



USAID | UKRAINE

FROM THE AMERICAN PEOPLE

Issue Date: January 23, 2024
Deadline for Questions: February 6, 2024
Closing Date and Time (Phase 1 Applications): March 5, 2024, 3:00 p.m. local Kyiv time

Subject: Notice of Funding Opportunity Number 72012124RFA00001

Program Title: Rehabilitation for Ukraine ("Rehab4U") Activity

Federal Assistance Listing Number: 98.001

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement from qualified entities to implement the Rehabilitation for Ukraine ("Rehab4U") Activity. Eligibility for this award is not restricted.

USAID intends to make an award to the applicant(s) who best meets the objectives of this funding opportunity based on the merit review criteria described in this NOFO subject to a risk assessment. Eligible parties interested in submitting an application are encouraged to read this NOFO thoroughly to understand the type of program sought, application submission requirements and selection process.

To be eligible for award, the applicant must provide all information as required in this NOFO and meet eligibility standards in Section C of this NOFO. This funding opportunity is posted on www.grants.gov, and may be amended. It is the responsibility of the applicant to regularly check the website to ensure they have the latest information pertaining to this notice of funding opportunity and to ensure that the NOFO has been received from the internet in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion process. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

Please be aware that this funding opportunity will utilize a multi-tiered review process under Automated Directive System (ADS) Chapter 303, Section 303.3.6.1.c.; specifically, the evaluation of applications will occur in the following phases:

Phase 1: Applicants will submit an initial application or concept paper pursuant to Section D.5 of this NOFO. Based on USAID's evaluation in accordance with the merit review criteria set forth

herein, the applicant(s) whose initial application best meets the objectives of this funding opportunity will be requested to submit a full application.

Phase 2: The Merit Review Committee will transmit a second-level solicitation to the selected applicant(s), as noted above. Upon receipt of the full application(s), the Merit Review Committee will conduct a review thereof, using more specific merit review criteria.

Additional details regarding the review process are provided in Section D of this NOFO.

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements detailed in Section D.5.b(3). The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early in the process.

Please send any questions to the point(s) of contact identified in Section G. The deadline for questions is shown above. Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted to www.grants.gov.

Issuance of this notice of funding opportunity does not constitute an award commitment on the part of the Government nor does it commit the Government to pay for any costs incurred in preparation or submission of comments/suggestions or an application. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense.

Thank you for your interest in USAID programs.

Sincerely,

Amy McQuade

Digitally signed by Amy
McQuade
Date: 2024.01.23 18:02:29
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Amy McQuade
Agreement Officer

TABLE OF CONTENTS

SECTION A: PROGRAM DESCRIPTION4

SECTION B: FEDERAL AWARD INFORMATION26

SECTION C: ELIGIBILITY INFORMATION30

SECTION D: APPLICATION AND SUBMISSION INFORMATION31

SECTION E: APPLICATION REVIEW INFORMATION56

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION60

SECTION G: FEDERAL AWARDED AGENCY CONTACT(S).....75

SECTION H: OTHER INFORMATION76

SECTION A: PROGRAM DESCRIPTION

This funding opportunity is authorized under the Foreign Assistance Act (FAA) of 1961, as amended. The resulting award will be subject to 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and USAID’s supplement, 2 CFR 700, as well as the additional requirements found in Section F.

1. Introduction

The primary goal of the Rehabilitation for Ukraine (Rehab4U) Activity is to create sustainable quality physical rehabilitation services within the health system across all levels of care, including the primary health care (PHC) level, by addressing both urgent, short-term gaps and long-term systems requirements. Sustainable, quality, physical rehabilitation services will enable all Ukrainians to optimize their functioning, fully integrate within society, and participate in the economic recovery and growth of the country. For implementation of this activity, USAID seeks to utilize a systems approach, focusing on government ownership, development of physical rehabilitation services for long-term sustainability, and simultaneously applying a person-centered approach to address the distinct rehabilitation needs of individuals and the communities that support them, while also addressing urgent needs and gaps in rehabilitation. The specific target population will be civilian victims of war, persons with disabilities, veterans¹, the rehabilitation workforce, training institutions, and the Government of Ukraine (GOU). USAID/Ukraine plans to provide up to \$40 million, subject to availability of funds, over a five-year period to support this Activity.

2. Background

Current data on physical rehabilitation needs in Ukraine is extremely limited. Prior to the Russian invasion on February 24, 2022, a World Health Organization (WHO) publication² noted that as of January 2020, 2.7 million Ukrainians were registered as persons with disabilities, including 163,000 children. However, this figure is likely a gross underestimate as it only represents persons with disabilities who are registered and not all persons that were in need of physical rehabilitation services. Globally, according to the WHO, 2.4 billion people, or 1 in 3, would benefit from physical rehabilitation services.

The Ministry of Veterans Affairs (MVA) estimates Ukraine currently has up to 1.5-2 million veterans, with a significant percentage of them requiring physical rehabilitation services. By the end of the war, Ukraine could have more than 5 million veterans. The number of MVA hospitals is insufficient to care for the number of wounded active military and veterans, therefore many

¹ Please note that USAID is not able to work directly with the Ministry of Defense. Veterans are defined as those fully discharged from military service, who are receiving services from public health facilities.

² Situation assessment of rehabilitation in Ukraine. Copenhagen: WHO Regional Office for Europe; 2021, p 11.

are cared for outside of MVA hospitals. Active military or veterans receiving health services in a Ministry of Health (MOH) facility will be covered through the National Health Service of Ukraine (NHSU). If any active military or veterans receive disability status while hospitalized, their support will be funded through the Ministry of Social Policy (MOSP), including the provision of assistive technology (AT).

As a result of the war, increasing prevalence of conditions such as spinal cord and open and closed head injuries, burns, amputations, and complex limb trauma, compounded by limited numbers of skilled and available rehabilitation professionals, population displacement, safety and security, and other factors are impacting the ability of the Government of Ukraine (GOU) to respond appropriately and in a timely manner to individuals requiring physical rehabilitation services. The availability of physical rehabilitation for conditions not directly related to the war, such as existing limitations in functioning, non-communicable diseases, aging or accidents, has been impacted, particularly due to disruptions in routine health care services. Increasing economic constraints on the population and the GOU's need to redirect state funding, has significantly impacted physical rehabilitation services at all levels.

Approximately 80,000 rehabilitation providers have been trained since 1994, predominantly physical therapists, however statistics on the exact types of providers are not known.³ Information is unavailable on the existence of education and training programs, and regulatory standards available to certify rehabilitation professionals, such as physiatrists, rehabilitation nurses, occupational therapists, recreational therapists, speech and language therapists, clinical social workers, psychologists, dietitians, prosthetists, orthotists, and others. Physical rehabilitation services remain severely understaffed - there are not enough rehabilitation professionals equipped with the evidence-based knowledge and skills to handle complex polytrauma cases or who have the ability to navigate the demands of these new emergency situations due to war. Evidence-based continuing education courses that meet international standards are limited with insufficient opportunities to practice clinical skills.

Education standards for physical, occupational, and speech therapists and physical rehabilitation medicine (PRM) physicians are not standardized across educational institutions, and there is no national or professional accreditation process for these academic programs. Additionally, rehabilitation professional certification competencies are not established for Ukraine, and there is no standardized testing or licensing system. Ukrainian Catholic University has the only master's degree program for physical and occupational therapists, but because it is structured as a combined program of physical therapy (PT) and occupational therapy (OT), future international accreditation is unlikely. There is no internationally-recognized training program in Ukraine for prosthetists and orthotists (P&O), although a cadre of P&O providers have benefitted from short courses and on-the-job training programs, primarily funded by donors.

³ E-mail communication of September 29, 2023 from Vasyl Strilka, General Director, Directorate on Highly Technological Health Care and Innovations, MOH and Situation assessment of rehabilitation in Ukraine. Copenhagen: WHO Regional Office for Europe; 2021, p 32 and p 34.

Many people in Ukraine rely on AT, such as mobility aids, wheelchairs, and self-care products, in order to optimize functioning and engage in everyday activities. It has been reported that many of these essential products may have been damaged or left behind during widespread population evacuations/displacement, starting in February 2022, further increasing the overall need that existed before the war. Currently, the MOSP, through its Fund of Social Protection for People with Disabilities, processes approximately 200,000 requests for AT products annually. However, large gaps in the provision of P&O and AT products and services remain.⁴ Procurement and supply chain challenges remain considerable barriers, with purchasing decisions often defaulting to the lowest cost option due to budget limitations or inadequate training. The GOU requires capacity strengthening to address AT needs forecasting, procurement, and stock management to ensure these products are available, along with the necessary physical rehabilitation services, for those who require them.

To address these needs, Ukraine's public and private sectors are mobilizing resources. The GOU is elaborating plans to expand physical rehabilitation services through investment in public facilities, including through partnership with the World Bank's Health Enhancement and Lifesaving (HEAL) Ukraine project, which, subject to availability of funds, may support both training and provision of equipment and vehicles to PHC and specialized facilities. At the same time, Ukraine's private sector has significant and growing capacity to meet needs related to physical rehabilitation and P&O, including through private, for-profit institutions, as well as non-profit service providers. Non-profit service providers have experienced growth, often with support from humanitarian agencies or private investors and foundations, particularly since Russia's full-scale invasion. To date, there has been limited collaboration or partnership between the public and private sectors, and limited engagement of private providers in providing state-subsidized services under the Program of Medical Guarantees as described in Section 2a below. Some non-profit service providers rely exclusively on donor or private funding, limiting their capacity to provide services. As a result, access to private sector services is potentially limited to those with the ability to pay out of pocket or secure other external financing, leading to uncertainty in terms of sustainability and meeting longer-term needs.

2a. Role of GOU in Rehabilitation Sector

The GOU has undertaken major health care system reforms since 2016, aimed at eliminating corruption and informal payments and making health care services more available and accessible to the population. In 2017, the GOU established the NHSU, which today contracts more than 95 percent of all public health facilities to provide government-covered health services. Before the war, the NHSU covered more than 33 million Ukrainians (79 percent of the population), purchasing health services and medicines under the Program of Medical Guarantees, which the NHSU began implementing in April 2020. The Program of Medical Guarantees currently covers 31 health benefit packages, of which, three are specific to

⁴ Consultation meetings: MOH (5/9/2023); Protez Hub (5/10/2023); National Assembly of People with Disabilities (5/12/2023) and MOSP (5/23/2023)

rehabilitation: 1) medical rehabilitation for children aged 0–3 years, 2) persons with neurological conditions, and 3) persons with musculoskeletal conditions. However, overall, these three packages do not sufficiently respond to the existing needs, let alone the growing rehabilitation needs related to the war. Moreover, funding for AT, after discharge from a hospital, is not included in rehabilitation packages which further delays the optimization of function.

According to the MOH, its role related to rehabilitation includes: organizing and providing physical rehabilitation services; organizing health workforce training; standardizing physical rehabilitation services; licensing and accreditation for health facilities offering physical rehabilitation services; coordinating the activities of regional and municipal executive authorities as they are related to the rehabilitation sector; and introducing innovation to the rehabilitation services.⁵

In addition, the MOH is responsible for funding and oversight of the Medical and Social Expert Commissions (MSECs) for adults and Medical Advisory Commissions for children that specifically work with persons needing rehabilitation. These special entities, including representatives of the MOH, the MOSP and other state entities function at the central, oblast, rayon and city level and report to the MOH. They conduct medical-social assessments of individuals and assign disability status to them after the individuals' functioning limitations are established through various diagnostics, treatment and rehabilitation procedures. There are at least 363 Commissions employing approximately 1,400 doctors.⁶ These Commissions are responsible for developing individual treatment plans, prescribing AT products and issuing disability status certificates. Disability certificates are required in order to seek funding assistance for AT products and obtain assistive devices through the MOSP.⁷ However, the process to acquire the disability certificate is lengthy. Currently, during the ongoing war with Russia, MSECs have been revitalized, in an effort to satisfy the growing needs of civilians with complex injuries who are seeking disability certificates in order to access GOU-funded AT products. Overall, the process can be difficult and cumbersome for individuals and their families.

In 2017, Ukraine began to transition from the MSEC approach of assigning a disability status, to the International Classification of Functioning, Disability and Health (ICF), although the shift is still in progress.⁸ ICF is a framework for describing functioning and disability in relation to a health condition and environmental factors.⁹ The MOH of Ukraine has started the process of adopting ICF in Ukraine by using ICF coding in the current ehealth system, but officially, the transfer to ICF for the entire health system is scheduled to start on January 1, 2025. The WHO advises that the International Classification of Disease (ICD) codes (current iteration is ICD-11), which provide a diagnosis of diseases, disorders and other health conditions, should be utilized

⁵ Situation assessment of rehabilitation in Ukraine. Copenhagen: WHO Regional Office for Europe; 2021, p. 17.

⁶ Situation assessment of rehabilitation in Ukraine. Copenhagen: WHO Regional Office for Europe; 2021, p. 12.

⁷ Situation assessment of rehabilitation in Ukraine. Copenhagen: WHO Regional Office for Europe; 2021, p.52.

⁸ Situation assessment of rehabilitation in Ukraine. Copenhagen: WHO Regional Office for Europe; 2021, p. 44.

⁹ <https://www.who.int/standards/classifications/international-classification-of-functioning-disability-and-health>

together with ICF to enrich the information available on health services users. Even with adoption of ICF by selected health facilities in Ukraine, there is still a lack of information on population-level functioning, rehabilitation workforce data, and outcomes of rehabilitation treatment.

The MOSP is the central executive body that ensures the formation of State policy in protecting the rights of persons with disabilities. The MOSP role in rehabilitation includes, but is not limited to: supporting rehabilitation centers for persons with certified disabilities (including children); early identification/early intervention for children needing rehabilitation and/or social services; and all issues related to AT (procurement, product, policy and provision). The MOSP oversees facilities that manufacture, supply and repair AT products.¹⁰

As of January 2023, the NHSU has contracted 421 health care facilities, of which 37 are private, to provide rehabilitation packages. Among them, 262 provide inpatient services, and 411 offer outpatient services. The State Rehabilitation Program for 2023 has allocated 4.2 billion Ukraine Hryvnia (UAH) or around \$110 million in total: over 2.6 billion UAH (\$66 million) for inpatient care and over UAH 1.5 billion (\$40 million) for outpatient services. By the middle of 2023, the state budget had already financed over 1.5 billion UAH (\$40 million) for rehabilitation services¹¹; however, services are highly specialized and are not available at the PHC or community levels, and are heavily concentrated in urban areas in the western regions of the country and in Kyiv.

The inpatient, free of charge, rehabilitation package covered by the NHSU, for most individuals, includes a maximum of 42 days per year, with three hours per day of rehabilitation services. The outpatient rehabilitation package is a maximum of 28 days per year with one hour per day of therapy. However, on June 16, 2023, due to the increased number of severe injuries resulting from the war, the Cabinet of Ministers increased the in-patient rehabilitation package for individuals with complex conditions such as spinal cord injuries, severe head injuries and amputations to 168 days per year that will also be reimbursed through the NHSU¹².

Consistent with overall health system reforms, the MOH is also working to digitize medical records relating to rehabilitation and AT, based on ICF principles, as mentioned above. In addition, the MOH is utilizing telemedicine to expand access to key rehabilitation services for people in high need and when feasible.

3. Problems to be addressed and Ukraine Rehabilitation Sector Challenges

Although the GOU has accomplished significant health system reforms, the draft 2030 Health Care System Development Strategy emphasizes that the war with Russia has created an

¹⁰ Situation assessment of rehabilitation in Ukraine. Copenhagen: WHO Regional Office for Europe; 2021, p. 18.

¹¹ Ministry of Health of Ukraine website, Press Center tab, July 21, 2023.

¹² From: <https://moz.gov.ua/article/news/zbilsheno-kilkist-seansiv-reabilitacii-jaki-oplachujutsja-z-programi-medichnih-garantij-z-42-do-168-dniv>, the Ministry of Health of Ukraine

increased demand for certain types of care and services that were not common previously. The draft Strategy further states that the development and reconfiguration of systems of rehabilitation and mental health care now require comprehensive resource planning and preparation.

Current challenges facing the Ukraine rehabilitation sector are many and should be viewed for both quick wins and through a systems lens¹³ to address issues with governance, finance, health information, workforce, service delivery and assistive technology for long-term sustainability. Critical issues of the Ukraine rehabilitation sector that must be identified and mitigated by the Implementing Partner are described below.

Insufficient Governance. The rehabilitation system in Ukraine is lacking sufficient governance, which includes absence of a structure to enhance internal coordination among GOU entities and ministries with rehabilitation sector roles (MOH, MOSP). External coordination of international organizations and donors needs to be strengthened to improve alignment with the GOU, to ensure that each donor understands their role, and can respond to the current needs and avoid duplication of efforts. The GOU does not yet have a national rehabilitation strategy. While laws and decrees to support the work in the rehabilitation sector in Ukraine exist at the national level, implementation at regional and municipal levels is not uniform. Quality of care standards for rehabilitation are not yet developed at the national level.

Fragmented Financing. Financing for rehabilitation is fragmented and there is, as yet, no system for consolidating information on rehabilitation spending. While the NHSU has designated funding packages for rehabilitation, these are focused on the number of days and services provided, rather than on rehabilitation outcomes achieved. An optimal funding mechanism would be individualized to match the functional needs of each person. Since financing for AT is not included in the existing rehabilitation packages supported by NHSU, many individuals are discharged from clinics or hospitals without the necessary AT to optimize functioning and facilitate participation in society.

Limited Health Information and Data for Decision Making. While the existing electronic medical records system is beginning to incorporate rehabilitation medical records, and some facilities are starting to use the ICF, there is further progress to be made. Data collection and availability on the number and types of conditions seen and services provided, as well as geographic distribution of rehabilitation service needs, could inform new policies and substantiate the need for services at primary and community levels. In addition, there is limited data on the rehabilitation workforce and no information on outcomes of rehabilitation treatment, or on population-level functioning.

Lack of Rehabilitation Workforce. The pre-service education system for training physical, occupational, and speech therapists, as well as PRM physicians does not utilize a uniform

¹³ The systems' approach to the rehabilitation sector was emphasized by responders to USAID RFI issued in May 2023.

curriculum for each speciality across universities. As noted above, pre-service education does not incorporate evidenced-based treatment or clinical skills, with the exception of Ukrainian Catholic University. No international standard training program exists for P&O providers at Ukraine's higher educational establishments - there are only donor-funded programs for this speciality. In addition, the limited opportunities for advanced education in the rehabilitation professions can be a challenge for the development of rehabilitation researchers, academic leaders, faculty, and clinical instructors, and for advancement within the profession in Ukraine. Finally, there is a lack of rehabilitation professional regulatory standards for licensing, certification, and continuing education.

Overall, there are insufficient numbers of qualified rehabilitation professionals to provide rehabilitation services, partially due to the exodus of staff as a result of the war, as well as the increased need for and complexity of services. The GOU, out of necessity, is focusing on emergency rehabilitation needs resulting from the war, which leaves persons with other types of rehabilitation needs with limited to no access to services and to adequately trained providers.

Inaccessible Services. Rehabilitation services in Ukraine are provided mostly through specialized inpatient units at national and regional levels and have been focused on neurologic rehabilitation. Historically, services and workforce have not been designed or trained to provide multidisciplinary and complex services for injuries and conditions associated with war, such as spinal cord injuries, traumatic brain injuries and amputations. The acute rehabilitation phase of recovery is insufficiently addressed in these units, and there is no system to monitor quality of care or measure outcomes of treatment. As noted above, rehabilitation services are not provided at PHC and community levels which limits access. Additionally, PHC providers are not equipped to identify an individual's rehabilitation needs and refer them for appropriate services. Persons receiving rehabilitation services are not routinely screened for mental health and psychosocial needs, and mental health and psychosocial services are not routinely provided. Additionally, while a formal assessment has never been conducted and thus the numbers not known, anecdotally we know that there are limited rehabilitation services provided in the private sector.

Limited Assistive Technology. As noted above, many people in Ukraine rely on AT, such as mobility aids, wheelchairs, and self-care products, in order to optimize functioning and engage in everyday activities. However, the GOU has not yet addressed the significant gap between inpatient and post-discharge availability of AT. At the same time, through the MOH's new Decrees from May and July 2023 or Orders,¹⁴ they are attempting to equip health facilities and AT cabinets with the necessary rehabilitation equipment and devices and reform the mechanism for obtaining appropriate assistive products for care within hospitals and clinics. This process is only at a nascent stage and is supported by a number of donors (WHO, Swiss Agency for

¹⁴ MOH Order #995 as of 05/31/23, "On Approval of the Equipment Table for In-Patient Departments and other Facilities Providing Rehab Care to adults in acute and post-acute period"; MOH Order #1462 as of 12/16/22, "Selected topics of organization of rehabilitation in the health sector"; MOH Order #1338 as of 7/21/23, "On the Procedure of AT cabinets Functioning".

Development and Cooperation (SDC) and the World Bank (WB)). However, it is unclear at present how the mechanism will be fully operationalized and sustained.

As previously noted, the MOSP funds AT for persons who have received disability status certificates through MSECs. However, after receiving a disability status, there is a significant waiting period for an individual to receive an assistive product, like a wheelchair, that will be funded by the MOSP. For individuals receiving inpatient services, the multi-disciplinary team should ideally prescribe and provide the most appropriate AT prior to discharge. Instead, the MSEC unit provides a recommendation on AT to the MOSP that may not be sufficiently individualized to the user. This fragmented approach detracts from sustainable rehabilitation and AT services within the health system. Additionally, not all persons that need an assistive product have a registered disability, so they are excluded from funding assistance for AT.

Ukraine has private sector AT supply and manufacturing capacity and staff with limited training to provide fittings, adjustments, and replacements. This sector needs to be explored to determine the most useful inputs to increase locally available AT products and services.

Other issues facing both the MOH and the MOSP, include AT forecasting, procurement, stock management, financing, and delivery. It is unclear to what degree costing and/or feasibility studies have been undertaken to ensure efficiency, effectiveness, and the optimization of resources. Additionally, little information is available on how private providers and non-profit service providers are procuring and providing AT devices.

3a. Participation and Inclusion Issues for Persons with Disabilities

Persons with disabilities in Ukraine face many challenges when seeking to participate and be included in society. Issues such as stigma and discrimination, institutionalization, lack of access to information, and poor or inaccessible infrastructure, transport and communication channels underlie this challenge. The war itself has brought on additional challenges for persons with disabilities, especially in evacuating and migrating to safer regions or another country, loss or damage of assistive products, and decreased access to health services, including rehabilitation services. Lastly, persons with disabilities historically had greater difficulty accessing education and economic opportunities and the war has exacerbated this situation.

Overall, access to rehabilitation and AT services for persons with disabilities has been negatively impacted, as services are being prioritized for persons injured due to the conflict. This lack of access can have a long-term impact on functioning, further decreasing a person's ability to participate in society and live independently. In their response to the USAID/Ukraine Request for Information issued on May 17, 2023, the International Organization for Migration also noted that social inclusion approaches constitute a large gap in the rehabilitation process and need to be mainstreamed.

Disabled persons organizations (DPOs) promote the rights of persons with disabilities and provide social support to people that may be marginalized. Persons with disabilities report that DPOs do not have organizational or advocacy capacity to significantly influence decision-makers or engage with government bodies. Additionally, it is reported that DPOs often have unique priorities and messages which, in turn, weaken the overall voice and messages. The National Assembly of Persons with Disabilities (NAPD) is an umbrella DPO that is strongly advocating for greater engagement with persons with disabilities. The NAPD is working to strengthen advocacy and organizational capacity and lobbying for greater recognition of the rights of persons with disabilities. The MOSP, in an effort to elevate the voices of persons with disabilities, provides the Social Protection Fund's competitive grants of up to \$13,000 for DPOs and organizations supporting persons with disabilities.

4. USAID Involvement in Physical Rehabilitation Sector Support

USAID has been supporting the physical rehabilitation sector in Ukraine since 2015, starting with the Training, Economic Empowerment, Assistive Technology and Medical Rehabilitation (TEAM) project. Utilizing \$3 million from the Leahy War Victims Fund, the centrally-funded TEAM project provided support to five neurologic rehabilitation departments through specialized training of rehabilitation health professionals delivered by international experts, and increased access to AT, such as wheelchairs.

From 2019 through 2024, the Strengthening Rehabilitation Services in Health Systems (SRSHS), with approximately \$8 million in funding, has been working to professionalize the physical therapy profession, contribute to development of policies, regulations and standards at the national level, and help operationalize these standards within hospital settings. Since the beginning of the war, SRSHS has adapted its focus to respond to the needs of the war and has been building the capacity of physical and occupational therapists on how to work with patients having acute burns and amputations. In addition, SRSHS is establishing eight AT cabinets¹⁵ in regional health facilities to increase patients' access to critical AT products. SRSHS is also supporting the establishment of a Spinal Cord Injury Department at the Lviv Territorial Multidisciplinary Hospital, building the capacity of academic staff and clinical supervisors to implement a clinical placement program for Master's-level physical therapy (PT) and occupational therapy (OT) students based on national regulatory documents and international guidelines, and increasing the capacity of P&O providers. SRSHS is also currently collaborating with a USAID/Bureau for Humanitarian Assistance-funded rehabilitation activity that is supporting 24 PHC facilities near the frontlines of the war.

In addition, USAID/Washington funds the WHO to strengthen MOH rehabilitation leadership and governance, as well as coordination and planning with other partners and stakeholders. However, subsequent support is needed in this regard.

¹⁵ AT cabinet - is a structural unit within a health facility or rehabilitation department where selection, fitting and production of AT products is conducted, along with the training on how to use them.

5. Program Approach

The Rehab4U Activity's underlying development hypothesis is that IF Ukraine meets the growing needs of the Ukrainian population for rehabilitation services from different levels of the health system, and IF rehabilitation services, including AT, are centered on people, THEN individuals will be able to optimize their functioning and accelerate their integration into their communities, live independently and contribute to the economic growth of the country.

This Activity will operate in a highly dynamic, unpredictable environment during the ongoing war that will require flexibility in both program planning and implementation. The Activity will need to address urgent, short-term needs, as well as long-range systems strengthening efforts. Challenges and uncertainties include: lack of mobility and displacement of populations due to the ongoing war; uncertain state budget financing of rehabilitation services; the current focus of the MOH on emergency rehabilitation rather than on a systemic approach that could further change due to altering conditions; lack of internal and external coordination in the rehabilitation sector, and the ongoing health care reform, including rehabilitation sector reform. While targeting and tailoring interventions to achieve the objectives is critically important, the Activity should nevertheless be flexible enough to adapt to changing circumstances and varying priorities. Comprehensive contingency planning and flexibility to adjust annual work plans will help ensure an ability to respond as needed, and in a timely manner.

The Activity will be implemented at both national and sub-national (oblast, rayon, and community) levels, with an anticipated greater focus at the subnational level. Some interventions will have an impact on the national level including overall governance and coordination of the rehabilitation sector, developing national standards of care and guidelines, and ensuring sustainable financing of the sector. Other expected results will focus primarily on regional and community levels, especially as these are related to improving services for persons in the most vulnerable situations, such as internally displaced persons (IDPs), persons with disabilities, the elderly, veterans,¹⁶ children and youth, and civilian victims of war. Models that are piloted will be evaluated for results and potential for scalability.

The Implementing Partner will collaborate with USAID, the MOH, the MOSP, the Social Protection Fund of the MOSP, and the NHSU to determine the geographic targeting throughout the life of the Activity. The GOU's evolving priorities and needs related to implementation of rehabilitation reform and provision of rehabilitation services, availability of state funding, and the willingness of regions to cooperate and support changes in the rehabilitation sector would be considered as the major criteria for selection of regions and communities.

¹⁶ Please note that USAID is not able to work directly with the Ministry of Defense. Veterans are defined as those fully discharged from military service, who are receiving services from public health facilities.

To strengthen the national and regional leadership, the governance and capacity in the rehabilitation sector, as well as the quality of rehabilitation services, the Activity will facilitate engagement with a diverse array of partners in the regions such as public and private health facilities, new and emerging local non-governmental organizations (NGOs), the National Assembly of People with Disabilities, WHO, and universities. As an integral component of promoting inclusion and participation of persons with disabilities, the Activity is expected to strengthen the capacity and engagement of DPOs and local civil society organizations (CSOs), including through provision of sub-grants that result in increased capacity of partners to support persons with disabilities in Ukraine.

The Activity will also collaborate with local and international private sector companies, ensuring these companies have an opportunity to provide expertise and resources related to their core business in the rehabilitation sector. Examples of collaboration with the private sector could include, but are not limited to: negotiating discounts for assistive products such as prostheses and orthotics; providing financial support for information campaigns regarding availability of rehabilitation services and AT; and supporting relevant training and capacity building of rehabilitation professionals. Additional potential avenues for collaboration include direct investment from international companies and engagement with other USAID projects that support the increase of manufacturing within Ukraine, that could target companies that produce AT, prostheses and orthotics.

6. Activity's Goal, Objectives and Expected Results

The Goal of the Rehab4U Activity is to create sustainable and fully integrated rehabilitation services within the health system, that enable people to optimize their function, fully integrate in society and participate in the economic recovery and growth of the country. The target audience will include the general population of Ukraine with rehabilitation needs, persons with disabilities, injured civilians (adults and children), victims of Russian captivity, veterans,¹⁷ the rehabilitation workforce, training institutions for rehabilitation specialists, national and regional GOU entities, and DPOs.

To achieve this goal, this physical rehabilitation Activity will have the following three objectives:

Objective 1: Strengthen national, regional and local leadership, management and governance capacity related to the physical rehabilitation sector;

Objective 2: Increase access to and availability of affordable, quality sustainable physical rehabilitation services, inclusive of assistive technology; and

¹⁷ Please note that USAID is not able to work directly with the Ministry of Defense. Veterans are defined as those fully discharged from military service, who are receiving services from public health facilities.

Objective 3: Promote inclusion and participation of persons with disabilities and civilian victims of war within their families, communities and in economic recovery of the country.

Under **Objective 1 "Strengthen national, regional and local leadership, management and governance capacity related to the physical rehabilitation sector,"** the Activity will collaborate with the MOH, the MOSP, the Office of the President and WHO to improve interministerial coordination for the implementation of existing rehabilitation sector policies and laws, and potentially develop new policies, strategies, regulations and legislative acts as needed. In addition, the Activity will focus on strengthening the capacity of relevant ministries and oblast authorities to lead, manage and advance the rehabilitation sector, including financing for rehabilitation and AT services and products. The Activity will also contribute to improving coordination among all stakeholders involved in the emergency response to rehabilitation sector needs, as well as to a longer term sustainable rehabilitation system collaboration.

The expected results could include, but are not limited to:

- National multisectoral physical rehabilitation strategy finalized with WHO and implementation initiated
- Interministerial coordination structure established and functioning
- Backlog of persons awaiting disability certification reduced
- Increased capacity of the national and regional leadership to manage and advance rehabilitation services
- Standards of quality and national guidelines based on patient outcomes developed
- New regulations governing rehabilitation services outside health facilities available
- Costing of rehabilitation, AT and associated services completed for consideration in the NHSU finance packages
- Local authorities contribute financial resources for rehabilitation services
- Regional physical rehabilitation action plans developed and implemented.

Under **Objective 2 "Increase access to and availability of affordable, quality and sustainable physical rehabilitation services, inclusive of assistive technology"** the Activity will promote rehabilitation workforce development to contribute to economic recovery and growth of the country and will also invest in preparing a new generation of the rehabilitation workforce. It will work in partnership with relevant rehabilitation and health facilities, universities and training institutions, relevant line Ministries, and professional associations, as appropriate, to train a new generation of rehabilitation professionals and increase access to and availability of affordable, accessible, quality and sustainable physical rehabilitation services across the health system, including the PHC level. Affordable and accessible rehabilitation services' and AT technologies' availability close to where people live is the Universal Health Coverage principle that needs to be practically implemented in Ukraine at the national, regional, and local levels. The Activity will also create greater linkages to evidence-based, multidisciplinary rehabilitation services for the population, in accordance with international standards and will strengthen skills of physical

rehabilitation professionals including P&O providers. Additionally, this Activity will address barriers to the availability of rehabilitation services by developing and piloting a PHC-level model of services, including obtaining appropriate and affordable AT, and will encourage local governments to invest more resources in rehabilitation, including at PHC level.

The expected results could include, but are not limited to:

- PHC model of care developed and piloted in selected regions
- Task-shifting models implemented where feasible
- Number of physical rehabilitation personnel demonstrating improved knowledge and clinical skills in accordance with international standards increased
- Relevant rehabilitation protocols and standard operating procedures developed in accordance with Ukrainian legislation
- Physical rehabilitation recipients demonstrate improved functioning
- Functioning referral pathway developed and utilized
- Adults and children that receive person-centered physical rehabilitation services demonstrate satisfaction with the services
- Standard physical rehabilitation curricula are developed and implemented at selected educational institutions at undergraduate and postgraduate levels
- P&O education is aligned with international standards
- Professional associations are created and strengthened
- Functioning integrated AT services, from procurement to provision, meet international standards
- Number of facilities with accessible physical rehabilitation services function in accordance with international standards.

Under **Objective 3: “Promote inclusion and participation of persons with disabilities and civilian victims of war within their families, communities and in economic recovery of the country”**, the Activity will collaborate with the Ministries of Health and Social Policy to strengthen the understanding of physical rehabilitation services among the population to decrease stigmatization; provide opportunities for greater inclusion and participation of all citizens, including people with disabilities, to fully integrate in society, and contribute to economic recovery; and increase access to rehabilitation services at various levels within the health system along with improved accessibility. Activities should also strengthen capacity and increase the visibility of the National Assembly of People with Disabilities, DPOs and other NGOs and CSOs that support persons with disabilities.

The expected results could include, but are not limited to:

- Persons with disabilities participate in the national and local policy making process
- Persons with disabilities participate in economic recovery of the country
- Capacity of Local NGOs/CSOs/DPOs working in rehabilitation sector strengthened

- Communities are able to access and are satisfied with rehabilitation services and resources
- Local communities demonstrate reduced stigma towards persons with disabilities.

7. Alignment with U.S. Government (USG) Strategies

The Rehab4U Activity is aligned with the following three USG strategies.

1. *The USAID/Ukraine Mission Country Development Cooperation Strategy (CDCS)*. The [CDCS link](#) is here. The new Rehab4U Activity is aligned with the USAID/Ukraine Mission Country Development Cooperation Strategy's Development Objective 2: Impact of Russia's aggression mitigated and Intermediate Result 2.1: Conditions improved for reintegration. The Activity will help strengthen the provision of rehabilitation care that is essential for Ukrainians who have been injured or experienced an illness that affects their ability to live independently, work, or engage in their communities. Successful rehabilitation outcomes will improve social cohesion, contribute to economic recovery, reduce isolation of individuals, improve their mental health and demonstrate the care that the Government of Ukraine is providing its citizens.
2. *U.S. Department of State Europe, Eurasia and Central Asia (EUR/ACE) Ukraine Assistance Strategy*.¹⁸ The Rehab4U Activity is expected to be aligned with and incorporate the principles of the EUR/ACE Strategy once published.
3. *US Embassy/ Ukraine Integrated Country Strategy (ICS)*. [ICS link](#) The Ukraine ICS emphasizes implementing international best practices while rebuilding social and health services (Objective 2.3).

8. Linkage to GOU Plans and Strategies and Leveraging Other Resources

8.a. Linkage to GOU Plans and Strategies

The Rehab4U Activity is aligned with the 2022-2032 Ukrainian Health Care System Post-War Recovery Plan's Priority 4: Strengthening health care services to meet specific war-related needs of the population, including IDPs and veterans. Priority 4 specifically notes the need to develop rehabilitation services and to improve the benefit packages of the Program of Medical Guarantees to address the needs of war veterans and survivors of the hostilities.

Ukraine's National Recovery Plan of July 2022 lists 15 priority programs. Program 13: Upgrade Health Care System, states the intention to advance universal health coverage and financing reform, develop an efficient health care network, establish digital health, and conduct targeted intervention campaigns.

¹⁸ The Eur/ACE Ukraine Assistance Strategy is not yet available as a public document.

A draft 2030 Health Care System Development Strategy has recently been submitted to the Cabinet of Ministers for review and approval, having received extensive comment from stakeholders.

8.b. Leveraging Other Resources

The Rehab4U Activity will cooperate with and enhance efforts of other internationally-funded rehabilitation projects, including those of the World Bank, the Swiss Agency for Development and Cooperation, the Estonian Development Cooperation, and UKMed, as well as a new activity funded by the European Union which is yet to be defined.

The World Bank's HEAL project, with estimated financing of \$500 million, has four components including: 1) addressing new and urgent health needs for mental health and rehabilitation; 2) further improving and strengthening PHC; 3) modernizing and increasing efficiency of hospital care; and 4) supporting capacity building, digitalization and innovation. The first two components are relevant to USAID's new physical rehabilitation Activity. The first component, pertaining to mental health and rehabilitation, will provide funding for inputs such as the development of clinical protocols, training, equipment, and deployment of facility-based services and mobile teams, using performance-based conditions (PBCs) to ensure delivery of quality services to people. The second component will strengthen PHC using PBCs to increase access to PHC care and reimbursable medicines and will also provide equipment and needed renovations of facilities.¹⁹

The Swiss Agency for Development and Cooperation (SDC) is currently funding a War Trauma Rehabilitation Project which is implemented through a charitable foundation, "Patients of Ukraine" in partnership with the School of Rehabilitation Medicine of the Ukrainian Catholic University and select health care centers. The components are: procurement of rehabilitation equipment; provision of in-service training that includes nurses, and development of some on-line courses; technical assistance in partnership with WHO for the GOU to add a rehabilitation module to the e-Health records system and include ICF coding; and policy work. The Agency is working with the GOU to develop a rehabilitation pathway from regional level to home-based care.²⁰

The Estonian Development Cooperation, in collaboration with the Ukrainian charity fund BGV, launched a joint program for free prosthetics and rehabilitation for Ukrainians who have lost limbs during the war. The production, fitting, and rehabilitation take place at the East Talinn Central Hospital. The Agency is also training physicians in the rehabilitation of war-wounded patients.²¹

¹⁹ The World Bank Health Enhancement and Lifesaving (HEAL) Ukraine Project, Project Information Document, 2022.

²⁰ Consultation meeting with SDC, 5/9/2023

²¹ Embassy of Estonia Kyiv website, posting as of 04/08/23

UK-Med is a frontline medical aid charity that deploys emergency medical teams to disaster zones. In Ukraine, UK-Med has deployed over 200 doctors, nurses, surgeons and paramedics to provide life-saving medical aid. UK-Med has set up a surgical field hospital staffed by UK National Health System surgeons specializing in treating war wounds and in limb reconstruction. The charity has also provided teams of surgeons to work alongside Ukrainian medics in hospitals across eastern Ukraine.²²

9. Mandatory Cross-Cutting Considerations

9a. Gender Analysis

Globally, gender equality allows for women, men, girls, and boys to equally contribute to and enjoy the services, opportunities and resources available, thus enhancing quality of life. Social inclusion aims to eliminate inequality and exclusion of marginalized populations in the pursuit of improved participation and decision-making, increased opportunities, and access to resources for all members of society. The intersectionality of multiple social characteristics (including but not limited to gender, race, class, disability, immigration status, level of education, religion, ethnicity) can increase inequality and vulnerability due to marginalization. The interplay of many of these characteristics can exist simultaneously in an individual, and contribute to the exclusion of such groups as women, older persons, children, persons with disabilities, and internally displaced persons from various services and social protections, thus leading to poor health outcomes. Therefore, the Rehab4U Activity will endeavor to ensure that rehabilitation policies, services, and community support approaches are designed and implemented in an inclusive manner with participation from marginalized population groups, particularly persons living with disabilities, including women and men.

On March 8, 2021, President Biden signed an Executive Order that established the White House Gender Policy Council, ensuring that all USG policies rest on a foundation of dignity and equity for women and girls, in all their diversity. This Executive Order called for development of a government-wide strategy for advancing gender equity and equality, which would reflect increased access to comprehensive health care, address health disparities, and promote sexual and reproductive health and rights as one of the priorities.

As a result, USAID launched its updated [2023 Gender Equality and Women's Empowerment Policy](#) that has four major objectives: 1) reduce gender disparities in who accesses, controls and benefits from resources; 2) strive to eliminate gender-based violence and mitigate its harmful effects; 3) increase women's and girls' agency to exercise their rights; and 4) advance structural changes and equitable gender norms. USAID will work closely with other USG agencies and stakeholders to implement the Gender Equality and Women's Empowerment Policy. In addition, USAID requires that all activities USAID supports fully address gender considerations, ensuring

²² Response to USAID RFI.

that both men and women benefit from USAID support and that gender awareness is a built-in component of project activities.

[The 2023 USAID/Ukraine Gender Equality and Social Inclusion \(GESI\) Analysis](#) takes into account the impact that the war with Russia is having on the population in Ukraine, in particular, on marginalized population groups. The GESI Analysis provides an overarching recommendation for all USAID/Ukraine technical offices to conduct ongoing monitoring, learning, and research on how displacement, interrupted or limited services, the increased burden of care, and widespread psychological trauma affect the ability of women and other marginalized groups to participate in the economy and influence decision-making.

While the 2023 USAID/Ukraine GESI Analysis did not have any specific recommendation regarding persons with disabilities, its major recommendation on the health sector included persons with disabilities and read as follows: “The health system in Ukraine needs to be strengthened in regard to its ability to address the needs of women and marginalized groups. This will require specific strategies to address gender gaps in the health workforce, capacity to address mental health issues for men, women, and non-binary Ukrainians, and efforts to ensure reconstructed health facilities and services are accessible to persons with disabilities. It will also require targeted assistance and capacity building to the Ministry of Health to use evidence and data to inform gender- and inclusion-responsive policies, programs, and budgets.”

The GESI Analysis further recommended that implementing partners conduct rapid analyses to understand how different population groups have been impacted differently by the disruption of medical services. The GESI Analysis also advised that any study be conducted in cooperation with local organizations that work specifically with (or are led by) marginalized groups so that the barriers and enablers affecting access to required services and assistance are understood.

Taking into account that the health infrastructure was physically inaccessible to persons with disabilities or those with limited mobility even before the war, USAID and its implementing partners need to address these challenges by working together with the GOU to ensure all reconstruction activities of health infrastructure meet minimum requirements of accessibility for those with disabilities. If implemented by the GOU, this recommendation could more sustainably improve integration and participation of persons with disabilities.

The Implementing Partner must review the Analysis findings and conclusions and use its recommendations in Activity implementation as applicable. The further analysis provided below is an addition to the 2023 report.

Before the war, the GOU made gender equality one of its high priorities, elevating it to the level of the Vice-Prime-Minister. The position of the Government Commissioner for Gender Policy in Ukraine was established, and a few Ministries, including the Ministry of Health, have been investing efforts in ensuring equality of rights between women and men. Ukraine collects data disaggregated by sex, and collects an additional 226 indicators from the List of Indicators for

Monitoring Gender Equality which was approved by the Government in 2020. At the same time, in light of the war, it is not clear how the GOU Gender Policy is actively and effectively being implemented.

What is clear today in Ukraine is that gender equality and social inclusion remain serious challenges in many sectors, including the health sector, especially as related to access to health services. At the local level, there is a lack of gender-based planning and budgeting. Ukraine ranks 66th out of 146 countries in the World Economic Forum Global Gender Gap Report published in 2023. Within the Report's sub-indices, Ukraine ranked 55th in terms of Economic Participation and Opportunity; 56th in Educational Attainment; 45th in Health and Survival; and 87th in Political Empowerment.

The Minister of Health, Victor Liashko recently outlined the Ministry's major public health system priorities for 2023 that included among other priorities, rehabilitation services, mental health, emergency care and special attention to war-related and post-war medical needs. To support the new Minister in these public health initiatives, the new Rehab4U Activity will help to ensure equality and equity in access to, and availability of, rehabilitation health services for all. By championing the principles of gender equality and social inclusion in rehabilitation, the Rehab4U Activity will promote equal opportunities for all, and support the holistic well-being of every individual, irrespective of their background or identity.

The Rehab4U Activity does not envision a stand-alone gender component. Rather, it will focus on the integration of gender considerations as a component of rehabilitation services, including those of the 2023 USAID/Ukraine GESI Analysis. The Rehab4U Activity will work to ensure that all persons are able to successfully access and utilize strengthened rehabilitation services and are treated without discrimination; resources are fairly distributed considering the different needs of marginalized groups; and gender equality is an integral part of all project activities. The Implementing Partner will acquire local gender expertise in the Activity implementation as appropriate and, to the extent possible, will:

- include women, men, girls, boys, and persons with disabilities in all aspects of the Activity such as rehabilitation services and provision of AT training, webinars, and communication activities;
- build awareness among Activity stakeholders and program participants that ongoing gender analyses are a vital component of strengthening rehabilitation services;
- engage local Ukrainian expert(s) as advisors on integrating gender equality and women's empowerment components in Activity implementation;
- design activities to reduce and eliminate, if possible, gender-related barriers in access to healthcare, particularly rehabilitation services;

- develop gender-sensitive performance indicators for measuring the success of the Activity and include them in the Monitoring, Evaluation and Learning Plan (MELP);
- disaggregate program performance indicator data by sex as appropriate and feasible;
- produce gender-sensitive communication messages about the benefits of healthy lifestyles and health-seeking behavior, particularly rehabilitation services, as appropriate;
- show in the Implementation Plan how gender issues will be addressed and how results will be determined taking gender into account;
- develop partnerships with CSOs formed by women's and gender advocates, as well as persons with disabilities; and
- work with the program counterparts, stakeholders, and beneficiaries to increase equal opportunities for women and men with disabilities to be included in decision-making on healthcare policies, services, and community support efforts.

USAID will monitor the implementation of the gender requirements. The Implementing Partner should review [ADS Chapter 205](#), Integrating Gender Equality and Female Empowerment in USAID's Program Cycle, for more information about USAID requirements to address gender equality.

9b. Inclusive Development

The inclusion of persons with disabilities, IDPs, veterans,²³ youth, older persons, minorities, gender and sexual minorities (such as lesbian, gay, bisexual, transgender, or intersex persons), and other marginalized groups remain a challenge for Ukraine's democratic development, governance, and health reforms. Whereas legal protections do exist, implementation remains ad hoc or ineffective at protecting the rights of the most marginalized. Harmful stereotypes, discrimination, stigma, and sometimes violence impact Ukraine's marginalized groups and prevent them from accessing the same services as other Ukrainians.

The Implementing Partner should propose interventions and approaches that apply both USAID policies²⁴ and visions to persons with disabilities as well as international best practices on inclusive development, towards achieving the stated Activity objectives.

The Implementing Partner should conduct the Activity in accordance with the principle "nothing for us without us" and meaningfully engage with DPOs throughout the project life cycle to

²³ Please note that USAID is not able to work directly with the Ministry of Defense. Veterans are defined as those fully discharged from military service, who are receiving services from public health facilities.

²⁴ USAID is in the process of updating the USAID Disability Policy.

ensure that project design, implementation, and monitoring and evaluation are undertaken with persons with disabilities.

While developing the project's communication strategy, the Implementing Partner should maintain compliance with the accessibility requirements of Section 508 of the Rehabilitation Act including accessibility of communications products such as social media, posts, videos, factsheets, and reports.

Additionally, the Implementing Partner should demonstrate understanding of and attention to issues affecting the inclusion of persons affected by the current war in Ukraine, specifically those who were injured during the war. Inclusion of all marginalized groups should be refined and applied by the Implementing Partner, in consultation with the USAID Agreement Officer's Representative (AOR), throughout the life of the program.

USAID will monitor the implementation of inclusive development. For more information about USAID guidelines to incorporate an inclusive development lens, see "Additional Help for ADS 201: Suggested Approaches for Integrating Inclusive Development Across the Program Cycle in Mission Operations."

9c. Localization and Resilience

This Activity will be implemented with active participation of local organizations such as the National Assembly of People with Disabilities and their affiliates in the regions, as well as with involvement of civil society actors and DPOs. The Activity aims to continue building the capacity of the National Assembly of People with Disabilities, as well as strengthening the capacity of DPOs so that they are empowered to be the voices of persons with disabilities after USAID funding expires, as well as to advocate for their needs with the GOU. In addition, the Activity will seek to invite local actors (CSOs and local communities) to implement the Activity or its elements, together with the Implementing Partner, to ensure that communities will ultimately address the needs of persons with disabilities and ensure relevant finance, provided the national-level funding is not sufficient to support rehabilitation and other needs of persons with disabilities.

The Activity is focused on developing such interventions or approaches that would contribute to the establishment of a resilient rehabilitation system in the long term. Specifically, the expected piloting and introduction of basic rehabilitation services at the PHC level is one such systemic and resilient approach. Additionally, strengthening rehabilitation professionals' associations in line with their international counterparts such as World Physiotherapy and the International Society of Prosthetists and Orthotists is another intervention leading to resilience. The Implementing Partner will be expected to consider any implementation approaches and interventions that would ultimately strengthen rehabilitation services in Ukraine.

9d. Conflict Sensitivity

USAID requires partners to account for conflict dynamics in all activities, and to demonstrate in their applications how they will do so throughout the implementation of the Activity. Conflict sensitivity refers to the discipline and capacity of an organization to:

- understand the conflict context in which programs are being implemented;
- understand how the conflict context might affect programs and how programs might affect the conflict context;
- act on this understanding to minimize risk of negative impacts on programs (i.e., staff, beneficiaries, communities, results) and the conflict dynamics; and
- identify options for positively impacting the conflict context.

9e. Do No Harm

The project must implement measures to minimize risks of harm, including risks:

- to implementers, participants, beneficiaries or their communities;
- to women and girls;
- of exacerbating consequences of the current war or creating new conflicts; and
- that resources or skills provided might be misused, create grievances among non-recipients, or cause key actors to react in harmful ways of working at cross-purposes with USAID programs.

9f. Sustainability

Sustainability is a core part of USAID's development policy and programming, and USAID's global and country-level strategies recognize the critical importance of emphasizing sustainability in development cooperation. For the purpose of this Activity, sustainability will be achieved through a focus on building national, regional and local capacity to manage and implement rehabilitation services and ensure they have relevant and adequate funding. In addition, empowerment and involvement of persons with disabilities in the rehabilitation decision-making process, either directly or through CSOs, will be essential to hear the needs of persons with disabilities and ensure their active participation in society. Finally, CSOs and DPOs need to be significantly strengthened to be able to advocate for the rights of persons with disabilities after USAID funding expires. The Rehab4U Activity will ensure that sustainability considerations are built-in to the technical approach and Activity implementation.

9g. Private Sector Engagement

Private Sector Engagement is a strategic approach to international development through which USAID consults, strategizes, aligns, collaborates, and implements with the private sector for greater scale, sustainability, and effectiveness of development or humanitarian outcomes. The

USAID Private Sector Engagement (PSE) Policy makes a commitment to engage the private sector across all sectors, and to harness our resources to open markets and other opportunities for U.S. businesses. The Rehab4U Activity will identify synergies and collaborate with local and international private sector companies, ensuring these companies have an opportunity to provide expertise and resources related to their core business in the rehabilitation sector. The Activity will cultivate opportunities for potential in engaging the private sector and encouraging the private sector to invest in the health sector.

10. Management

The Activity will be managed by an AOR located in the Office of Health of USAID/Ukraine with the support from an alternate AOR. The overall Activity management will be flexible and will be based not only on the three Activity Objectives and annual work plans, but also on the changing needs and priorities of the MOH and the MOSP. These priorities could change periodically due to the ongoing war and the current weak capacities of the GOU in managing the rehabilitation sector, uncertainties related to the state budget financing for rehabilitation sector and social programs of persons with disabilities, and availability of funds from USAID. The Implementing Partner is expected to demonstrate adaptability in responding to the changing MOH priorities and AOR guidance and reflect relevant Activity implementation changes in the project's annual work plans.

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SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one (1) Cooperative Agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide no more than \$40,000,000 in total USAID funding over a five (5) year period.

2. Expected Performance Indicators, Targets, Baseline Data, and Data Collection

The primary goal of the Rehab4U Activity is to create sustainable quality physical rehabilitation services within the health system across all levels of care, including the primary health care (PHC) level, by addressing both urgent, short-term gaps and long-term systems requirements. The target audience will include the general population of Ukraine with rehabilitation needs, persons with disabilities, injured civilians (adults and children), civilian victims of Russian captivity, veterans,²⁵ the rehabilitation workforce, training institutions for rehabilitation specialists, national and regional GOU entities, and Disabled Persons Organizations (DPOs).

This Activity has three main objectives:

Objective 1: Strengthen national, regional and local leadership, management and governance capacity related to the physical rehabilitation sector

Objective 2: Increase access to and availability of affordable, quality sustainable physical rehabilitation services, inclusive of assistive technology

Objective 3: Promote inclusion and participation of persons with disabilities and civilian victims of war within their families, communities and in economic recovery of the country

Expected Activity Level Results by Objective

Objective 1 Results

- National multisectoral physical rehabilitation strategy finalized with WHO and implementation initiated
- Interministerial coordination structure is established and functioning
- Backlog of persons awaiting disability certification reduced
- Increased capacity of the national and regional leadership to manage and advance rehabilitation services
- Standards of quality and national guidelines based on patient outcomes developed

²⁵ Please note that USAID is not able to work directly with the Ministry of Defense. Veterans are defined as those fully discharged from military service, who are receiving services from public health facilities.

- New regulations governing rehabilitation services outside health facilities are available
- Costing of rehabilitation, AT and associated services completed for consideration in the NHSU finance packages
- Local authorities demonstrate interest in rehabilitation services and ensure relevant finance
- Regional physical rehabilitation action plans developed and implemented

Objective 2 Results

- PHC model of care is developed and piloted in selected regions
- Task-shifting models are implemented where feasible
- Number of physical rehabilitation personnel demonstrating improved knowledge and clinical skills in accordance with international standards increased
- Relevant rehabilitation protocols and standard operating procedures developed in accordance with Ukrainian legislation
- Physical rehabilitation recipients demonstrate improved functioning
- Functioning referral pathway developed and utilized
- Adults and children that receive person-centered physical rehabilitation services demonstrate satisfaction with the services
- Standard physical rehabilitation curricula are developed and implemented at selected educational institutions at undergraduate and postgraduate levels
- P&O education is aligned with international standards
- Professional associations are created and strengthened
- Functioning integrated AT services, from procurement to provision, meet international standards
- Number of facilities with accessible physical rehabilitation services function in accordance with international standards.

Objective 3 Results

- Persons with disabilities participate in the national and local policy making process
- Persons with disabilities participate in economic recovery of the country
- Capacity of Local NGOs/CSOs/DPOs working in rehabilitation sector strengthened
- Communities are able to access and are satisfied with rehabilitation services and resources
- Local communities demonstrate reduced stigma towards persons with disabilities.

Applicants will be expected to describe, within the confines of the phased evaluation set forth in Section D, a set of results-oriented interventions in furtherance of the above-described objectives.

3. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is five (5) years. The estimated start date will be July 1, 2024.

4. Substantial Involvement

Consistent with 2 CFR 200.24 and USAID Automated Directive System (ADS) Series 300, Chapter 303, Section 303.3.11 Cooperative Agreements and Substantial Involvement, USAID/Ukraine has determined that this activity will require substantial involvement between USAID/Ukraine and the recipient.

The Agreement Officer (AO) will designate an Agreement Officer's Representative (AOR) to assist in the programmatic monitoring and administration of this Cooperative Agreement. The AO may delegate the approval of certain items listed below to the AOR, except that authority to change the program description, period of performance, approved budget and key personnel unequivocally require AO approval.

The anticipated areas of USAID's substantial involvement during performance of this activity are:

- A. **Approval of the Recipient's Annual Implementation Plan.** The annual implementation plans, and subsequent revisions, are subject to approval by the AOR prior to implementing substantive work for each year of the Agreement.
- B. **Approval of Specified Key Personnel and Any Changes.** The positions indicated below have been designated as key to the successful implementation of the activity objectives of this Agreement. Prior to replacing key personnel, the Recipient shall immediately notify both the Agreement Officer and AOR reasonably in advance and shall submit written justification, including proposed substitutions, in sufficient detail to permit evaluation of the impact on the Activity. No replacement of these specified key personnel shall be made by the Recipient without consent of the Agreement Officer.
 - 1. Chief of Party
 - 2. Physical Rehabilitation Technical Director
 - 3. Senior Advisor on Monitoring & Evaluation and Strategic Information
 - 4. Director of Finance and Grants Management
- C. **Agency and Recipient Collaboration or Joint Participation.** When the Recipient's successful accomplishment of activity objectives would benefit from USAID's technical knowledge, USAID may specify the collaboration or joint participation of USAID and the Recipient in the program. When these conditions are met, USAID may specify appropriate levels of substantial involvement, which include, but are not limited to, the following:

1. *Approval of Sub-Awards* – The sub-award, transfer, or contracting out of any work under an award requires the Recipient to obtain AOR concurrence and the AO's prior approval under 2 CFR 200.308, unless the approval is delegated to the AOR in the AOR Designation Letter.
2. *Approval of Monitoring Evaluation and Learning Plan (MELP)* – USAID will review and approve the Recipient's MELP for realistic and appropriate performance indicators and learning and adapting planning, periodic evaluation of activities, and all subsequent changes to the MELP.
3. *Direction or redirection because of interrelationships with other U.S. Government Activities.* USAID may provide directions to the Recipient to help achieve results through coordination with other activities sponsored by the U.S. Government or other donors, to avoid duplication of effort, and in adherence to U.S. foreign policy.
4. *Participation in Preparation of Technical Publications.* USAID may (i) Participate in technical discussions with the Recipient in the development of content for print and electronic publications and/or (ii) Review and approve final versions of all print or electronic publications before publication to ensure compliance with the approved Branding Strategy and Marking Plan.
5. *Engagement with the Government of Ukraine.* USAID may participate in discussions or meetings with the Recipient and Government of Ukraine officials at the national and oblast levels. The Recipient must notify USAID at least two (2) days prior to any planned engagement with such officials and USAID will inform the Recipient if USAID will participate in any such engagement.

5. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is 935 (any area or country including the cooperating country, but excluding foreign policy-restricted countries).

6. Nature of the Relationship between USAID and the Recipient

The principal purpose of the relationship with the Recipient and under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the Rehab4U Activity which is authorized by Federal statute. The successful Recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award.

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SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

Eligibility for this NOFO is not restricted, except that individuals and government entities are not eligible.

USAID welcomes applications from organizations that have not previously received financial assistance from USAID. Faith-based organizations are eligible to apply for federal financial assistance on the same basis as any other organization and are subject to the protections and requirements of Federal law.

Applicants must have established financial management, monitoring and evaluation processes, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws and regulations. In order for an award to be made the AO must make a positive risk assessment pursuant to ADS 303.3.9. This means that the applicant must possess or have the ability to obtain the necessary management and technical competence to plan and carry out the assistance program to be funded. The applicant must agree to practice mutually agreed-upon methods of accountability for funds and other assets provided or funded by USAID.

In the absence of a positive risk assessment, an award cannot ordinarily be made. However, in rare cases, an award can be made with “Specific Conditions” (e.g., additional non-standard award requirements designed to mitigate the risk presented to USAID of making an award to an NGO for which a positive risk assessment cannot be made), but only where it appears likely that the applicant can correct the deficiency in a reasonable period.

2. Cost Sharing or Matching

There is no cost sharing requirement anticipated under this award.

3. Exclusive Commitments

USAID/Ukraine discourages any applicant from requiring exclusive commitments by local organizations to participate as part of the consortium or sub award. Local organizations participating in a consortium may elect to participate in another consortium under a different application.

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SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

The AO is:

Amy McQuade
Agreement Officer
USAID/Ukraine
KyivRCOHealthSolicitations@usaid.gov

For information on this NOFO, direct all correspondence to KyivRCOHealthSolicitations@usaid.gov. All contact information provided herein is for informational purposes. The NOFO itself and any subsequent amendments can be found at www.grants.gov, and all applications must be submitted according to the instructions contained in this NOFO.

In order to maintain a fair and transparent funding opportunity, USAID maintains strict guidelines regarding those individuals within USAID that may be contacted regarding applications or questions about the opportunity. Applicants may only contact USAID via the email address provided in this NOFO. Failure to comply with the USAID points of contact guidance mandated herein may result in disqualification.

2. Questions and Answers

Questions regarding this NOFO should be submitted to KyivRCOHealthSolicitations@usaid.gov no later than the date and time indicated on the cover letter, as amended. The subject line must read: "NOFO #72012124RFA00001 Rehab4U Activity."

Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant.

3. General Content and Form of Application

Organizations that choose to respond to this request must review, understand and comply with all aspects of this NOFO and furnish the information as required. Failure to do so may be considered as being non-responsive and the organization's submission may be evaluated accordingly.

The purpose of this process is to identify the organization that will have the greatest chance of success to achieve the results of the Rehab4U activity. USAID will conduct the review of

submissions through a phased approach as follows:

Phase 1 – Initial Application Submission

Interested organizations will submit initial applications (according to the instructions provided in Section D.5, below) by the specified due date utilizing the prescribed format. USAID will conduct a merit review of concept papers. USAID will then request full applications only from those organizations that remain under consideration after the Phase 1 Merit Review. Organizations that are not selected to advance to Phase 2 will be notified by USAID.

Phase 2 – Full Application Submission

Applicants invited to participate in Phase 2 will receive feedback on their concept paper submissions and then be requested to submit full applications in accordance with the instructions provided in Section D.6, below. Additional instructions may be provided as part of the request to submit a Phase 2 application.

USAID will conduct a merit review of full applications. In reviewing the applications, USAID may elect to engage with applicants to better understand aspects of the submission. Engagement will likely include communications via email, phone or through virtual meetings, or a virtual oral presentation by an applicant(s). The purpose of this engagement would be to enhance USAID's understanding of an applicant's proposed program. USAID will provide advance notice to applicants and further detailed instructions if any such engagement will occur. At the completion of Phase 2, USAID will determine the apparently successful applicant and the competitive process requirements of ADS 303 will be satisfied.

Please see subsections D.5 and D.6, below, for information on the content specific to the Technical and Business (Cost) Applications for Phases 1 and 2, respectively. The Technical Application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other related issues.

For both Phase 1 and Phase 2, both the Technical and Business (Cost) Applications must include a Cover Page containing the following information:

- (1) Name of the organization(s) submitting the application;
- (2) Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address);
- (3) Program name;
- (4) Notice of Funding Opportunity number;

- (5) Name of any proposed sub-recipients or partnerships (including identification of any of the organizations are local organizations, per USAID's definition of 'local entity' under ADS 303); and
- (6) UEI number for prime applicant and all proposed sub-recipients.

Any erasures or other changes to the application must be initialed by the person signing the application. Applications signed by an agent on behalf of the applicant must be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.

All Applications, regardless of Phase, must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- Written in English.
- Use standard 8 ½" x 11", single sided, single-spaced, 12 point Times New Roman or Calibri font, 1" margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant's name.
- Times New Roman or Calibri font may be used.
- 10 point font can be used for graphs and charts. Tables however, must comply with the 12 point font requirement.
- Submitted via Microsoft Word and/or PDF formats, except that budget files must be submitted in Microsoft Excel, as further discussed below.
- The estimated start date identified in Section B of this NOFO must be used in the Cost Application.
- The Technical Application must be a searchable and editable Word and/or PDF format as appropriate.

Applicants must review, understand, and comply with all aspects of this NOFO. Failure to do so may be considered as being non-responsive and may be evaluated accordingly. Applicants should retain a copy of the application and all enclosures for their records.

4. Application Submission Procedures

Applications in response to this NOFO must be submitted no later than the closing date and time indicated on the cover letter, as may be amended. Late applications will not be reviewed nor considered. Applicants must retain proof of timely submission.

The following provides the estimated timing for conducting the merit review process. This timeline is subject to change.

Submission/Action	Estimated Date of Submission and/or Activity
Phase 1 – Deadline for Submission of Initial Application	March 5, 2024
Notification to Applicants Regarding Phase 2 Selection	April 5, 2024
Phase 2 – Submission of Full Application (Technical and Business/Cost)	May 7, 2024 ²⁶

** Dates are estimates provided for convenience only and are subject to change.*

Applications must be submitted by email to KyivRCOHealthSolicitations@usaid.gov. **Applications submitted through www.grants.gov will not be accepted.**

Email submissions must include the NOFO number and Applicant's name in the subject line. In addition, for an application sent by multiple emails²⁷, the subject line must also indicate whether the email relates to the Technical or Cost Application, and the desired sequence of the emails and their attachments (e.g. "Part 1 of 4," et seq.). For example, if your Cost Application is being sent in two emails, the first email should have a subject line that states: "NOFO 72012124RFA00001, [Organization Name], Cost Application Part 1 of 2."

USAID's preference is that the Technical Application and Cost Application each be submitted as consolidated email attachments, e.g. that you consolidate the various parts of a technical application into a single document before sending it. If this is not possible, please provide instructions on how to collate the attachments. USAID will not be responsible for errors in compiling electronic applications if no instructions are provided or are unclear.

After submitting an application electronically, applicants should immediately check their own email to confirm that the attachments were indeed sent. If an applicant discovers an error in transmission, please send the material again and note in the subject line of the email that it is a "corrected" submission. Do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

Applicants are reminded that email is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, applicants are requested to send the application in sufficient time ahead of the deadline. For this NOFO, the initial point of entry to the government infrastructure is the USAID mail server.

²⁶ The actual deadline for submission of the Full Application will be provided as part of the Notification of Phase 2 Selection/Request for Phase 2 Application.

²⁷ Applicable to Phase 2 submissions only.

There may be a problem with the receipt of *.zip files due to anti-virus software. Therefore, applicants are discouraged from sending files in this format as USAID/Ukraine cannot guarantee their acceptance by the internet server. File size must not exceed 25MB.

5. Phase 1 Initial Application Format & Content

a. Initial Technical Application (Not to exceed ten (10) pages)

The short initial technical application should be specific, complete, and presented concisely. The application must demonstrate the applicant's technical concept, as well as its capabilities and expertise with respect to achieving the goals of this program. The application must take into account the requirements of the activity and merit review criteria found in this NOFO. The following outlines the page limits for the application. Pages exceeding these page limits will not be evaluated.

(1) Cover Page (See Section D.3. above for requirements.)

(2) Executive Summary (Not to exceed one (1) page)

The Executive Summary must provide a high-level overview of key elements of the Initial Technical Application.

(3) Technical Concept (Not to exceed five (5) pages)

In this section, the Applicant is expected to discuss how USAID's proposed development hypothesis will be operationalized. In addition, the Applicant is expected to provide its technical concept that demonstrates how the expected implementation approaches and other implementation considerations, as described in Section A, will be integrated into a coherent technical approach. The technical approach must be flexible and responsive to the current and evolving needs for evidence-based, comprehensive physical rehabilitation services that are integrated within the health system in Ukraine and can feasibly accomplish planned outcomes and expected results within the current local context and how long-term sustainability will be ensured in the current fragile environment in Ukraine. While the technical approach need not be the full and detailed Program Description at this phase, there must be sufficient detailed information to describe the Applicant's notional technical approach.

(4) Institutional Capacity and Capability (Not to exceed four (4) pages)

In this Section, the Applicant must demonstrate how it (and its partners and/or consortium members, as applicable) possesses the institutional capacity and relevant experience to achieve the activity objectives. "Experience," as used below, is defined as past (within three years) and present/ongoing experience implementing donor-funded activities in Ukraine or the region and similar operational context, and with programs of similar size, scope and complexity.

Institutional Capacity: Applicants should provide a concise summary of the organization's qualifications, demonstrating through experience that it possesses the technical and managerial resources and expertise (or their ability to obtain such) in program management, grants management, budget/financial management, technical assistance and capacity building provision, and training.

Institutional Capability: Should include a description of demonstrated success in implementing relevant programs of similar size, scope and complexity. The Applicant should explain how it possesses: experience of working in war and conflict settings; management capacity to timely, effectively and with high quality complete interventions and reporting requirements; adaptability and flexibility to respond to the needs of the Government; financial systems and capability to provide financial oversight; and the Monitoring, Evaluation and Learning (MEL) and Collaborative Learning and Adapting (CLA) systems to measure and adapt from programmatic progress or challenges. The narrative should include (1) the positive impact resulting from past experience, (2) any problems encountered and the organization's corrective actions, and (3) a brief description of (or reference to) any publications or reports that demonstrate any special capability or qualification that the organization has, related directly to the proposed activities.

For all past/present experience, the Applicant must provide the following information:

- (1) The name of the donor/awarding organization;
- (2) The name, telephone number and email address for a point of contact within the awarding organization;
- (3) The name of the award/activity, award number (if available), funding amount, and brief summary of the scope of work.

b. Initial Business (Cost) Application Format

Prior to award, applicants will be required to submit additional documentation deemed necessary for the AO to assess the applicant's risk in accordance with 2 CFR 200.206. Applicants should not submit any additional information with their initial application except to satisfy the requirements specified in this section.

At this Phase (Phase 1 – Initial Applications), a full detailed budget and budget narrative are not required.

The Initial Business Application must contain the following sections:

- (1) Cover Page (See Section D.3. above for requirements.)**
- (2) SF-424 Forms**

The applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at <https://www.grants.gov/web/grants/forms/sf-424-family.html>

Failure to accurately complete these forms could result in the rejection of the application.

(3) Unique Entity Identifier (UEI) and System for Award Management (SAM) Requirements

Applicants must confirm whether they have an active SAM registration and UEI as part of the Initial Application.

Applicants must obtain a UEI and register in SAM (<https://sam.gov/>) in order to be eligible to receive federal assistance, such as grants and cooperative agreements. Unless an exemption applies (see ADS 303maz), applicants must be registered in SAM prior to submitting an application for award for USAID's consideration. Recipients must maintain an active SAM registration while they have an active award. Each applicant (unless the applicant is an individual or entity that is exempted from UEI/SAM requirements under 2 CFR 25.110) is required to:

- Provide a valid UEI for the applicant and all proposed sub-recipients;
- Be registered in SAM before submitting its application.
- Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

The registration process may take many weeks to complete. Therefore, applicants who do not have a UEI and/or are not registered in SAM, or whose registration is not active, are encouraged to begin the process early. If an applicant has not fully complied with the requirements above by the time USAID is ready to make an award, USAID may determine that the applicant is not qualified to receive an award and use that determination as a basis for making an award to another applicant.

Applicants can find additional resources for registering in SAM, including a Quick Start Guide and a video, on <https://sam.gov/>.

(4) Conflict of Interest Pre-Award Term (August 2018)

i. Personal Conflict of Interest

1. An actual or appearance of a conflict of interest exists when an applicant organization or an employee of the organization has a relationship with an Agency official involved in the competitive award decision-making process that could affect that Agency official's impartiality. The term "conflict of interest" includes situations in which financial or other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or recipient employee.

2. The applicant must provide conflict of interest disclosures when it submits an SF-424. Should the applicant discover a previously undisclosed conflict of interest after submitting the application, the applicant must disclose the conflict of interest to the AO no later than ten (10) calendar days following discovery.

ii. *Organizational Conflict of Interest*

The applicant must notify USAID of any actual or potential conflict of interest that they are aware of that may provide the applicant with an unfair competitive advantage in competing for this financial assistance award. Examples of an unfair competitive advantage include but are not limited to situations in which an applicant or the applicant's employee gained access to non-public information regarding a federal assistance funding opportunity, or an applicant or applicant's employee was substantially involved in the preparation of a federal assistance funding opportunity. USAID will promptly take appropriate action upon receiving any such notification from the applicant.

6. Phase 2 Full Application Format & Content

The applicant(s) selected to proceed to Phase 2 must submit a Full Application as per the instructions set forth below in order to be considered for award. USAID/Ukraine reserves the right to request a full application from another applicant from the pool of initial applicants in the event that a final agreement cannot be reached or award cannot be made based on the original selection.

a. Full Technical Application Format and Content

The Full Technical Application should be specific, complete, and presented concisely. The application must demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this program. The application should take into account the requirements of the program and merit review criteria found in this NOFO.

The Full Technical Application will be the most important item of consideration in selection for award of the proposed Cooperative Agreement. The Technical Application will consist of the sections presented below. For ease of review, please place a header at the beginning of each new section.

The following outlines the page limits for the application. Pages exceeding these page limits will not be evaluated. In addition, if the annexes contain information that relates to the Full Technical Application, they will not be scored (e.g. placing elements of technical understanding and proposed approaches in an annex is unacceptable). Elaborate artwork and/or visual and other presentation aids are neither necessary nor wanted.

The cover page, table of contents, acronyms list, executive summary, and annexes are not included in the page limitation, however the executive summary must not exceed 3 pages. The number of pages used for annexes should be reasonable and include only the information necessary.

There is a 20-page limit for the combination of the Technical Approach and the Management and Staffing Plan. These 20 pages, after any negotiated revisions, will be included in the resultant Cooperative Agreement. Additionally, there is a 5-page limit for the illustrative Monitoring, Evaluation and Learning Plan (MELP). The aggregate length of the technical application must not exceed 25 pages.

The Full Technical Application should be submitted in the following format:

(1) Cover Page (not included in page limitations)

The cover page must include at a minimum the information set forth in Section D.3, above. Applicants should also state clearly whether the identified contact person has the authority to negotiate on behalf of the applicant, or, if not, the contact information for the appropriate person with the authority to negotiate.

(2) Table of Contents (not included in page limitations)

This page shall list all sections of the Full Technical Application with page numbers and attachments.

(3) Acronyms List (not included in page limitations)

This page shall include the list of acronyms used by the applicant in the Full Technical Application.

(4) Executive Summary (not included in page limitations; must not exceed 3 pages)

This section shall briefly contain:

- a concise summary of the approach and core activities that will lead to anticipated results and stated objectives; and
- a concise summary of how the overall project will be managed and implemented.

(5) Technical Approach (included in the 20 page limitation)

In this section, the applicant is not to merely repeat what is already described in this NOFO. The applicant should present a program description that focuses on describing the program that the applicant will implement and builds off of the initial technical application. In this description, the

applicant should discuss how they propose to achieve the objectives and make a significant contribution toward achieving the strategic purpose and priorities identified in USAID's activity description. Applicants will present a convincing and compelling articulation of their program and technical approach and demonstrate why it is the most effective way to realize the objectives of this activity, including a reasonable course of action and tasks relevant to the current needs of Ukraine.

The technical approach must clearly describe, in detail, the conceptual approach and methodology for the implementation, accomplishment, and evaluation of the objectives. The rationale for the appropriateness of the suggested approach in Ukraine should be provided. The applicant's program description must clearly demonstrate the application of state-of-the-art approaches, models, tools, and lessons learned from other projects.

At a minimum, the applicant's program description should address the following:

- Discussion of the proposed interventions, how they are related to the current and evolving country context and how each will ultimately lead to achievement of expected results and any approaches to mitigate the implementation challenges;
- Demonstration of the extent to which the overall strategy and approaches build upon prior successful approaches under each of the three objectives while also using evidence to develop original, creative, and innovative approaches to address the physical rehabilitation needs and further integration into the health system in the context of war and post-conflict environments to achieve Activity results and targets;
- Demonstration of the extent to which the overall strategy, proposed approaches and implementation plan are evidence-based, innovative, system oriented, and adaptable to a dynamic regulatory, political, and conflict or post-conflict environment;
- Discussion of relevant indicators at each level of the Activity, with specific description of interventions and corresponding indicators, targets and expected results, as detailed in the MELP;
- Discussion on coordination with existing Government of Ukraine (GOU), and other stakeholders' and donors' physical rehabilitation activities including local and international private sector companies. This includes an ability to demonstrate how Rehab4U will collaborate closely with the GOU, other donors, international organizations and NGOs to achieve Activity results and targets. Applicants should provide specific examples of how they will capitalize on possible synergies with other implementing partners, such as those working in mental health and/or psychosocial support and health systems strengthening, thereby strengthening the impact of the Activity;
- Demonstration of how the applicant will expand engagement with the Ukrainian healthcare system, including Ministry of Health, Ministry of Social Policy (MoSP), Social Protection Fund of the MoSP, National Health Service of Ukraine, Health Departments of the Oblast Governmental Administrations, healthcare facilities at all levels of the health system, and civil society organizations; how the applicant will be flexible enough to respond to the ongoing needs of the Government of Ukraine in the physical

rehabilitation sector and how it will improve the capacity of these major actors to ensure sustainability of physical rehabilitation service delivery in Ukraine;

- Strategy for the phase-out and sustainability of activities and results;
- Substantive attention on how applicants will incorporate gender considerations and other cross-cutting themes described in the program description into the project;
- Implementation timelines schedule; and
- Proposed plan for rapid and effective launch of evidence-based physical rehabilitation activities to be implemented in the short-term.

Mandatory cross-cutting considerations: The following cross-cutting considerations need to be incorporated throughout the applicants' program (some details are in Section A – Program Description):

- Gender;
- Inclusive Development;
- Conflict Sensitivity;
- Do No Harm; and
- Sustainability

(6) Management and Staffing Plan (included in the 20 page limitation)

This section shall include the composition and organizational structure of the proposed team and a description of each team member's role, technical expertise, and estimated amount of time to be devoted to each relevant activity to achieve the expected results. The plan should include the applicant's approach to managing the operational aspects of the Activity and how that approach will ensure effective and efficient implementation of activities. The applicant should specify the structure of the entire program team, including home office support and implementing partners (i.e., sub-recipient(s)), and the applicant's overall approach to managing the program. The staffing plan should be clear and effective with roles and responsibilities among different positions adequately delineated to demonstrate an efficient and effective use of human resources in meeting the objectives identified in this NOFO. The applicant should demonstrate an ability to operate independently and effectively to deliver the results of the program. The applicant should demonstrate how it will ensure effectiveness and efficiency, in order to achieve maximum benefits and results, and how it will utilize Ukrainian professionals for country staff, and the skills of Ukrainian professionals representing populations served.

The Staffing Plan should at a minimum, address the following:

- Placement of the program team within the larger organization(s); program organizational charts with linkages to the key staff's parent organization are recommended.
- Identification of key personnel and long-term staff positions, including their technical and managerial roles and responsibilities and qualifications, experience in international

technical assistance projects and abilities of proposed key personnel relevant to successful implementation of the proposed technical approach.

A one-page organizational chart must be included as an Annex to supplement the plan; this annex will not count against the 20-page limit.

Applicants shall propose four (4) key leadership positions. The following leadership positions will be designated as Key Personnel under the resulting award:

- Chief of Party
- Physical Rehabilitation Technical Director
- Senior Advisor on Monitoring & Evaluation and Strategic Information
- Director of Finance and Grants Management

Minimum Key Personnel Minimum Qualifications:

Chief of Party

The Chief of Party will be responsible for overall Activity implementation and results. She/He will be the primary liaison with USAID in-country and ensure that all activities under the Activity are technically sound and appropriate, in compliance with regulations, and that staff and IPs perform. She/He will lead development and implementation of annual work plans, ensuring that Activity resources focus on Activity goals.

- Minimum five (5) years of senior experience in managing projects of similar scale and complexity with large teams of local and international personnel
- Master's degree in health, social policy or physical rehabilitation
- Prior experience working in physical rehabilitation or a similar development sector on projects funded by international organizations and/or donors
- Experience working in Ukraine or in the region is preferred
- Fluency in English required and fluency in Ukrainian desirable

Physical Rehabilitation Technical Director

The Physical Rehabilitation Technical Director will manage key functions of the project to meet donor expectations in terms of timely and quality results and budget. S/he will manage the technical development and implementation of this award, with expected responsibility for overseeing technical implementation teams and project technical advisors.

- Bachelor's (BA/BS) or advanced degree required in a rehabilitation related field (physical and occupational therapy, prosthetics and orthotics, assistive technology, etc.).

- Minimum five (5) years of experience in rehabilitation and/or assistive technology, health programmes and/or development, with at least two (2) years in the management or implementation of international development activities in a developing country context.
- Strong level of technical and/ or managerial knowledge, skills, and experience to provide technical guidance and management related to various sized programs, grants, or projects.
- Proven experience managing a team of highly skilled senior experts and supervising staff on a project of similar scale and complexity.
- Fluency in English required and fluency in Ukrainian desirable

Senior Advisor on Monitoring & Evaluation and Strategic Information

The Senior Advisory will provide strategic guidance, vision, and management for successful monitoring, evaluation and learning of this Program in keeping with the principles of collaboration, learning, and adaptation. They will lead in the development, implementation, and revision of the MELP. They will oversee all MEL activities, provide technical direction and support, ensure the accurate and compelling reporting of results. They will supervise a team of MEL- focused staff on this program to ensure the strategic and functional integration of all MEL activities as well as actively collaborate with sub-awardees and USAID.

- Prior senior experience in developing and managing monitoring and evaluation plans related to programs, grants, or projects
- Prior experience in developing program and/or project indicators to effectively measure the project performance
- Prior experience evaluating pilot models for results and scalability
- Demonstrated adaptability and flexibility in adjusting M&E plans due to evolving situations
- Fluency in English required and fluency in Ukrainian desirable

Director of Finance and Grants Management

The Director will work closely with the COP to oversee all financial and grant aspects, ensuring that objectives are met on time and within budget. Focused on finance and grant operations, she/he will oversee Activity implementation, compliance, financial management, budgeting, operations and logistics. Together with the COP, she/he will oversee a large portfolio of subgrants and subcontracts.

- Prior senior experience in managing large project budgets, and analyzing and reporting on project expenditures
- Prior experience in working with USAID financial systems or with the systems of other international organizations or donors
- Demonstrated flexibility in responding to donors' financial requests

- Fluency in English required and fluency in Ukrainian desirable

Applicants should include in the staffing plan the **desired complement of key personnel, including position titles, desired qualifications, and how their inclusion would best achieve the results of this project.** Other information required includes:

- A clear chain of authority on the project/program team, including sub-awardee staff, if applicable;
- A clear line of communication and reporting which allows for early identification and proposed resolution of problems by the prime awardee and provision of related information to USAID;
- A clear, regular, and concrete means of communication between the prime recipient and its sub-awardees that ensures a cohesive working relationship and achievement of results;
- A use of Ukrainian expertise, with attention to gender balance, and the development of indigenous Ukrainian capacity;
- If the Applicant plans to collaborate with other organizations for the implementation of this project, the services to be provided by each organization shall be described.

In an Annex to the Technical Application, applicants should provide résumés for the candidates proposed for all Key Personnel positions listed in this NOFO. The résumés should demonstrate that the proposed Key Personnel possess the qualifications, skills and knowledge to effectively carry out their proposed responsibilities. Résumés may not exceed three pages in length for each candidate and shall be in chronological order starting with the most recent experience. The relevant experience listed in resumes must identify the specific month and year in which the candidate worked in the position so that the years of experience are clearly delineated and easy to tabulate. Each résumé shall be accompanied by a signed Letter of Commitment from each candidate indicating his/her: (a) availability to serve in the stated position, in terms of days after Award; (b) intention to serve for a stated term of the service; and (c) agreement to the compensation levels corresponding to the Cost Application. References may be checked for all proposed key personnel; a minimum of three references for each proposed key personnel is required. Applicants must provide current phone, e-mail address information for each reference contact.

(7) Monitoring, Evaluation, and Learning Plan (MELP) (not to exceed 5 pages)

The application shall contain an illustrative (draft) MELP for the goal, purpose, objectives and expected results outlined in the Program Description. The MELP should apply best practices that meet USAID and international standards as well as organizational Collaborating, Learning, and Adapting (CLA)²⁸ approaches/processes throughout the Activity cycle to reward candid knowledge sharing and leadership of/participation in collaborative learning efforts. CLA

²⁸ Applicants should be familiar with the CLA approach outlined on the USAID Learning Lab site (<http://usaidlearninglab.org/>).

should be integrated into the MELP and its implementation to maximize the use of M&E results for course corrections and adjusting implementation plans throughout the activity life as deemed appropriate.

The MELP must elaborate on methods and assessment tools the Applicant will use for collecting, monitoring, analyzing, reporting and maintaining the data. The Applicant should use a mix of custom and standard indicators from the Standard Foreign Assistance Master Indicator List. All people-level indicators must be disaggregated by sex and age. The Applicant shall consider quality indicators over quantity when developing its list of performance indicators. The Applicant will provide their suggested indicators that align with outcomes flowing from their particular stated technical approach.

Performance indicators should comply with the following criteria: direct, objective, practical, adequate, and useful in managing for results. Applicants should additionally consider, as part of the draft MELP, that any work implemented using Leahy War Victims Fund resources requires recipients to address the following mandatory indicators: (a) Number of vulnerable persons benefiting from USG-supported social services (ES.4- 1); (b) Number of service providers trained who serve vulnerable persons (ES.4-2); and (c) Number of U.S. Government-assisted organizations or service delivery systems that serve vulnerable persons strengthened (ES.4-3.).

The MELP must explain how the Applicant proposes to monitor the program and assess performance and progress toward achieving program results. MELP data should be based on fiscal year.

In designing the overall MELP, applicants should consider the human and financial resources necessary for its implementation. It is the applicant's responsibility to ensure that all costs related to the implementation of the MELP are included in the cost application.

(8) Annexes (not included in 30 pages)

In the Annexes the applicant must include resumes for all key personnel candidates (per the details above, prescribed in section Staffing and Management Plan). The applicant must also include an organizational chart in the Annexes as stated above.

Applicants must also include signed letters of commitment for any major partnering organization(s) (if proposed) that will have a significant role in the implementation of the program (excluding Ukrainian organizations that will receive assistance under this program).

b. Full Business (Cost) Application Format and Content

The Business (Cost) Application must be submitted separately from the Technical Application. While no page limit exists for the full cost application, applicants are encouraged to be as

concise as possible while still providing the necessary details. The business (cost) application must illustrate the entire period of performance, using the budget format shown in the SF-424A.

Prior to award, applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the applicant's risk in accordance with 2 CFR 200.206. Applicants should not submit any additional information with their initial application.

The Cost Application must contain the following sections (which are further elaborated below this listing with the letters for each requirement):

- (1) Cover Page** (See Section D.3 above for requirements)
- (2) Final SF 424 Form(s)**

The applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at <https://www.grants.gov/web/grants/forms/sf-424-family.html>

Failure to accurately complete these forms could result in the rejection of the application.

- (3) Required Certifications and Assurances**

The applicant must complete the following documents and submit a signed copy with their application:

- (1) "Certifications, Assurances, Representations, and Other Statements of the Recipient" ADS 303mav document found at <https://www.usaid.gov/ads/policy/300/303mav>
- (2) Assurances for Non-Construction Programs (SF-424B)
- (3) Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).
- (4) Budget and Budget Narrative (See Budget Template provided as Annex 1 in Section H of this NOFO)**

The Budget must be submitted as one unprotected Excel file (MS Office 2000 or later versions) with visible formulas and references and must be broken out by project year, including itemization of the federal and non-federal (cost share) amount. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make award, and may result in a rejection of the cost application. The Budget Narrative must contain sufficient detail to allow USAID to understand the proposed costs. The applicant must ensure the budgeted costs address any additional requirements identified in Section F, such as Branding and Marking. The Budget Narrative must be thorough, including

sources for costs to support USAID's determination that the proposed costs are fair and reasonable.

The Budget must include the following worksheets or tabs, and contents, at a minimum:

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the applicant and any potential sub-applicants for the entire period of the program. See Section H, Annex 1 for the mandatory Summary Budget Template.
- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.
- Detailed Budgets for each sub-recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

The Detailed Budget must contain the following budget categories and information, at a minimum:

- (1) Salaries and Allowances – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and supporting market research.
- (2) Fringe Benefits – (if applicable) If the applicant has a fringe benefit rate approved by an agency of the U.S. Government, the applicant must use such rate and provide evidence of its approval. If an applicant does not have a fringe benefit rate approved, the applicant must propose a rate and explain how the applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown comprised of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.
- (3) Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant's normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.

- (4) Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.
- (5) Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the applicant’s budget, including those related to fringe and indirect costs.
- (6) Construction – If applicable (See [ADS 303.3.30](#))
- (7) Other Direct Costs – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.
- 8) Indirect Costs – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see Subpart E of 2 CFR 200. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

Method 1 - Direct Charge Only

Eligibility: Any applicant

Initial Application Requirements: See above on direct costs

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)

Eligibility: Any applicant with a NICRA issued by a USG Agency must use that NICRA

Initial Application Requirements: If the applicant has a current NICRA, submit your approved NICRA and the associated disclosed practices. If your NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Additionally, at the Agency’s discretion, a provisional rate may be set forth in the award subject to audit and finalization. See [USAID’s Indirect Cost Rate Guide for Non Profit Organizations](#) for further guidance.

Method 3 - De minimis rate of 10% of modified total direct costs (MTDC)

Eligibility: Any applicant that does not have a current NICRA

Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200 for further information.

Method 4 - Indirect Costs Charged As A Fixed Amount

Eligibility: Non U.S. non-profit organizations without a NICRA may request, but approval is at the discretion of the AO

Initial Application Requirements: Provide the proposed fixed amount and a worksheet that includes the following:

1. Total costs incurred by the organization for the previous fiscal year and estimates for the current year.
2. Indirect costs (common costs that benefit the day-to-day operations of the organization, including categories such as salaries and expenses of executive officers, personnel administration, and accounting, or that benefit and are identifiable to more than one program or activity, such as depreciation, rental costs, operations and maintenance of facilities, and telephone expenses) for the previous fiscal year and estimates for the current year
3. Proposed method for prorating the indirect costs equitably and consistently across all programs and activities of using a base that measures the benefits of that particular cost to each program or activity to which the cost applies.

If the applicant does not have an approved NICRA and does not elect to utilize the 10% de minimis rate, the Agreement Officer will provide further instructions and may request additional supporting information, including financial statements and audits, should the application still be under consideration after the merit review. USAID is under no obligation to approve the applicant's requested method.

(5) Prior Approvals in accordance with 2 CFR 200.407

Inclusion of an item of cost in the detailed application budget does not satisfy any requirements for prior approval by the Agency. If the applicant would like the award to reflect approval of any cost elements for which prior written approval is specifically required for allowability, the applicant must specify and justify that cost. See 2 CFR 200.407 for information regarding which cost elements require prior written approval.

(6) Approval of Subawards

The applicant must submit information for all subawards that it wishes to have approved at the time of award pursuant to ADS 303.3.21. For each proposed subaward the applicant must provide the following:

- Name of organization
- Unique Entity Identifier (UEI)
- Type of subaward (grant, cooperative agreement, or contract, including type of contract)
- Description of how the subaward was competed
- Total estimated amount of subaward
- Estimated period of performance of subaward
- Place of performance of subaward
- Summary of work to be performed under subaward (Program Description or Scope of Work) and results/outcomes to be achieved
- Identification of approvals and/or waivers that would be required in relation to the subaward
- Confirmation that the subrecipient does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (SAM)
- Confirmation that the subrecipient is not listed in the United Nations Security designation list
- Confirmation that the subrecipient is not suspended or debarred
- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with ADS 303.3.9 and 2 CFR 200.332(b), including a copy of the risk assessment documentation, any negative findings as a result of the risk assessment and the applicant's plan for mitigation.
- Documentation of award negotiation, including findings regarding the reasonability, allocability and allowability of associated costs.

(7) Final UEI and SAM Registration Information

As discussed above, USAID may not make an award to an applicant unless the applicant has complied with all applicable UEI and SAM requirements. If applicable, applicants should provide any relevant updates regarding UEI and SAM registration status as part of the full application.

(8) History of Performance

For the purpose of the Pre-Award Risk Assessment required under ADS 303.3.9, the applicant must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed three (3) awards, as follows:

- Name of the Awarding Organization;
- Award Number;
- Activity Title;
- A brief description of the activity;
- Period of Performance;
- Award Amount;
- Reports and findings from any audits performed in the last three (3) years; and
- Name of at least two (2) updated professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and e-mail address for each proposed individual.

If the applicant encountered problems on any of the referenced Awards, it may provide a short explanation and the corrective action taken. The applicant should not provide general information on its performance. USAID reserves the right to obtain relevant information concerning an applicant's history of performance from any sources and may consider such information in its review of the applicant's risk. The Agency may request additional information and conduct a pre-award survey if it determines that it is necessary to inform the risk assessment.

(9) Branding Strategy & Marking Plan - Pre-Award Terms

The apparently successful applicant will be asked to provide a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer and incorporated into any resulting award.

Branding Strategy – Assistance (June 2012)

- a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.
- b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- e. The Branding Strategy must include, at a minimum, all of the following:

- (1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.
- (2) The intended name of the program, project, or activity.
 - (i) USAID requires the applicant to use the “USAID Identity,” comprised of the USAID logo and brandmark, with the tagline “from the American people” as found on the USAID Web site at <http://www.usaid.gov/branding>, unless Section VI of the RFA or APS states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.
 - (ii) USAID prefers local language translations of the phrase “made possible by (or with) the generous support of the American People” next to the USAID Identity when acknowledging contributions.
 - (iii) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
 - (iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.
 - (v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
- (3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.
- (4) Planned communication or program materials used to explain or market the program to beneficiaries.
 - (i) Describe the main program message.
 - (ii) Provide plans for training materials, posters, pamphlets, public service announcement, billboards, Web sites, and so forth, as appropriate.
 - (iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicant must incorporate the USAID Identity and the message, “USAID is from the American People.”
 - (iv) Provide any additional ideas to increase awareness that the American people support this project or program.
- (5) Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.
- (6) Any other groups whose logo or identity the applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.

- f. The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.
- g. If the applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement.

Marking Plan – Assistance (June 2012)

- a. Applicants recommended for an assistance award must submit and negotiate a “Marking Plan,” detailing the public communications, commodities, and program materials, and other items that will visibly bear the “USAID Identity,” which comprises of the USAID logo and brandmark, with the tagline “from the American people.” The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at <http://www.usaid.gov/branding>. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
- b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- e. The Marking Plan must include all of the following:
 - (1) A description of the public communications, commodities, and program materials that the applicant plans to produce and which will bear the USAID Identity as part of the award, including:
 - (i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;
 - (ii) Technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;
 - (iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and
 - (iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
 - (v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.

- (2) A table on the program deliverables with the following details:
 - (i) The program deliverables that the applicant plans to mark with the USAID Identity;
 - (ii) The type of marking and what materials the applicant will use to mark the program deliverables;
 - (iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;
 - (iv) What program deliverables the applicant does not plan to mark with the USAID Identity, and
 - (v) The rationale for not marking program deliverables.
- (3) Any requests for an exemption from USAID marking requirements, and an explanation of why the exemption would apply. The applicant may request an exemption if USAID marking requirements would:
 - (i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.
 - (ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.
 - (iii) Undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as host-country government item or product.
 - (iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.
 - (v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.
 - (vi) Offend local cultural or social norms, or be considered inappropriate. The applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.
 - (vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.
- f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

- g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

(10) Funding Restrictions

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.331 for assistance in determining whether a sub-tier entity is a subrecipient or contractor.

Construction will not be authorized under this award.

USAID will not allow the reimbursement of pre-award costs under this award without the explicit written approval of the Agreement Officer.

Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in Section B.5 of this NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

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SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

The merit review criteria prescribed here are tailored to the requirements of this particular NOFO. Applicants should note that these criteria serve to: (a) identify the significant matters which the applicants should address in their applications, and (b) set the standard against which all applications will be evaluated.

There are two distinct merit review phases. Regardless of phase, technical and other factors will be evaluated relative to each other, as described here and prescribed by the Technical Application Format. The Initial Technical Applications and Full Technical Application(s) will be scored by a Merit Review Committee (MRC) using the respective criteria described in this section.

2. Review and Selection Process

USAID/Ukraine will follow a multi-tiered review process as described in ADS 303.3.6.1.c. The purpose of this process is to identify the Applicant(s) that will have the greatest chance of success to achieve the activity objectives. Phase 1 comprises the submission and review of the Initial Applications. Phase 2 is the submission and review of the Full Application requested of the selected applicant(s).

Both phases will be evaluated and scored by a Merit Review Committee (MRC) using the applicable criteria described in this section. Applicants not selected for Phase 2 will be notified at the conclusion of the Phase 1 review.

3. Merit Review

USAID will conduct a merit review during each phase of the merit review process wherein applications will be reviewed in accordance with the following criteria in the order of importance specified. Only those applications that comply with the instructions of this NOFO will be evaluated.

a. Phase 1 Merit Review Criteria

USAID will conduct a merit review of the Initial Applications based on the following criteria, which are of equal importance.

Criterion 1 - Technical Concept

The extent to which the Applicant's technical concept demonstrates how the proposed implementation approaches and implementation considerations as described in section A, will

be integrated in a coherent technical approach that can feasibly and effectively achieve expected results within the current context in Ukraine.

Criterion 2 - Institutional Capacity and Capability

The extent to which the Applicant (and its partners) convincingly demonstrates through experience in Ukraine or a similar context that it possesses the institutional capacity and capability to successfully implement the proposed technical concept to achieve the desired outcomes within the operational context in Ukraine, while simultaneously demonstrating adaptability and flexibility with respect to available budget and other resources (including but not limited to staffing, management, and activity planning), as needed to respond to the evolving conditions.

b. Phase 2 Merit Review Criteria

The Full Technical Application(s) will be evaluated as to the following criteria, listed in descending order of importance:

Criterion 3 - Technical Approach

The extent to which the Applicant:

- Describes a clear and practical programmatic approach for the effective implementation of the activity in the current context, at the same time responding to the priorities and needs of the Government of Ukraine related to the war and achievement of the activity objectives and results.
- Clearly proposes how the Activity will facilitate engagement with a diverse array of partners in the regions such as public and private health facilities, new and emerging local non-governmental organizations (NGOs), the National Assembly of People with Disabilities, WHO, and universities.
- Addresses the mandatory cross-cutting considerations set forth in Section A, including but not limited to integration of gender and inclusive development approaches throughout all aspects of implementation, private sector engagement, and sustainability of implementation efforts and proposed systemic changes in the physical rehabilitation sector.

Criterion 4 - Management and Staffing Plan

The extent to which:

- The Applicant demonstrates a clear and efficient management and staffing plan, with an effective mix of skills and knowledge, that will lead to successful implementation of its proposed Program Description.

- The proposed key personnel candidates possess the qualifications, expertise and experience necessary for successful performance.
- The organizational chart demonstrates a management structure that is clear and efficient to effectively achieve the activity's purpose and objectives.

Criterion 5 - Adaptive Management

The extent to which the Applicant:

- Clearly describes its MEL and CLA methodologies and how the structure of the proposed system will apply adaptive management techniques to inform activity management, key decisions and potential change of technical directions in the current volatile environment in Ukraine.
- Clearly describes its proposed approach for monitoring program and assessing performance and progress toward achieving program results.

4. Business (Cost) Application Review

a. Initial Business (Cost) Application Review

The Agency will evaluate the Initial Business (Cost) Applications based on whether the requirements set forth in Section D.5.b. above have been satisfied. An Applicant that does not submit the required Initial Business/Cost Application requirements may be excluded from further evaluation.

b. Full Business (Cost) Application Review

The Agency will evaluate the cost application of the applicant(s) under consideration for an award as a result of the merit criteria review to determine whether the costs are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.

The Agency will also consider (1) the extent of the applicant's understanding of the financial aspects of the program and the applicant's ability to perform the activities within the amount requested; (2) whether the applicant's plans will achieve the program objectives with reasonable economy and efficiency; and (3) whether any special conditions relating to costs should be included in the award.

Proposed cost share, if provided, will be reviewed for compliance with the standards set forth in 2 CFR 200.306, 2 CFR 700.10, and the Standard Provision "Cost Sharing (Matching)" for U.S. entities, or the Standard Provision "Cost Share" for non-U.S. entities.

The AO will perform a risk assessment (2 CFR 200.206). The AO may determine that a pre-award survey is required to inform the risk assessment in determining whether the prospective

recipient has the necessary organizational, experience, accounting and operational controls, financial resources, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with “specific conditions” (2 CFR 200.208).

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SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

Award of the agreement contemplated by this NOFO cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for the award.

2. Administrative & National Policy Requirements

The Agreement Officer will use applicable policies and standard provisions in the administration of the resulting award. No deviations are currently contemplated to the standard provisions for the Cooperative Agreement resulting from this NOFO. The actual standard provisions to be included in the award will be dependent upon the organization selected as the Recipient: either the Mandatory Standard Provisions for U.S. Non-governmental Recipients or the Mandatory Standard Provisions for Non-U.S. Non-governmental Recipients, as may be amended. The award will also contain the “Required as Applicable” (RAA) standard provisions as determined by the AO to be applicable to the resulting award.

For U.S. organizations, the resulting federal award will be administered in accordance with the following policies and regulations: [ADS 303](#), [2 CFR 700](#), [2 CFR 200](#), and [ADS 303maa](#), Standard Provisions for U.S. NGOs are applicable. For complete copies of 2 CFR 200 and 2 CFR 700, please also see [ADS 303.4](#).

For non-U.S. organizations, [ADS 303mab](#), Standard Provisions for Non-U.S. NGOs will apply. This NOFO only contains provisions that are required at this stage. Final provisions will be incorporated in the final award as applicable to the selected Recipient.

3. Reporting Requirements

- **Financial Reporting:**

Financial Reports shall be in accordance with applicable USAID Standard Provisions. Quarterly Financial Report: Quarterly Financial Reports shall be due within 30 days following the end of each quarter corresponding to USAID’s fiscal year from October 1 through September 30.

In accordance with 2 CFR 200.327, Standard Form 425 (SF-425) and SF-425A are used to report accrued expenditures. Reporting periods are calendar quarters. Quarterly financial reports are

due no later than 30 days after the end of each calendar quarter (January 30, April 30, July 30, and October 30).

Final Financial Report: The Final Financial Report shall be due within 90 days following the expiration of the award. Financial Reports shall be in accordance with 2 CFR 700. USAID requires recipients to use the Standard Form 425 or Standard Form 425a, Federal Financial Report, or such other forms authorized for obtaining financial information as may be approved by OMB.

Financial reports shall be submitted as follows: Office of Financial Management (tskripka@usaid.gov) and AOR.

Foreign Tax Reports: Reporting of foreign taxes under this agreement shall follow the standard provision entitled "Reporting Host Government Taxes (December 2014)" of this award document.

Host government taxes are not allowable where the Agreement Officer provides the necessary means to the recipient to obtain an exemption or refund of such taxes, and the recipient fails to take reasonable steps to obtain such exemption or refund. Otherwise, taxes are allowable in accordance with the Standard Provision, "Applicability of 2 CFR 200 and 2 CFR 700 (December 2014)," and must be reported as required in this provision.

The Recipient must include this reporting requirement in all applicable sub-agreements, including subawards and contracts.

- **Performance Reporting**

The Recipient will provide the following documents to the USAID Agreement Officer (AO) and the Agreement Officer's Representative (AOR), as specified below and in the Substantial Involvement Provisions.

- A. *Annual Implementation Plans***

Within 45 days of the signing of the Cooperative Agreement, the Recipient will present an Initial Implementation Plan to the USAID AOR for review and approval (electronic copy). The AOR must provide written comments on the draft Plan and when the Plan is finalized, the AOR will provide written approval.

The Initial Implementation Plan should include a list of tasks to be completed during the year, grouped under the objective that they seek to support. For each task, the Awardee should 1) explain in brief its connection to the objective; 2) define the necessary steps to complete the tasks; 3) assign responsibilities for completing those steps; 4) provide any quantitative or qualitative targets; and 5) a timeline for the implementation of the task.

The AOR will review the Plan and provide comments and recommendations for changes no later than 30 days after receipt of the draft. The Recipient shall incorporate the AOR's comments and recommendations into the final version of the Initial Implementation Plan and submit it for the AOR's written approval.

Annual implementation plans for subsequent years will be prepared on a U.S. Government fiscal year (October 1 - September 30) schedule as an electronic copy. The draft Annual Work/Implementation Plan shall be submitted to the AOR by September 1st of each year, and the final Annual Implementation Plan will be due no later than September 30. The AOR will review the plan and provide comments and recommendations for changes no later than fifteen (15) days after receipt of the draft. The Recipient shall incorporate the AOR's comments and recommendations into the final version of the Annual Work Plan, and submit it for the AOR's written approval within fifteen (15) days. The final Annual Implementation Plan should include all the sections as the initial implementation plan discussed above. In addition, the subsequent annual Implementation Plans shall review the activities of the year that is ending, the activities that were implemented, the results achieved, and problems that existed and how they were resolved. These subsequent Annual Implementation Plans shall propose program adjustments to reflect any lessons learned. All Annual Work Plans must be approved in writing by the AOR.

In addition, all substantial changes to the Implementation Plan (Initial or Annual thereafter) require prior written approval of the AOR.

B. Monitoring, Evaluation and Learning Plan (MELP)

Within the first 45 days of the signing the Cooperative Agreement and before major activity implementation actions begin the Recipient shall submit an activity MELP²⁹ together with the Initial Implementation Plan to the USAID AOR for review and approval.

The AOR will review the plan and provide comments and recommendations for changes no later than 30 days after receipt of the draft. The Recipient shall incorporate AOR comments and recommendations into the final version of the MELP and submit it for AOR written approval within 15 days. After the plan is finalized, the AOR will provide written approval. All substantial changes in the M&E Plan require prior written approval of the AOR.

The MELP submitted to USAID should include only those indicators that the USAID Mission needs for activity management, rather than the entire set of all indicators an activity implementer uses for its management purposes. The number of indicators reported to USAID should not exceed fifteen.

²⁹ The MELP will be expected to include any feedback provided by USAID to the Recipient in response to the illustrative MELP provided as part of the Full Application.

USAID is currently rolling out the New Partnership Initiative (NPI) and applying the new Agency-wide approach to measuring improved performance of new and underutilized partners through developing their organizational capacity. The Implementing Partner will be required to collect and analyze data related to the standard cross-cutting CBLD-9 indicator *Percent of USG-assisted organizations with improved performance*. USAID will provide further guidance.

The Implementing Partner will be required to collect and analyze data related to the standard [STIR-16](#) indicator as applicable.

In addition, the Implementing Partner will be required to report on the work to be implemented using the Leahy War Victims Fund resources with the following mandatory indicators (a) Number of vulnerable persons benefiting from USG-supported social services (ES.4- 1); (b) Number of service providers trained who serve vulnerable persons (ES.4-2); and (c) Number of U.S. Government-assisted organizations or service delivery systems that serve vulnerable persons strengthened (ES.4-3.).

The Development Information Solution (DIS), USAID's new agency-wide unified portfolio management system, is being deployed to USAID/Ukraine for centralized performance results reporting. DIS is envisioned as a comprehensive single-entry data point for activity-level information. The (Recipient/Contractor) will be trained to enter quantitative data and narratives through the DIS Partner Portal. The Partner Portal does not allow implementing partners access to AIDnet. Implementing partners will also be able to access the Development Experience Clearinghouse (DEC) and the Development Data Library (DDL) through hyperlinks in the DIS Partner Portal.

The activity budget must include costs of data collection, analysis, and reporting as a separate line item to ensure that adequate resources are available.

The MELP should include a comprehensive strategy for monitoring and reporting progress made towards activity purpose and results. The MELP will include the following elements:

- Activity purpose and results as well as brief description of the linkages between the activity outputs and its expected results;
- Performance indicators and their descriptions;
- Unit of data measurement;
- Data sources;
- Description of data collection methods;
- Baseline information (year and value) or a timeline for collecting it;
- Annual targets;
- Disaggregation by sex, age, geographic locality, type of assistance, etc. as needed;
- Rationale for indicator and target;
- Reporting level;
- Data limitations;

- Schedule for data collection;
- Names of individuals responsible for data collection;
- Availability of data at USAID;
- Detailed plans for data analysis, review and reporting; and,
- Learning Section.

The Recipient must prepare the Performance Indicator Reference Sheets (PIRS) for each indicator in its MELP.

The MELP for this Activity will also be consistent with USAID's Performance Management Plan (PMP) and the Mission's annual Performance Plan and Report (PPR).

Performance indicators should comply with the following criteria: direct, objective, practical, adequate, and useful in managing for results. MELP data should be based on the US fiscal year.

According to USAID regulations, performance indicator data reported externally, including annual Performance Reports sent to USAID/Washington, must have a data quality assessment (DQA). The purpose of the DQA is to ensure that managers are aware of the strengths and weaknesses of the data and the extent to which the data can be trusted to influence management decisions. DQA must be conducted within twelve months prior to reporting data to USAID for new indicators, and every three years thereafter. Conducting DQA on a rolling basis will reduce the burden of handling indicators all at once.

To be useful in managing for results and credible for reporting, USAID AOR or a third party contractor designated by USAID/Ukraine should ensure that the performance data meet the following five data quality standards: validity, reliability, timeliness, precision and integrity. If performance data do not fully meet all five standards, the known data limitations should be documented. The AOR can combine a random check of partner data during a regularly scheduled site visit and include data quality items into site visit reports. This minimizes the costs associated with the DQA. When conducting a DQA, USAID AOR or a third party contractor designated by USAID/Ukraine will examine the data in light of the five quality standards noted above, reviewing the systems and approaches for collecting data and whether they are likely to produce data of an acceptable quality over time.

USAID AOR/COR or a third party contractor designated by USAID/Ukraine conducts the DQA. This may entail site visits to physically inspect records maintained by the activity implementing partner. The activity USAID AOR or a third party contractor designated by USAID/Ukraine will document DQA findings, including decisions concerning data quality problems and steps identified to address them. The findings will be shared with the implementer and an action plan to address data quality issues will be developed with the AOR. The AOR will follow up with the activity implementer to check progress on implementation of the action plan within the timeline outlined in the action plan against each action.

The M&E Plan is subject to final approval by USAID and is separate from the regular financial and other reports required by the standard Cooperative Agreement provisions.

USAID reserves the right to propose an activity implementer to integrate into the MEL Plan a number of indicators to help USAID measure the activity results.

USAID may elect to organize and carry out an independent performance evaluation of this activity. The activity implementer shall fully cooperate with USAID and the evaluation team to ensure that the evaluation accurately reflects activity results, outcomes, and/or impacts.

Collaborating, Learning and Adapting (CLA)

The Recipient is expected to contribute to USAID/Ukraine's commitment to a multi-faceted Collaborating, Learning and Adapting (CLA) approach to development. The CLA approach must be incorporated in the MELP and is based on the understanding that development efforts yield more effective results if they are coordinated and collaborative, test promising, new approaches in a continuous yet also rapid, targeted search for generating improvements and efficiencies, and build on what works and eliminate what doesn't.

- **Collaborating:** The Recipient will coordinate with other USG partners, other donors, civil society, development partners, and the Government of Ukraine to support the GOU in pursuing the reform of the rehabilitation sector, improving quality and accessibility of rehabilitation services for all people in need using a person-centered approach and promoting the inclusion and participation of persons with disabilities in society. For Rehab4U to succeed, the Recipient will employ a collaborative approach with other health sector implementers (including donors), and other stakeholders, (including Ministries, local governments, and relevant civil society development actors), exchanging knowledge and ensuring complementarity rather than duplication of activities.
- **Learning:** The Recipient will systematically and continuously review evidence from program implementation and external sources to inform program strategy, design and management. The Recipient will generate evidence through program performance data, formative research to guide design of new interventions, periodic evaluations, and operational research - documenting and sharing results with stakeholders.
- **Adapting:** The Recipient will translate learning from the implementation experience and external sources, while also considering changing conditions that impact achievement of expected results into strategic and programmatic adjustments throughout the course of the activity. A key feature of Rehab4U will be its flexibility to rapidly adapt to the changing environment due to the ongoing war with Russia and effectively support the GOU in responding to rehabilitation needs of the country, as well as creating a sustainable rehabilitation system in Ukraine that is able to address the growing rehabilitation needs.

NOTE: The MELP must be developed strictly in accordance with the criteria stipulated in [ADS 201](#).

C. *Quarterly Performance Reports*

The Recipient shall submit quarterly performance reports (an electronic copy only) to the USAID AOR to reflect results and activities of each preceding quarter. Quarterly performance reports are to be submitted to the AOR within 30 days of the end of each quarter.

These reports shall summarize the outcomes of the Recipient's activities during the particular reporting period, document any program accomplishments or progress towards results during the reporting period, compare those results to the planned tasks in the Implementation Plans and MELP, and discuss any potential constraints that might prevent the Recipient from meeting agreed upon targets and benchmarks. Reports should also contain, as an attachment, a list of all subgrants issued under the award during the reporting period, and other relevant information. The list should contain the name and contact information for each subgrantee, the title and duration of the program, the amount of the award, and a brief description of the program.

The quantitative results should be presented in quarter as well as aggregated format to show the progress towards the annual targets. Quarterly reports should also include any additional qualitative information the Recipient would like to include to demonstrate the results achieved vis-à-vis the project's objectives during the reporting period.

Reports are to be submitted within 30 calendar days of each quarter, that is, "MONTH" (Quarter 1), "MONTH" (Quarter 2), and "MONTH" (Quarter 3) of each fiscal year of implementation. An annual report will be provided in lieu of the fourth yearly quarterly report.

Quarterly reports should contain, at a minimum:

- Current and cumulative progress (activities completed, benchmarks achieved, performance standards completed) since the last report by program area; reported against project objectives and by funding stream
- Problems encountered and whether they were resolved or are still outstanding;
- Proposed solutions to new or ongoing problems
- At least one success story which provides information that demonstrates the impact that the Activity/program has had during the reporting period through materials such as narratives, quotes, photos and captions. These success stories shall also be submitted separately via the Agency's Telling Our Story website (<http://www.usaid.gov/stories/>). Note: the USAID/Ukraine Mission's Communications Officer can assist in editing stories prior to their posting on the website.
- Documentation of best practices that can be taken to scale

- List of upcoming events with dates
- Pipeline analysis (e.g. burn rate; accruals) broken down by funding stream

D. Annual Performance Reports

The Recipient shall submit annual performance reports (an electronic copy) to the USAID AOR in lieu of the fourth yearly quarterly report for each project year. The Annual Report shall be submitted within 90 calendar days after the end of the first full USG fiscal year and annually thereafter for each authorized year of performance.

These reports must summarize the outcomes of the Recipient's activities during the particular reporting period, document any program accomplishments or progress towards results during the reporting period, compare those results to the planned tasks in the Implementation Plan and MELP, and discuss any potential constraints that might prevent the Recipient from meeting agreed upon targets and benchmarks. Reports should also contain, as an attachment, a list of all sub-grants issued under the award during the reporting period. The list should contain the name and contact information for each sub-grantee, the title and duration of the project, the amount of the award, and a brief description of the project including sub-grantee performance results.

Additionally, the Recipient will be expected to gather and provide data for USAID's Annual Report, Operational Plan, and periodic portfolio reviews.

E. Final Report

A final performance report (two hard copies and one electronic) will be required under this award. The Final Report is due 90 days after the award's completion date. USAID will review and comment within 30 days of receipt. The Final Performance Report shall contain the following information:

- Overall description of the activities under the program during the period of this Cooperative Agreement, and the significance of these activities;
- Description of the methods of assistance used and the pros and cons of these methods;
- Life-of-project results towards achieving the project objectives and the performance indicators;
- Analysis of how the indicators illustrate the project's impact (impact data will be supplied as approved in the MEL Plan and will be measured against projections);
- Summary the program's accomplishments, as well as any unmet targets and the reasons for them;
- Summary of challenges, issues and problems that emerged during program implementation and the lessons learned in dealing with them;

- Comments and recommendations regarding unfinished work and/or future needs and directions for assistance in Ukraine;
- Recommendations for what issues no longer require donor assistance;
- Possible lessons learned;
- Sustainability of the project results.

The Recipient shall submit the original and one copy of the USAID approved Final Report to the AOR and Agreement Officer and one additional copy shall be submitted to the Bureau for Program and Policy Coordination, Development Experience Clearinghouse PPC/DEI.

E-Mail all documents via the web at: <http://dec.usaid.gov>. Paper copies or non-electronic materials should be sent to:

Development Experience Clearinghouse
M/CIO/KM
RRB M.01
U.S. Agency for International Development
Washington DC 20523

The title page of all reports forwarded to USAID must include a descriptive title, the author's name, grant number, the project number and title, the grantee's name, the name of the USAID office, and the publication or issuance date of the report.

F. Geospatial Reporting Requirements

Activity Location Data

The Recipient must submit Activity Location Data to indicate the geographic location or locations where the activity is implemented according to the following requirements:

I. Level of Geographic Detail

The activity location(s) must be recorded at the oblast level. When collected, latitude and longitude coordinates must be submitted in Decimal Degrees (hddd.ddddd) with at least five decimal places using the Geographic Coordinate System World Geodetic System 1984 (GCS WGS 1984) spatial reference.

II. Data Submission Frequency

Activity Location Data must be submitted twice annually as part of the 2nd Quarterly Performance Report and the Annual Report. If the Activity Location Data has not changed since the previous data submission, it must be indicated when the data is submitted.

III. Data Submission Method

Activity Location Data shall be compiled in the “General Info & Locations” worksheet in the Geographic Location Report Template (GLR) and submitted electronically. If Activity Location Data exists in a Geographic Information Systems (GIS) format: 1) it must also be submitted in a Shapefile (.shp) or GeoJSON (.geojson) file format; 2) use the Geographic Coordinate System World Geodetic System 1984 (GCS WGS 1984) spatial reference; and 3) include metadata ISO 19115 using the ISO 19139 XML implementation schema.

G. *Security Management Plan*

No later than sixty (60) days after award the Recipient must submit a Security Management Plan (including all associated protocols and standard operating procedures) to the AOR and AO. The AO may solicit review from USAID/Ukraine’s Partner Liaison Security Adviser (PLSA) or Partner Liaison Security Office (PLSO) (once established), or other appropriate security personnel, and may provide recommendations to the Recipient. The Recipient must periodically review and update the plan based on the security situation in Ukraine. Any updates to the plan must be provided to the AOR and AO.

4. Environmental Compliance

The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID’s activities on the environment be considered, and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID’s Automated Directives System (ADS) Parts 201.5.10g and 204 (<https://www.usaid.gov/who-we-are/agency-policy/series-200>), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities.

Environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this NOFO. In addition, the recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter shall govern.

No activity funded under this NOFO will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion (RCE), Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the Bureau Environmental Officer (BEO). DCN: 2023-UKR-013 (ANNEX 2) received concurrence from the Europe and Eurasia BEO on December 5, 2022, for activities under this NOFO.

In case of a sub-grants component, the recipient will be required to use an Environmental Review Form (ERF) or Environmental Review (ER) checklist using impact assessment tools to

screen grant applications to ensure the funded applications will result in no adverse environmental impact, to develop mitigation measures, as necessary, and to specify monitoring and reporting. Use of the ERF or ER checklist is called for when the nature of the grant applications to be funded is not well enough known to make an informed decision about their potential environmental impacts, yet due to the type and extent of activities to be funded, any adverse impacts are expected to be easily mitigated. Implementation of sub-grant activities cannot go forward until the ERF or ER checklist is completed and approved by USAID. The recipient is responsible for ensuring that mitigation measures specified by the ERF or ER checklist process are implemented.

The recipient will be responsible for periodic reporting to the USAID Agreement Officer Representative, as specified in this NOFO.

As part of its initial Work Plan, and all Annual Work Plans thereafter, the recipient, in collaboration with the USAID Agreement Officer Representative and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under this NOFO to determine if they are within the scope of the approved Regulation 216 environmental documentation.

If the Recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.

Any activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is submitted and written approval is received from USAID.

5. Security Requirements

The Recipient must be aware of security conditions in Ukraine, and by entering into an agreement, assumes full responsibility for the safety of its employees. Prior to commencing work, the Recipient must ensure that it has adequate procedures in place to advise its employees of situations or changed conditions that could adversely affect their security. In order to keep abreast of security conditions in Ukraine, the Recipient must seek information from all available sources, including USAID/Ukraine's PLSA, PLSO (once established by USAID), and other sources as directed by the AO, for all areas in which its employees work or travel within Ukraine.

The Recipient acknowledges that security conditions are subject to change at any moment, that USAID cannot guarantee the accuracy of any information that it may provide to the Recipient, and that USAID assumes no responsibility for the reliability of such information. The Recipient has sole responsibility for approving all travel plans for its employees and/or his dependents traveling to post if allowed by the Recipient's personnel internal policies. The Recipient is also

responsible for immediately notifying USAID/Ukraine and the U.S. Embassy American Citizen Services section in the event a U.S. citizen employee does not return from travel as expected or does not report to work. In the event that USAID requests the Recipient to do so, the Chief of Party (COP), or equivalent position, must assume responsibility for contacting all of its employees. The Recipient must provide to the PLSO, PLSA, or others as directed by the AO, the name, current address, and current home and/or cellular telephone number of the COP, or equivalent position, and of an alternate designated employee. The Recipient is responsible for ensuring that the information on file with the PLSO and PLSA is up-to-date so that in an emergency, the COP or alternate representative can be reached immediately and he/she can rapidly contact all other affected employees. The Recipient is requested to notify the PLSO and PLSA, copying the AO, about any changes of the individual listed in the Security Management Plan who are considered in-charge of security.

SECURITY MANAGEMENT PLAN

The Recipient must develop a Security Management Plan to safeguard all project operations. The Security Management Plan is to be implemented and maintained also by all subcontractors and subrecipients. The Security Management Plan will be reviewed by the AO in consultation with the PLSO and PLSA.

The plan must include commentary on all aspects listed below. The plan will be reviewed against these criteria, to the extent that the reviewers are able to answer the key question: Is the proposed approach conceptually *realistic*³⁰ in the Ukraine and project context, *achievable* in relation to the resourcing effort applied, and *proportionate* to the security risk exposure present to the project associated with the project's nature, operating footprint and the threat context?

- 1) Contextual and threat analysis that provides the picture of the security risk environment present in Ukraine, the main drivers of risk, and how the project's nature and operating footprint may increase or reduce vulnerability to risk.
- 2) Security risk management approach that ties into this threat and vulnerability analysis to mitigate risks.
- 3) A description of the organizational structure and associated roles and responsibilities of those responsible for security risk and emergency management and including how these integrate with headquarters / regional teams as relevant.
- 4) A description of the overarching security incident response and management process (from initial notification through to the implementation of a planned course of response/action).
- 5) A description of mechanisms used to track changes in the security risk environment and the triggering of associated actions related to a 'tightening' or 'loosening' of the project's security posture.

³⁰ Capable of delivering the required [security risk mitigation, risk and emergency management, incident response] outcomes necessary to support secure operations

- 6) A description of the emergency communications approach to be used to enable the project to communicate quickly to staff in the event of an emergent threat and that allows staff to communicate in the event of a security incident affecting them or their locality.
- 7) A description of the approach taken to training and exercising all staff in support of secure project operations (including local incident management team training and exercising, personal security awareness and response and ongoing security awareness briefings).
- 8) A description of the approach to travel risk management – including journey management.
- 9) A description of the approach to physical security of premises (offices, compounds, warehouses, residences, etc.), including the nature of contracted guardforce and other security services, approach to access control and visitor management.
- 10) Contingency planning for relevant emergency situations such as -
 - Abductions or illegal detention,
 - Evacuation,
 - Emergency medical care,
 - Psycho-social support for staff impacted by serious crimes or personal violence,
 - Sexual assault,
 - Armed attack,
 - Reporting and prosecution options, etc., and
 - Risk mitigation measures, which address specific needs based on analysis of proposed program areas.
- 11) An incident reporting system that meets the requirements in this section.

American citizen personnel are encouraged to register in the State Department Smart Traveler Enrollment Program (STEP).

SECURITY REPORTING RESPONSIBILITIES

Once notified that the PLSO has been engaged, the Recipient must submit the below reports to the PLSO and other personnel as directed by the AO. The type and frequency of these reports may vary with the project scope, location, and criticality. The Recipient must submit an Initial Incident Report (SIR, IR, SITREP, or other – see below for definitions) within the timescales described below, and, thereafter, subsequent further reporting as often as the situation requires (weekly, bi-weekly, monthly etc.).

1) Incident Reporting

There are various types of Incident Reporting: Serious Incident Report (SIR); Incident Report (IR); Situation Report (SITREP); and any other security related report that may be required by USAID.

2) Serious Incident Report (SIR)

- An incident that involves the death, injury, kidnapping of Recipient personnel and/or damage to Recipient property.
- An incident that has critically damaged the funded program, such as fire, catastrophic flood, etc.
- Initial SIR must be reported verbally immediately, and no later than 4 hours of the incident occurrence/discovered.
- A Complete SIR must be filed in writing by e-mail within 24 hours of the incident.
- Updated written SIR must continue to be filed on a timely basis (daily, weekly) as long as the situation exists. The timeline will be adjusted as required by the AO
- Final Report SIR will summarize the incident, the subsequent happenings and the final resolution.

3) Incident Report (IR)

- An incident involving accidents, potential harm, suspicious persons or acts, threats or harassing actions against personnel or the program.
- IR should be initially reported by phone immediately, followed up with a written report filed as soon as possible (within 24 hours). After the incident is evaluated, a complete detailed written report must be submitted no later than 72 hours after the incident.

4) Situation Report (SITREP)

- A report that a significant, but not critical action or activity, has taken place that has impacted, or may impact, on the well-being of the personnel or the success of the program.
- This report may describe trends, secondhand information that may have bearing on the project, or impact on future operations.
- There is no pre-determined reporting timeline. The report will be submitted by the Recipient as needed and required by PLSO, in consultation with the cognizant AO.

Telephonic communication (as directed by the AO or in general by the Regional Contracting Office) is the preferred method to provide the initial information of an incident. A written report by e-mail must follow as soon as possible within the above described guidelines and it must be as detailed as possible. The report must follow the format approved in the original Security Management Plan but at a minimum it must contain:

- What: What happened – provide the specific details of the event.
- Where: Where exactly did the event happen – provide the specific location or area.
- When: What was the specific date and time of the event.
- Why: Why did the event happen; is there a background or context to the situation.

- Who: Who is involved, especially as it relates to injuries, deaths, arrests or kidnappings³¹.
- Who: Who is managing the situation – provide their names, contact details and appointments?
- Risks: What are the risks now, do they present a continued direct or indirect threat, and how likely are they to occur.

If this is an ongoing incident, progress reports must be submitted in accordance with the timelines provided via the SITREP in order to keep USAID/Ukraine personnel apprised of the situation.”

6. Notification

As specified in 2 CFR 200.329(e), the Recipient must promptly notify the AOR and AO in the case of: (1) developments which have a significant impact on the activities supported by this Award; or (2) problems, delays, or adverse conditions which materially impair the ability to meet the objectives of this Cooperative Agreement. This notification must include a statement of the action taken or contemplated, and any assistance needed to resolve the problem.

7. Program Implementation Flexibility

The current situation in Ukraine requires the use of adaptive management principles to respond immediately to the crisis as well as maintain development gains achieved through activity implementation. USAID may direct the partner to undertake additional activities that are within the parameters of this Program Description in response to the crisis. Adjustments will be agreed upon through changes to annual implementation plans, and may require corresponding reductions in other planned activities in order to remain within the available obligated amount and budget ceiling.

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³¹ Incident reporters must clearly state whether the identities of those who have died, been seriously injured, are seriously ill, or have been kidnapped or are associated with a serious act of ethical misconduct / inappropriate behavior are CONFIRMED or UNCONFIRMED. Where an incident relates to allegations of / suspected or established serious acts of ethical misconduct / inappropriate behavior, incident reporters must clearly state the status of the case against an identified individual: whether it is alleged, suspected or established. Where reporting a kidnapping, incident reporters should report only the nationality of the kidnapped individual during the initial report, and must seek explicit advice from their Headquarters security team as to the established organizational protocol for release of personally identifiable information relating to a kidnap victim.

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

1. NOFO Points of Contact

Any prospective applicant desiring an explanation or interpretation of this NOFO must request it in writing by the deadline for questions specified in the cover letter to allow a reply to reach all prospective applicants before the submission of their applications. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment of this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

Any questions or comments concerning this NOFO must be submitted in writing by email to KyivRCOHealth@usaid.gov by the deadline for questions indicated at the top of this NOFO's cover letter. Questions received by any other means and/or received after the deadline will not receive responses.

2. Acquisition and Assistance Ombudsman

The A&A Ombudsman helps ensure equitable treatment of all parties who participate in USAID's acquisition and assistance process. The A&A Ombudsman serves as a resource for all organizations who are doing or wish to do business with USAID. Please visit this page for additional information: <https://www.usaid.gov/work-usaid/acquisition-assistance-ombudsman>

The A&A Ombudsman may be contacted via: Ombudsman@usaid.gov

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SECTION H: OTHER INFORMATION

USAID reserves the right to fund any or none of the applications submitted. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. Any award and subsequent incremental funding will be subject to the availability of funds and continued relevance to Agency programming.

Applications with Proprietary Data

Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purpose, should mark the cover page with the following:

“This application includes data that must not be disclosed, duplicated or used – in whole or in part – for any purpose other than to evaluate this application. If, however, an award is made as a result of – or in connection with – the submission of this data, the U.S. Government will have the right to duplicate, use, or disclose the data to the extent provided in the resulting award. This restriction does not limit the U.S. Government’s right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets {insert sheet numbers}.”

Additionally, the applicant must mark each sheet of data it wishes to restrict with the following:

“Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application.”

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ANNEX 1 - Summary Budget Template

ANNEX 2 - Initial Environmental Examination

[END OF NOFO NO. 72012124RFA00001]