



HEALTH REFORM SUPPORT

**"CAPACITY DEVELOPMENT OF ACUTE CARE HOSPITALS TO DELIVER
QUALITY HEALTHCARE SERVICES IN THE WAR AND POST-WAR PERIODS"**

RFA # 41

DECEMBER 2022

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Table of Contents

I	SUMMARY	4
1.1.	USAID Health Reform Support	4
2.	INSTRUCTIONS FOR APPLICANTS	5
2.1.	General.....	5
2.2.	RFA Contact Information.....	5
2.3.	Questions and Clarifications	5
2.4.	Applications Due Date and Time.....	5
2.5.	Application Delivery Address	6
2.6.	Type of Award	6
2.7.	Submission Requirements	6
2.8.	Eligibility.....	6
2.9.	Application Conditions Precedent.....	7
2.10.	Late Applications	7
2.11.	Modification/Withdrawal of Applications	8
2.12.	Disposition of Applications	8
3.	STATEMENT OF WORK	9
3.1.	Background of Grant.....	9
3.2.	Grant Objective	9
3.3.	Specific Statement of Work.....	9
3.4.	Grant Activities and Deliverables	10
3.5.	General Milestones and associated timelines	11
3.6.	Key Personnel	12
4	TECHNICAL APPLICATION CONTENTS	13
5	BUDGET CONTENTS	15
6	SELECTION	16
7	REFERENCES, TERMS & CONDITIONS	17
7.1.	References (choose from the list below as applicable).....	17
7.2.	Terms and Conditions.....	17

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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 call for applications for the USAID Health Reform Support Project is aimed at the development and implementation of activities focused on the improvement of hospitals' capacity in providing quality medical services to the population in the war and post-war periods. In addition, it is also expected that hospitals that implement the grant will serve as examples to other hospitals in terms of effective and sustainable provision of quality medical services and expand their experience among other hospitals at the regional and national levels through information sharing and learning activities.

Period of Performance: The period of performance for the grants is approximately fifteen (15) months, from March 2023 to May 2024. 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 3 500 000 UAH (equivalent of 100 000 USD) 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 March 1, 2023. Questions should be received by close of business (COB) Ukraine local time on December 20, 2022, and responses to questions will be provided by December 22, 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# 41.
- 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 **December 20, 2022** to the email address noted above. Only questions received by this date will receive a response.
- **Responses:** By **December 22, 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 at **15:00 Ukraine local time** on **December 14, 2022**, 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, December 14, 2022**.

2.4. Applications Due Date and Time

Closing Date: March 1, 2023

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>).

All 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# 41 with the ceiling amount of **up to 3 500 000 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 # 41.
- **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:

- 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"
- Shouldn't be 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.
- In accordance with 2 CFR 25, recipients of grant awards, foreign or domestic, of \$25,000 or more are required to obtain a Unique Entity Identifier Number and register themselves through the SAM.gov website

Additional eligibility criteria:

- The organization is a community/city/raion multi-profile hospital-MNE the charter of which allows receiving grants
- The organization is located in Kyiv, Zhytomyr or Chernihiv oblasts
- The organization has a valid contract with the National Health Service of Ukraine at the time of submitting a proposal

- The organization provides a wide range of health services, including (preferably) stroke and heart attack care, general and specialized surgical care, trauma care, level II perinatal care, intensive care, including specialized one
- The catchment population of the organization is over 120,000 people
- The organization is being considered by the OHD to be a cluster multi-profile hospital in the hospital network of 2023 (preferably)
- The organization has a functional financial system
- The organization'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
- In accordance with 2 CFR 25, recipients of grant awards, foreign or domestic, of \$25,000 or more are required to obtain a Unique Entity Identifier Number and register themselves through the SAM.gov website.

Ineligible are:

- Oblast hospitals (the owner is oblast council)
- Children's hospitals and maternity hospitals/perinatal centers
- Highly specialized/mono-profile hospitals
- Private HCFs
- Private entrepreneurs.

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 insufficient capacity of specialized healthcare facilities (HCFs) to deliver timely and efficient health services has been exacerbated by the ongoing Russian-Ukrainian war. As a result of hostilities, the needs of the population in health services change. In particular, there is an increasing demand for rehabilitation and mental health services which requires closer coordination of primary, specialized and emergency care.

The organization of health services in HCFs is not particularly based on the analysis of actual demand, the leading role in decision-making here is still played by the maximization of revenues. Hospitals continue to keep inappropriate health services or organize new ones relying primarily on their aspiration to receive more funds from the NHSU instead of addressing patients' needs. This has resulted in undesirable competition among HCFs and hindered access of patients to quality health services. As a result, the organization of health services is fragmented, creating additional barriers to essential and timely health services.

A solution will require a series of immediate actions including reorganization of health services in line with current health needs of the population, modernization, and reorganization of HCFs according to their new roles in a hospital district network.

To support strategic hospital development, HRS will provide TA and grants to six hospitals in two focal regions for the creation of the hospital development plans, their implementation and for strengthening their capacity to provide timely and quality human-centered health services. This support will include learning activities, equipment, quality management tools and IT. It will also be critical to ensure implementation of the best international practices in the organization of health care delivery, with further expert consultations, coordination with other HCFs within hospital districts, etc. As a result of this activity, targeted hospitals will have a clear understanding of their role in the hospital district network and will start the process of reorganization and modernization according to their hospital district plans that will be transparent to the hospital staff and stakeholders.

3.2. Grant Objective

The Grants Program is part of the HRS Objective 5 – Improve service delivery system at all levels. It offers technical support for the hospitals for building their capacity to provide quality health services in the war and post-war periods. It is also expected that the HCFs-grantees will serve as models of the organization of efficient and sustainable provision of quality health services and will share their experience with other hospitals of the oblast/country through educational events.

3.3. Specific Statement of Work

Upon completion of the activities under this grant, the grantee will have:

- A functioning expert group for planning the development of the HCF; the defined role of the HCF within the hospital district and directions of its development.
- The hospital development plan for 2023-2025, which is being implemented.
- An improved quality management system (QMS) in the HCF, implemented in accordance with the hospital development plan.

3.4. Grant Activities and Deliverables

The grantee shall use their experience, knowledge of national and international best practices, and further understanding from the background and objectives specified above to complete and submit the below-listed deliverables by the end of this grant.

Deliverable 1: The hospital development expert group is established and the role of the HCF within the hospital district is defined (Implementation Period: –March 2023)

Activity 1.1. Starting the hospital development expert group (grant implementation team)

Activity 1.2. Identifying the role of the HCF in the hospital district and its key development directions

Indicator 1.1. Documents on the establishment and functioning of the hospital development planning expert group (grant implementation team) has been agreed (order on expert group establishment, an organizational chart with key personnel and functions, work plan for 2023).

Indicator 1.2. Role of the hospital in the hospital district and its key development directions has been identified

Evidence 1.1. HCF order on the expert group establishment

Evidence 1.2. Analytical memo on the role of the HCF in the hospital district and key development directions

Deliverable 2: Hospital development plan for 2023-2025 is created and its implementation is started (Implementation Period: March 2023 - May 2024)

Activity 2.1. Developing a three-year hospital development plan for 2023-2025

Activity 2.2. Establishing the hospital's corporate management body (CMB) and starting its functioning

Activity 2.3. Developing a project of a functional model and measures for the modernization of the hospital for 2025 outlook

Activity 2.4. Creating the concept for priority services development (interventional cardiology, stroke centers, perinatal care, trauma and orthopedics, surgery) for the 2025 outlook. (In cooperation with individual professional associations/clinical experts involved in the grant program by the USAID HRS)

Activity 2.5. Developing clinical patient pathways in the hospital. (In cooperation with individual professional associations/clinical experts involved in the grant program by the USAID HRS)

Activity 2.6. Presenting results of the grant program and experience sharing

Activity 2.7. Purchasing goods and services using the grant budget

Indicator 2.1. A three-year hospital development plan for 2023-2025 has been developed and presented to the hospital team and the HCF owner

Indicator 2.2. The CMB has been set up

Indicator 2.3. A functional model and measures for the modernization for 2025 outlook of the hospital have been developed

Indicator 2.4. The priority services development concept for 2025 outlook has been developed

Indicator 2.5. The clinical patient pathways for priority services have been developed (at least on 3 services)

Indicator 2.6. At least 1 event on experience sharing of the grant implementation results has been conducted

Indicator 2.7. All goods and services have been purchased using the grant budget

Evidence 2.1. The hospital development plan for 2023-2025 is agreed by the hospital development expert group

Evidence 2.2. Decision on the establishment of the CMB, minutes of the first meeting of the CMB

Evidence 2.3. Functional model for 2025 outlook of the hospital is agreed by the hospital development expert group

Evidence 2.4. The priority services development concept for 2025 outlook agreed by the hospital development expert group

Evidence 2.5. HCF order on the clinical patient pathways for priority services

Evidence 2.6. Report on the results of experience sharing event with the event program (agenda) and the list of participants

Evidence 2.7. Tender documents, performance acts/invoices/commissioning acts, photo reports, etc.

Deliverable 3: Quality management system (QMS) in the hospital is improved and is implementing in accordance with the hospital development plan (Implementation Period: April 2023 - May 2024)

Activity 3.1. Conducting assessment of the existing quality management system (QMS) (using the tools provided by the grantor)

Activity 3.2. Developing a patient-centered approach to the provision of services

Activity 3.3. Initiating regular patient feedback (using a questionnaire approved by the grantor)

Indicator 3.1. Analysis of the existing QMS has been conducted and a QMS development plan for the next two years has been developed

Indicator 3.2. Health staff has been trained in a patient-centered care (empathy, communication standards, response to complaints, etc.)

Indicator 3.3. Patient survey has been conducted

Evidence 3.1. QMS assessment report and an action plan to improve the QMS for 2023-2025

Evidence 3.2. Training reports (including lists of participants, photos, materials)

Evidence 3.3. Patient survey report

HRS recommends using Quality Management System Development Guide - <https://bit.ly/3DaqHeI> when preparing a grant proposal

3.5. General Milestones and associated timelines

Milestone 1. Initiation (March 1 – **March 31, 2023**)

Activities:

- Launching hospital development expert group (grant implementation team)
- Identifying the role and development directions of the HCF in the hospital district
- Procurement of goods and services using grant funding

Milestone verification:

M1.1. HCF order on the establishment of a grant implementation team

M1.2. Analytical memo on the role of the HCF in the hospital district and key development directions

M1.3. Tender documents, invoices

Milestone 2. Planning (March 1 – **May 31, 2023**)

Activities:

- Assessment of the existing QMS
- Launching patients' surveys
- Developing draft of hospital development plan
- Procurement of goods and services using grant funding

Milestone verification:

M2.1. QMS assessment report and an action plan to improve the QMS for 2023-2025

M2.2. Patient survey report

M2.3. Draft of hospital development plan

Milestone 3. Functional design of the hospital (March 1 – July 30, 2023)

Activities:

- Developing a functional design for the hospital
- Activities on QMS development
- Procurement of goods and services using grant funding

Milestone verification:

M3.1. Functional design for the hospital (draft of the document)

Milestone 4. Priority services development (June 1 – October 30, 2023)

Activities:

- Developing the concept of priority services
- Establishing the hospital's corporate management body
- Development of patient-centered care
- Procurement of goods and services using grant funding

Milestone verification:

M4.1. Concept of priority services development (draft of the document)

M4.2. Decision on corporate management body creation

Milestone 5. Quality Improvement (June 1 – December 30, 2023)

Activities:

- Implementing activities on QMS improvement
- Procurement of goods and services using grant funding

Milestone verification:

M5.1. Interim report on implementing activities based on QMS assessment

M5.2. Tender documents, invoices

Milestone 6. Clinical patient pathways (June 1 – January 20, 2024)

Activities:

- Developing clinical patient pathways in the hospital
- Activities on QMS development
- Procurement of goods and services using grant funding

Milestone verification:

M6.1. HCF order on clinical pathways

M6.2. Tender documents, invoices

Milestone 7. Report on grant implementation results and dissemination of best practices (March 1 - May 31, 2024)

Activities:

- Finalization of the hospital development plan for 2023-2025
- Disseminating the grant best practices
- Preparation of the final report on the grant

Milestone verification:

M7.1. Hospital development plan for 2023-2025 with annexes

M7.2. Report on the presentation of the grant accomplishments

M7.3. Final grant report submitted to the grant portal

3.6. Key Personnel

The grant implementation team shall consist of at least 12-15 people. The grant implementation team must include the CEO of the hospital, the Deputy CEO for Medicine, the Deputy CEO for Economy, care quality experts, HR managers, operations, communications, service, IT support people, legal advisors, doctors and nurses providing key hospital services, and other personnel engaged in the development of the hospital.

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 (8 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:

- STATEMENT OF NEED *[maximum 3 pages]*

- Describe the hospital catchment area and population by locality
- Provide a SWOT analysis of your hospital
- Describe the HR capacity of the hospital, as well as the status of the provision of individual health services in accordance with *Annex D*

- PROJECT GOAL, OBJECTIVES, GEOGRAPHIC FOCUS *[maximum 2 pages]*

- What NHSU packages has the facility been contracted for in 2022? What NHSU packages does the facility plan to have in 2023? What services does your facility plan to develop/start providing in the next 3 years?
- What are the most important areas of training for the staff of your facility now?
- Describe the current quality management system in your hospital. Have quality indicators been implemented in the hospital, and if so, which ones? The main achievements in the implementation of changes in the hospital since the beginning of the reform (over and above meeting the requirements of the National Health Service before signing agreements).

- PROJECT ACTIVITIES *[maximum 1 page]*

- Indicate specific practical steps to help you reach the goal of this grant program. Describe in what way you are going to achieve sustainability.
- Add a detailed Implementation Plan for the grant (by using the template in Annex A - GRANT ACTIVITY IMPLEMENTATION PLAN). Please note that the work plan activities should be linked to but not necessarily limited by the SOW under this RFA.

- COORDINATION AND COLLABORATION *[maximum 1 page]*

- Provide information on the hospital key partners in the hospital network. Describe your current interaction with them.

- Describe the experience of cooperation with international technical assistance projects /international organizations in 2021-2022.

- **ORGANIZATIONAL CAPACITY** *[maximum 1 page]*

- Briefly describe the team that will implement the grant and your capacity for grant implementation (use the Annex B – PROJECT IMPLEMENTATION TEAM.) What is your managerial approach?

Annexes (number of pages not limited)

ANNEX A – GRANT ACTIVITY IMPLEMENTATION PLAN

ANNEX B – PROJECT IMPLEMENTATION TEAM

ANNEX D – HOSPITAL DESIGN AND INFORMATION BY SELECTED CONDITIONS AND DISEASES

5 BUDGET CONTENTS

5.1. BUDGET AND PEYMENT TERMS

The approximate budget for each grantee amounts shall not exceed 3 500 000 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 #41. 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
 - Abortion equipment and services
 - Pharmaceuticals

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 Evaluation Criteria	Points
Statement of Need	25
Project Goal, Objectives, and Geographic Focus	20
Project Activities	15
Coordination and Collaboration	10
Organizational Capacity	10
Budget, Budget Notes and Cost Reasonableness	20
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 grant award 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 grant 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 USAID Health Reform Support 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