



**USAID**  
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# HEALTH REFORM SUPPORT

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**“TRAINING FOR HCF MANAGERS ON FINANCIAL AND NON-FINANCIAL INCENTIVE SYSTEM IMPLEMENTATION”**

**RFA #: 301**

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**January 2024**

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## I. SUMMARY

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### 1.1 USAID Health Reform Support

The purpose of USAID Health Reform Support (HRS) 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.

### 1.2 Request for Applications (RFA) Summary

**Scope of Work:** This solicitation requests applications from organizations with demonstrated capacity to organize and conduct training for Health Care Facility (HCF) managers on financial and non-financial incentive system implementation, including approaches and tools. The training program should cover management-level representatives from 200 HCFs.

Applications must include the description of a technical approach with appropriate activities to be carried out to achieve the objectives of the activities described in the detailed scope of work (SOW) specified in Section 3 of the RFA.

**Period of Performance:** The period of performance for the grant program is approximately ten (10) months, from February 2024 to September 30, 2024. The application work plan and budget should reflect the period of performance.

**Proposal Selection:** All applications will be reviewed to check for eligibility and completeness of the submission. All eligible and complete applications will be reviewed by a Technical Selection 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, HRS intends to award one (1) grant up to 10 970 000 UAH. Funding for these grants will be subject to donor approval, availability of funds. Funding will be disbursed to the grantees in Ukrainian local currency (UAH).

**Submission Deadlines:** Applications are due on February 7, 2023. Questions should be received by (COB) January 24, 2024, responses to questions will be provided by January 26, 2024.

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)

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## II. INSTRUCTIONS FOR APPLICANTS

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### 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 for any costs incurred in connection with the preparation and submission of their applications.
- Applicants may submit only one application under RFA #301.
- For the purposes of interpretation of these Instructions to Applicants, the periods named herein shall be consecutive calendar days.
- USAID Health Reform Support 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 reserves the right not to make any award.
- These Instructions to Applicants will not form part of the offer or Grant Award. They are intended solely to aid Applicants in the preparation of their applications.

### 2.2 RFA Contact Information

USAID Health Reform Support Project Office

Attention: Olena Korduban

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

Tel: +380 44 281 23 76

Email: [grant@hrs.net.ua](mailto:grant@hrs.net.ua)

### 2.3 Questions and Clarifications

- **Method:** Only written questions and requests for clarification will receive a response. Send questions about RFA #301 by email to the RFA Contact noted above.
- **Date for receipt:** All questions and requests for clarification must be received by the close of business (COB) January 24, 2024 to the email address noted above. Only questions received by this (COB) January 24, 2024 will receive a response.
- **Responses:** By January 26, 2024 we anticipate providing responses to the requests for clarifications. All responses will be emailed to all Applicants.
- **Webinar:** An informational webinar will be held on **January 19, 2024, at 16:00 local time** to clarify grant procedures and grant objectives. Registration can be requested via e-mail at [grant@hrs.net.ua](mailto:grant@hrs.net.ua) by **11:00 Ukraine local time, January 18, 2024**.

### 2.4 Applications Due Date and Time

Closing Date: February 7, 2024

Closing Time: 23:59 Ukraine local time

### 2.5 Application Delivery Address

Proposal packages should be submitted through the 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 one (1) Fixed Amount Awards in response to RFA# 301 with a ceiling amount of up to 10 970 000 UAH.

## 2.7 Submission Requirements

- **Language:** The application and all associated correspondence must be in English. Any award document resulting from this request will be in English.
- **Currency:** The cost must be presented in UAH.
- **Method:** Electronic copy
- **Marking:** USAID Health Reform Support Project, RFA # 301
- **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;
- Should not appear on the "List of Parties Excluded from Federal Procurement and Non-Procurement Programs";
- Should not be individual, political party, any governmental entity(organization) or official whether at national or municipal level;
- Should not 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 at least three years' experience.
- The organization must have demonstrated experience in technical areas relevant to the scope of work or grant focus.
- 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.
- The organization should have an adequate pool of trainers or be capable of focusing on enrolling trainers with relevant expertise in financial and non-financial motivation systems.

### 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 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 in the U.S. or under Ukraine law or is in the process of obtaining such legal status through formal registration;
- 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.

### 2.13 Relevant Acronyms

Please note that the following acronyms are used throughout this RFA.

Acronym	Definition
EMC	Emergency Medical Care



HCF	Health Care Facility
HR	Human Resources
HRS	Health Reform Support
PHC	Primary Health Care
SHC	Specialized Health Care
STTAs	Short Term Technical Assistance Consultants
TOT	Training of Trainers

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### III. STATEMENT OF WORK

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#### 3.1 Background of Grant

The healthcare system has faced many human resources-related challenges, including excessive workload, low wages, difficult working conditions, lack of involvement of the personnel in the processes taking place in healthcare, which is reflected in low medical and non-medical staff engagement in HCF working environment, that might be a demotivational factor for staff to continue working for that HCF, the COVID-19 pandemic, war, stress, and burnout. Taken together, these challenges negatively impact healthcare employee attraction in Ukraine. Uneven geographical distribution of the health workforce, including specialized healthcare workers, further compounds this challenging human resources landscape.

Given these challenges, incentivizing medical specialists to return to regions most affected by the hostilities post-war will be acutely difficult and have lasting consequences. Special attention should be paid to creating an incentive system for medical workers at the local level, including both financial and non-financial incentives. Involving HCF managers as co-developers of the incentive system allows them to gain key insights into employee attraction, retention, and incentivization and facilitates greater long-term program sustainability.

Updated personnel policies will also be a key output from this grant program, further enabling healthcare system reform and improvement. This policy will be based on transparent rules and procedures to reduce the risk of corruption, increase employee motivation, and improve the medical service quality.

#### 3.2 Objective

This grant will serve as a conduit for the purpose of HRS Objective 3 – Strengthen the health workforce to support a transparent, accountable, and effective healthcare system that can meet the health needs of the Ukrainian people. The specific objective of this grant is to support professional training for HCFs managers, giving HCF managers the tools participate in the co-development and implementation of an incentive system focused on retaining and motivating medical personnel in key oblasts across Ukraine.

This grant is eligible in the Sumy, Kharkiv, Kherson, Mykolaiv, Zaporizhzhia and Dnipropetrovsk oblasts. During the grant implementation phase, the grantee is only permitted to modify the list of oblasts with HRS approval. Professional trainings supported by this grant should address both Primary Health Care (PHC) Centers and Specialized Health Care (SHC) HCFs within the designated oblasts.

#### 3.3 Indicators

##### **Output indicators:**

- 600 management staff representatives of 200 HCFs (PHC or SHC) in the selected oblasts trained on the development and implementation of the system of financial and non-financial incentives

Data source: lists of selected HCFs agreed with HRS, lists of participants for each training; agenda, report, and other training materials.

- 12 trainers prepared to train HCFs on the system of financial and non-financial incentives development

Data source: list of trainers with contacts and a schedule of involvement in trainings, agenda, training materials, pre- and post-training questionnaires

**Short-term indicators:**

- 20% - average increase in training participants capacity on the development and implementation of the incentives system.

Data source: pre- and post-training questionnaires

- 50% of managers according to the post-training survey are ready to implement changes in the incentives system for employees of their HCFs

Data source: post-training questionnaires

**Middle-term indicators:**

- 80 HCFs endorsed the developed documentation (orders/ instructions/ etc.) regulating the implementation of financial or non-financial incentives in their HCFs. Facilities that approved at least one document that enables implementation of the incentives can be reported under this indicator.

Data source: list of 200 HCFs in Excel format (among which at least 80 implemented some changes) with a summary of the implemented changes and relevant evidence of implemented changes in a facility (orders, instructions, etc.); actual copies of orders/ instructions/ etc. by health care facilities.

**Disaggregation requirements**

Output and outcome indicators should be collected during implementation phase of activities and reported at the end of the activity implementation. Information on the covered facilities and institutions should be provided by the name of facility or institution, code “ΕΔΡΠΟΥ”, region, type of institution/facility (local authority, HCF (PHC, SHC, EMC, other)).

**Context indicators**

Additional information should be collected on HCFs that are ready to develop and implement the financial and non-financial incentive system. Required context indicators for motivated HCFs include:

- The number of health care employees in 200 HCFs as of Sept 30, 2023 and Sept 30, 2024. Please delineate by the following employee categories: doctors, middle medical staff, junior medical staff, administrative staff, other non-medical staff.

Data source: reports from 200 HCFs

- The percentage of each employee category that is currently staffed in 200 HCFs. Please report percentage by the following employee categories: doctors, middle medical staff, junior medical staff, administrative staff, other non-medical staff.

Data source: reports from 200 HCFs

- The percentage of staff turnover in 200 HCFs as of Sept 30, 2023 and Sept 30, 2024. Please report the percentage across all staff, do not delineate by aforementioned employee categories.

Data source: reports from 200 HCFs

### 3.4 Specific Statement of Work

Under this Scope of Work(grant), the grantee shall perform, but will not be limited to, the tasks specified under the following categories and receive the outlined deliverables.

1. The grantee should submit proposed list of trainers to HRS for approval. With HRS approval, grantee will Conduct Training of Trainers (TOT) for selected trainers.
2. Grantee will adopt training materials as provided by HRS and develop additional training materials, if necessary.
3. Grantee will conduct in-person training on two proposed topics:

#### 1. Financial Issues:

*A) Award Structure:* Optimal award structure formation, factors impacting the formation of optimal award structure, the role of surcharges and allowances in the award, permissible bonuses for employees, and financial aid as a type of financial incentives of employees.

*B) Salary of HCF manager:* the regulatory framework based on which the salary of the head of the institution is calculated, salary structure of the manager.

#### 2. Non-financial Issues:

*A) Non-Financial Incentives:* I) categories and examples of non-financial incentives (belonging (culture and values, teambuilding), leadership style, personal, professional and career development, job description and responsibilities, flexibility (work schedule, remote work), recognition; II) analysis of the best practices of HCFs in Ukraine and abroad; III) legal regulation of implementation of non-financial incentives.

*B) HR Management:* I) HR system in HCF; II) HR procedures as a key personnel management tool (recruiting (competency model, selection, adaptation), training and development (including mentoring, personnel reserve), performance evaluation (including feedback), reward/motivation, internal communications); III) code of ethics; IV) analysis of needs in personnel

4. Grantee will launch the training program and complete the training for 200 HCFs. The grantee will monitor and supervise the program.

#### Important:

- The grantee will organize and conduct 25 individual trainings from March to August for 600 management-level representatives from 200 HCFs. Please note that PHC and SHC management-level representatives should be trained in separate groups.
- All trainings should be primarily based on trainings materials provided by the HRS.
- The approximate number of management-level representatives in one in-person training should be 24.
- The duration of one training should be 2 days:
  - Day One: Learning the approach to implement a system of financial incentives
  - Day Two: Learning the approach to implement a system of non-financial incentives.
- Cities for the trainings: Kyiv, Lviv and other relatively safe cities of Ukraine that are not on the front lines regions i.e., Donetsk, Luhansk, Zaporizhzhia, Kharkiv, Sumy, Chernihiv, Kherson, Mykolaiv, Dnipro.

### 3.5 Grant Deliverables and Activities

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

#### **Deliverable 1. Develop grant implementation plan and align timelines with HRS work plan.**

**Activity 1.1:** Develop and finalize grant work plan and budget in coordination with HRS advisors and partners

Due Date: February 29, 2024

##### **Output 1.1:**

- A finalized grant work plan and budget.

#### **Deliverable 2. Organize and conduct Training of Trainers (ToT), including the adoption of training agenda and materials developed by HRS.**

**Activity 2.1.** Conduct ToT

Due Date: February - March 2024.

In coordination with HRS, the grantee will conduct the "ToT" for 3-days in Kyiv for designated trainers.

- HRS will provide the agenda and training materials for the 3-day ToT.
- Grantee will conduct TOT and ensure participation of the designated trainers. Following the completion of the 3-day training period, designated trainers should be capable of facilitating conversation and provide instruction on best practices for implementing financial and non-financial incentive systems.

##### **Output 2.1:**

- ToT was conducted in cooperation with HRS
- A minimum of 12 trainers were involved in the TOT (6 people for financial issues, 6 for non-financial issues). Please consider that the involvement of a lawyer on issues of financial and non-financial incentives will be considered an advantage for the applicant.

**Activity 2.2.** Adoption of the training program and materials developed by HRs for management-level representatives

Due Date: February – March 2024.

- Form teams of trainers and agree with them on a training schedule.
- Familiarize the teams of trainers with the training program as developed by HRS. Adopt the training program as developed by HRS.

##### **Output 2.2:**

- Provide the teams of trainers that will conduct trainings.
- Prepare packages of training materials for conducting trainings, including modules on financial and non-financial incentives systems.

#### **Deliverable 3. Prepare and conduct 25 trainings on financial and non-financial incentive systems based on ToT materials.**

**Activity 3.1.** Select HCFs in specified oblasts

Due Date: February – March 2024.

- Develop criteria for selecting HCFs to participate in trainings and receive approval from HRS team.
- Share information with HCFs in Sumy, Kharkiv, Kherson, Mykolaiv, Zaporizhzhia and Dnipropetrovsk oblasts about the opportunity for management-level representatives to participate in a training on the development and implementation of financial and non-financial incentive systems in HCFs.
- Select 200 HCFs and agree with HRS. Their selection can take place in several waves. **Important!** The management-level representatives of the selected HCFs should demonstrate a sustainable motivation for implementing financial and non-financial incentive systems in their HCFs.
- A minimum of 3 management-level representatives from each HCF should participate in trainings. The 3 management-level representatives should hold the following positions in the respective HCF: director/deputy director, financial manager/accountant, HR manager/specialist.

**Output 3.1:**

- Developed criteria for selection of HCFs agreed with the HRS.
- A list of selected HCFs based on the aforementioned selection criteria
- Lists of management-level participants from 200 HCFs.

**Activity 3.2.:** Prepare to conduct trainings for management-level representatives on financial and non-financial incentive systems.

Due Date: March 2024:

- Considering potential time conflicts among the designated training teams, propose training schedule to HRS and receive approval.
- Prepare to host training. Activities should include notifying participants of the time and date of the training, confirmation of the training teams' participation, and address any logistical issues barring a smooth training event.

**Quantitative Output 3.1:**

- Training schedule for 25 trainings is submitted to HRS.

**Activity 3.3:** Conduct 25 in-person trainings on financial and non-financial incentive systems.

Due Date: March – August 2024

- Conduct a pre- and post-training evaluation of each training.
- After the first trainings, suggest and discuss with HRS changes to the HRS training materials, if necessary.
- Approximate number of trainings per month within the designated timeframe:
  - o March – two trainings
  - o April – five trainings
  - o May – five trainings
  - o June – five trainings
  - o July – five trainings
  - o August – three trainings.
- The number of participants in one training should be about 24 from 8 HCF facilities.

- Note: PHC and SHC management-level representatives should be trained in separate groups.
- The duration of one training should be 2 days:
  - Day One: Learning the approach to implement a system of financial incentives
  - Day Two: Learning the approach to implement a system of non-financial incentives.
- It is expected that HRS representatives will randomly visit the in-person trainings to evaluate, supervise, and support the grantee.

**Note the recommendations!**

1. The grantee should have the capacity to contract teams of trainers for 25 trainings. Each “team” of trainers will consist of two trainers – one trainer will cover financial incentive issues, while the other trainer will address non-financial incentive issues.
2. The trainer’s compensation should be financially attractive and reflect the trainer’s experience level, competency and expertise in the field. Compensation should be competitive to encourage participation in the project from qualified trainers.

**Output 3.2:**

- The grantee provided a report on each training, totaling 25 reports. Supporting documentation for each training should include: a training report, a list of participants in Excel, training agenda, photo of participants from each training, scans of pre-and post-training questionnaires, consolidated Excel file with the answers provided in the pre-and post-training questionnaires with an indication of the number of scored points per participant.
- Training was provided to 600 management-level representatives from 200 HCFs (PHC or Specialized Health Care (SHC)) on the development and implementation of financial and non-financial incentive systems.

**Deliverable 4. Follow-up support and monitoring of the quality of grant implementation**

**Activity 4.1:** The grantee will supervise sessions in HCFs to support managers' efforts to implement the incentives system. The main goal of the supervision sessions is to support HCFs in developing some financial and non-financial incentive procedures at the facility level. Please note that supervision sessions can be conducted in an online format.

Due Date: April – September 2024

**Output 4.1:**

- A brief report on each supervision session.

**Activity 4.2:** The grantee will support the development and endorsement of HCF level documentation (orders/ instructions/ etc.) to regulate the implementation of financial or non-financial incentives system.

**Due Date:** April – September 2024

**Output 4.2:** Endorsement of the documentation (orders/ instructions/ etc.) required to implement the financial and non-financial system has occurred at 80 HCFs.

**Activity 4.3:** The grantee will conduct a final evaluation of the 200 HCFs to analyze what changes were implemented because of the training.

Due Date: August - September 2024

**Output 4.2:**

- A narrative report of the final evaluation. A narrative report of the final evaluation should include generalized information about which HCFs developed documents for the implementation of changes based on the results of the trainings.
- A list of 200 HCFs in Excel format with a summary of the changes that were implemented and relevant evidence of implemented changes in a facility (orders, instructions, etc.).

**Activity 4.4:** Preparation of the final Report on the results of the program implementation.

Due Date: September 2024

**Output 4.3:**

- A final report on the results of the effectiveness and impacts of the grant program.

**3.6 Key Personnel**

The grant implementation team shall consist of at least four people. The grant implementation team must include the grant manager, financial expert, logistics expert, and training coordinator. Please consider that the involvement of a lawyer on issues of financial and non-financial incentives will be considered an advantage for the applicant. If needed, external STTAs can be involved in the implementation of certain grant activities.

At the application stage, the grantee should submit a list of trainers they propose to be involved. The final list of trainers must be agreed upon with the HRS.

C.V.s for all Key Personnel and trainers should be submitted with this grant application.



### 3.7 General Milestones and Associated Timelines

Below is an approximate timeline and general information about the number and names of milestones. Could be adjusted by a grantee.

#	Milestone	Milestone Verification	Expected Date of Completion
1	Preparation for grant implementation	<ul style="list-style-type: none"> <li>• Receive approval on grant implementation plan from responsible persons;</li> <li>• Build the grant implementation team; and</li> <li>• Finalize and receive approval on grant budget.</li> </ul>	February 29, 2024
2	Organize and conduct Training of Trainers (ToT)	<ul style="list-style-type: none"> <li>• Provide list of participants (in Excel format), the training agenda, photos and a report on the training workshop conducted, invoices for training materials,</li> <li>• Acceptance and delivery acts and tickets.</li> <li>• Submit list of selected HCFs, as agreed with HRS.</li> <li>• Submit list of trainers as agreed with HRS, a trainings schedule, and a list of participants for the first three trainings (correlates to Milestone 3).</li> </ul>	March 31, 2024
3	Conduct 2 trainings	<ul style="list-style-type: none"> <li>• Submit training report which includes: a list of participants in Excel, the activity agenda, photos and a report on the training workshop conducted, invoices, acceptance and delivery acts, contracts with trainers, and tickets for HCFs.</li> <li>• Scans of pre and post-questionnaires. Consolidated Excel file with the answers provided in the pre- and post-questionnaires with an indication of the number of scored points per participant.</li> <li>• A list of participants for next 5 trainings (correlates to Milestone 4).</li> </ul>	March 31, 2024
4	Conduct 5 trainings and provide technical support	<ul style="list-style-type: none"> <li>• Training report which includes: a list of participants in Excel, the activity agenda, photos and a report on the training workshop</li> </ul>	April 30, 2024

	HCFs in developing required procedures	<p>conducted, invoices, acceptance and delivery acts, contracts with trainers, and tickets for HCFs.</p> <ul style="list-style-type: none"> <li>• Scans of pre and post-questionnaires. Consolidated Excel file with the answers provided in the pre and post-questionnaires with an indication of the number of scored points per participant.</li> <li>• A list of participants for next 5 trainings (correlates to Milestone 5).</li> <li>• Short reports on the online technical support in developing required procedures provided for each HCF.</li> </ul>	
5	Conduct 5 trainings and provide technical support HCFs in developing required procedures	<ul style="list-style-type: none"> <li>• Training report which includes: a list of participants in Excel, the activity agenda, photos and a report on the training workshop conducted, invoices, acceptance and delivery acts, contracts with trainers, and tickets for HCFs.</li> <li>• Scans of pre and post-questionnaires. Consolidated Excel file with the answers provided in the pre and post-questionnaires with an indication of the number of scored points per participant.</li> <li>• A list of participants for next 5 trainings (correlates to Milestone 6).</li> <li>• Short reports on the online technical support in developing required procedures provided for each HCF.</li> </ul>	May 31, 2024
6	Conduct 5 trainings and provide technical support HCFs in developing required procedures	<ul style="list-style-type: none"> <li>• Training report which includes: a list of participants in Excel, the activity agenda, photos and a report on the training workshop conducted, invoices, acceptance and delivery acts, contracts with trainers, and tickets for HCFs.</li> </ul> <p>Scans of pre and post-questionnaires. Consolidated Excel file with the answers provided in the pre and post-questionnaires with an indication of the number of scored points per participant.</p> <ul style="list-style-type: none"> <li>• A list of participants for next 5 trainings (correlates to Milestone 7).</li> <li>• Short reports on the online technical support in developing required procedures provided for each HCF.</li> </ul>	June 31, 2024

7	Conduct 5 trainings and provide technical support HCFs in developing required procedures	<ul style="list-style-type: none"> <li>• Training report which includes: a list of participants in Excel, the activity agenda, photos and a report on the training workshop conducted, invoices, acceptance and delivery acts, contracts with trainers, and tickets for HCFs.</li> <li>• Scans of pre and post-questionnaires. Consolidated Excel file with the answers provided in the pre and post-questionnaires with an indication of the number of scored points per participant.</li> <li>• A list of participants for next 3 trainings (correlates to Milestone 7).</li> <li>• A narrative report on assistance to 200 HCFs and a list of 200 HCFs in Excel format with a summary of the changes that were implemented within the facilities.</li> </ul>	July 31, 2024
8	Conduct 3 trainings and provide technical support HCFs in developing required procedures	<ul style="list-style-type: none"> <li>• Training report which includes: a list of participants in Excel, the activity agenda, photos and a report on the training workshop conducted, invoices, acceptance and delivery acts, contracts with trainers, and tickets for HCFs.</li> <li>• Scans of pre and post-questionnaires. Consolidated Excel file with the answers provided in the pre and post-questionnaires with an indication of the number of scored points per participant.</li> <li>• A narrative report on assistance to 200 HCFs and a list of 200 HCFs in Excel format with a summary of the changes that were implemented within the facilities.</li> </ul>	August 30, 2024
9	Grant completion	A final report	September 30, 2024

### 3.8 Grant Program Expected Results

The completion of activities designed by the current grant program will contribute to the following expected results in the field of Human Resources management in healthcare facilities:

1. Management teams from 200 HCFs will learn how to create a system of financial and non-financial incentives to ensure a favorable environment for retaining and attracting employees.
2. 80 HCFs will implement some changes in financial and non-financial incentive systems through the introduction of developed documentation (orders, instructions, procedures, etc.).
3. The creation of systems of financial and non-financial motivation will help increase the motivation of medical workers and improve the quality of medical services in HCFs that will participate in the training program.

These achievements will contribute to the improvement of personnel management in HCFs and strengthen the healthcare system of Ukraine ensuring the staffing of HCFs with satisfied personnel motivated to provide quality services.

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## IV. TECHNICAL APPLICATION CONTENTS

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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 (5 pages maximum)

Sections of the Attachment 1 Technical Proposal of the Grant Application Form and Guidelines should use the headings italicized below, in the following order:

- **BACKGROUND / STATEMENT OF NEED** *[maximum 0,5 page]*

- Describe the key human resources-related challenges that negatively impact healthcare employee attraction in Ukraine.

- **PROJECT GOAL, OBJECTIVES, AND GEOGRAPHIC FOCUS** *[maximum 0,5 page]*

- Briefly describe the project goal, key tasks, and geographical focus for activities implementation.

- **IMPLEMENTATION PLAN / PROJECT ACTIVITIES** *[maximum 2 page]*

- Briefly describe how you plan to form the trainer teams, communicate with HCFs to enroll them in the trainings, and ensure the quality of trainings. Make sure you added resumes of proposed trainers.
- Briefly indicate how you plan to provide follow-up support and monitoring of changes implemented in HCFs.
- Briefly describe the management plan of the grant, how you plan to achieve the project goals.
- Add a detailed Implementation Plan for the grant (by using the template in Annex A - GRANT ACTIVITY IMPLEMENTATION PLAN). Please note that the work plan activities should be linked to but not necessarily limited by the SOW under this RFA.

- **COORDINATION AND COLLABORATION** *[maximum 0,5 page]*

- Describe how you will collaborate and coordinate grant activities with other stakeholders, including health care facilities, and explain the selection of training attendees and health care facilities.

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

- Briefly describe the team that will implement the grant and your capacity for grant implementation.
- What is your managerial approach? Indicate what experience the members of the grant implementation team have in conducting similar training events.
- Provide the project chart (with a list of project team members indicating their names, positions, roles in the project, and contact details) in Annex B – PROJECT CHART. The grant implementation team must include the grant manager, financial expert, logistics expert and training coordinator. Involvement of a lawyer on issues of financial and non-financial incentives will be considered an advantage. If needed, external STTAs can be involved in the implementation of certain grant activities.

**Annexes (number of pages not limited)**

ANNEX A – GRANT ACTIVITY IMPLEMENTATION PLAN

ANNEX B – PROJECT IMPLEMENTATION TEAM

ANNEX C – INFORMATION ON PREVIOUS ASSISTANCE AWARDS OR CONTRACTS

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## V. BUDGET CONTENTS

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### 5.1. BUDGET AND PAYMENT TERMS

The budget amount shall not exceed 10 970 000 UAH. The budget items and associated payment terms and dates according to the proposed milestones list will be finally defined based on the applicant's proposal and fixed in the grant award document.

### 5.2. COST SHARE

Cost sharing is not a requirement for grants issued in response to RFA #301.

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.

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## VI. SELECTION

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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
Project Goal, Objectives, and Geographic Focus	15
Project Activities	30
Coordination and Collaboration	10
Organizational Capacity	20
Budget, Budget Notes and Cost Reasonableness	20
<b>Total points</b>	<b>100</b>

### ***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 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.



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## VII. REFERENCES, TERMS & CONDITIONS

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### 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](https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl)

- Required provisions for Simplified and Standard Grants to Non-U.S. Non-Governmental Organizations: <http://www.usaid.gov/ads/policy/300/303mab>.

- Required Standard Provisions for U.S. Non-governmental organizations: <http://www.usaid.gov/ads/policy/300/303maa>

- Required Provisions for a Fixed Amount Awards to Non-Governmental Organizations:

(1) Mandatory Provisions from: <https://www.usaid.gov/ads/policy/300/303mat>.

(2) Include ONLY the applicable "Required, As Applicable" provisions from: <https://www.usaid.gov/ads/policy/300/303mat>.

### 7.2. Terms and Conditions

- Issuing this RFA is not a guarantee that a grant will be awarded.
- Deloitte reserves the right to issue a grant based on the initial selection of offers without discussion.
- Deloitte may choose to award a grant for part of the activities in the RFA.
- Deloitte may choose to award a grant to more than one recipient for specific parts of the activities in the RFA.
- Deloitte may request from short-listed grant applicants a second or third round of either oral presentations or written responses to a more specific and detailed scope of work that is based on a general scope of work in the original RFA.
- Deloitte has the right to rescind an RFA, or rescind an award prior to the signing of a contract due to any unforeseen changes in the direction of Deloitte's client (the U.S. Government), be it funding or programmatic.
- Deloitte reserves the right to waive any deviations by organizations from the requirements of this solicitation that in Deloitte's opinion are considered not to be material defects requiring rejection or disqualification, or where such a waiver will promote increased competition.

### Grant Agreement

A grant agreement will include the approved project description, approved budget, payment terms, reporting requirements and relevant provisions. Once executed, it is a legally binding agreement between Deloitte (on behalf of the USAID Health Reform Support) and the recipient organization. Once the grant agreement is signed, it cannot be modified without prior written approval from Deloitte (on behalf of the USAID Health Reform Support).

## Grant Disbursement and Financial Management

Recipients of grant funds will need to open a separate bank account before any funds are transferred from Deloitte. The grants will be disbursed in local currency and transferred only through bank transactions.

## Reporting

The grant agreement will detail the reporting requirements. Recipients must be willing to adhere to the reporting schedule and requirements for both programming activities and financial monitoring.

## Monitoring

USAID Health Reform Support staff will monitor programmatic performance. Deloitte and USAID reserve the right to review finances, expenditures and any relevant documents at any time during the project period and for three years after the completion of the project and closeout. All original receipts must be kept for three years after the formal closeout has been completed.

## Late Submissions, Modifications and Withdrawals of Applications

At the discretion of Deloitte, any application received after the exact date and time specified for the receipt may not be considered unless it is received before award is made and it was determined by Deloitte that the late receipt was due solely to mishandling by Deloitte after receipt at its offices.

Applications may be withdrawn by written notice via email received at any time before award. Applications may be withdrawn in person by a vendor or his authorized representative, if the representative's identity is made known and the representative signs a receipt for the application before award.

## False Statements in Offer

Vendors must provide full, accurate and complete information as required by this solicitation and its attachments.

## Certification of Independent Price Determination

(a) The offeror certifies that--

- (1) The prices in this offer have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other offeror, including but not limited to subsidiaries or other entities in which offeror has any ownership or other interests, or any competitor relating to (i) those prices, (ii) the intention to submit an offer, or (iii) the methods or factors used to calculate the prices offered;
- (2) The prices in this offer have not been and will not be knowingly disclosed by the offeror, directly or indirectly, to any other offeror, including but not limited to subsidiaries or other entities in which offeror has any ownership or other interests, or any competitor before bid opening (in the case of a sealed bid solicitation) or contract award (in the case of a negotiated or competitive solicitation) unless otherwise required by law; and
- (3) No attempt has been made or will be made by the offeror to induce any other concern or individual to submit or not to submit an offer for the purpose of restricting competition or influencing the competitive environment.

(b) Each signature on the offer is considered to be a certification by the signatory that the signatory--  
(1) Is the person in the offeror's organization responsible for determining the prices being offered in this bid or application, and that the signatory has not participated and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above; or

(2) (i) Has been authorized, in writing, to act as agent for the principals of the offeror in certifying that those principals have not participated, and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above; (ii) As an authorized agent, does certify that the principals of the offeror have not participated, and will not participate, in any action contrary to subparagraphs (a)(1) through (a)(3) above; and (iii) As an agent, has not personally participated, and will not participate, in any action contrary to subparagraphs (a)(1) through (a)(3) above.

(c) Offeror understands and agrees that --

(1) violation of this certification will result in immediate disqualification from this solicitation without recourse and may result in disqualification from future solicitations; and

(2) discovery of any violation after award to the offeror will result in the termination of the award for default.

#### Standard Provisions

Deloitte is required to respect the provisions of the United States Foreign Assistance Act and other United States laws and regulations. The [NAME OF PROJECT] Grant Program will be administered according to Deloitte's policies and procedures as well as USAID's regulations for Non-U.S. Governmental Recipients or USAID's regulations for U.S. Non-Governmental Recipients. These include:

#### 1. Implementing Partner Notices (IPN) registration

Applicant acknowledges the requirement to register with the IPN portal if awarded a grant resulting from this solicitation and receive universal bilateral amendments to this award and general notices via the IPN portal. The IPN Portal is located at <https://sites.google.com/site/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