



HEALTH REFORM SUPPORT

REQUEST FOR GRANT APPLICATIONS (RFA):
“BUILDING CAPACITY OF REGIONAL STATE ADMINISTRATIONS TO DEVELOP
THE HEALTHCARE FACILITY NETWORK”
RFA #: 16

APRIL 2021

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USAID Health Reform Support

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I SUMMARY

I.1. USAID Health Reform Support

The purpose of USAID's Health Reform Support Project (HRS Project) 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.

I.2. Request for Applications (RFA) Summary

Scope of Work:

This solicitation requests an application from organizations that have the relevant experience and expertise to undertake activities under the "Development of HR management system in healthcare facilities" aimed at improvement of organizational and human capital capacity of healthcare facilities in order to provide quality medical services and be better prepared for successful implementation of the health reform.

Applications must include the description of a technical approach with appropriate activities to be carried out to achieve the objectives 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 grant is approximately 5 months, from May to September 2021. The application work plan and budget should reflect the period of performance.

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 Evaluation 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 USAID Health Reform Support in writing.

Funding Range: USAID Health Reform Support Project intends to award one (1) grant **up to 950 000 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 May 16, 2021. Questions should be received by close of business (COB) Ukraine local time on May 7, 2021, and responses to questions will be provided by May 11, 2021.

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 RFA#16.
- 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 RFA# 16 by email to the RFA Contact noted above.
- **Date for receipt:** All questions and requests for clarification must be received by close of business on May 7, 2021 to the email address noted above. Only questions received by this date will receive a response.
- **Responses:** By May 11, 2021, we anticipate providing responses to the requests for clarifications. All responses will be emailed to all applicants.
- An informational online webinar will be held on **May 6, 2021 at 15:00 local time** to clarify grant procedures and grant objectives. Registration may be requested via e-mail at grant@hrs.net.ua by **10:00 local time, May 6, 2021**.

2.4 Applications Due Date and Time

Closing Date: May 16, 2021

Closing Time: 23:59 Ukraine local time (UTC + 02:00)

2.5 Application Delivery Address

The proposal package 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 and attachments received will not be returned.

2.6 Type of Award

The USAID Health Reform Support anticipates the award of one (1) Fixed Amount Award in response to RFA#16 with the ceiling amount of up to 950 000 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 # 16.
- **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:

- Local non-government organizations, regional or national independent, for-profit or not-for-profit organizations, legally established in the country, professional organizations
- 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 trainer/s/ have received some prior exposure to or training in health administration (having received an international training would be considered an advantage);
- It has experience of organizing capacity building activities for civil servants at both national and regional level;
- It has capability and experience developing and implementing curricula and organizing training in the area of healthcare management.

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, 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 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 and Objectives

Health reform involves more than just changing the funding mechanism for healthcare facilities. It is also the formation of a potent network of healthcare facilities and the ability to manage it to build the capacity of healthcare facilities.

This responsibility falls on the shoulders of oblast and raion state administrations and local authorities who often lack knowledge of how to do it. This can lead to the fact that the development of the hospital network is quite chaotic and not based on the capacity of facilities and the needs of the population. We can observe a separate development of primary and specialized care which do not see common points of contact for the benefit of the patient.

The Health Departments of Oblast State Administrations have to be a key body which should take initiative and responsibility for the oblast health network development. The Health Departments, at the meso-level of healthcare facility management, can build a potent network of facilities to provide quality services. They are the players interested in the development of the integrated primary and specialized network of facilities. They are expected to contribute to the strategic development of the network, development of the vertical and horizontal integration, public accountability, development of a single health space of public, municipal, sectoral and private healthcare facilities.

Under Objective 1, HRS has already conducted the analysis of organizational design of the Lviv Health Department followed by the implementation of the revised organizational and functional structure, which is in line with the health reform concept and reflects the change of the role of Health Departments in the new health care system. Yet, while the new health care system requires a fundamentally different approach towards Health Department managerial and operational activities, capacity and knowledge gaps among their personnel is one of the challenges the health reform in Ukraine is facing.

The role of Health Departments is expected to be as follows:

- Create a vision of the development of the health care system at the oblast level, including the development of primary health care, selected specialized health care services, hospital sector, and other ancillary services (transport network, laboratories, prosthetics, etc.)
- Develop and implement oblast programs to improve accessibility, quality of care, develop and support healthcare facilities, develop a network of facilities, organize partnerships, ensure vertical and horizontal integration
- Develop HR strategy aimed at evidence-based HR planning based on understanding the need for service and the number of professionals needed to provide the service
- Develop IT as a tool for assessing the quality of services and their planning which will help to make informed data-driven decisions
- Organize and control HCF public reporting
- Conduct comparative evaluation of HCFs in the oblast to understand their progress
- Create and maintain the regional health data quality assurance system
- Communicate the implementation of health programs at the oblast level
- Involve private sector and promote public-private partnership.

There is no specific training course that provides knowledge and skills on the principles of building and managing a healthcare facilities' network. If oblast health departments are educated on how to manage the

HCF network, they can optimize healthcare facilities' operation and networks to increase resource efficiency and quality of care.

3.2 Grant Objectives

This grant will contribute to the achievement of the 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.

Under this grant, the HRS will support the development and implementation of the online course for the oblast health departments to build their capacity in strategic development of the HCF network.

Specifically, under the award, the grantee is expected to achieve the following objectives:

- Develop the curriculum of the online course
- Develop the distance training course according to the curriculum
- Conduct the course for not less than 20 participants from three regions (Lviv, Zhytomyr, and Donetsk)
- Conduct assessment after the online training
- Monitor effectiveness of the conducted training

3.3 Grant activities, Expected Results and Deliverables

The curriculum of the course should include but not be limited to the following thematic blocks to provide the specific knowledge and skills:

1. Leadership/Governance (governance framework, meso-level functions, corporate governance, etc.)
2. Health economics (health financing, health services market, procurement of health services, role of private sector, etc.)
3. Health workforce (universal health coverage, health workforce planning at the oblast level, continuous professional development, etc.)
4. Medical Information System (design and implementation of the medical information systems, framework and standards, indicators and benchmarks, data-based solutions, etc.)
5. Service delivery (health services planning, patient-centered approach, triage, quality assurance, etc.).

Skills related to general competencies shall be mastered in the context of acquiring specific knowledge and skills. General competencies include strategic thinking, system thinking, teamwork, critical thinking, analytical skills, digital skills, decision making, etc.

The Applicant is expected to provide a clear description of the content that should be included in each thematic block.

The format of the online course should include different methods of adults' education which should contain, but not be limited to, the following:

- Online lectures/presentations
- Case analysis
- Individual tasks for participants after each thematic block
- Feedback on participants' individual work
- Discussion session for sharing experience among participants
- Creating projects in small groups and their mentoring
- Pre and post training evaluation test

The duration of the course should be approximately 90 academic hours. Training time, its daily duration should be proposed by the Applicant so that participants could combine training and work. The completion

of these activities will contribute to improvement of staffing of healthcare facilities 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 participants shall represent the Oblast Health Departments (it is possible to involve the OSA Finance and other Departments related to health care, upon HRS approval). Participants from the Health Departments of the HRS three focal oblasts - Lviv, Donetsk, Zhytomyr - shall be included in the training.

The trainers' team should include the international and national experts-trainers. Minimum 20% of the course should be delivered by the international experts based on the international experience of organizing a health network at the regional level (for example Lithuania, Poland, and others); the international experts should have proven experience in adult training in health.

The activities associated with the aforementioned objectives will be as follows:

1. In collaboration with HRS team, make sure that the grant implementation plan matches the HRS work plan.
2. In collaboration with HRS team, develop the course curriculum covering all the above thematic blocks.
3. Organize a transparent and open process of selecting not less than 20 participants from three regions (Lviv, Zhytomyr, Donetsk).
4. Conduct the distance training including mentoring and active feedback to participants' progress.

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 should be submitted by the Grantee in Ukrainian (unless otherwise specified):

Deliverable 1. Prepare grant activity implementation plan with timelines matching the HRS work plan.

Deliverable 2. Complete curriculum and training materials.

Deliverable 3. Conduct the training.

Deliverable 4. Prepare final programmatic and financial report.

The completion of these activities will contribute to the introduction of systemic and operational changes in HRH to advance the transformation of health care system, as well as strengthen the capacity of Ukrainian institutions in developing highly qualified health administration workforce.

It is expected that another outcome of the activities will be the increased health managers' sensitivity to corruption issues achieved by incorporating a focus on good governance.

3.4 Key Personnel

List of Key Personnel should include management, technical, administrative and other staff, including a list of potential faculty members for completion of each specified activity. 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.

3.5 General Milestones and associated timelines

N	Milestone	Grant activity	Milestone verification /Deliverable	Expected date of milestone completion

1	Prepare Grant Activity Implementation Plan with timelines matching the HRS work plan	In collaboration with HRS advisor, make sure that the Grant Activity Implementation Plan matches the HRS work plan	Grant Activity Implementation Plan with timelines (in English) agreed and approved by HRS	5 working days after signing the grant agreement
2	Complete curriculum and training materials	<ul style="list-style-type: none"> Identify trainers to develop and complete the course curriculum and materials Prepare the final electronic version of the curriculum Prepare all training materials (presentations, cases, individual tasks, etc.) 	<ol style="list-style-type: none"> List of trainers to complete and deliver the course. Final electronic version of the curriculum. All training materials for each specific topic in electronic format. 	To be proposed by the Applicant
3	Conduct the training	<ul style="list-style-type: none"> Select not less than 20 participants Conduct the course, including mentoring and active feedback to participants' progress Monitor attendance and performance of the participants 	<ol style="list-style-type: none"> The list of participants Attendance sheets Schedule of the training Report of the first cohort training, including evaluation forms and lessons learnt 	To be proposed by the Applicant
4	Final programmatic and financial report	<ul style="list-style-type: none"> Collect necessary information and supporting documents Prepare and submit final programmatic and financial report, including final report on evaluation of participants, satisfaction of the attendees with the course and lessons learnt during the course implementation 	<ol style="list-style-type: none"> Final programmatic and financial report Final report on evaluation of participants, satisfaction of the attendees with the course and lessons learnt during the course implementation. 	Not later than September 20, 2021.

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

1. BACKGROUND/STATEMENT OF NEED *[maximum 0.5 page]*

- Briefly describe the context of the situation in which the grant will be implemented.
- Explain the need for the grant, using evidence and data to support your justification.

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

- Indicate the performance targets and other results that will be reached over the life of the project. The organization must demonstrate its ability to effectively implement grant objectives (e.g. it is already working in that area or has strong relationships and can quickly expand to that area).
- Briefly describe the geographic focus of grant activity.

3. EXPECTED RESULTS AND TECHNICAL STRATEGIES *[maximum 3,5 pages]*

- Describe instruments/tools the organization will use to improve HR function in health care facilities. Demonstrate that strategy is in line with the project goals.
- Demonstrate knowledge and experience of applying data quality assurance practices.
- Identify best practices and evidence base/rationale that have informed the project interventions.
- The organization must demonstrate its ability to effectively implement grant objectives (e.g. it is already working in that area or has strong relationships and can quickly expand to that area).

4. IMPLEMENTATION PLAN AND MILESTONE DESCRIPTION *[maximum 2 pages]*

- Provide implementation plan for grant project as Annex A.

- 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.

5. COORDINATION AND COLLABORATION *[maximum 1 page]*

- Describe how the grant activity will be coordinated with local authorities, educational institutions (in necessary), regional departments of health, local administrations in selected regions, etc. Specifically, explain how the partners will be involved in making important decisions about the implementation of the grant and what roles they are expected to play
- 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.
- Describe experience and expertise based on Applicant's past performance and achievements, including collaboration with national and international stakeholders.
- Explain Applicant's experience and achievements in implementing similar projects, including cooperation with national and international stakeholders.
- 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 – CVs of project manager and key personnel and/or faculty (max 2 pages)

Annex C – Information on previous assistance awards/contracts

5 BUDGET CONTENTS

5.1. BUDGET AND PAYMENT TERMS

The approximate budget for the grantee amounts shall not exceed 950 000 UAH. The budget items and associated payment terms and dates according to the proposed milestones list will be finally defined based on the applicant's proposal and fixed in the grant award document.

5.2. 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
- Must not be included as cost share contributions for any other U.S. Government–assisted program; and,
- Must not be paid by the U.S. Government under another grant or agreement.

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

5.3. 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.

5.4. 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 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
Statement of Need	5
Objectives	10
Expected Results and Technical Strategies	25
Implementation plan and milestone description/Project Activities	20
Coordination and Collaboration	10
Organizational Capacity	15
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 HRS'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 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) 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).

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 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/usaaidipnforassistance/>. 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 USAI

- 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

