



HEALTH REFORM SUPPORT

**"CONDUCT ANALYSES OF NATIONAL PRACTICES OF PLANNING,
IMPLEMENTING, AND EVALUATING REGIONAL HEALTH PROGRAMS, LESSONS
LEARNT FROM INTERNATIONAL BEST PRACTICES SUITABLE FOR UKRAINE
AND SET OF RECOMMENDATIONS ON IMPROVING REGIONAL HEALTH
PROGRAMS"**

RFA # 44

January 2023

This RFA is made possible by the support of the American and British People through the United States Agency for International Development (USAID) and through the UK Good Governance Fund/UK Government (UK aid). The contents of this document are the sole responsibility of Deloitte Consulting LLP and do not necessarily reflect the views of USAID, the United States Government, UK aid or the UK government's official policies. This document was prepared under Contract Number 72012118C00001.

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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 Objective 2: Support the transformation of the health care financing model of the Health Reform Support Project by conducting analyses of national practices of planning, implementing, and evaluating regional health programs, lessons learned from international best practices suitable for Ukraine and set of recommendations on improving regional health programs.

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 (8) months, from February 10, 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 **one (1) grant up to 3 150 000 UAH**. Funding for this grant 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 January 27, 2023. Questions should be received by close of business (COB) Ukraine local time on January 12, 2023, and responses to questions will be provided by January 13, 2023.

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# 44.
- 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 January 12, 2023 to the email address noted above. Only questions received by this date will receive a response.
- **Responses:** By January 13, 2023, 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 will be held on **January 11, 2023, at 16:00 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, January 11, 2023.**

2.4. Applications Due Date and Time

Closing Date: January 27, 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>).

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 one (1) Fixed Amount Awards in response to RFA# 44 with the ceiling amount of **up to 3 150 000 UAH**.

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 # 44.
- **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 nonprofit, registered in Ukraine (e.g. NGOs, Professional Associations, Research/ Educational Institutions, Commercial Organizations);
- Shouldn't not appear on the "List of Parties Excluded from Federal Procurement and Non-Procurement Programs";
- Shouldn't be individual, political party, any governmental entity(organization) or official whether at national or municipal level;
- Shouldn't be affiliated with HRS or any of its directors, officers or employees;
- Organizations whose objectives are not consistent with the broad objectives of the HRS Project are also ineligible;
- 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

- It has strong experience working with stakeholders in the Ukrainian healthcare system, including working with the local authorities;

- It has adequate staff members to implement the described activities or can demonstrate the approach to promptly mobilize or outsource the require professionals.

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;
- 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

Ongoing healthcare reform in Ukraine fully changed the financing approaches – i.e. movement from health subvention to the payments under the Program of medical guarantees (PMG) contracts signed with the single purchaser – National Health Service of Ukraine (NHSU). The introduction of the new model of health care financing needs the nature of the relationship between the health care institution (a service provider) and NHSU as the spending unit (the service customer) to be overhauled. To be eligible to sign such contracts, communal healthcare facilities (HCFs) had to transform from budget institutions to not-for-profit enterprises. This transformation brings more autonomy to the decision-making process at the HCF level, so the core role has referred to the managerial teams. Also, the role and responsibilities of owners of such HCFs – local authorities or governing bodies – also transformed, as now their focus should be on building an effective health network, managing healthcare enterprises, looking for additional funding from different sources (grants, international assistance, private investors, etc), as well as investigating additional options for cross-municipal funding to ensure the smooth service delivery.

During the last 4 years, while implementing different activities, HRS Project has identified that some local authorities demonstrate non-effective ways of spending available financial and other types of resources. Moreover, regional health programs in most cases have been developed without proper financial and program analyses of indicators associated with the healthcare sector. Also, it is assumed that without using key performance indicators (KPIs) as part of the result-oriented budgeting at the local level, it would be not possible to effectively finance the health service's provision. As the result, these regional health programs didn't demonstrate a high level of performance, and health outcomes at the regional level couldn't be achieved.

To solve mentioned problem, the selected Grantee will analyze current practices in the area of regional health budgeting approaches in the selected regions, as well as analyze best international practices including key performance indicators, result-based programming, financial stability indicators, international benchmarks, etc suitable for the Ukrainian context. The result of this activity will be the set of recommendations to equip local authorities from the selected regions with knowledge and skills on how to build regional health programs to ensure the sustainability of health care provision of high-quality healthcare services as well as effective recourse spending at the regional level, including insights from the best international experience that may apply to the national context.

3.2. Grant Objective

The selected Grantee will support Objective 2: Support the transformation of the health care financing model of the Health Reform Support Project. As a result of this grant, the Grantee will:

- (1) develop a report with analyses of national practices of planning, implementing, and evaluating regional health programs (no less than 15 local authorities in the three focal regions), lessons learned from international best practices suitable for Ukraine, and a set of recommendations on improving regional health programs using the developed KPIs, etc;
- (2) disseminate the developed recommendations by conducting a webinar(-s) to present and discuss them with the representatives of the target audience of the selected regions;

(3) provide technical assistance for local authorities in the selected regions (Kyiv, Chernihiv, Zhytomyr oblasts) on the incorporation of the selected KPIs in the regional health programs.

As a result of this activity, the selected local authorities (no less than 5 per region, no less than 15 in total) will be better informed for further evidence-based decision-making for transparent and efficient allocation of funds in the healthcare area at the local level. As well, the developed recommendations will better inform governing decisions in financing at the regional level to create an environment that reduces the incidence of inefficient spending on available resources. At the same time, the local authorities will be able to use evidence-based budgeting approaches for the health sector and rely on the best international practices suitable for the Ukrainian context.

HRS technical team will provide specific technical directions throughout grant implementation.

3.3. Specific Statement of Work

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

Component 1. Develop a detailed work plan with responsible team members and deadlines

The Grantee will develop a detailed work plan for the completion of all components of this grant. The work plan should include: a short description of the tasks to be completed, the list of deliverables associated with the appropriate task, responsible team members, and specific deadlines for each task, etc. the Grantee may propose additional items to be included in the work plan.

Component 2. Report with analyses of national practices of planning, implementing, and evaluating regional health programs, lessons learned from international best practices suitable for Ukraine, and a set of recommendations on improving regional health programs using the developed KPIs, etc

Component 2.1. Collect and analyze data on national practices of planning, implementing, and evaluating regional health programs

The Grantee will develop the data collection forms to collect data planning, implementing, and evaluating regional health programs. These forms should include information on financial and program data covering the 2020-2023 years, the available KPIs, and other relevant indicators to show the effectiveness of spending money at the local level. A separate part should be devoted to the health outcomes and evaluating the performance of the budget programs. The Grantee should propose additional dimensions and indicators for the analyses.

The data should be collected from no less than 15 local authorities in the three focal regions (Kyiv, Chernihiv, and Zhytomyr oblasts). The Grantee is expected to establish working relationships with the selected regions to ensure the data collection and verification process.

The collected data should be verified by using logic control, sampling verification, etc, and analyzed due to the HRS agreed approaches and standard statistical analysis methods. Particularly, the analysis should include the comparison of financial and program indicators during 2020-2023, calculating indicators for better analyses of the effectiveness of resource spending, health outcomes, direct support provided to healthcare facilities, cross-municipal funding, collaboration with the private sector, etc.

Component 2.2. Review the developed analytical report with key insights, lessons learned, and recommendations from international best practices suitable for the Ukrainian context

The Grantee should closely work with the international consultant hired by the HRS team at the stage of designing, drafting, and finalizing the analytical report with key insights, lessons learned, and

recommendations from international best practices suitable for the Ukrainian context. The Grantee should use the insights from Component 2.1 and professional experience to identify the best options to be used by local authorities in the selected regions.

Component 2.3. Develop a Report with analyses of national practices of planning, implementing, and evaluating regional health programs, lessons learned from international best practices suitable for Ukraine, and a set of recommendations on improving regional health programs

The Grantee should develop the draft of the report structure and agree with the HRS team. The Grantee should develop a comprehensive report with the results of Components 2.1 and 2.2. The report should include (but not be limited to) analyses of national practices of planning, implementing and evaluating regional health programs, lessons learned from international best practices suitable for Ukraine, and a set of recommendations on improving regional health programs including the proposed KPIs for local budgets to address health needs and ensure the effective spending. The report should also contain recommendations to be used by the local authorities during the war and post-war periods. The format of the recommendations should be suitable for the potential readers and supplemented with the cases and examples of best practices, as well as with the list of resources to receive more information on the described topic. The Grantee should also develop a brief overview of the report's results.

Component 3. Disseminate the developed recommendations by conducting a webinar(-s) to present and discuss them with the representatives of the target audience of the selected regions

To ensure the proper dissemination of the developed Report with analyses of national practices of planning, implementing, and evaluating regional health programs, lessons learned from international best practices suitable for Ukraine, and a set of recommendations on improving regional health programs, the Grantee should prepare the package of presenting materials to highlight the key insight and to-do list for the local authorities during the war and post-war periods. The Grantee should conduct a webinar/series of webinars to present the developed report and key recommendations, as well as conduct 'question and answer' sessions to discuss the most demanded topic in the regional health program's planning, implementation, and evaluation.

Component 4. Provide technical assistance for local authorities in the selected regions (Kyiv, Chernihiv, Zhytomyr oblasts) on the incorporation of the selected KPIs in the regional health programs

The Grantee in agreement with HRS should select at least 6 local authorities (2 per the focal region) to be supported with technical assistance on the incorporation of the selected KPIs in the regional health programs based on work conducted in Components 1-3. Technical assistance should be provided using all available formats (online, offline) following the agreed between the interested parties' schedule. Each of the selected local authorities should be advised on a better way to incorporate the developed previously recommendations, but it might change them due to individual conditions and regional situations.

3.4. Grant Activities and Deliverables

Deliverable 1. Develop a detailed work plan with responsible team members and deadlines

Quantity: 1

Due Date: *Due within two weeks after the award*

Format: *Word document*

Deliverable 2. Report with analyses of national practices of planning, implementing, and evaluating regional health programs, lessons learned from international best practices suitable for Ukraine, and a set of recommendations on improving regional health programs using the developed KPIs, etc

Activity 2.1.

Collect and analyze data on national practices of planning, implementing, and evaluating regional health programs

Quantity: 17 (TBD) (1 data collection form, 15 individual databases, and 1 aggregated database with the analyses)

Due Date: *March 31, 2023*

Format: *Word, Excel documents*

Activity 2.2.

Review the developed analytical report with key insights, lessons learned, and recommendations from international best practices suitable for the Ukrainian context

Quantity: 1

Due Date: *May 26, 2023*

Format: *Word documents*

Activity 2.3.

Develop a Report with analyses of national practices of planning, implementing, and evaluating regional health programs, lessons learned from international best practices suitable for Ukraine, and a set of recommendations on improving regional health programs

Quantity: 1

Due Date: *June 30, 2023*

Format: *Word documents*

Deliverable 3. Disseminate the developed recommendations by conducting a webinar(-s) to present and discuss them with the representatives of the target audience of the selected regions

Quantity: 1-3 (TBD)

Due Date: *July 28, 2023*

Format: *PowerPoint, Word, Excel documents, links to the webinars, etc*

Deliverable 4. Provide technical assistance for local authorities in the selected regions (Kyiv, Chernihiv, Zhytomyr oblasts) on the incorporation of the selected KPIs in the regional health programs

Quantity: 6

Due Date: *September 11, 2023*

Format: *Word, Excel documents*

3.5. General Milestones and associated timelines

Below is the table format to describe milestones for planning and implementation of the Grant:

Milestone Number and Name	Grant Activity	Milestone Verification	Expected Completion Date
1. Detailed work plan	-Detailed work plan with responsible team members and deadlines	-Approved work plan	Due within two weeks after awarding
2. Report with analyses of national practices of planning, implementing, and evaluating regional health programs, lessons learned from international best practices suitable for Ukraine, and a set of recommendations on improving regional health programs using the developed KPIs, etc	-Collect and analyze data on national practices of planning, implementing, and evaluating regional health programs -Review the developed analytical report with key insights, lessons learned, and recommendations from international best practices suitable for the Ukrainian context - Develop a Report with analyses of national practices of planning, implementing, and evaluating regional health programs, lessons learned from international best practices suitable for Ukraine, and a set of recommendations on improving regional health programs	-Approved data collection forms -Approved list of local authorities from the selected regions - Approved approaches for conducting analyses - Approved Review the developed analytical report with key insights, lessons learned, and recommendations from international best practices suitable for the Ukrainian context -Approved Report with analyses of national practices of planning, implementing, and evaluating regional health programs, lessons learned from international best practices suitable for Ukraine, and a set of recommendations on improving regional health programs -Approved the brief with the results	June 30, 2022
3. Disseminate the developed recommendations by conducting a webinar(-s) to present and discuss them with the representatives of the target audience of the selected regions	-Develop and approve with the HRS team the presenting materials for the webinar (-s) -Conduct webinar(-s) to present and discuss them with the representatives of the target audience of the selected regions -Prepared recording materials for the dissemination	-Approved package for the webinar (-s) -Files with the recorded webinar (-s) -Approved reporting packages due to HRS requirements	July 28, 2023
4. Provide technical assistance for local authorities in the selected regions (Kyiv, Chernihiv, Zhytomyr oblasts) on the incorporation of the selected KPIs in the regional health programs	-Conduct selection of the local authorities to be supported -Develop and approve the schedule of consultations to be held -Provide technical assistance to the selected local authorities	-Approved list of local authorities -Approved schedule - Approved reporting packages due to HRS requirements	September 11, 2023

Expected Results

(1) developed a report with analyses of national practices of planning, implementing, and evaluating regional health programs, lessons learned from international best practices suitable for Ukraine, and a set of recommendations on improving regional health programs using the developed KPIs, etc; (2) conducted a webinar(-s) to present and discuss them with the representatives of the target audience of the selected regions;

(3) provided technical assistance for local (3) authorities in the selected regions (Kyiv, Chernihiv, Zhytomyr oblasts) on the incorporation of the selected KPIs in the regional health programs.

3.6. 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 (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:

- **BACKGROUND/STATEMENT OF NEED** *[maximum 1 page]*
 - Provide information about existing need in developing and disseminating the recommendations on improving regional health programs using the developed KPIs, including best international expertise relevant for the Ukrainian context. Briefly describe the need in providing technical assistance for the selected local authorities from the focal regions.
- **VISION OF IMPROVING/GOALS, OBJECTIVES** *[maximum 1 page]*
 - Describe your vision for improving the situation with planning, implementing, and evaluating regional health programs in Ukraine.
- **EXPECTED RESULTS AND TECHNICAL STRATEGIES** *[maximum 2 pages]*
 - Describe technical approach for the grant implementation, including the details on the techniques for collecting, verification and analyses of the collected data, as well as the anticipated content of recommendations. Explain why these approaches would help to achieve the goals, and how that would influence to the overall strategy of health sector development.
- **IMPLEMENTATION PLAN/ACTIVITIES** *[maximum 2 pages]*
 - Give specific practical steps that will help the selected local authorities to better plan, implement, and evaluate regional health programs with a focus on KPIs, international best practices and health outcomes.
 - 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 partners, and explain why they are assigned these roles.

- **MANAGEMENT PLAN** *[maximum 1 page]*

- Describe how the project will be managed within the grant.
- Indicate whether you have experience of cooperation with local authorities.

- **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.
- Provide information about the past performance of your organization as an ANNEX C - INFORMATION ON PREVIOUS ASSISTANCE AWARDS OR CONTRACTS

Annexes (number of pages not limited)

ANNEX A – GRANT ACTIVITY IMPLEMENTATION PLAN

ANNEX B – PROJECT IMPLEMENTATION TEAM (Org chart &CVs)

ANNEX C - INFORMATION ON PREVIOUS ASSISTANCE AWARDS OR CONTRACTS

5 BUDGET CONTENTS

5.1. BUDGET AND PEYMENT TERMS

The approximate budget for each grantee amounts shall not exceed 3 150 000 UAH. The budget should be produced by milestones. 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 #44.

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	5
Vision/Project Goal, Objectives	10
Technical Strategies	20
Project Activities	20
Coordination and Collaboration	10
Management Plan	10
Organizational Capacity	15
Budget, Budget Notes and Cost Reasonableness	10
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/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

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/contract (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 HRS Project Grant Program will be administered according to Deloitte's policies and procedures as well as USAID's regulations for Non-U.S. Governmental Recipients or USAID's regulations for U.S. Non-Governmental Recipients. These include:

1. Implementing Partner Notices (IPN) registration

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

2. Indirect rates

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

3. Activities that will not be considered for funding

In keeping with the conditions above, programs that fall within the following categories or indicate they might participate in any one of the following shall be automatically disqualified:

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

4. Prohibited Goods and Services

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

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

5. Restricted Goods

The following costs are restricted by USAID and require prior approval from Deloitte and USAID:

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

6. Certifications for Non-US Non-Governmental Recipients

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