



HEALTH REFORM SUPPORT

" SUPPORTING DEVELOPMENT OF AN INCENTIVE SYSTEM FOR MEDICAL PROVIDERS "

RFA # 33

November 2022

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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 applications from eligible USAID Health Reform Support partners to support the development of the incentive system for medical providers at the local and facility level in the focal regions to assist in attracting and retaining health workers during the war and recovery.

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 nine (9) months, from January 2023 to September 30, 2023. 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 the project in writing.

Funding Range: Subject to the availability of funds, USAID Health Reform Support intends to award **six (6) grants up to 1 750 000 UAH** each. Funding for these grants will be subject to donor approval and availability of funds. Funding will be disbursed to the grantees in Ukrainian local currency (UAH).

Submission Deadlines: All applications must be submitted no later than 23:59 Ukraine local time (UTC + 02:00) on December 31, 2022. Questions should be received by close of business (COB) Ukraine local time on November 25, 2022, and responses to questions will be provided by November 29, 2022.

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# 33.
- 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

Email: grant@hrs.net.ua

Address: 52A, B. Khmelnytskogo Str., 5th floor, 01030 Kyiv, Ukraine

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 November 25, 2022 to the email address noted above. Only questions received by this date will receive a response.
- **Responses:** November 29, 2022, we anticipate providing responses to the requests for clarifications. All responses will be emailed to all applicants and published via Deloitte Grants Portal (<https://dgrants.fluxx.io>).
- An informational webinar is planned on **November 24, 2022 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 **11:00 Ukraine local time, November 24, 2022.**

2.4. Applications Due Date and Time

Closing Date: December 31, 2022

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

2.5. Application Delivery Address

The proposal package should be submitted through the Deloitte Grants Portal (<https://dgrants.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 up to six (6) Fixed Amount Awards in response to RFA# 33 with the ceiling amount of **up to 1 750 000 UAH** each.

2.7. Submission Requirements

- **Language:** The application and all associated correspondence must be in English. However, applications submitted in Ukrainian will also be considered and reviewed. 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 # 33.
- **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 an Applicant should be:

- Non-U.S. non-governmental organizations, for profit or non-profit, registered in Ukraine (e.g. NGOs, Professional Associations, Research/ Educational Institutions, Commercial Organizations)
- Not on the "List of Parties Excluded from Federal Procurement and Non-Procurement Programs"
- No individual, political party, governmental entity(organization?) or official whether at national or municipal level
- Not affiliated with USAID Health Reform Support or any of its directors, officers, or employees.

Additional eligibility criteria:

- Healthcare facilities in Zhytomyr, Chernihiv, and Kyiv oblasts, legally registered in Ukraine as communal non-commercial enterprises are eligible for grant awards.
- The applicant has been officially contracted by the National Health Service of Ukraine (NHSU);
- The applicant has a functional financial system.
- The applicant has adequate resources and staff to implement the incentive system and develop HR-function.
- The applicant declares undertaking the obligation to acknowledge the corrections in personnel motivation systems (collective agreement, provisions on bonuses, orders, etc.)
- The applicant's other relationships, associations, activities, and interests do not create a conflict of interest that could prevent full impartiality in implementation of the grant activities.

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 of Grant

The healthcare system has faced many challenges related to the provision of human resources. Heavy workload, low wages, difficult working conditions, lack of involvement in the processes taking place in healthcare facilities, the COVID-19 pandemic, war, stress, and burnout negatively affect the attractiveness of this industry in terms of employment. This situation is complicated further by the uneven distribution of the health workforce according to the geographical principle, as well as according to specialties. In particular, the problem of attracting and returning medical specialists to the regions most affected by hostilities will be acute in the post-war period. That is why special attention should be paid to developing a motivation system for medical workers at the local level, introducing the employer's value proposition, which will include both financial and non-financial incentives. Since the process of transformation in the health care system is impossible without the introduction of systemic changes in the process of human resource management, an important element in this process is the implementation of an updated personnel policy in HCFs, which will be based on transparent rules and procedures to reduce the risk of corruption and increase the motivation of employees and the quality of medical services.

3.2. Grant Objective

These grants will contribute to the achievement of HRS Objective 3 – Strengthen the health workforce the health system which the HRS project aims to achieve by implementing a system of motivational incentives in 6 pilot healthcare facilities and providing relevant recommendations to local authorities on incentives to attract and retain healthcare workers, as well as creating an effective, transparent and equitable HR function in selected healthcare facilities

3.3. Specific Statement of Work

Upon consultations and in collaboration with HRS, the grantees should be able to:

- evaluate the current motivational system, HR functions and HR procedures in HCFs, identifying gaps
- develop an updated concept of motivational incentives and personnel management function considering the preferences of employees and the capabilities of HCFs
- develop a plan for the implementation of changes (updating personnel policies, initiatives to promote value proposition among employees and potential candidates, etc.)
- determine implementation performance indicators and monitoring approach
- implement initiatives, support for performance in terms of change management (interaction with stakeholders, assessment of perception of changes, and communication)

3.4. Grant Activities and Deliverables

- Under this Scope of Work (grant), each Grantee shall perform, but will not be limited to, the tasks specified under the following categories and receive the outlined deliverables.
- The Grantees shall use their experience, knowledge and 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 each Grantee in Ukrainian:
- **Deliverable I.** Action Plan with timelines for the implementation of the grant together with HRS experts.

- Activity 1.1. Develop and finalize the Action Plan of the activity with timelines in accordance with HRS project work plan.
- **Deliverable 2.** Analysis of the current employer's value proposition, determining directions for improving the personnel function in the institution
- Activity 2.1. Conduct interviews with management and HR-representatives of facilities in order to identify strengths and directions for improving the HR function;
- Activity 2.2. Analyze internal documents related to incentive operations, HR functions and HR procedures;
- Activity 2.3. Conduct a survey among the staff of institutions about the existing incentives, their motivation to work in the institution in order to identify gaps and directions for implementing changes.
- **Deliverable 3.** Development of the concept of the employer's value proposition based on the results obtained and the implementation plan with performance indicators.
- Activity 3.1. Develop the concept of the employer's value proposition based on the results obtained
- Activity 3.2. Develop the implementation plan with performance indicators for the concept of the employer's value proposition.
- **Deliverable 4.** Creation/improvement of the personnel management function
- Activity 4.1. Create/update the necessary policies, procedures and processes for key areas of personnel management (recruiting and adaptation, training and development, performance management, remuneration and recognition, succession planning, etc.);
- Activity 4.2. Present and discuss the policies with the staff
- **Deliverable 5.** Implementation of the employer's value proposition,
- Activity 5.1. Develop amendments to the existing system of personnel motivation (collective agreement, provisions on bonuses, orders, etc.);
- Activity 5.2. Implement measures for non-financial incentives in accordance with the value proposition of the employer.
- **Deliverable 6.** Evaluation of implemented changes
- Activity 6.1. Ensure monitoring and collecting feedback from staff
- Activity 6.2. Ensure timely and effective communication of implemented changes in the institution.
- **Deliverable 7.** Development of the final grant report
- Activity 7.1. Develop a final report of the grant.

3.5. General Milestones and associated timelines

The below is the table format to describe milestones for planning and implementation of the activity:

| Milestone # and Name | Recommended Duration | Grant activity | Milestone Verification | Expected date of completion |
|---|----------------------|---|--|-------------------------------------|
| 1. Initiate the grant and finalize the Action Plan with timelines | 1-2 weeks | <ul style="list-style-type: none"> • Develop and finalize the Action Plan of the activity with timelines in accordance with HRS project work plan. | <ul style="list-style-type: none"> - Final Work Plan with timelines agreed with HRS | 14 days after signing the Agreement |
| 2. Analysis of the current employer's value proposition, | TBD | <ul style="list-style-type: none"> • Conduct interviews with representatives of the administration and | <ul style="list-style-type: none"> - Analysis of the existing system of motivation | TBD |

| | | | | |
|---|-----|---|--|-----|
| determining directions for improving the personnel function in the institution | | <p>HR-department in order to identify strengths and directions for improving the HR function;</p> <ul style="list-style-type: none"> Analyze internal documents related to incentive operations, HR functions and HR procedures; Conduct a survey among the staff of institutions about the existing incentives, their motivation to work in the institution in order to identify gaps and directions for implementing changes. | <p>and relevant documents;</p> <ul style="list-style-type: none"> - Analysis of HR-functions and procedures; - Analysis of staff survey results | |
| 3. Development of the concept of the employer's value proposition based on the results obtained and the implementation plan with performance indicators | TBD | <ul style="list-style-type: none"> Develop the concept of the employer's value proposition based on the results obtained Develop the implementation plan with performance indicators for the concept of the employer's value proposition. | <ul style="list-style-type: none"> - The concept of the employer's value proposition based on the results obtained and the implementation plan with performance indicators | TBD |
| 4. Creation or improvement of the personnel management function | TBD | <ul style="list-style-type: none"> Creation/updating of the necessary policies, procedures and processes for key areas of personnel management (recruiting and adaptation, training and development, performance management, remuneration and recognition, succession planning, etc.); Presenting and discussing the policies with the staff | <ul style="list-style-type: none"> - Created/updated HR procedures (recruiting and adaptation, training and development, performance management, remuneration and recognition, succession planning, etc.);; | TBD |
| 5.Implementation of the employer's value proposition, | TBD | <ul style="list-style-type: none"> Develop amendments to the existing system of personnel | <ul style="list-style-type: none"> - Changes have been made to the motivation | TBD |

| | | | | |
|--|---------|---|--|-----------------------------------|
| | | motivation (collective agreement, provisions on bonuses, orders, etc.); <ul style="list-style-type: none"> • Implement measures for non-financial incentives in accordance with the value proposition of the employer. | system (supporting documents); <ul style="list-style-type: none"> - Measures for non-financial incentives have been implemented (list, description and supporting documents); | |
| 6. Evaluation of implemented changes | 4 weeks | <ul style="list-style-type: none"> • Ensuring monitoring and collecting feedback from staff • Ensure timely and effective communication of implemented changes in the institution. | <ul style="list-style-type: none"> - Report on analysis of monitoring indicators and received feedback | Not later than September 30, 2023 |
| 7. Development of the final grant report | 2 weeks | <ul style="list-style-type: none"> • Develop final grant report | <ul style="list-style-type: none"> - Final grant report | Not later than October 15, 2023 |

3.6. Expected Results

The completion of these activities will contribute to the following expected results in the field of personnel management in healthcare facilities:

1. The HCFs have implemented the employer's value proposition. In particular, changes have been made to financial incentives, and non-financial incentives for employees have been introduced.
2. HR procedures (recruiting and onboarding, training and development, performance management, reward and recognition, succession planning, etc.) have been developed/updated and implemented.
3. A monitoring system has been introduced to assess the effectiveness of implementing changes.

The completion of these activities will contribute to the improvement of the staff of healthcare facilities in Ukraine, as well as the Ukrainian health care system, which is able to meet the current needs of health care, as a response to the challenges that have been faced during the war period.

3.7. Expected Outcomes

1. The improved motivation system will allow health care institutions to retain existing staff and attract new ones, increasing the efficiency of activities and increasing the satisfaction level with working conditions.
2. Implementation of transparent and unified personnel policies and processes will increase sensitivity and intolerance to corruption issues of healthcare managers.

3.8. Additional conditions

The day-to-day activities of the grant recipient will be monitored by the USAID HRS representatives. Written communication between the selected grantee and HRS is confidential.

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 (7 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:

- BACKGROUND/STATEMENT OF NEED *[maximum 1 page]*

- Provide information about HCF by describing the situation with staffing; the existing motivational system in the HCF and the activities and reward tools used. Describe the current HR system in the HCF and, the mechanism of its functioning (what HR procedures have been implemented and used). Identify key development areas and current key gaps.

- VISION OF IMPROVING/ GOALS, OBJECTIVES *[maximum 1 page]*

- Describe the vision of improving the situation with staffing in HCF, its maintenance, involvement, and increase in the level of motivation; improving HR procedures in the HCF. Describe the main goal regarding the HR function and motivational system development in your facility. Indicate what you want to change and what resources you need for this.

- IMPLEMENTATION PLAN/ACTIVITIES *[maximum 2 pages]*

- Give specific practical steps that will help the HCF achieve its goals. Justify the choice of such measures and their prioritization.
- Provide a detailed grant implementation plan (see the template in Annex A - PROJECT IMPLEMENTATION PLAN).

- COORDINATION AND COLLABORATION *[maximum 1 page]*

- Describe the roles and participation of other stakeholders in grant activities, including local authorities, target groups and key personnel, and explain why they are assigned these roles.
- Describe how the HCF will collaborate and coordinate grant activities with partners, target groups and key personnel in the first place.

- MANAGEMENT PLAN *[maximum 1 page]*

- Indicate the number of personnel in the HCF, describe how HR system is organized and key employees and their roles in it.
- Describe how you see an effective HR system and an employer's value proposition.
- Describe how the project will be managed within the grant.
- Indicate whether you have experience of cooperation with international organizations and charitable foundations.

- ORGANIZATIONAL CAPACITY *[maximum 1 page]*

- Describe the team that will implement the grant, indicating their positions, roles and contact details) as Annex B. Provide CVs for core/implementation team (as an ANNEX B – PROJECT IMPLEMENTATION TEAM).
- Indicate contacts who will liaise with the HRS Project.

Annexes (number of pages not limited)

ANNEX A – GRANT ACTIVITY IMPLEMENTATION PLAN

ANNEX B – PROJECT IMPLEMENTATION TEAM

5 BUDGET CONTENTS

5.1. BUDGET AND PAYMENT TERMS

The approximate budget for each grantee amounts shall not exceed 1 750 000 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

Cost sharing is not a requirement for grants issued in response to RFA #33.

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 |
|--|------------|
| Background/Statement of Need | 10 |
| Vision of Improving/ Goals, Objectives | 15 |
| Implementation Plan/Project Activities | 25 |
| Coordination and Collaboration | 10 |
| Management Plan | 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