

# Request for Applications

## Serve as Local Fiduciary Agency for INCAM-2

### Introduction

The MEASURE Evaluation project (<http://www.cpc.unc.edu/measure>) is a United States Agency for International Development (USAID)-funded cooperative agreement led by the Carolina Population Center of the University of North Carolina at Chapel Hill (UNC-CH). MEASURE Evaluation seeks to strengthen monitoring and evaluation functions and systems and build individual, organizational, and national capacity to assess the effectiveness of public health interventions.

MEASURE Evaluation seeks a local fund agency to serve as a fiduciary and logistics management firm for a large-scale, nationwide survey being implemented by the Instituto Nacional de Estatística (INE). The purpose of this Request for Applications (RFA) is to determine the organization best suited to play this role. The successful applicant will demonstrate the superior financial, logistical, and organizational capacity needed to perform as a funding agency for a large-scale study. If a successful applicant is selected, they will be contracted through UNC-CH.

### Background and Rationale

Mozambique lacks a comprehensive vital registration system and the associated output of that system, namely, data on mortality and causes of death. Without national and sub-national data on causes of death as well as demographic characteristics of those most affected by different causes, national programs cannot develop interventions to address avoidable deaths. Mozambique took the innovative approach of completing a post-census mortality survey after the conclusion of the previous Population and Housing Census in 2007. The Inquérito Sobre Causas de Mortalidade (INCAM) was implemented by the Instituto Nacional de Estatística (INE) and the Instituto Ministerio da Saúde (MISAU) with technical support from

**MEASURE** Evaluation  
Carolina Population Center  
University of North Carolina at Chapel Hill  
400 Meadowmont Village Circle, 3rd Floor

Chapel Hill, North Carolina 27517  
Phone: +1 919-445-9350 | Fax: +1 919-445-9353  
Email: [measure@unc.edu](mailto:measure@unc.edu)  
[www.measureevaluation.org](http://www.measureevaluation.org)



MEASURE Evaluation and the U.S. Census Bureau. It used internationally-recognized methods for completing verbal autopsies using death data collected from the 2007 Census.

INCAM utilized a sampling frame from the 1997 Census and sampled a cluster of enumeration areas. Households who had reported a death were identified, and additional data about the death were collected. The data were reviewed and causes of death were assigned by trained physicians to apply ICD-10 coding. Findings from the INCAM found that malaria and HIV/AIDS were the leading causes of death followed by perinatal conditions, diarrheal disease, pneumonia, and accidents and external causes.<sup>1</sup> Differences in mortality were noted in different age groups with children under 5 most affected by malaria while HIV/AIDS was the leading cause of death among those 15 and older. There were also differences based on urban or rural locations and by provinces. Results also provided some insight into treatment sought and the place of death.

These data are essential for effective planning of health interventions. Noting the utility of these data, INE as well as international donors would like to repeat the survey following the conclusion of the 2017 census. Using a similar methodology, INCAM-2 will produce mortality indicator results and the national and sub-national level. While INE is providing the direction to in-country activities with support from MEASURE Evaluation and the U.S. Census Bureau, a third party will be required to manage the finances.

## Scope of Work

The subcontracted organization will be responsible for providing financial and logistical support for the implementation of INCAM-2. All technical and survey design decisions will be made by INE, MEASURE Evaluation and the U.S. Census Bureau.

## Financial Management and Procurement

The primary role of the subcontracted organization will be to fund survey activities and related procurement on behalf of INE. A fixed budget will be established for survey costs that the subcontracted organization will adhere to with line item detail on specific items, amounts, and costs for each item. The types of payments that will need to be made include payments related to human resources, training venues, per diems for training participants, vehicle rentals, newspaper advertisements, telecom costs, fuel, printing, and electronic purchases, among others. In most cases, INE will provide invoices that can be paid by the subcontracted organization on their behalf, or will provide specific guidance on procurement that can be made on their behalf (e.g. specs of particular electronics that need to be procured and from where). The subcontracted organization will approve all payments made and ensure that they are in line with the approved study budget.

---

<sup>1</sup> Mozambique National Institute of Statistics, U.S. Census Bureau, MEASURE Evaluation, U.S. Centers for Disease Control and Prevention. 2012. Mortality in Mozambique: Results from a 2007–2008 Post-Census Mortality Survey. Chapel Hill, USA: MEASURE Evaluation.

The subcontracted organization will also be responsible for monitoring financial activity for potential fraud. They will be required to proactively alert MEASURE Evaluation to any issues which may prevent activities and funding from reaching the intended recipients in the quantity, time and quality intended. The study wishes to ensure that a fair price is paid for program activities and funds are not misused. If study objectives are not being met due to fraud, it should be communicated in a timely manner.

#### Human Resource Management

The subcontracted organization will assist INE in the hiring and maintenance of survey staff. For some hires INE will provide the names and details of staff that they would like to hire for the survey, and the subcontracted organization will be expected to enter into consultancy agreements with those staff. These staff will include study supervisors and study management staff, among others. Other staff will be recruited through advertisements and INE will provide the skills and knowledge required for these positions but the subcontracted organization would be responsible for the actual hiring of these staff. These staff will primarily be fieldwork interviewers. All staff will be vetted and approved by INE, and INE will provide terms of reference for each position.

#### Deliverable Monitoring

During the course of the survey, the subcontracted organization will monitor and review INE's progress in achieving targets and the appropriate use of funds. This will be achieved through verifying financial information and programmatic results via source documentation and interaction with INCAM-2 survey management staff as necessary.

#### Communication and Reporting

The subcontracted organization is required to communicate with the INCAM-2 survey management staff as well as MEASURE Evaluation staff on an ongoing basis. Decisions relating to the survey will primarily be made by the survey management team at INE, but all members of the study team can provide inputs concerning study management and oversight relevant to their area of expertise. The subcontracted organization will engage with the study team on issues related to financial management, invoicing, and procurement as it affects the larger study. Despite the close communication necessary with INE, the subcontracted organization reports to MEASURE Evaluation ultimately.

The subcontracted organization will be responsible for submitting monthly reports to MEASURE Evaluation to capture both financial expenditures and deliverable production on the part of INE. All reports will be submitted electronically to the MEASURE Evaluation team. Reports must be timely, complete, reliable and accurate.

In addition to monthly reports, the subcontracted organization shall provide invoices to MEASURE Evaluation on an as-needed basis to reconcile previous cash advances and to request the next disbursement of funds. This shall be done in a timely manner to prevent any gaps in funding that would delay survey activities.

## Activities and Responsibilities for the Organization

### Output and Deliverables

<b>Deliverable 1</b>	A signed MOU with INE
<b>Deliverable 2</b>	Monthly reports to MEASURE Evaluation on financial activities and deliverables.
<b>Deliverable 3</b>	Signed contracts completed for field staff
<b>Deliverable 4</b>	Purchasing of all consumables for field work
<b>Deliverable 5</b>	Final financial report

### Memorandum of Understanding with INE

In order to complete the required activities and deliverables, the applicant will be required to enter into a memorandum of understanding (MOU) with the Instituto Nacional de Estadística (INE). INE is the technical lead of INCAM-2 and the in-country manager of survey fieldwork. The MOU will include INE involvement and decision-making in:

- selecting study staff (interviewers, supervisors, drivers, etc)
- selection of items and services for procurement
- a system for procurement/payments
- a means of communication on deliverables

MEASURE Evaluation will work with both the applicant and INE to ensure an MOU is agreed upon and signed.

### Timeline

MEASURE Evaluation has already begun preliminary preparations for the study. The successful applicant should plan to start activities in the spring of 2018 (estimated start date: May 2018). The expected timeframe for the main survey activities covered by this RFA is presented below.

### Main Activity Estimated Target Dates

- Hiring of field staff: May 2018
- Supervisor and interviewer training: June 2018
- Fieldwork: July, 2018 – March, 2019

## Application Requirements

The successful applicant will be required to possess the following skills and competencies:

- Strong project management experience with the ability to prioritize tasks and meet multiple deadlines in a complex environment, particularly in less-developed countries
- Strong accounting systems with the ability to work efficiently with local businesses in Mozambique
- An office in Maputo that can interface with vendors and INE staff
- Strong interpersonal skills and the ability to communicate with individuals from government and academic institutions
- Ability to make payments in a timely fashion and within project timelines
- Proficiency in English and Portuguese
- An active DUNS number

Organizations wishing to serve as MEASURE Evaluation's local fiduciary and logistics management partner for the Mozambique INCAM-2 study should submit:

- 1) A **Cover Letter** that clearly identifies the application is responding to this RFA and stating the applicant organization's name, address, phone numbers, URL, and main email address. There should be a contact person listed for any purpose related to this RFA.
- 2) A **Technical Proposal/Scope of Work** that describes in detail the approach to addressing the financial and logistical requirements to work with INE to support INCAM-2. The applicant should include a description of its available resources that will be used to carry out the required tasks. The technical proposal should be no more than 10 pages, 1.5 spaced with 1 inch margins and 11 point Calibri font.
- 3) A **Detailed Timeline** that lays out all the project activities and tasks with projected completion dates for each activity and task.
- 4) An **Organizational Description and Experience Statement**. The applicant should provide a brief description of the overall governance structure of their organization. The applicant should present the proposed organization and governance structure for the implementation of the work. The applicant should describe the number and roles/responsibilities of the staff that will implement the work. The applicant should name the key management and administrative/financial personnel that will be involved in the activities. It should name at least a Chief Administrative/Financial Officer who will serve as the main financial liaison person with MEASURE Evaluation and INE. CVs of key staff should be included in the application.

The applicant should also describe their organization's past experience successfully providing accounting and procurement services for NGOs or other government entities in Mozambique. The applicant should provide a description of past projects (up to 5, with no more than 1 page description per project; these pages will not count to overall length of the application). The demonstrated capacity to do high quality work will be a crucial consideration.

MEASURE Evaluation  
Carolina Population Center  
University of North Carolina at Chapel Hill  
400 Meadowmont Village Circle, 3rd Floor

Chapel Hill, North Carolina 27517  
Phone: +1 919-445-9350 | Fax: +1 919-445-9353  
Email: [measure@unc.edu](mailto:measure@unc.edu)  
[www.measureevaluation.org](http://www.measureevaluation.org)



The organizational description should be no more than 2 pages, 1.5 spaced with 1 inch margins and 11 point Calibri font, exclusive of CVs and past projects.

5) A **Description of Financial/Accounting Structures and Practices**. The applicant should provide key information related to their financial/accounting procedures. It should submit an explanation of how the applicant calculates any indirect costs (if charged in the budget). The applicant should also describe the accounting software that they employ.

The description should be no more than 2 pages, 1.5 spaced with 1 inch margins and 11 point Calibri font.

6) A **Detailed Budget and Budget Narrative** that breaks down costing information by line item. It should include, but is not be limited to the following cost categories:

*Personnel cost:* List name and/or position title, annual base salary or daily rate, percent of effort or number of workdays for each category of staff. Please provide justification and a description of responsibilities for each category of staff.

*Other Direct Costs:* Indicate cost of bank transfer fees and any other direct costs.

Budgets can be supplied in a separate spreadsheet along with budget notes in a Word document. Please quote costs in US dollars.

#### Deadline

Proposals must be submitted electronically to [measure\\_rfp@unc.edu](mailto:measure_rfp@unc.edu) by 8am U.S. Eastern Standard Time on February 23, 2018. The submission should include all materials related to the application.

#### Questions

Questions will be accepted via email at [measure\\_rfp@unc.edu](mailto:measure_rfp@unc.edu) by 8am U.S. Eastern Standard Time until February 5, 2018. Answers will be provided via email to each declared/intended bidder by 8am U.S. Eastern Standard Time on February 12, 2018. A list of all questions and answers will be posted at <http://www.cpc.unc.edu/measure/about/contracting-with-us>.

### Proposal Review and Notification of Intent to Enter into a Sub-Agreement

Following receipt of applications, MEASURE Evaluation will review the received materials and may conduct a second round review of “best and final” applicants. If this occurs, MEASURE Evaluation will follow-up with specific questions and may request additional information from the “best and final” applicants. Applications will be reviewed in terms of their technical soundness, organization past experience, quality of key staff, and financial competitiveness. MEASURE Evaluation will inform the

**MEASURE** Evaluation  
Carolina Population Center  
University of North Carolina at Chapel Hill  
400 Meadowmont Village Circle, 3rd Floor

Chapel Hill, North Carolina 27517  
Phone: +1 919-445-9350 | Fax: +1 919-445-9353  
Email: [measure@unc.edu](mailto:measure@unc.edu)  
[www.measureevaluation.org](http://www.measureevaluation.org)



successful applicant by March 16, 2018 and notify the organizations not selected at a later date. The process of developing a sub-agreement with the successful applicant will then begin.



*MEASURE Evaluation is funded by the U.S. Agency for International Development (USAID) under the terms of cooperative agreement AID-OAA-L-14-00004 and implemented by the Carolina Population Center, University of North Carolina at Chapel Hill, in partnership with ICF International, John Snow, Inc., Management Sciences for Health, Palladium, and Tulane University. The views expressed in this e-mail do not necessarily reflect the views of USAID or the United States government.*

**MEASURE** Evaluation  
Carolina Population Center  
University of North Carolina at Chapel Hill  
400 Meadowmont Village Circle, 3rd Floor

Chapel Hill, North Carolina 27517  
Phone: +1 919-445-9350 | Fax: +1 919-445-9353  
Email: [measure@unc.edu](mailto:measure@unc.edu)  
[www.measureevaluation.org](http://www.measureevaluation.org)

