![USAID logo - FROM THE AMERICAN PEOPLE]

# HEALTH REFORM SUPPORT

---

**REQUEST FOR GRANT APPLICATIONS (RFA):**

**"DEVELOPMENT OF HEALTH ADMINISTRATION CERTIFICATE TRAINING COURSE"**

**RFA #: 5**

---

**A USAID /Ukraine FUNDED PROJECT**

**February 2019**

# Table of Contents

**Authors**

This request for applications was prepared by: Oleksandr Zvinchuk, Olena Korduban

## USAID Health Reform Support
[52A, B. Khmelnytskogo Str., 5th floor, 01030 Kyiv, Ukraine]

# 1  SUMMARY

## 1.1 USAID Health Reform Support Project

The purpose of USAID's Health Reform Support is to support a transparent, accountable, and effective health care system that is capable of meeting the health needs of the Ukrainian people. Advancing health sector reforms, enhancing transparency, and tackling corruption will reduce out-of-pocket payments and improve access and availability of high quality, evidence-based health care services for Ukrainians. Elimination of corruption is a cross-cutting theme across all objectives to be achieved by this activity, which include:

1. Improve health sector governance.

2. Support the transformation of the healthcare financing model.

3. Strengthen the health workforce.

4. Enhance transparency, accountability and responsiveness of the health care system.

5. Improve service delivery system at all levels.

## 1.2  Request for Applications (RFA) Summary

**Scope of Work:** This solicitation requests applications from eligible USAID Health Reform Support Project partners to develop the Health Administration Certificate Training Course through establishing a partnership between the U.S.-based and Ukrainian educational institutions to increase the professional training for health administrators and managers at the regional and national levels.

Applications should include a technical approach, with corresponding activities that will be undertaken to achieve the goals of the activities described in the detailed scope of work (SOW) specified in Section 3 of the RFA.

**Period of Performance:** The period of performance for the grants is approximately one (1) year, from April 1, 2019 to March 31, 2020. The application work plan and budget should reflect the period of performance. There may be an opportunity for continued funding for organizations that submit their deliverables on time.

**Proposal Selection:** All applications will be reviewed to check for eligibility and completeness of the submission. All eligible and complete applications will be reviewed by a Technical Selection Committee against the review criteria described in Section 6 Selection.

The minimum score to be considered for grant funding is 70 points out of the total 100 points. Applicants not selected for award will be notified by the project in writing.

**Funding Range:** USAID Health Reform Support Project intends to award one (1) grant **up to** 2,970,000 UAH. Funding for this grant will be subject to donor approval and availability of funds. Funding will be disbursed to the grantee in Ukrainian local currency (UAH).

**Submission Deadlines:** All applications must be submitted no later than 23:59 Ukraine local time (UTC + 02:00) on March 20, 2019. Questions should be received by close of business (COB) Ukraine local time on March 06, 2019, and responses to questions will be provided by March 12, 2019.

The RFA has three Attachments that are relevant to the application development:

Attachment 1: Grant Application Form and Guidelines with attachments

Attachment 2: Budget Template

Attachment 3: Grant Applicants Handbook (including Grant Award template)

# 2 INSTRUCTIONS FOR APPLICANTS

## 2.1 General

- Entities invited to submit an application are under no obligation to do so.
- Applicants will not be reimbursed by USAID Health Reform Support Project for any costs incurred in connection with the preparation and submission of their applications.
- Applicants may submit only one application under this RFA# 5.
- For the purposes of interpretation of these instructions to applicants, the periods named herein shall be consecutive calendar days.
- USAID Health Reform Support Project reserves the right to conduct discussions once a successful application is identified, or to make an award without conducting discussions based solely on the written applications if it decides it is in its best interest to do so.
- USAID Health Reform Support Project reserves the right not to make any award.
- These instructions to applicants will not form part of the offer or grant award. They are intended solely to aid applicants in the preparation of their applications.

## 2.2 RFA Contact Information

USAID Health Reform Support Project Office
Attention: Olena Korduban
Address: 52A, B. Khmelnytskogo Str., 5th floor, 01030 Kyiv, Ukraine
Tel: +380 44 281 23 76
Email: grant@hrs.net.ua

## 2.3 Questions and Clarifications

- **Method:** Only written questions and requests for clarification will receive a response. Send questions about this RFA by email to the RFA Contact noted above.
- **Date for receipt:** All questions and requests for clarification must be received by close of business (COB) on March 06, 2019 to the email address noted above. Only questions received by this date will receive a response.
- **Responses:** By February 12, 2019, we anticipate providing responses to the requests for clarifications. All responses will be emailed to all applicants.
- An informational workshop (webinar) will be held on **March 05, 2019 at 15:00 local time** to clarify grant procedures and grant objectives. Registration can be requested via e-mail at  grant@hrs.net.ua **by 10:00 local time, March 05, 2019.**

## 2.4 Applications Due Date and Time

Closing Date: March 20, 2019
Closing Time: 23:59 Ukraine local time (UTC + 02:00)

## 2.5    Application Delivery Address

Proposal packages should be submitted through the Grants Portal (https://usaid-hrs.fluxx.io).

First time applicants will be required to register for an account and, upon approval, will receive an email notification with the necessary log-in credentials to access the portal.

The portal details submission instructions for completing a web-based application form and contains all required document and budget attachments to be included with the application.

All electronic file names should include the organization's name and the title of the document. Applicants should retain copies for their records, as all applications received will not be returned.

## 2.6    Type of Award

The USAID Health Reform Support Project anticipates the award of one (1) Fixed Amount Award in response to this RFA# 5 with the ceiling amount of up to 2,970,000 UAH.

## 2.7    Submission Requirements

- **Language:** The application and all associated correspondence must be in English. Any award document resulting from this request will be in English.
- **Currency:** The cost must be presented in UAH.
- **Method:** Electronic copy
- **Marking:** USAID Health Reform Support Project, RFA # 5
- **Authorized Signer:** Application must be signed by a person duly authorized to submit an application on behalf of the applicant and to bind the applicant to the application.
- **Authorized Personnel.** Provide name, title, email, and telephone number of the person or persons in the entity who are authorized to discuss and accept a grant, if awarded.

## 2.8    Eligibility

***To be eligible to apply*** for and receive funding under the USAID Health Reform Support Project, potential applicants must meet the following criteria:

- Educational, non-government organizations and/or institutions (not-for-profit and for-profit), regional or national independent, for-profit or not-for-profit organizations, legally established in Ulkraine, professional organizations, state or private universities which have a provision in their bylaws for receiving grants, and research institutions are all eligible to apply.
- Have a DUNS number for grants over $25,000. (Applicants are encouraged to apply on http://fedgov.dnb.com/webform)
- Have a SAM registration for grants over $25,000. (applicants are encouraged to apply on https://www.sam.gov/).

***Eligible organization must demonstrate that***:

- It is an institution officially registered in Ukraine for not less than 3 years;
- It has experience working with stakeholders in the Ukrainian healthcare system and/ or stakeholders of educational system;
- It has experience developing and implementing post-graduate curriculum and/or training courses;
- It has experience adapting international curriculum and/or introducing new curriculum or post-graduate certificate programs
- Its proposed faculty member/s/ have received some prior exposure to or training in health administration (having received an international training would be considered an advantage)
- Note: Proposed faculty are not restricted to full-time faculty; part-time and adjunct faculty may be proposed.

*Ineligible are:*

- Individuals, political organizations, foreign owned organization and government institutions and religious groups

## 2.9   Application Conditions Precedent

All applications must be submitted in the specified format (see Section 4 Technical Application Contents). Any application submitted in any other format will not be considered. The applicant must also include all other supporting documentation (board resolution, articles of incorporation, etc.) as may be necessary to clearly demonstrate that it meets the following conditions precedent to application selection:

- That the applicant organization is an eligible organization legally constituted under Ukrainian law at least three (3) years;

- That the applicant organization has the managerial commitment, as evidenced by written board of directors, resolutions, strategic plans (overall long-range plan for applicant's organization) or other documentation, indicating that it is, or will be, implementing the objectives referred above;

- That the applicant organization has no advances from USAID or a USAID contractor which have been outstanding and unliquidated for longer than 90 days, and that the applicant organization has no grant completion report required under a grant from USAID or a USAID contractor which is more than 30 days past due;

- That at the time of application there exists no condition within the applicant organization or with respect to the applicant organization's management which renders the organization ineligible for a grant directly or indirectly funded by USAID.

## 2.10   Late Applications

Applicants are wholly responsible for ensuring that their applications are received in accordance with the instructions stated herein. A late application will not be eligible for consideration and will be rejected without selection, even if it was late as a result of circumstances beyond the applicant's control. A late application will be considered only if the sole cause of its becoming late was attributable to USAID Health Reform Support Project, Deloitte, its employees or agents.

## 2.11   Modification/Withdrawal of Applications

Any applicant has the right to withdraw, modify or correct its offer after such time as it has been delivered to USAID Health Reform Support Project provided that the request is made before the offer closing date.

## 2.12   Disposition of Applications

Applications submitted in response to this RFA will not be returned.

# 3 STATEMENT OF WORK

## 3.1 Background

As the health care system in Ukraine undergoes major developments and transformations, meeting the demands of the system in qualified health workforce that possesses relevant knowledge and competences is of critical importance. Yet, while the new health care system requires a fundamentally different approach to health care facility management and administration, capacity and knowledge gaps among health administrators is one of the biggest challenges facing the health reform in Ukraine. Thus, the HRS project considers the development and implementation of professional training programs to strengthen the health administration workforce at national and regional levels as one of its key activities under Objective 3.

Under Objective 3, the HRS project will aim to establish a partnership between the U.S.-based and Ukrainian educational institutions to increase professional training for health administrators and managers at various levels. This activity will focus on assessing existing gaps in local health administration training programs, developing curricula, and delivering a short-term certificate course for selected cohorts of health administrators. Among other things, this course will also aim to strengthen synergies with anti-corruption initiatives and will increase health managers' sensitivity to corruption issues through focus on good governance.

In collaboration with MOH, this training program will provide immediate support in the area of Health Services Administration for the reorganized healthcare system in Ukraine. It will include key topics within the broader healthcare administration context. The HRS project will collaborate closely with national and regional partners and international agencies to ensure that health administrators learn how to operate in the new health financing model and the new roles of public health and healthcare management. The Certificate Program will also help to build capacity of the selected Ukrainian educational institution to become a TA provider in the area of health workforce strengthening.

## 3.2 Grant Objectives

This grant will contribute to the achievement of HRS Objective 3 – Strengthen the health workforce to support a transparent, accountable, and effective health care system that is capable of meeting the health needs of the Ukrainian people. This grant will support the professional training for health administrators and managers at the regional and national levels.

Under the award, the grantee is expected to achieve the following objectives:

- In collaboration with a Partner International University, conduct a rapid assessment of gaps in local programs to develop professional competencies and qualifications of healthcare administrators;
- Work with the Partner International University to jointly adapt and develop a Health Administration Certificate Training Curriculum;
- Support the implementation of the first round of the Health Administration Certificate Training Course in collaboration with a Partner International University;
- Develop a conceptual strategy for the full institutionalization of Health Administration Certificate Training course in the institution's (grantee's) educational program and present a plan for scale-up (example: a strategy to develop a Master of Health Administration (MHA) program and/or on-line Certificate Course etc.);

- Subject to approval by the donor, deliver the second round of the Health Administration Certificate Training Course under the supervision of a Partner International University.

In order to achieve the above objectives, the Applicant will be paired with an International University, academic or training institution, competitively selected by the HRS project through a parallel subcontract application process.

## 3.3    Specific Statement of Work

***Planning:***
1. Together with HRS advisors and partners, develop and finalize grant work plan;
2. Document roles and responsibilities and understanding of these roles via signed Memorandum of Understanding(s) with partner institution/s/ (template to be provided by HRS project);

***Work with an International University to adopt and develop Health Administration Certificate curriculum:***

1. Work with a Partner International University and national stakeholders (e.g. other educational institutions, MOH, MOES) to validate the proposed competencies and knowledge to be developed via the Health Administration Certificate Training Course and document this in the Health Administration Certificate Training Course Curriculum Requirement Document. This document should include, at minimum:
   - List of proposed course components and related thematic areas.  The course should at minimum cover the following core areas: general management and organizational leadership, healthcare systems and financing, healthcare management, financial management of health organizations, hospital management, human resource management and communications. In addition, the training modules should include topics related to good governance principles, fraud and corruption prevention, good procurement practices, ProZorro, and other relevant mechanisms;
   - Learning objectives of the course;
   - Delivery methods for the course;
   - Proposed academic "home" (owning department) of the course and proposed faculty to contribute to the course;
   - List of faculty involved in lecturing and supporting the course, including any co-teachers; applications from faculty members with international training in public health and/or health administration will be given a competitive advantage;
   - Note: Faculty proposals are not restricted to full-time faculty; part-time and adjunct faculty may also be proposed;
   - Note: The initial Certificate Program should require 125 learning hours;
   - Note: The Certificate program may be module-based and be spread over the course of a semester or may be implemented in one sitting of 125 learning hours (equivalent of 4 weeks period);
   - Course outline, including proposed lessons, activities, student submissions, and related timelines;
   - Proposed student and instructor materials and references;
   - Course grading criteria and Evaluation matrix for the course.
2. Iteratively develop the complete Health Administration Certificate Training Course Curriculum with HRS advisors, the Partner International University, and other partners. This curriculum should include, at minimum:

- Final versions of all course content in electronic format;
- Final versions of any course supporting materials (e.g. instructor manuals, textbooks, supplementary reading materials, etc.), in electronic format.

*Implementation plan for Health Administration Certificate Training Course:*

1. Jointly with the International Partner, develop the proposed course implementation plan; this plan should discuss, at minimum:
   - Internal approval process required to obtain approval for course delivery within the existing institutional structure, including the identification and development of all related documents, required approvals, responsible parties, criteria for certificate enrollees, announcement of course, registration processes, and timelines.

*Support the implementation of Health Administration Certificate Training Course for the first cohort of participants:*

- Identify faculty to receive training and participate in faculty development workshop/s/ to deliver the course;
- In collaboration with International Partner and HRS project, enroll the first cohort of a minimum of 25 participants;
- Provide assistance in delivering a Certificate Training Course to the first cohort of participants. Note: The course may be module-based and be spread over the course of a semester or may be implemented in one sitting of 125 learning hours (equivalent of 4 weeks period);
- Document observations throughout the lifespan of the course;
- Ensure successful graduation of the first cohort of participants;
- Develop and release a set of pre- and post-Certificate Evaluation surveys for faculty and students;
- Analyze pre- and post-Certificate evaluation data jointly with the Partner International University;
- Synthesize findings and recommendations for future course delivery into final report.

*Subject to approval by the donor, deliver the second round of the Health Administration Certificate Training Course:*

- Identify faculty to deliver the course based on recommendations from the Partner International University;
- Enroll the second cohort of a minimum of 25 participants;
- Deliver a Certificate Training Course to the second cohort of participants;
- Ensure successful graduation of the second cohort of participants;
- Administer a set of pre- and post-Certificate Evaluation surveys for faculty and students;
- Analyze pre- and post-Certificate evaluation data;
- Synthesize findings and recommendations for future course delivery into final report.

*Conceptual strategy for the full institutionalization of Health Administration Certificate Training Course:*

The conceptual strategy should describe the visions for the institutionalization of the Certificate Course into the institution's (grantee's) educational program and present an action plan for scale-up (example: a strategy to develop a Master of Health Administration (MHA) program and/or on-line Certificate Course etc.).

## 3.4    Grant Program Expected Results and Deliverables

The completion of these activities will contribute to the following expected results in the area of Human Resources for Health (HRH):

- Support the introduction of systemic and operational changes in HRH to meet the need for improving the health of the population and to advance the transformation of health care system;
- Strengthen the capacity of Ukrainian institutions in developing highly qualified health administration workforce;
- Increase health managers' sensitivity to corruption issues by incorporating a focus on good governance.

The completion of these activities will contribute to improved staffing of healthcare institutions in Ukraine; as well as to a Ukrainian health system that is able to address current health needs, provide leadership in a rapidly evolving health care industry, and anticipate future health challenges in an expanding local economy.

The Grantee shall use their experience, knowledge of national and international best practices, and additional understanding gleaned from the background and objectives specified above to complete and submit the below listed deliverables by the end of this grant. The deliverables are grouped by grant objective and should be submitted by the Grantee in Ukrainian and English (unless otherwise specified):

**A.    Planning:**

1. Developed Grant work plan and timeline;
2. Signed Memorandum of Understanding(s) with partner institution/s/.

**B.    Work with an International University to adapt and develop proposed Health Administration Certificate Training curriculum:**

1. Health Administration Certificate Training Course curriculum requirement document;
2. Health Administration Certificate Training curriculum.

**C.    Develop Implementation Plan for and support the implementation of the Health Administration Certificate Training Course for the first cohort of participants:**

1. Proposed course implementation plan developed jointly with the International Partner;
2. Support the implementation of the first round of Health Administration Certificate Training Course and submit the list of Health Administration Certificate Training participants with proof of enrollment;
3. Completed roster of Health Administration Certificate Training Course graduates with proof of graduation;
4. Report with results from pre- and post- course Evaluation surveys (for both students and faculty);
5. Set of training materials in the Ukrainian language.

**D.    Develop Institutionalization Strategy:**

1. Strategy and Action plan for completing institutionalization of Health Administration Certificate Training course in the institution's (grantee's) educational program with a scale-up strategy (example: a strategy to develop a Master of Health Administration (MHA) program and/or on-line Certificate Course etc.);

**E.    Deliver the Health Administration Certificate Training Course for the second cohort of participants (subject to approval by the donor):**

1. Implement the Health Administration Certificate Training Course to the second cohort of participants;

2. Completed roster of Health Administration Certificate Training Course graduates with proof of graduation;
3. Report with results from pre- and post- course Evaluation surveys for students.
4. Final programmatic and financial report in English and Ukrainian.

## 3.5 Key Personnel

List of Key Personnel should cover management, technical, administrative and other staff, including a list of potential faculty for all recommended course components. Key Personnel must have demonstrated relevant experience and past performance in the area of educational programs development, delivery, and/or administration. CVs for all Key Personnel should be submitted with this grant application.

## 3.6 General Milestones and associated timelines

- All preparatory work, the adaptation of pre-existing foundational Health Administration Certificate Training Course Curriculum for local context should be conducted by July 31, 2019;
- The training of the first cohort of the Health Administration Certificate Course should be initiated no later than September 2019;
- The post-course analysis of results for the first cohort, including student and faculty survey, should be completed no later than December 20, 2019;
- The post-course analysis of results for the second cohort, including student and faculty survey, the institutionalization, and sustaining the Health Administration Certificate Training Course, including supporting incorporation of the program into institution's faculty or curricula, and preparation of all required final reports should be completed by March 15, 2020.

Please, use the table format to describe milestones. Please add other details, if needed:

| N | Milestone Name | Expected Time of Completion |
|---|---|---|
| **Planning** | | |
| 1.1 | Grant work plan and time line | 10 working days after grant signing |
| 1.2 | Signed Memorandum of Understanding(s) with partner institution/s/ and Contract agreement with project staff | 30 working days after grant signing |
| **Work with an International University to adapt and develop proposed Health Administration Certificate Training curriculum:** | | |
| 2.1 | Health Administyration Certificate Training Course curriculum requirement document, Health Administration Certificate Training Course curriculum, and its internal approval process | July 31, 2019 |
| **Develop Implementation Plan for and support the implementation of the Health Administration Certificate Training Course for the first cohort of participants** | | |
| 3.1 | Proposed course implementation plan developed jointly with the International Partner and set of translated training materials | To be proposed by applicant |

| | | |
|---|---|---|
| 3.2 | List of Health Admiinistration Certificate Training Course enrollees (and proof of enrollment) completed and roster of Course graduates with proof of graduation | To be proposed by applicant |
| 3.3 | Report with results from pre- and post- course Evaluation surveys (for both students and faculty) | December 20, 2019 |

***Develop Institutionalization Strategy***

| | | |
|---|---|---|
| 4.1 | Strategy and action plan for the full institutionalization of the Health Administration Certificate Training Course in the institution's (grantee's) educational program with a scale-up strategy | To be proposed by applicant |

***Deliver the Health Administration Certificate Training Course for the second cohort of participants (subject to approval by the donor)***

| | | |
|---|---|---|
| 5.1 | List of Health Admiinistration Certificate Training Course enrollees (and proof of enrollment) and completed roster of Course graduates with proof of graduation | - To be proposed by applicant |
| 5.2 | Report with results from pre- and post- course Evaluation surveys for students | - To be proposed by applicant |
| 5.3 | Final report in Ukrainian and English. | March 15, 2020 |

# 4 TECHNICAL APPLICATION CONTENTS

All complete applications received by the deadline will be reviewed for responsiveness to the specifications outlined in the guidelines. USAID Health Reform Support Project may reject applications that are:

- Incomplete;
- Do not respond to the scope of work in the solicitation;
- Do not comply with the format requirements; or
- Are submitted after the deadline.

The application in response to this solicitation should be organized as follows:

## A. Cover Page

Include all of the following information:
- Name, address, phone/fax number, and email of the organization
- Title of proposed project
- Name of contact person
- Duration of project
- Date submitted

## B. Applicant Data (see Grant Application Form and Guidelines)

## C. Technical Proposal (10 pages maximum)

Sections of the Attachment 1 Technical Proposal of the Grant Application Form and Guidelines should use the headings italicized below, in the following order:

### 1. GOALS, OBJECTIVES, AND GEOGRAPHIC FOCUS OF GRANT ACTIVITY *[maximum 1 page]*

- Briefly describe the context of the situation in which the project will be implemented. Explain the need for the project, using evidence and data to support your justification.
- Describe the project goal and objectives. Be sure that objectives as SMART (specific, measurable, achievable, time-bound, and realistic). Indicate the performance targets and other results that will be reached over the life of the project. Specify where the proposed project activities will take place. The organization must demonstrate its ability to effectively implement services in the target area (e.g. it is already working in that area or has strong relationships and can quickly expand services to that area). Applicant must be able to demonstrate "additionality" of the proposed program. Additionality is defined as a rapid scale-up or expansion of an existing program that will require minimal overhead and operational costs.

### 2. EXPECTED RESULTS AND TECHNICAL STRATEGIES *[maximum 2 pages]*

- Describe technical and strategic approaches that the organization will use to implement the project interventions. Identify best practices and evidence base/rationale that have informed the project interventions. Demonstrate that strategy is in line with the project goals.

### 3. IMPLEMENTATION PLAN, PROJECT ACTIVITIES AND MILESTONE DESCRIPTION *[maximum 2 pages]*

- Provide implementation plan for grant project as Annex A - see Grant Activity Implementation Plan template.

- Based on developed implementation plan, please, provide the list of grant activity milestones using the table below. Milestones are for a verifiable product, task, deliverable or goal of the applicant to be accomplished. For Fixed Amount Awards, budget is aligned to specific milestones and fund disbursement is made based on verification of milestone completion (see Section 5 for more details). Grant activities will be monitored and evaluated against these milestones.

| | Milestone Name | Milestone Verification | Expected Time of Completion |
|---|---|---|---|
| | *Planning* | | |
| 1.1 | Grant work plan and time line | *How will the recipient document the completion of the product, task, deliverable, or goal?* | 10 working days after grant signing |
| 1.2 | Signed Memorandum of Understanding(s) with partner institution/s/ and Contract agreement with project staff | | 30 working days after grant signing |
| | *Work with an International University to adapt and develop proposed Health Administration Certificate Training curriculum:* | | |
| 2.1 | Health Administyration Certificate Training Course curriculum requirement document, Health Administration Certificate Training Course curriculum, and its internal approval process | | July 31, 2019 |
| | *Develop Implementation Plan for and support the implementation of the Health Administration Certificate Training Course for the first cohort of participants* | | |
| 3.1 | Proposed course implementation plan developed jointly with the International Partner and set of translated training materials | | To be proposed by applicant |
| 3.2 | List of Health Admiinistration Certificate Training Course enrollees (with proof of enrollment) and Completed roster of Course graduates with proof of graduation | | To be proposed by applicant |
| 3.3 | Report with results from pre- and post- course Evaluation surveys (for both students and faculty) | | December 20, 2019 |
| | *Develop Institutionalization Strategy* | | |
| 4.1 | Strategy and action plan for the full institutionalization of the Health Administration Certificate Training Course in the institution's (grantee's) educational program with a scale-up strategy | | To be proposed by applicant |

|  | *Deliver the Health Administration Certificate Training Course for the second cohort of participants (subject to approval by the donor)* | | |
|---|---|---|---|
| 5.1 | List of Health Admiinistration Certificate Training Course enrollees (with proof of enrollment) and Completed roster of Course graduates with proof of graduation | | - To be proposed by applicant |
| 5.2 | Report with results from pre- and post- course Evaluation surveys for students | | - To be proposed by applicant |
| 5.3 | Final report in Ukrainian and English. | | March 15, 2020 |

The working plan must deliver the milestones and ensure the requirements of its expected time of completion (see template in annex A (GRANT ACTIVITY IMPLEMENTATION PLAN))
*(For Fixed Amount Awards, budget is produced by milestones and fund disbursement is made based on verification of milestone completion. Grant activities will be monitored and evaluated against these milestones.)*

## 4. COORDINATION AND COLLABORATION *[maximum 1 page]*

- Describe roles and involvement of various parties and stakeholders in grant activity, including an international partner, local authorities, target groups and partners, and explain why these roles have been assigned to them.
- Describe how the grant activity will be coordinated with an international partner and local authorities, educational institutions, regional departments of health, local administrations in selected regions, etc.

## 5. MANAGEMENT PLAN *[maximum 1 page]*

- Describe how the grant will be managed, including the staff positions that will implement the activity and the staff person responsible for managing the grant on a day-to-day basis.
- Provide CVs for core/implementation team as an annex B.
- Indicate contacts who will liaise with the HRS Project.

## 6. ORGANIZATIONAL CAPACITY *[maximum 2 pages]*

- Provide brief information on up to three (preferably similar) actions/projects managed by your organization for which your organization has received assistance awards or contracts over the past three years as Annex C - see INFORMATION ON PREVIOUS ASSISTANCE AWARDS/CONTRACTS template.
- Describe systems that exist or will be put in place to enable the organization to effectively manage the project. Include an organogram and a table of positions and responsibilities (as an Annex).

**Annexes (number of pages not limited)**
ANNEX A – GRANT ACTIVITY IMPLEMENTATION PLAN
ANNEX B – B.   CVs of PROJECT MANAGER and KEY PERSONNEL AND/OR FACULTY (max 2 pages)
ANNEX C – INFORMATION ON PREVIOUS ASSISTANCE AWARDS/CONTRACTS

# 5 BUDGET CONTENTS

**Budget and Payment Terms**

The approximate budget for the grantee amounts up to 2,970,000 UAH. The budget items and associated payment terms and dates according to the milestones listed below will be finally defined based on the applicant's proposal and fixed in the grant award document.

**Cost Share**

To be eligible for a grant award, the applicants are expected to cost share the implementation of the proposed grant activity by a minimum of 10% of the total cost of the grant activity. Cost sharing is a requirement for all grants funded under the project.

Cost share contribution may be financial or in-kind and include any of the following:
- Labor to carry out grant activities;
- Payment of non-labor costs associated with grant activities;
- Leveraged funds from other sources (non-U.S. Government);
- Equipment and facilities;
- In-kind donations (including labor, volunteer labor, office space, conference space, etc.).

All costs shared by the applicant (both financial and in-kind) must meet all of the following criteria:
- Be verifiable in the Applicant records;
- Necessary and reasonable for proper and efficient accomplishment of grant activity objectives;
- Allowable under the applicable USAID regulations (see Attachment 4: Certifications and Assurances from Applicant);
- Must not be included as cost share contributions for any other U.S. Government–assisted program;
- Must not be paid by the U.S. Government under another grant or agreement.

Sub-awards will not be allowed under the Grants Program.

**Budget Content**

The Applicant must:

- Include a detailed and realistic budget using the Excel template provided (see Attachment 2: Budget and Budget Notes). The budgets must be prepared in local currency (UAH) and should be based on activities described in the Attachment 1: Technical Proposal. Budget should not include costs that cannot be directly attributed to the activities proposed.

- Include detailed budget notes/clarification of calculation for each budget line item by milestones following the format of the template provided (see Attachment 2: Budget and Budget Notes). Supporting documentation to support cost data will be required prior to award of grants. However, these documents will not be required at the time of application submission.

- **Grant award funds can't be used for:**
  - Construction works
  - Major/small repairs
  - Other items not related to the grant implementation

All applicants must have the financial and administrative systems to adequately account for the grant funds as detailed in the extensive attachments and referenced U.S. Government websites.

**Taxes**

No taxes, fees, charges, tariffs, duties or levies will be paid under any Grants awarded from this RFA.

# 6  SELECTION

USAID Health Reform Support Project intends to award grants resulting from this solicitation to the responsible Grantees whose Application conforms to the solicitation and represents best value solutions after selection in accordance with the criteria/factors listed here.

The review criteria below are presented by major category so that Applicants will know which areas require emphasis in the preparation of Applications.

| Application Selection Criteria | Points |
|---|---|
| Project Goal, Objectives, and Geographic Focus | 5 |
| Technical Strategies | 10 |
| Project Activities and Milestones Description | 20 |
| Coordination and Collaboration | 15 |
| Management Plan | 15 |
| Organizational Capacity | 20 |
| Budget, Budget Notes and Cost Reasonableness | 15 |
| **Total points** | **100** |

### Technical Proposal

USAID Health Reform Support Project will evaluate each technical approach quantitatively based upon the review criteria set forth above. A technical proposal can be categorized as unacceptable when it is incomplete, does not respond to the scope, does not comply with the format requirements or is submitted after the deadline.

### Budget

The proposed budget will be analyzed as part of the application selection process. Applicants should note that Budgets must be sufficiently detailed to demonstrate reasonableness and completeness, and that applications including budget information determined to be unreasonable, incomplete, or based on a methodology that is not adequately supported may be judged unacceptable.

1) **Reasonableness.** USAID Health Reform Support Project will make a determination of reasonableness based on USAID Health Reform Support Project's experience for similar items or services, what is available in the marketplace, and/or other competitive offers.
2) **Completeness.** A detailed line item budget, budget notes, assumptions, and schedules that clearly explain how the estimated amounts were derived must adequately support the applicant's budget. USAID Health Reform Support Project may request additional supporting information to the extent necessary to determine whether the costs are fair and reasonable.

# 7 REFERENCES, TERMS & CONDITIONS

## 7.1 References (choose from the list below as applicable)

- The U.S. Government regulations that govern this grant as found at the following websites:
  http://www.usaid.gov/sites/default/files/documents/1868/303.pdf
  https://www.acquisition.gov/far/html/FARTOCP31.html
  https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl.
- Required provisions for Simplified and Standard Grants to Non-U.S. Non-Governmental Organizations: http://www.usaid.gov/ads/policy/300/303mab.
- Required Standard Provisions for U.S. Non-governmental organizations: http://www.usaid.gov/ads/policy/300/303maa
- Required Provisions for a Fixed Amount Awards to Non-Governmental Organizations:
    (1) Mandatory Provisions from: https://www.usaid.gov/ads/policy/300/303mat.
    (2) Include ONLY the applicable "Required, As Applicable" provisions from:
    https://www.usaid.gov/ads/policy/300/303mat.

## 7.2 Terms and Conditions

- Issuing this RFA is not a guarantee that a grant will be awarded.
- Deloitte reserves the right to issue a grant based on the initial selection of offers without discussion.
- Deloitte may choose to award a grant for part of the activities in the RFA.
- Deloitte may choose to award a grant to more than one recipient for specific parts of the activities in the RFA.
- Deloitte may request from short-listed grant applicants a second or third round of either oral presentations or written responses to a more specific and detailed scope of work that is based on a general scope of work in the original RFA.
- Deloitte has the right to rescind an RFA, or rescind an award prior to the signing of a contract due to any unforeseen changes in the direction of Deloitte's client (the U.S. Government), be it funding or programmatic.
- Deloitte reserves the right to waive any deviations by organizations from the requirements of this solicitation that in Deloitte's opinion are considered not to be material defects requiring rejection or disqualification, or where such a waiver will promote increased competition.

### Grant Agreement

A grant agreement will include the approved project description, approved budget, payment terms, reporting requirements and relevant provisions. Once executed, it is a legally binding agreement between Deloitte (on behalf of the USAID Health Reform Support Project) and the recipient organization. Once the grant agreement is signed, it cannot be modified without prior written approval from Deloitte (on behalf of the USAID Health Reform Support Project).

### Grant Disbursement and Financial Management

Recipients of grant funds will need to open a separate bank account before any funds are transferred from Deloitte. The grants will be disbursed in local currency and transferred only through bank transactions.

### Reporting

The grant agreement will detail the reporting requirements. Recipients must be willing to adhere to the reporting schedule and requirements for both programming activities and financial monitoring.

### Monitoring

USAID Health Reform Support Project staff will monitor programmatic performance. Deloitte and USAID reserve the right to review finances, expenditures and any relevant documents at any time during the project period and for three years after the completion of the project and closeout. All original receipts must be kept for three years after the formal closeout has been completed.

### Late Submissions, Modifications and Withdrawals of Applications

At the discretion of Deloitte, any application received after the exact date and time specified for the receipt may not be considered unless it is received before award is made and it was determined by Deloitte that the late receipt was due solely to mishandling by Deloitte after receipt at its offices.

Applications may be withdrawn by written notice via email received at any time before award. Applications may be withdrawn in person by a vendor or his authorized representative, if the representative's identity is made known and the representative signs a receipt for the application before award.

### False Statements in Offer

Vendors must provide full, accurate and complete information as required by this solicitation and its attachments.

### Certification of Independent Price Determination

(a) The offeror certifies that--

(1) The prices in this offer have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other offeror, including but not limited to subsidiaries or other entities in which offeror has any ownership or other interests, or any competitor relating to (i) those prices, (ii) the intention to submit an offer, or (iii) the methods or factors used to calculate the prices offered;

(2) The prices in this offer have not been and will not be knowingly disclosed by the offeror, directly or indirectly, to any other offeror, including but not limited to subsidiaries or other entities in which offeror has any ownership or other interests, or any competitor before bid opening (in the case of a sealed bid solicitation) or contract award (in the case of a negotiated or competitive solicitation) unless otherwise required by law; and

(3) No attempt has been made or will be made by the offeror to induce any other concern or individual to submit or not to submit an offer for the purpose of restricting competition or influencing the competitive environment.

(b) Each signature on the offer is considered to be a certification by the signatory that the signatory--

(1) Is the person in the offeror's organization responsible for determining the prices being offered in this bid or application, and that the signatory has not participated and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above; or

(2) (i) Has been authorized, in writing, to act as agent for the principals of the offeror in certifying that those principals have not participated, and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above; (ii) As an authorized agent, does certify that the principals of the offeror have not participated, and will not participate, in any action contrary to subparagraphs (a)(1) through (a)(3) above; and (iii) As an agent, has not personally participated, and will not participate, in any action contrary to subparagraphs (a)(1) through (a)(3) above.

(c) Offeror understands and agrees that --

> (1) violation of this certification will result in immediate disqualification from this solicitation without recourse and may result in disqualification from future solicitations; and

> (2) discovery of any violation after award to the offeror will result in the termination of the award for default.

*Standard Provisions*

Deloitte is required to respect the provisions of the United States Foreign Assistance Act and other United States laws and regulations. The [NAME OF PROJECT] Grant Program will be administered according to Deloitte's policies and procedures as well as USAID's regulations for Non-U.S. Governmental Recipients or USAID's regulations for U.S. Non-Governmental Recipients. These include:

1. **Implementing Partner Notices (IPN) registration**
Applicant acknowledges the requirement to register with the IPN portal if awarded a grant resulting from this solicitation and receive universal bilateral amendments to this award and general notices via the IPN portal. The IPN Portal is located at https://sites.google.com/site/usaidipnforassistance/ Detailed steps are given under the article M9 of the Mandatory Standard Provisions for Fixed Amount Awards to Non-Governmental Organizations from ADS 303mat, which is annexed to this RFA.

2. **Indirect rates**
Indirect rates such as fringe, overhead, and general and administrative (G&A) that have not been approved by a U.S. Government agency in a NICRA (Negotiated Indirect Cost Rate Agreement) may not be charged to this award. All costs charged to the project shall be directly related to the project's implementation.

3. **Activities that will not be considered for funding**
In keeping with the conditions above, programs that fall within the following categories or indicate they might participate in any one of the following shall be automatically disqualified:

- Activities related to the promotion of specific political parties.
- Construction.
- Distribution of emergency/humanitarian assistance or funds.
- Religious events or activities that promote a particular faith.
- For-profit business activities that benefit a small select group, rather than providing increased opportunities to the larger community.
- Unrelated operational expenses.

4. **Prohibited Goods and Services**
Under no circumstances shall the Recipient procure any of the following under this award, as these items are excluded by the Foreign Assistance Act and other legislation which govern USAID funding. Programs which are found to transact in any of these shall be disqualified:

- Military equipment;
- Surveillance equipment;
- Commodities and services for support of police or other law enforcement activities;
- Abortion equipment and services;
- Luxury goods and gambling equipment; and
- Weather modification equipment.

5. **Restricted Goods**
The following costs are restricted by USAID and require prior approval from Deloitte and USAID:

- Agricultural commodities;
- Motor vehicles;
- Pharmaceuticals;
- Pesticides;
- Fertilizer;
- Used equipment; and
- U.S. Government-owned excess property.

## 6. Certifications for Non-US Non-Governmental Recipients

The following Standard Grant & Subcontractor Certifications are required by Deloitte and USAID:

- Assurance of Compliance with Laws and Regulations Governing nondiscrimination in Federally Assisted Programs (This assurance applies to Non-U.S. Governmental Organizations, if any part of the program will be undertaken in the U.S.);
- Certification Regarding Lobbying (22 CFR 227);
- Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206, Prohibition of Assistance to Drug Traffickers);
- Certification Regarding Terrorist Financing;
- Certification of Recipient;
- Compliance with Anticorruption Laws.
- A completed copy of Representation by Organization Regarding a Delinquent Tax Liability or a Felony Criminal Conviction; and
- Certification Regarding Trafficking in Persons