitation. Any improper request from a project employee should be reported to Program Director Donya Rahimi, drahimi@chemonics.com, or BusinessConduct@chemonics.com.

Annexes included with this Request for Applications:

- **Annex A** – Sub-Agreement Application Template
- **Annex B** – Implementation Plan Timeline
- **Annex C** – Sub-Agreement Application Budget Form
- **Annex D** – Mandatory and Required As Applicable Standard Provisions
Standard Provisions for U.S. and Non-U.S. Nongovernmental organizations receiving a fixed amount award can be accessed through the following URL:
https://www.usaid.gov/sites/default/files/2022-12/303mat_1.pdf. The successful applicant will be required to follow these standard provisions which will be included as an annex to the subaward agreement.
- **Annex E** – How to get a UEI/DUNS number

SECTION I. PROGRAM DESCRIPTION

IA. OBJECTIVE

FHM Engage Madagascar is seeking to award a sub-agreement to an organization to engage market stakeholders and actors through PPD and co-create market solutions to strengthen priority QoC functions including in-service skills-based training, accreditation, CPD, and QA/CQI of the private sector by supporting public and private sector market actors.

IB. BACKGROUND

FHM Engage is a five-year project financed by USAID and implemented by Chemonics International. As USAID's flagship private sector health project, FHM Engage envisions a world in which health markets are responsive, equitable, resilient, and driven by consumer needs. To meet this vision, FHM Engage – led by Chemonics and its core partners, co-technical leads Results for Development, Pathfinder, and Zenysis – catalyzes the adoption of fresh, contextually-relevant pathways in health market development by building on existing structures and offering strong behavioral, technical, and managerial approaches. While supporting local market actors to build upon current government and donor investments, we also use systems thinking to understand the market system, identify root causes of market underperformance (focusing on Stewardship; Financing; Rules, Regulations, and Norms; and Market Information), and develop context-specific and locally informed strategies and solutions to systematically change market environments and health markets. FHM Engage Madagascar will work towards four main objectives:

1. **Supply Quality:** Strengthen in-service training of the private sector and integrate in-service QA/CQI processes
2. **Supply Services:** Develop systems to ensure that youth markets drive demand and improve access to hard to reach urban and peri-urban populations
3. **Stewardship:** Align structures to strengthen the organization and engagement of private sector healthcare providers
4. **Financing:** Mobilize financial resources to improve private sector capacity, responsiveness, and financial sustainability

IC. DETAILED PROGRAM DESCRIPTION

The program description is guided by the following scope of work. The activities described below directly contribute to achieving this program's objectives. The timeframe for completion of this scope is six months from the initiation of work (work for this scope may take place concurrently with RFA 003-FHM-Madagascar that the FHM project launched in February 2023 and should consider the results from another market survey that FHM conducted between January and March 2023).

The successful applicant will be expected to complete the following activities under this scope of work.

Scope of Work: Engage market stakeholders and actors through PPD and co-create market solutions to strengthen pre- and in-service skills-based training, accreditation, CPD, and QA/CQI of the private sector.

Objectives

Building on SHOPS Plus's results, challenges, and opportunities, and by exploring existing policy and institutional mechanisms and processes, this scope of work aims to:

1. Convene and facilitate PPD to:

- use and explore the stakeholder mapping to harmonize the roles of training and accreditation actors.
 - undertake a landscape and QA/CQI system analysis to identify gaps/challenges for in-service skills-based trainings, accreditation, and QA/CQI of private providers (with a focus on cabinets and centres médicaux in peri-urban areas, and médecins communautaires), and find ways to leverage the existing public sector Bureau Regional de Formation (BRF) in a regional stewardship role.
2. Develop and implement solutions for:
 - in-service skills-based training of providers through CPD for private providers through BRF and private health providers' associations.
 - accreditation of cabinets and centres médicaux in peri-urban areas in partnership with MoH, Direction des Soins de Santé de Base, and Service de Formation Professionnel (SFP) at a central level; and BRF at the regional level.
 - facilitating adoption of revised, skills-based training curriculum by 1-2 facilités médicaux (FacMed) and 1-2 institutions.
 3. Facilitate Ministry of Public Health (MinSanP) to update national supervision and training tools for QA/CQI
 4. Leverage and advance the skills of the 33 trainers already trained under SHOPS Plus and identify and train more trainers in the curriculum.

In support of the above objectives, the successful applicant will be expected to complete the following list of tasks. If the applicant determines it is necessary to adjust or add any tasks, the applicant can propose these tasks (along with their estimated budgetary costs) to the FHM project for consideration.

1. Undertake a mapping of key stakeholders, institutions, and institutional mechanisms and processes to leverage for in-service skills-based training, accreditation, and supportive supervision along with rapid assessment of existing organizational systems and capacity in place. A mapping of gaps and opportunities for introducing a sustainable training, accreditation, and supervision system for private providers, such as cabinets and other private health facilities in peri-urban and at community level
2. Convene PPD with MinSanP, Fonds Malgache de Formation Professionnelle (FMFP), Groupement du Secteur Prive de la Sante (GSPS), and others to:
 - a. Review and refine strategy for piloting and scaleup of in-service, skills-based training, starting with building capacity of at least 33 master trainers already trained under SHOPS Plus and in partnership with 1-2 nursing and midwifery institutions; consultatively agree on an activity roadmap with roles and responsibilities defined against a specific timeline, including recommended activities for scaleup.
 - b. Review and refine strategy for BRF-led accreditation of private providers, and nurse and midwife private training institutions linked to pre- and in-service skills-based training, CPD, and QA/CQI solutions for integrated FP, MCH and nutrition services.
 - c. Review and refine proposed QA/CQI solutions for supervision and mentoring and, building on existing processes and tools for QA/CQI for the public sector providers, consultatively describe a QA/CQI activity roadmap with roles and responsibilities defined against a specific timeline, including recommended activities for scale-up.

3. Facilitate co-creation workshop with MinSanP, FMFP, GSPS, and others to review and refine strategies and solutions based on recommendations and:
 - a. Co-create prototype of the proposed in-service CPD (FMFP-led) along with an activity roadmap with roles and responsibilities defined against a specific timeline, including recommended activities for regional scaleup.
 - b. Identify critical QA/CQI solutions for supportive supervision and mentoring approaches and tools and co-create promising prototype solutions for strengthening QA/CQI of private providers.
 - c. Co-create strategy for BRF-led accreditation of private providers, linked to in-service skills-based training, CPD, and QA/CQI solutions.
4. Review existing curricula for:
 - a. Training of Trainers (ToT) curriculum developed under SHOPS Plus and revise to incorporate ToT modules for training master trainers to deliver skills-based trainings to private providers for integrated FP, MCH and nutrition services.
 - b. FacMed developed under SHOPS Plus
 - c. Paramedical Institutions
5. Strengthen capacity of at least 33 trainers/coaches identified from SHOPS Plus and other public and private partnerships using updated ToT curriculum
6. Implement piloting phase for the Boeny region, building on market solutions developed under task 2, 3, and 4 (listed above) in the selected Boeny region.

Deliverables:

1. Stakeholder mapping of key institutions and stakeholders for in-service skills-based training, accreditation, and supportive supervision around the FP, MCH and nutrition areas
2. PPD report, including:
 - QA/CQI solutions to be lean tested and priority recommendations
 - recommended approach for BRF-led regional training and accreditation of cabinets and centres médicaux in peri-urban areas
3. Draft of:
 - revised training curriculum for introducing skills-based in-service training on delivering integrated FP, MCH and nutrition services
 - ToT curriculum for training of Master Trainers in conducting skills-based in-service training for private providers in delivering integrated FP, MCH, and nutrition services
 - revised SHOPS Plus curricula for FacMed and Paramedical institutions
4. Capacity strengthening report of trainers and coaches
5. Results of piloting phase from selected region (Boeny)

FHM Engage Madagascar recognizes that some sub-awardees may need technical assistance to more effectively carry out each activity. ***Consequently applicants are encouraged to specify their needs for technical assistance and/or training in their application.***

LANGUAGE OF DELIVERABLES

Draft of deliverables will be submitted to the FHM Engage team in French. Final deliverables will be submitted in French and English.

ID. AUTHORITY/GOVERNING REGULATIONS

FHM Engage awards will adhere to guidance provided under [ADS Chapter 303](#), “Grants and Cooperative Agreements to Non-Governmental Organizations” and will be within the terms of the USAID Standard Provisions as linked in the annexes, as well as the FHM Engage sub-award procedures.

ADS 303 references as additional regulatory document issued by the U.S. Government’s Office of Management and Budget (OMB) and the U.S. Agency for International Development:

- 2 CFR 200 [Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, Subpart E](#)

Full text of 2 CFR 200 can be found at http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl.

FHM Engage is required to ensure that all organizations receiving USAID sub-agreement funds comply with the guidance found in the regulations referenced above, as applicable to the respective terms and conditions of their sub-agreements.

Under the FHM Engage cooperative agreement, USAID retains the right at all times to terminate, in whole or in part, FHM Engage sub-award-making authorities.

SECTION II. AWARD INFORMATION

FHM Engage Madagascar anticipates awarding one fixed-amount sub-agreement. It is anticipated that the total value of sub-agreement may range from between 350,000,000 MGA to 750,000,000 MGA. The final amount will be dependent upon sub-agreement activities and final negotiations and may be lower or higher than the ranges provided. The duration of any sub-agreement under this solicitation is expected to run until September 2023, with an option to extend should funding become available. The estimated start date of sub-agreement awarded under this solicitation is March 2023.

SECTION III. ELIGIBILITY

IIIA. ELIGIBLE RECIPIENTS

- Applicants must be registered Malagasy organizations formally constituted, recognized by and in good standing with appropriate Malagasy authorities, and compliant with law and all applicable civil and fiscal regulations. Applicants must submit proof of their current registration status in Madagascar.
- Applicants may only submit one application per prime organization under this RFA.
- Applicants must be able to demonstrate successful past performance in implementation of programs for strengthening private sector QoC, service delivery, and demand generation related to FHM Engage Madagascar’s priority areas, as described above.

- Applicants must display sound management in the form of financial, administrative, and technical policies and procedures and present a system of internal controls that safeguard assets; protect against fraud, waste, and abuse; and support the achievement of program goals and objectives. FHM Engage Madagascar will assess this capability prior to awarding a sub-agreement.
- Applicants must sign certain required certifications prior to winning a sub-agreement. The certifications will be provided to sub-awardee during the negotiation stage and FHM Engage Madagascar will review them at the time of sub-agreement signature.
- For any sub-agreement resulting from this solicitation that is other than in-kind, equivalent to \$25,000 USD or more, sub-recipients will be required to provide a Unique Entity Identifier (UEI) at the time of award. If the applicant already has a UEI it should be included in their application. Otherwise, applicants will be expected to get a UEI before an award is made. FHM Engage Madagascar can assist successful applicants with this process. More information on UEIs can be found [here](#) and in Annex E.
- Sub-recipients will follow the project’s approved marking plan and branding strategy, to be provided at sub-agreement signature.
- Faith-based and community groups will receive equal opportunity for funding in accordance with the mandated guidelines laid out in ADS 303.3.28 except for faith-based organizations whose objectives are for discriminatory and religious purposes, and whose main objective of the sub-agreement is of a religious nature.

FHM Engage Madagascar encourages applications from new organizations who meet the above eligibility criteria.

FHM Engage will **not** partner with the following types of organizations:

- Any entity that has been found to have misused USAID funds in the past
- Political parties, groupings, or institutions or their subsidiaries and affiliates
- Organizations that advocate or promote anti-democratic policies or illegal activities
- Faith-based organizations whose objectives are for discriminatory and religious purposes, and whose main objective for the sub-agreement is of a religious nature (note this does not preclude FHM Engage partnering with faith-based organizations whose mission and objectives align with ours)
- Any entity included in any supplementary information concerning prohibited individuals or entities that may be provided by USAID
- Any entity whose name appears in the System for Award Management (SAM) or Visual Compliance with an active exclusion
- An organization that refuses to sign all required certifications and assurances

SECTION IV – APPLICATION AND SUBMISSION INFORMATION

IVA. INSTRUCTIONS TO APPLICANTS

Applicants must propose strategies for the implementation of the program description described above, introducing innovations that are appropriate to their organizational strengths.

IVA1. PRE-AWARD RISK ASSESSMENT

All organizations selected for award are subject to a pre-award risk assessment conducted by FHM Engage Madagascar, to ascertain whether the organization has the minimum management capabilities required to handle U.S. government funds.

IVA2. SUB-AWARD APPLICATION

Instructions and templates for the full application are in Annexes A, B, C, and E. Applicants that submit full applications that meet or exceed the merit review criteria will be notified of next steps in the application process. Applicants shall present their technical application and budget in the formats provided and shall follow the instructions and guidelines listed in these annexes.

All sub-award activity costs must be within the normal operating practices of the Applicant and in accordance with its written policies and procedures. For applicants without an audited indirect cost rate, the budget may include direct costs that will be incurred by the Applicant to provide identifiable administrative and management costs that can be directly attributable to supporting the sub-agreement objective(s).

The application must be signed by an authorized agent of the Applicant.

IVA3. INELIGIBLE EXPENSES

FHM Engage Madagascar sub-agreement funds may not be utilized for the following:

- Construction or infrastructure activities of any kind. Note that Per Mandatory Standard Provision M22 “Limiting Construction Activities”, subawards under FHM Engage cooperative agreement may not include any construction activities as defined in ADS 303 Mandatory Reference entitled “USAID Implementation of Construction Activities” without prior AO approval. Construction also includes improvements, renovation, alteration, and refurbishment.
- Ceremonies, parties, celebrations, or “representation” expenses.
- Purchases of restricted goods, such as: restricted agricultural commodities, motor vehicles including motorcycles, pharmaceuticals, medical equipment, contraceptive products, used equipment; without the previous approval of FHM Engage Madagascar, or prohibited goods, prohibited goods under USAID regulations, including but not limited to the following: abortion equipment and services, luxury goods, etc.
- Covered telecommunication and video surveillance equipment or services – per ADS 303.3.35.2 and as further explained in 2 CFR 200.216 for U.S. organizations and the standard provision entitled, “Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment” applicable to non U.S. organizations, sub-agreement funds including direct and indirect costs, cost share and program income may not be used to purchase covered telecommunications equipment and services produced by or provided by the companies listed in the referenced provisions. The definition of “covered telecommunication equipment or services” is provided in the referenced provisions.
- Alcoholic beverages.
- Purchases of goods or services restricted or prohibited under the prevailing USAID source/nationality (Cuba, Iran, North Korea and Syria).
- Any purchase or activity which has already been made.
- Purchases or activities unnecessary to accomplish sub-award purposes as determined by the FHM Engage Madagascar Project.
- Prior obligations of and/or, debts, fines, and penalties imposed on the Sub-Awardee.
- Creation of endowments.

IVB. APPLICATION AND SUBMISSION INFORMATION

Applications shall be submitted **in English or in French** and may not be more than fifteen (15) pages (excluding supporting annexes).

Applications (including the budget and supporting documentation) should be submitted in electronic copy to the FHM Engage Madagascar team at **PMU-Madagascar-FHMEngage@chemonics.com** and should reference **RFA No. 002-FHM-Madagascar**. Applications must be submitted no later than *05:30pm* Antananarivo, Madagascar time on **March 1, 2023**. Late or unresponsive applications will only be considered at the discretion of FHM Engage Madagascar.

Checklist of supplementary items necessary to submit a complete application:

- Completed Subaward Application, 15-page limit (Annex A)
- Proof of current registration status
- Organizational structure chart
- List of References
- Implementation Timeline and list of main tasks of the activity (Annex B)
- List of Personnel - Attach CVs and estimated salary for all subaward activity personnel
- Budget (Annex C)
- List any major donor-funded activities

Please submit all questions concerning this solicitation to the attention of Jordyn Iger, Senior Associate, via email to **PMU-Madagascar-FHMEngage@chemonics.com**. FHM Engage Madagascar will assist applicants in understanding the application process and can provide coaching in application development at the request of applicants.

SECTION V. APPLICATION MERIT REVIEW CRITERIA

All applications will be reviewed by an internal review panel comprised of FHM Engage Madagascar technical implementation staff, and recommendations may be vetted by a larger group. Full applications will be evaluated against the merit review criteria in the table below:

Merit Review Category	Maximum Points
i. Context specific expertise	20
ii. Past Performance & Corporate Capabilities	15
iii. Program Implementation Plan	20
iv. Technical expertise in Market Facilitation	15
v. Technical expertise in Quality	15
vi. Technical expertise in training engineering	15
Overall Rating (out of 100 points)	100

These merit review criteria elements are described more fully below.

i. Context specific expertise: Knowledge of key public and private sector stakeholders and deep understanding of Madagascar's health system with strong operational experience and presence in Madagascar, including ability to immediately launch work in Madagascar. Professional expertise in French and ability to work in English. (20 points)

ii. Past performance and corporate capabilities: Proven experience and capacity to perform similar activities and specifically in private health sector during the last 10 years. Please clearly describe your expertise as it relates to the activity descriptions listed in section IC. DETAILED PROGRAM DESCRIPTION of this document. (15 points)

iii. Program Implementation Plan: As described in Section II of Annex A, the Program Implementation Plan will be rated on technical know-how, approach and methodology, sector knowledge and cost efficiency. Use the Implementation Plan template included in Annex B to receive credit for this merit category. (20 points)

iv. Technical expertise in Market Facilitation: Including experience of working with Ministry of Health (MoH) and other relevant stakeholders to establish and/or leverage existing platforms, facilitate PPD, and experience in coaching and mentoring organizations. (15 points)

v. Technical expertise in Quality: Strong technical expertise in FP, MCH, and Nutrition service delivery, ensuring quality of FP care through QA/CQI approaches, capacity building, and pre- and in-service training of private sector service providers (15 points)

vi. Technical expertise in training engineering: Strong expertise in context analysis and training development process. Deep understanding of accreditation approaches for training institutions and private sector providers. (15 points)

Additionally, FHM Engage Madagascar will ensure environmental soundness and compliance in design and implementation as required by 22 CFR 216. The project is required to complete an environmental screening checklist to determine the environmental impact of planned activities. If the findings from the screening tool are that the activity will not have detrimental environmental impact, the activity is clear to proceed without further action, but if potential environmental impacts are identified during the screening process, FHM Engage will support the sub-recipient to prepare a Supplemental Environmental Mitigation and Monitoring Plan (SEMMP) within 30 days of award to address the potential environmental impacts.

SECTION VI. AWARD AND ADMINISTRATION INFORMATION

All sub-agreements will be negotiated, denominated and funded in Malagasy Ariary.

All costs funded by the sub-award must be allowable, allocable and reasonable. Sub-award applications must be supported by a detailed and realistic budget as described in Section IV.

Issuance of this RFA and assistance with application development do not constitute an award or commitment on the part of FHM Engage Madagascar, nor does it commit FHM Engage Madagascar to pay for costs incurred in the preparation and submission of an application. Further, FHM Engage Madagascar reserves the right to accept or reject any or all applications received and reserves the right to ask further clarifications from the offerors. Applicants will be informed in writing of the decision made regarding their application.