



HEALTH REFORM SUPPORT

REQUEST FOR GRANT APPLICATIONS (RFA): “HIGHER EDUCATION CURRICULUM”

RFA # 51

A USAID/U.S.A. FUNDED PROJECT

August 2023

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I SUMMARY

I.1. USAID Health Reform Support (HRS) Project

The purpose of USAID's Health Reform Support Project (HRS Project) is to support a transparent, accountable, and effective healthcare 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 healthcare 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. USAID HRS Request for Applications (RFA) Summary

Scope of Work: This solicitation requests an application from eligible USAID Health Reform Support partners with the relevant experience and expertise to support the review and update of educational programs on the development of digital competencies and digital skills among students of medical and pharmaceutical specialties and health care professionals.

Period of Performance: The period of performance for the Grant is approximately ten (10) months, from November 1, 2023 to August 31, 2024. The application work plan and budget should reflect the ten-month period of performance.

Project Targets: The project is aimed at developing and updating the relevant educational programs in order to improve digital competencies of students. The project is aimed at undergraduate, graduate, and post-graduate medical and pharmaceutical educational institutions and to facilitate the training of highly qualified professionals capable of effectively implementing electronic healthcare practices considering advanced technologies. These activities will lead to an improvement in the quality of medical services available to patients and enhance their access to healthcare.

Applicants who propose to reach higher targets and demonstrate in their proposals the ability to do so may receive a higher score in the selection process.

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

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

Funding Range: Subject to the availability of funds, USAID Health Reform Support intends to award up to two (2) grants for the UAH equivalent of 70,000 USD per grant, totaling 140,000 USD for the two organizations. Funding for this Grant will be subject to donor approval and the availability of funds. Funding will be disbursed to the grantees in local Ukrainian currency (UAH).

Submission Deadlines: All applications must be submitted no later than 23:59 Ukraine local time (UTC + 02:00) on September 30, 2023. Questions should be received by close of business (COB) Ukraine local time on September 20, 2023, and responses to questions will be provided by COB September 22, 2023.

This RFA contains the Grant Application Form and Guidelines with the following attachments:

Attachment 1: Technical Proposal

- Annex A. Grant Activity Implementation Plan
- Annex B. Information of Previous Assistance Awards/Contracts

Attachment 2: Budget and Budget Notes

- Annex C. Supporting Data for Cost Estimates

Attachment 3: Information about Applicant

Attachment 4: Certifications and Assurances from Applicant

- Annex D. Documents Demonstrating Applicant's Eligibility and Capabilities
- Annex E. Environmental Self-Assessment Form
- Annex F. Survey on Ensuring Equal Opportunities to Applicants (optional, upon Applicant's Request)

Attachment 5: Appendices in Ukrainian

- Appendix 1: Scope of Work
- Appendix 2: MOH Recommendations
- Appendix 3: Framework for Health Care Professionals

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# 51.
- 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 September 20, 2023 to the email address noted above. Only questions received by this date will receive a response.
- **Responses:** By September 22, 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 **September 18, 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**, September 18, 2023.

2.4. Applications Due Date and Time

Closing Date: September 30, 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 two (2) Fixed Amount Awards in response to RFA# 51 with a combined ceiling amount of **up to** the UAH equivalent of 140,000 USD. Award amount will be commensurate with the scope of the proposed work. If one organization updates educational programs at more than one level of education, for example higher and postgraduate education, the budget may be increased, but not beyond the total budget of the program. The budget items and associated payment conditions and dates, according to the proposed list of stages, will be finally determined based on the applicant's proposal and documented in the grant award document.

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 # 51.
- **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 a potential 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) for no less than 3 years;
- Shouldn't 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

- The organization must have demonstrated experience in technical areas relevant to the scope of work or grant focus.
- The organization must have been in existence for more than three years.
- The organization must currently be implementing activities in the geographic area or technical area for which it is submitting an application.
- The organization has minimum absorptive capacity and demonstrates the potential to acquire sufficient capacity to manage programs in a sustainable manner.
- 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.

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 transition of Ukraine's healthcare system towards digitization has increased the need for healthcare professionals to possess digital literacy skills. As technology plays a growing role in medical practice, proficiency in digital tools and platforms, is essential for accurate diagnoses, quality patient care, and better treatment outcomes. Providers must become skilled in various digital areas, such as electronic health records and medical information systems, in order to navigate the electronic healthcare ecosystem effectively, make informed clinical decisions, and improve overall healthcare quality. The war in Ukraine has further exasperated the need for strong digital competencies.

An assessment conducted by the USAID Health Reform Support (HRS) project in 2021, based on the European Commission's Digital Economy and Society Index (DESI) methodology, confirmed that while 44% of healthcare professionals had an above-basic level of general digital literacy, only 35% had only basic skills and 21% were beginners. Only 37% of respondents have received training on digital literacy within the past three years. The study also found that only 64% of healthcare providers were satisfied with the medical information systems (MIS) at workplaces, and 55% of respondents reported MIS caused slowdowns and reduced the number of patients they could see.

Recognizing this challenge, the Ministry of Health has taken initial steps regarding recommendations for the comprehensive content of such programs, considering academic autonomy. Despite these initial efforts, the current landscape reveals that the medical education sector is not sufficiently involved in digital healthcare transformation in Ukraine and does not fully cover the relevant topics in educational curricula. This situation poses a risk to the effective implementation of electronic healthcare strategy in Ukraine, potentially hindering the capacity to provide quality care in a digital realm.

In collaboration with the MOH, Ministry of Education and Science (MES), the National Health Service of Ukraine (NHSU), and the State Enterprise "Electronic Health," the USAID project "Health Reform Support" supports the review and update of educational programs on the development of digital competencies among students of medical and pharmaceutical specialties and health care professionals at undergraduate, graduate, and postgraduate levels.

3.2. Grant Objective

The goal of this grant program within the USAID project "Health Reform Support" in Ukraine is to support the updating and enrichment of curricula for educational disciplines (cycles) electronic healthcare development and information technologies taught at the levels of vocational pre-higher education, higher education, and postgraduate education, in medical fields.

The main objectives of the program include:

- 1) Enhancing the level of digital competencies among students and health care professionals through the integration of new educational programs and approaches into undergraduate, graduate, and post-graduate education process.
- 2) Ensuring the relevance and adequacy of educational programs to the requirements of digital healthcare development, taking into account advanced technologies and trends in the field.
- 3) Developing an innovative and practical approach to education that facilitates the training of highly qualified professionals capable of effectively implementing electronic health care practices in Ukraine's medical and pharmaceutical sectors.

- 4) Strengthening collaboration between medical and pharmaceutical education institutions, medical facilities, and health care management bodies to ensure the harmonization of curriculum with practical needs and contemporary educational and professional standards.
- 5) Identifying effective methods for assessing and measuring the implementation outcomes of updated educational programs to continuously improve the teaching process and achieve high-quality education standards.

These program goal and objectives are aimed at supporting the development of digital competencies among students and healthcare professionals, which will enhance the quality of medical services provided to patients, improve their access to medical care, and contribute to the development of the health care sector in Ukraine in general.

3.3. Indicators

As a result of the grant activities, the grantee will achieve the following outputs

- 1) Updated and enriched educational programs on the development of electronic health and digital competencies in one medical or pharmaceutical institutions of vocational pre-higher education, higher education, or postgraduate education. This will be measured by successful submission of Deliverable 7.
- 2) Increased level of digital competencies among students and healthcare professionals. This will be measured by successful submission of Deliverable 1 at the start of the grant and completion of Deliverable 6 at the end of the period of performance.
- 3) Strengthened collaboration between medical and pharmaceutical educational institutions, healthcare facilities, and healthcare management bodies. This will be measured by successful submission of Deliverable 7.
- 4) Enhanced innovative and practical approach to education and training of professionals with digital competencies. This will be measured by successful submission of Deliverable 3.
- 5) Involvement of stakeholders in the process of program evaluation and improvement.
- 6) Dissemination of best practices and knowledge exchange in the field of electronic health and digital competency development. This will be measured by successful submission of Deliverable 6.
- 7) Ensuring sustainable development and continuation of the program after the grant funding. This will be measured by successful submission of Deliverable 7.

3.4. Specific Statement of Work

Under this Scope of Work, the Grantee shall perform, but will not be limited to, the tasks specified under the following categories and will produce the outlined deliverables.

3.5. Deliverables and Activities

The HRS technical team will provide specific technical direction throughout Grant implementation. The Grantee shall use their experience, knowledge of national and international best practices, and additional understanding gleaned from the background and objectives specified in relevant sections of the proposed RFA to accomplish the following deliverables by the end of the Grant period of performance.

All approaches, methods, actions, criteria, formats, and external communication must be preliminary agreed upon with the HRS technical team post-award.

While both the HRS team and Grantee will contribute to the Grant at all stages, some activities are to be led by the HRS team with some contribution from the Grantee, and some activities are to be led by a Grantee with some contribution and under the supervision of the HRS.

Activity 1. Review and analysis of current educational programs on the development of digital competencies in medical and pharmaceutical institutions of vocational pre-higher education, higher education, and postgraduate education. This includes assessing the alignment of programs with the labor market needs, identifying shortcomings, and opportunities for improvement.

Deliverable 1: Analytical report on the current state of educational programs for the development of digital competencies in the educational institution

Activity 2. Development of a concept for updating and enriching educational programs on the development of digital competencies, in accordance with the present Scope of Work (Appendix 1 in Ukrainian), the recommendations provided by the MOH in the indicative list of topics on the development of digital competencies in the healthcare sector (Appendix 2 in Ukrainian), Draft of the Digital Competency Framework for Health Care Professionals (Appendix 3 in Ukrainian). This involves identifying key changes that need to be made to the educational programs and/or develop new educational plans and programs and identifying essential competencies and skills that need to be developed among students and health care professionals in the context of digital transformations in the field.

Deliverable 2: Concept for updating and enriching educational programs for the development of digital competencies in the educational institution. Concept will be provided via a list of educational topics.

Activity 3. Development of new educational materials and resources. This includes creating educational modules, lecture materials, and other resources that will help students and health care professionals acquire digital skills and competencies. The development of materials should involve the use of information sources recommended by the WHO, MOH, NHSU, the SOE "Electronic Health."

Deliverable 3: Copy of approved educational programs, by each facility, which have been updated or developed under the terms of this grant program

Activity 4. Pilot implementation of updated educational programs as mandatory or elective courses in one selected medical and pharmaceutical institution of vocational pre-higher education, higher education, and postgraduate education. This includes approving the volume and content of educational plans in educational programs according to the institution's internal regulations.

Deliverable 4: Create online versions of teaching materials in accordance with the approved new educational programs, including instructional manuals, lecture and practical session educational plans, lecture texts, presentation materials, and knowledge assessment tests to help students and healthcare professionals acquire digital skills and competencies. Free online access to the created materials should be provided to all interested users. It is desirable to use typical online platforms used by the educational institution during the course. Report with links to materials to be submitted.

Activity 5. Monitoring and evaluation of the effectiveness of implementing updated educational programs. This includes collecting and analyzing data on student performance, faculty and student satisfaction with the program, implementing corrective actions, and reporting results.

Deliverable 5: Report on the number of participants who have completed training under the educational programs.

Activity 6. Dissemination of Best Practices. This includes participation in conferences, seminars, and webinars for knowledge exchange with other educational institutions, publishing scientific articles and materials, creating an electronic knowledge database and a resource center for open access to educational materials for all interested participants.

Deliverable 6: Report on participation in conferences, seminars, and webinars for exchanging experiences with other educational institutions based on the results of the educational program, publication of scientific articles and materials, creation of an electronic knowledge base and resource center for open access to educational materials for all interested participants.

Activity 7. Ensuring Sustainable Development and Continuation of the Program after the Grant Funding. This includes developing a long-term development strategy, seeking additional sources of funding, and engaging stakeholders to support the educational program in the future.

Deliverable 7: Copy of educational programs that have been updated or developed under the terms of this grant program, approved by the educational institution for the academic year 2024/2025.

3.6. General Milestones and Associated Timelines

For this type of grant, fund disbursement is made based on verification of milestone completion. Grant activities will be monitored and evaluated against these milestones:

#	Milestone	Milestone verification	Expected Date of Completion
1.	Conducting a review and analysis of the current state of educational programs	Analytical report on the current state of educational programs for the development of electronic health and digital competencies in the educational institution	1 Month Post Award
2.	Development of the concept for updating and enriching educational programs	Concept for updating and enriching educational programs for the development of electronic health and digital competencies in the educational institution, coordinated with electronic health development team in Ukraine. Concept will be provided via a list of educational topics.	2 Months Post Award
3.	Development of new teaching materials and resources	Copy of approved educational programs, by each facility, which have been updated or developed under the terms of this grant program	5 Months Post Award
4.	Pilot implementation of updated educational programs	Created online versions of teaching materials in accordance with the approved new educational programs, including instructional manuals, lecture and practical session educational plans, lecture texts, presentation materials, and knowledge assessment tests to help students and healthcare professionals gain basic knowledge about electronic health in Ukraine as well as acquire and develop digital competencies. Free online access to the created materials should be provided to all interested users. It is desirable to use typical online platforms used by the educational institution during the course. The developed materials must be formatted according to the requirements of the grant agreement and coordinated with electronic health development team in Ukraine. Report with links to materials to be submitted.	9 Months Post Award
5.	Monitoring and evaluation of implementation effectiveness	Report on the number of participants who have completed training under the educational programs.	10 Month Post Award

#	Milestone	Milestone verification	Expected Date of Completion
6.	Dissemination and sharing of best practices	Report on participation in conferences, seminars, and webinars for exchanging experiences with other educational institutions based on the results of the educational program, publication of scientific articles and materials, creation of an electronic knowledge base and resource center for open access to educational materials for all interested participants.	10 Months Post Award
7.	Ensuring sustainable development and continuation of the program	Copy of educational programs that have been updated or developed under the terms of this grant program, approved by the educational institution for the academic year 2024/2025.	10 Months Post Award

3.7. Grant Program Expected Results

Key expected results:

Deliver new educational plans and programs to address the evolving needs of digital transformations in the healthcare sector.

Conduct necessary changes to the educational programs based on post-pilot evaluation as well as recommendations from the MOH and Digital Competency Framework.

Incorporate the developed content of educational programs following the institutions' internal regulations.

Outputs:

Anticipated outputs of the grant program will consist of developed and updated educational programs as well as meticulously crafted content, including comprehensive lecture materials, immersive practical sessions and effective assessment tools.

Short-term outcomes:

Enhance the importance of subjects connected to development of digital competencies of students within the educational programs of Bachelor's and Master's degrees of undergraduate, graduate, and post-graduate educational institutions.

Long-term outcomes:

Enhance the quality and accessibility of healthcare services received by patients, involving modern digital technologies, as well as foster the growth and development of the healthcare sector in Ukraine.

3.8. Key Personnel

Key personnel must have relevant education and experience (reflected in CVs). Grantee must provide the workload information for all key personal. The key personnel shall not be changed throughout the project execution without agreeing it with HRS team.

3.9. Requirements for Participating Organizations

- Vocational pre-higher education, higher education, or postgraduate education institutions that provide medical or pharmaceutical disciplines training to students or healthcare professionals undergoing continued professional development, capable of updating educational programs and educational materials according to the requirements of this project.
- Research organizations specialized in the fields of medicine, pharmacy, and information technology, possessing the necessary expertise for implementing this project. They should be able to develop and update educational programs and materials, conduct research and evaluation of implementation, as well as provide expert support and consultation.
- Non-profit organizations specialized in the field of education and healthcare, having access to resources, expertise, and contacts for the effective implementation of the program.
- Private companies specializing in medical technologies, software, and information technology, with expertise and technological solutions for developing educational programs and materials, implementing electronic healthcare systems, and providing support for enhancing digital competencies.

The organizations should demonstrate a minimum of 5 years of past work experience. Preference for participation in the grant program will be given to educational institutions or other organizations mentioned above, working with approved updated training programs for the development of electronic health and digital competences of medical and pharmaceutical students and health care workers in accordance with the recommendations provided by the Ministry of Health.

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 challenges/barriers to digital literacy educational curriculums for healthcare professionals and students.
- Provide a detailed description of the target groups of healthcare professionals and students and final beneficiaries among educational and healthcare facilities, and their numbers.
- Demonstrate the relevance of the grant activity to the needs and constraints of the target areas of educational curriculums in general, and to the target groups of students and healthcare professionals in particular, and how the grant activity will provide the desired solutions for the target beneficiaries among educational and healthcare facilities.

- GOALS, OBJECTIVES, AND GEOGRAPHIC FOCUS OF GRANT ACTIVITY [maximum 1 page]

- Describe the specific objective(s) that the proposed grant activity aims to achieve. Specific objectives should be “SMART” (specific, measurable, achievable, realistic and time-bound) considering the relevance of the topic and war-related difficulties.

- EXPECTED RESULTS AND TECHNICAL STRATEGIES [maximum 2 pages]

- Identify best practices and evidence base/rationale that have informed the project interventions.
- Describe how the proposed grant activities will achieve grant results, impact, outcomes, and outputs as measured by the indicators.
- Describe the methods of implementation of the proposed activities and reasons for the proposed methodology.
- Indicate who the final beneficiaries and target groups of the grant activities are and provide their estimated number(s).
- Explain how sustainability will be established after completion of grant activities i.e. how the benefits will be produced and continued after external funding has ended.

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

- Provide a detailed grant implementation plan (see the template in Annex A - PROJECT IMPLEMENTATION PLAN).
- Based on a developed implementation plan, please, provide the list of grant activity milestones using the table from Section 3.6. For Fixed Amount Awards, the budget is aligned to specific milestones, and fund disbursement is made based on verification of milestone completion (see Section 5 for more details). Grant activities will be monitored and evaluated against these milestones.
- The working plan must deliver the milestones and ensure the requirements of its expected time of completion

- **COORDINATION AND COLLABORATION** *[maximum 1 page]*

- Describe how you will collaborate and coordinate grant activities with other stakeholders, including cooperation with educational institutions, faculty, students, and healthcare providers.
- Explain the selection process for the educational institutions proposed as partners/beneficiaries.
- Describe the roles and involvement of various stakeholders and actors in the grant activity, including educational institution staff, students, faculty, and healthcare providers.

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

- Indicate the number of staff you are planning to launch to the activity's implementation.
- Describe how you will coordinate and monitor the implementation plan.
- Describe how the project will be managed. Describe systems that exist or will be put in place to enable your organization to effectively manage grant activity.
- Indicate whether you have experience in cooperation with international organizations and charitable foundations with health care facilities.
- Indicate contacts who will liaise with the HRS Project.

- **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).
- The organization must demonstrate its ability to effectively implement grant objectives (e.g. it is already working in that area or has strong relationships and can quickly expand to that area)Provide

additional information about the experience of your organization in digital literacy, educational programs, curriculum analysis and revision, and other activities described in Section 3.

- Provide information about the relevant 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 (CVs)

ANNEX C - INFORMATION ON PREVIOUS ASSISTANCE AWARDS OR CONTRACTS

5 BUDGET CONTENTS

5.1. BUDGET AND PAYMENT TERMS

The approximate budget amount shall not exceed the UAH equivalent of 70,000 USD per educational level (i.e. graduate or postgraduate) grant or a total of 140,000 USD. The budget should be produced by milestones (Section 3.6). The budget items associated payment terms and dates, according to the proposed milestones list, will be defined based on the applicant's proposal and fixed in the grant award document.

Suggested milestones can be found in section 3.6, Grant Milestones and Associated Timelines.

5.2. COST SHARE

Cost sharing is not a requirement for grants issued in response to RFA #51

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 by HRS 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
1. Statement of Need	5
2. Project Goal, Objectives, and Geographic Focus	5
3. Technical Strategies	10
4. Implementation Plan / Project Activities	15
5. Coordination and Collaboration	15
6. Management Plan	15
7. Organizational Capacity	20
8. 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 an 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

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 /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 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/usaidipnforassistance/>Detailed steps are given under the article M9 of the Mandatory Standard Provisions for Fixed Amount Awards to Non-Governmental Organizations from ADS 303mat, which is annexed to this RFA.

2. Indirect rates

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

3. Activities that will not be considered for funding

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

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

4. Prohibited Goods and Services

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

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

5. Restricted Goods

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

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

6. Certifications for Non-US Non-Governmental Recipients

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

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