



# HEALTH REFORM SUPPORT

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## "EXPANDING PHC SERVICES AND STRENGTHENING THE CAPACITY OF THE PROFESSIONAL ASSOCIATION OF PHC HEALTH WORKERS"

**RFA # 37**

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**November 2022**

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**Authors**

This request for applications was prepared by: Olena Forostian, Oleg Golovnia, Olha Khryshchuk, Vladyslav Odrynskyi, Olena Korduban

**USAID Health Reform Support**

[52A, B. Khmelnytskogo Str., 5<sup>th</sup> floor, 01030 Kyiv, Ukraine]

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## I SUMMARY

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### I.1. USAID Health Reform Support

The purpose of USAID's Health Reform Support Project (HRS Project) is to support a transparent, accountable, and effective health care system that is capable of meeting the health needs of the Ukrainian people. Advancing health sector reforms, enhancing transparency, and tackling corruption will reduce out-of-pocket payments and improve access and availability of high quality, evidence-based health care services for Ukrainians. Elimination of corruption is a cross-cutting theme across all objectives to be achieved by this activity, which include:

1. Improve health sector governance.
2. Support the transformation of the healthcare financing model.
3. Strengthen the health workforce.
4. Enhance transparency, accountability and responsiveness of the health care system.
5. Improve service delivery system at all levels.

### I.2. Request for Applications (RFA) Summary

**Scope of Work:** This solicitation seeks to provide technical assistance and grant funding to a non-governmental organization, which is an association of PHC health workers aiming to expand the range of services provided at the PHC level and strengthen the capacity of the professional association of PHC health workers.

**Period of Performance:** The period of performance for the grants is approximately twelve (12) months, from January 1, to December 31, 2023. The application work plan and budget should reflect the period of performance.

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

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

**Funding Range:** Subject to the availability of funds, USAID Health Reform Support intends to award **one (1) grant up to 4 200 000 UAH**. Funding for this grant will be subject to donor approval and availability of funds. Funding will be disbursed to the grantee in Ukrainian local currency (UAH).

**Submission Deadlines:** All applications must be submitted no later than 23:59 Ukraine local time (UTC + 02:00) on December 05, 2022. Questions should be received by close of business (COB) Ukraine local time on November 23, 2022, and responses to questions will be provided by November 25 2022.

The RFA has three Attachments that are relevant to the application development:

Attachment 1: Grant Application Form and Guidelines with attachments

Attachment 2: Budget Template

Attachment 3: Grant Applicants Handbook (including Grant Award template)

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## 2. 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 Project for any costs incurred in connection with the preparation and submission of their applications.
- Applicants may submit only one application under RFA# 37.
- 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](mailto:grant@hrs.net.ua)

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

### 2.3. Questions and Clarifications

- **Method:** Only written questions and requests for clarification will receive a response. Send questions about this RFA by email to the RFA Contact noted above.
- **Date for receipt:** All questions and requests for clarification must be received by close of business (COB) on **November 23, 2022**, to the email address noted above. Only questions received by this date will receive a response.
- **Responses:** By **November 25, 2022**, we anticipate providing responses to the requests for clarifications. All responses will be emailed to all applicants and published via Deloitte Grants Portal (<https://dgrants.fluxx.io>).
- An informational webinar will be held on **November 15, 2022, at 17:00 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, November 15, 2022**.

### 2.4. Applications Due Date and Time

Closing Date: December 05, 2022

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

### 2.5. Application Delivery Address

The proposal package 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# 37 with the ceiling amount of **up to 4 200 000 UAH**.

## 2.7. Submission Requirements

- **Language:** The application and all associated correspondence must be in English. However, applications submitted in Ukrainian will also be considered and reviewed. Any award document resulting from this request will be in English.
- **Currency:** The cost must be presented in UAH.
- **Method:** Electronic copy.
- **Marking:** USAID Health Reform Support Project, RFA # 37.
- **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

### 1.1 General eligibility criteria

To be eligible to apply an Applicant:

- Should be Non-U.S. non-governmental organization, 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 not appear on the "List of Parties Excluded from Federal Procurement and Non-Procurement Programs";
- Shouldn't be individual, political party, any governmental entity(organization?) or official whether at national or municipal level;
- Shouldn't be affiliated with HRS or any of its directors, officers or employees;
- Organization whose objectives are not consistent with the broad objectives of the HRS Project is also ineligible.

### 1.2 Additional eligibility criteria

- The organization is a non-governmental organization operating in Ukraine
- The organization is an association of PHC health workers
- The organization has experience in conducting training events for health workers
- The organization has a functional financial system.
- The organization's other relationships, associations, activities, and interests do not create a conflict of interest that could prevent full impartiality in implementation of the grant activities.
- In accordance with 2 CFR 25, recipients of grant awards, foreign or domestic, of \$25,000 or more are required to obtain a Unique Entity Identifier Number and register themselves through the SAM.gov website.

### **1.3 Ineligible are:**

- Organizations that at the time of a proposal submission have open/unresolved complaints, are involved in lawsuits, investigations, other matters that may threaten or affect the facility's ability to fulfill its obligations under the grant agreement
- Organizations under reorganization at the time of a proposal submission
- Private entrepreneurs.

### **2.9. Application Conditions Precedent**

All applications must be submitted in the specified format (see Section 4 Technical Application Contents). Any application submitted in any other format will not be considered. The applicant must also include all other supporting documentation (board resolution, articles of incorporation, etc.) as may be necessary to clearly demonstrate that it meets the following conditions precedent to application selection:

- That the applicant organization is an eligible organization legally constituted under Ukrainian law at least three (3) years;
- That the applicant organization has the managerial commitment, as evidenced by written board of directors, resolutions, strategic plans (overall long-range plan for applicant's organization) or other documentation, indicating that it is, or will be, implementing the objectives referred above;
- That the applicant organization has no advances from USAID or a USAID contractor which have been outstanding and unliquidated for longer than 90 days, and that the applicant organization has no grant completion report required under a grant from USAID or a USAID contractor which is more than 30 days past due;
- That at the time of application there exists no condition within the applicant organization or with respect to the applicant organization's management which renders the organization ineligible for a grant directly or indirectly funded by USAID.

### **2.10. Late Applications**

Applicants are wholly responsible for ensuring that their applications are received in accordance with the instructions stated herein. A late application will not be eligible for consideration and will be rejected without selection, even if it was late as a result of circumstances beyond the applicant's control. A late application will be considered only if the sole cause of its becoming late was attributable to USAID Health Reform Support, Deloitte, its employees or agents.

### **2.11. Modification/Withdrawal of Applications**

Any applicant has the right to withdraw, modify or correct its offer after such time as it has been delivered to USAID Health Reform Support provided that the request is made before the offer closing date.

### **2.12. Disposition of Applications**

Applications submitted in response to this RFA will not be returned.

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## 3. STATEMENT OF WORK

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### 3.1. Background of Grant

The reform of primary health care (hereinafter referred to as PHC) started in 2018, and over the past four years, it has undergone a significant transformation, and a number of important operational changes have been implemented, including:

- new status of municipal non-profit enterprises
- connection to the eHealth system, introduction of medical information systems (MIS)
- contracts with the NHSU and transfer to a new financing model.

All listed above became the impulse for changes at the facility level in the management and service delivery, as well as in the self-governance of general practitioners. However, currently, PHC facilities cannot yet cover the WHO-recommended 80% of the population's health needs, and very often serve as a referral point to a specialized health care level. PHC workers lack knowledge and skills to provide a wider range of services. The war in Ukraine has aggravated the situation, many health care facilities are damaged or destroyed and need to be restored, there is an urgent need for mental health services, rehabilitation, and other important issues that the PHC should take on.

This is the reason why the USAID Health Reform Support (HRS) announces RFP for non-governmental organizations of PHC health workers in Ukraine. The activities of the grant program will be aimed at expanding the range of services provided by PHC health workers, assessing quality in health care facilities and identifying areas for improvement. They include a series of trainings to develop the competencies of PHC teams required for providing a wider range of services. The grantee, as a professional organization, is also expected to strengthen its institutional and technical capacity. Thus, with the help of the grant program, the grant implementation team will develop a number of competencies, including leadership, teamwork, management, financial management, communication, and training skills.

### 3.2. Grant Objective

The Grants Program is part of the HRS Objective 5 – *Improve service delivery system at all levels*. It is aimed at expanding the range of services provided at the PHC level and strengthening the capacity of the non-governmental organization, which is the association of PHC health workers.

### 3.3. Specific Statement of Work

Under this grant program the grantee must complete the following key tasks:

- Conducting external quality assessment in PHC Centers and hospitals
- Conducting online educational events and trainings for PHC Centers with following technical support
- Strengthening its own organizational capacity as a professional association of PHC health workers of Ukraine.

### 3.4. Grant Activities and Deliverables

**Deliverable 1: External quality assessment in health care facilities – HRS grantees**

**Activity 1.1:** Conducting a **baseline** quality assessment in health care facilities (15 PHC facilities, 6 hospitals) in January - March 2023 using the proposed procedure:

- Adapting the external quality assessment procedure (developed by HRS) to wartime conditions
- Preparing an e-tool, online questionnaires, etc. for the assessment
- Developing a template report on the assessment results
- Making a pool of evaluators, introducing them to the assessment goals and procedure



- Planning a quality assessment in health care facilities, making a schedule of visits and agreeing it with the facilities
- Conducting an external quality assessment in health care facilities (15 PHC facilities and 6 hospitals) using the procedure
- Writing assessment reports.

#### **Intermediate activity results I.1:**

- Adapted procedure with annexes.
- 21 external quality assessments conducted in health care facilities.
- A pool of evaluators with the experience of external quality assessment.

#### **Quantitative indicator I.1:**

- 21 baseline external quality assessments conducted in health care facilities (15 PHC facilities and 6 hospitals). Supporting documents – assessment reports.

**Activity I.2:** Conducting a **follow-up** quality assessment in 15 PHC facilities in October-December 2023 using the proposed procedure:

- Updating the external quality assessment procedure considering previous experience (activity I.1.)
- Developing an HCF quality assessment plan, a schedule of visits, coordinating with facilities
- Conducting an external quality assessment in 15 PHC facilities using the procedure
- Writing individual follow-up assessment reports (analysis of changes).

#### **Intermediate activity results I.2:**

- Updated external quality assessment procedure.
- 15 external quality assessments conducted in 15 PHC facilities.

#### **Quantitative indicator I.2:**

- 15 follow-up external quality assessments conducted in 15 PHC facilities. Supporting documents – assessment reports.

#### **Qualitative indicators I.2:**

- The evaluators and HCFs under assessment highly appreciated the approaches to the HCF external quality assessment, as well as the impact of external assessment on quality improvement. Supporting documents: feedback questionnaires.
- The quality management system has been improved in the PHC facilities that have had a baseline and follow-up external quality assessments. Supporting documents: analysis of baseline and follow-up assessment reports.

**Nota bene:** guidance, developed by HRS, that are recommended to use for implementing these grant activities:

- Procedure for quality assessment in the healthcare facility: <https://bit.ly/3UhbGht>
- Quality Management System Development Guide - <https://bit.ly/3DaqHeI>

### **Deliverable 2: Trainings for the staff of 15 PHC facilities to expand their competencies during the war and in post-war period.**

**Activity 2.1.** Organizing and conducting **online events** for the health staff of 15 PHC facilities in January - August 2023:

- Making a pool of trainers capable of presenting training topics in a quality manner.  
Potential topics:
  - mental health services in PHC facilities
  - management of patients with HIV and TB at the PHC level
  - pregnancy management

- increasing the role of a nurse
- engagement of staff in professional development and facility management (quality teams, peer groups, Balint groups, etc.)
- others (proposed by a grantee).
- Making a schedule of online training events, generating invites to the events
- Developing training materials (slides, scripts, video content, as needed)
- Conducting at least 4 online events on topics approved by the grantor using interactive learning methods.

**Intermediate activity result 2.1:**

- Training materials on approved topics for PHC facilities.

**Quantitative indicators 2.1:**

- no less than 4 online training events on approved topics conducted. Supporting documents: slides, video recordings, lists of participants, pre- and post-training evaluation questionnaires.
- 50% of physicians from 15 PHC facilities took part in online events/viewed videos. Confirmation: completed pre- and post-training evaluation questionnaires.

**Qualitative indicator 2.1:**

- participants of online events highly appreciated the relevance and delivery of the material. Confirmation: training event report, completed feedback forms, positive feedback.

**Activity 2.2. Trainings** in Kyiv, Chernihiv and Zhytomyr for the staff of 15 PHC facilities located in Kyiv, Chernihiv and Zhytomyr oblasts in March - August 2023.

- Making a pool of trainers capable of presenting topics approved by the grantor in a quality manner.
- Potential topics for training sessions:
- patient-centered approach
  - development of self-help skills in patients (BP diaries, online reminders to take medications, glucometers, etc.)
  - expansion of diagnosis and treatment approaches (ultrasound, otoscopy, neurological examination, treatment of wounds, dressing, etc.)
  - rehabilitation,
  - work with patients in need of palliative care
  - others (proposed by a grantee).
  - Making a schedule of trainings, logistics (invitations for participants, organization of accommodation, meals for participants and trainers, making lists of participants)
  - Developing training materials and having them approved by the grantor (slides, description of practical exercises, video content, recommendations for training participants on sharing their experience among peers (for example, through peer groups), pre- and post-training evaluation questionnaires)
  - Delivering at least 4 training modules (4 groups per each module)
  - Writing individual training reports
  - Follow-up support for training participants
  - Developing a questionnaire for a follow-up training evaluation (6 months after the training), evaluating.

**Intermediate activity result 2.2:**

- Training materials.

**Quantitative indicators 2.2:**

- 16 trainings conducted (4 modules, 4 groups per each). Supporting documents: training agenda, pre- and post-training evaluation questionnaires, slides, description of practical exercises, lists of participants for each day, standard training report.

- 300 people - staff of 15 PHC facilities - took part in trainings and gained new knowledge and skills. Supporting documents: lists of participants.

**Qualitative indicators 2.2:**

- Training participants highly appreciated the relevance, applicability, usefulness and delivery of material. Supporting documents: training report with the analysis of feedback forms.
- The level of knowledge of training participants on the proposed topics has increased. Supporting documents: training report with completed pre- and post-training evaluation questionnaires.
- Training participants started using the acquired knowledge and skills in their daily work. Supporting documents: follow-up training evaluation reports.

**Deliverable 3: Capacity building of the professional association of PHC health workers in Ukraine.**

**Activity 3.1.** Developing skills and competencies of the team of the professional association of PHC health workers of Ukraine in January - December 2023.

- Engaging association members in the grant implementation as trainers and administrators
- Expanding the association with potential members from PHC facilities which will receive training services
- Finalizing the grant work plan/budget
- Developing a number of competencies in grant implementation teams (leadership, teamwork, management, financial management, communication, training skills, etc.)
- Writing and submitting grant reports.

**Intermediate activity result 3.1:**

- Finalized grant work plan and budget.

**Quantitative indicator 3.1:**

- All grant milestones fully completed on time. Supporting documents: reports on the grant portal.

**Qualitative indicator 3.1:**

- The capacity of the professional association of PHC health workers in Ukraine has increased. Supporting documents: a success story.

**3.5. General Milestones and associated timelines**

Below is the table describing milestones for completing the tasks of this grant program:

No.	Milestone Name	Recom. duration	Grant activity	Milestone verification	Expected Due Date
1	Preparation	1 month	<ul style="list-style-type: none"> <li>• Building the grant implementation team</li> <li>• Finalizing the grant work plan/budget</li> </ul>	<ul style="list-style-type: none"> <li>• Finalized (approved by donor) grant work plan</li> </ul>	January 2023
2	Baseline QMS assessment in PHCCs	2 months	<ul style="list-style-type: none"> <li>• Conducting a baseline quality assessment in 15 PHC Centers</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment reports</li> </ul>	January - February 2023

No.	Milestone Name	Recom. duration	Grant activity	Milestone verification	Expected Due Date
3	Baseline QMS assessment in hospitals	2 months	<ul style="list-style-type: none"> <li>• Conducting a baseline quality assessment in 6 hospitals</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment reports</li> </ul>	February - March 2023
4	Online events for PHC providers	4 months	<ul style="list-style-type: none"> <li>• Organizing and conducting online events for the health staff of 15 PHC facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Training materials</li> <li>• Reports on conducted events</li> </ul>	January - April 2023
5	Trainings on the 1 <sup>st</sup> module	3 months	<ul style="list-style-type: none"> <li>• Preparing materials for 1<sup>st</sup> training module</li> <li>• Delivering at least 4 trainings</li> </ul>	<ul style="list-style-type: none"> <li>• Training materials</li> <li>• Reports on conducted trainings</li> </ul>	March - May 2023
6	Trainings on the 2 <sup>nd</sup> and 3 <sup>rd</sup> modules	2 months	<ul style="list-style-type: none"> <li>• Preparing materials for 2<sup>nd</sup> and 3<sup>rd</sup> training modules</li> <li>• Delivering at least 8 trainings</li> </ul>	<ul style="list-style-type: none"> <li>• Training materials</li> <li>• Reports on conducted trainings</li> </ul>	June - July 2023
7	Trainings on the 4 <sup>th</sup> module	2 months	<ul style="list-style-type: none"> <li>• Preparing materials for 4<sup>th</sup> training module</li> <li>• Delivering at least 4 trainings</li> </ul>	<ul style="list-style-type: none"> <li>• Training materials</li> <li>• Reports on conducted trainings</li> </ul>	August - September 2023
8	Follow up QMS assessment in PHCCs	2 months	<ul style="list-style-type: none"> <li>• Conducting a follow up quality assessment in 15 PHC Centers</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment reports, including analysis of dynamics</li> </ul>	October - November 2023
9	Grant completion	1 month	<ul style="list-style-type: none"> <li>• Follow up support of healthcare professionals after education events</li> <li>• Preparation of the final report on the grant</li> </ul>	<ul style="list-style-type: none"> <li>• Final grant report submitted to the grant portal</li> </ul>	December 2023

### 3.6. Expected Outcomes

- The quality management system has been improved in the PHC facilities that have had a baseline and follow-up external quality assessments.
- No less than 4 online training events and 16 offline trainings were conducted for personnel of PHC Centers. Training participants started using the acquired knowledge and skills in their daily work.
- The capacity of the professional association of PHC health workers in Ukraine has increased.

### 3.7. Key Personnel

The grant implementation team shall consist of at least 10 people. The grant implementation team must include the grant coordinator, financial expert, logistics expert, trainers. If needed, external STTAs can be involved in the implementation of certain grant activities.

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## 4 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 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]*
  - Describe the key problems and challenges that currently exist in service delivery at PHC level. What practical knowledge and skills do primary healthcare doctors and nurses lack?
- **PROJECT GOAL, OBJECTIVES, AND GEOGRAPHIC FOCUS** *[maximum 1 page]*
  - Briefly describe the project goal, key tasks, and geographical focus for activities implementation. Does your vision of expanding services at the PHC level and improving the quality management system in healthcare facilities coincide with the technical task of the grant?
- **IMPLEMENTATION PLAN / PROJECT ACTIVITIES** *[maximum 1 page]*
  - Study the suggested Procedure for quality assessment in the healthcare facility (<https://bit.ly/3UhbGht>) and propose how can it be adopted for practical use during the site visits to HCFs.
  - Briefly indicate the list of specific topics and format of educational events that will help you reach the goal of this grant program. Indicate how you plan to provide post-training support to participants to consolidate the gained knowledge and skills.
  - Add a detailed Implementation Plan for the grant (by using the template in Annex A - GRANT ACTIVITY IMPLEMENTATION PLAN). Please note that the work plan activities should be linked to but not necessarily limited by the SOW under this RFA.
- **COORDINATION AND COLLABORATION** *[maximum 1 page]*
  - Indicate institutions (healthcare, social, community, etc.) cooperation with which will help to achieve the grant objectives. Please describe your current interaction with them.
- **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 shall consist of at least 10 people. The grant implementation team must include the grant coordinator, financial expert, logistics expert, trainers. 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

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## 5 BUDGET CONTENTS

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### 5.1. BUDGET AND PEYMENT TERMS

The approximate budget for each grantee amounts shall not exceed 4 200 000 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 #37.

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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## 6 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 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.



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## 7 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 USAI

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