



USAID | UKRAINE

FROM THE AMERICAN PEOPLE

Issuance Date: March 23, 2017

Deadline for Receipt of Questions: April 19, 2017
16:00 Hours Local Kyiv Time

**Closing Date and Time for Submission of Applications: May 15, 2017
16:00 Hours Local Kyiv Time**

Subject: Notice of Funding Opportunity Number: RFA-121-17-000001

Activity Title: HealthLink Ukraine

Ladies/Gentlemen:

The United States Agency for International Development (USAID), through the Regional Contracting Office in Kyiv, Ukraine is seeking applications from qualified organizations for funding of an activity entitled “HealthLink Ukraine.” Eligibility for this award is restricted to Ukrainian entities. Please see Section III of this Notice of Funding Opportunity (NOFO) for eligibility information.

Please refer to the Program Description, Section I of this NOFO for a complete statement of goals and expected results. The authority for this Notice of Funding Opportunity (NOFO) is found in the Foreign Assistance Act of 1961, as amended. The CFDA Number for this funding opportunity is 98.001.

Any resulting awards will be subject to 2 CFR 700 and 2 CFR 200 - Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards.

USAID policy is not to award profit under assistance instruments. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the agreement program and are in accordance with applicable cost principles under 2 CFR 200 Subpart E. of the Uniform Administrative Requirements may be paid under the anticipated award.

Applicants under consideration for an award that have never received funding from USAID will be subject to a pre-award survey to determine fiscal responsibility, ensure adequacy of financial controls. USAID encourages applications from potential new partners.

Subject to the availability of funds, USAID intends to fund a program in an amount not to exceed \$22,000,000. The U.S. Dollar amount will be funded from USAID appropriated funds, to be allocated over a five-year period. USAID anticipates making one award not later than September

30, 2017. USAID reserves the right to fund any or none of the applications submitted and will determine the resulting level of funding for the award. Cost sharing is not required.

Eligible organizations interested in submitting an application are encouraged to read this NOFO thoroughly to understand the type of project sought and the application submission requirements and evaluation process.

To be eligible for award, the Applicant must provide all information as required in this NOFO, meet eligibility standards in Section III of this NOFO, including the requirements found in any attachments to this Grants.gov opportunity. This NOFO consists of this cover letter plus the following Sections:

1. Section I – Program Description
2. Section II – Award Information
3. Section III – Eligibility Information
4. Section IV – Application and Submission Information
5. Section V – Application Review Information
6. Section VI – Federal Award and Administration Information
7. Section VII – Federal Awarding Agency Contacts
8. Section VIII – Other Information

All applications must be received by the closing date and time indicated at the top of this cover letter.

Applicants are requested to submit both technical and cost portions of their applications in separate electronic attachments (please see Section IV for details). Award will be made to the responsible applicant who submits the best application under the technical evaluation criteria outlined in this NOFO, subject to risk assessment processes and successful negotiation of award terms.

Applicants shall upload applications to www.grants.gov and e-mail to llomonosova@usaid.gov. Please see Section IV of this NOFO on submission instructions.

This funding opportunity is posted on www.grants.gov and may be amended. Any future amendments to this NOFO can be downloaded from www.grants.gov. Potential applicants should regularly check the website to ensure they have the latest information pertaining to this NOFO. Applicants will need to have available or download Adobe program to their computers in order to view and save the Adobe forms properly. In 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 mail at support@grants.gov for technical assistance.

It is the responsibility of the recipient of this NOFO document to ensure that it has been received from Grants.gov in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions.

Any questions concerning this NOFO should be submitted in writing to Ms. Larissa Lomonosova, Acquisition & Assistance Specialist, via email at llomonosova@usaid.gov. The deadline for submission of questions for this NOFO is April 19, 2017, 16:00 Kyiv, Ukraine local time. Responses to the questions will be made available to all potential applicants through an amendment to this NOFO and posted on www.grants.gov.

Issuance of this NOFO does not constitute an award commitment on the part of the Government nor does it commit the Government to pay for costs incurred in the preparation and submission of an application. Further, USAID reserves the right to reject any or all applications received. In addition, final award or any resultant cooperative agreement cannot be made until funds have been fully appropriated, allocated, and committed through internal USAID procedures. All preparation and submission costs are at the applicant's expense.

Thank you for your interest in USAID programs.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Eduardo Elia', is positioned above the printed name.

EDUARDO ELIA
Regional Agreement Officer

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SECTION I – PROGRAM DESCRIPTION

Activity Title: HealthLink Ukraine

I. Introduction

The goal of HealthLink, a five year \$22 million activity, is to accelerate Ukraine’s efforts to end HIV as a public health threat by 2030, by improving the access to and delivery of HIV prevention and care services in Ukraine. HealthLink is USAID Ukraine’s flagship President’s Emergency Plan for AIDS Relief (PEPFAR) activity to further Ukraine’s efforts to achieve the Joint United Nations Programme on HIV/AIDS (UNAIDS) and PEPFAR 90-90-90 targets. HealthLink will complement and contribute to PEPFAR Ukraine interagency efforts to increase the number of PLHIV in Ukraine who know their status, are placed on treatment and are virally suppressed. The expected period of implementation of HealthLink is October 1, 2017-September 30, 2022.

II. Background

Ukraine’s population as of 2016 was estimated at 42.7¹ million people, excluding residents of Russian-occupied Crimea. Modeling estimates indicate that in 2015 HIV prevalence among 15-49 year olds was 0.9%², with approximately 16,000³ new HIV infections each year. The first cases of HIV were officially registered in 1987, with a dramatic surge in the mid-1990s until incidence peaked in 2013⁴. The epidemic was driven parenterally by people who inject drugs (PWIDs); however sexual transmission has become the main mode of transmission, especially among sexual partners of PWID. Transmission amongst men who have sex with men (MSM) is concerning, with Kyiv City and Odessa experiencing significant transmission in the MSM population.

Over the last several years, the Ukrainian HIV epidemic response has slowed the epidemic, especially among PWID, and is significantly scaling-up antiretroviral therapy (ART) - with approximately 35%⁵ of the estimated 224,000⁶ PLHIV in Ukraine currently on treatment. Currency devaluation, political upheaval and armed conflict in the east of the country have introduced both challenges and opportunities to achieve UNAIDS’ and PEPFAR’s joint 90-90-90 goals. For example, the economic crisis has made scale-up of ART impossible

Estimated HIV Prevalence among select groups 2015 (KP estimates from 2015 IBBS):

Adults 15-49	0.09
PWID	21.9
Partners of PWID	15
FSW	7.0
MSM	8.5

¹ http://database.ukrcensus.gov.ua/PXWEB2007/ukr/publ_new1/2016/zb_nas_15.pdf

² Ukraine Spectrum, 05/16/2016, data for 2016, Ukrainian Center for Disease Control

³ HIV Infection Bulletin for Ukraine, No. 45, Published by the Ukrainian Centers for Disease Control (UCDC), Kyiv 2016, accessed at <http://ucdc.gov.ua/uploads/documents/c21991/6048649d4a2a9832cba2b4df9a576be1.pdf>

⁴ Dumchev K, Varetska O, Kuzin I, Evolution of Monitoring and Evaluation of AIDS Response in Ukraine: Laying the Groundwork for Evidence-Based Health Care, AIDS Behav, Oct 10, 2016

⁵ Data for March 1, 2017, UCDC: <http://ucdc.gov.ua/uploads/documents/85ec49/47fe2e57a0c95281f28a78d7074b3b6d.pdf>

No data from Crimea, Sevastopol and non-government controlled areas of Donetsk and Luhansk.

⁶ Ukraine Spectrum, 05/16/2016, data for 2016 (includes Crimea and Sevastopol)

without changing procurement practices – catalyzing health reforms, such as ‘test and start’, to enable more patients to be on ART while also leading to the adoption of optimized ART regimes. These changes are largely due to the advocacy efforts of civil society – with key advocacy successes leading to a two and a half fold increase in government spending on HIV programs in 2017 and legislation requiring international procurements for drugs to thwart corrupt practices resulting in significant savings. Reform has been difficult to execute because of sector vested interests in maintaining the status quo, corrupt procurement practices, and bureaucratic and political inertia. However, significant, yet fragile, progress is being made to increase political support for health reforms. Current reforms are based on a public health approach – providing an opportunity to expand and integrate HIV services within the developing health system. Decentralization provides local communities more control of their resources, leading to potential for local level innovations, and creative solution for service delivery.

Particular to the acceleration of HIV prevention, care and treatment, policies that facilitate intensified community case finding, increased diagnosis of HIV infection, early linkage to ART treatment services, and increase the capacity of the health system to treat and retain the impending significant increase in ART patients are needed. This will include decentralized and integrated models of HIV treatment that continue to provide high-quality services to meet the needs of all people living with HIV (PLHIV). Innovative interventions are vital to identify hard to reach populations (such as older and/or concealed MSM, PWID sub-populations, etc.) improve treatment initiation among groups who are reluctant, and promote treatment adherence as more PLHIV initiate ART.

III. USAID’s approach to supporting HIV care and treatment services

USAID is committed to respond to both the PEPFAR 3.0⁷ strategy, and the push for global adoption of the World Health Organization’s (WHO) 2016 HIV treatment guidelines⁸ that recommend ART for all PLHIV irrespective of their CD4 cell count. The Office of the Global AIDS Coordinator (OGAC) has prioritized adoption of the WHO guidelines to achieve the UNAIDS 90-90-90 targets. Likewise, a key priority of PEPFAR Ukraine is to support Ukraine to adopt the WHO guidelines, to reach the 90-90-90 targets, which are as follows:

- 90% of PLHIV know their HIV status
- 90% of people who know their HIV-positive status on HIV treatment (81% of all PLHIV)
- 90% of people on HIV treatment with suppressed viral loads (73% of all PLHIV)

PEPFAR in Ukraine funds innovative initiatives and pilots targeting key populations (KP) in Ukraine’s medium and high HIV burden oblasts to further progress to meet the 90-90-90 targets including:

- Quality Improvement Collaborative: to address identified gaps and improve service

⁷ <https://www.pepfar.gov/documents/organization/234744.pdf>

⁸ <http://www.who.int/hiv/pub/arv/arv-2016/en/>

linkages along the HIV continuum

- Oblast level facility and community HIV service mapping
- HIV testing of sexual partners of PLHIV and PWID
- Provider Initiated Testing and Counseling
- Reach, Link and Test Model for MSM using ‘GET TEST’ website
- Patient School and Studio of Opportunities: integrated intervention for PLHIV on ART to improve adherence
- Steps Towards Health: structured intervention to enroll PLHIV/PWID in medical services and improve adherence
- TB is Curable: improve treatment outcomes for PLHIV co-infected with TB
- Integration of medically assisted treatment (MAT) for opioid dependence in primary care
- Stigma and discrimination training for health workers
- Strengthening the HIV Service Continuum at ART Sites: intervention to support services to PLHIV and their sexual partners at ART sites and communities

IV. Overview of HealthLink Activity

HealthLink is USAID Ukraine’s five year flagship PEPFAR activity to further Ukraine’s efforts to achieve the UNAIDS and PEPFAR 90-90-90 targets. The activity will increase demand for and access to HIV services, increase the numbers of PLHIV who know their status and are linked to care, address gaps in the HIV service cascade, and reduce stigma and discrimination toward PLHIV and KPs with higher risks of being infected with HIV.

HealthLink focuses on increasing the number of PLHIV and members of KP groups in Ukraine who have access to and utilize effective HIV prevention, testing, treatment, and care services. An important focus of the program will be to increase the demand for treatment and prevention among PLHIV and KPs. As more people become eligible to start ART, and as ART becomes more available, it will be vital to ensure there is PLHIV demand to initiate treatment. As pre-exposure prophylaxis (PrEP) to prevent HIV is piloted and expanded and as MAT is more accessible, educating target groups about these initiatives will become important. HealthLink will engage patients and communities to promote HIV services – to provide knowledge and information that will foster trust in medical institutions and in the medications, and the means to hold medical institutions accountable to the public. Understanding the benefits of early treatment, and ensuring systems are in place to support patients to receive early treatment are key elements to ensuring uptake and epidemic control. To meet UNAIDS 90-90-90 targets, models of service delivery will be implemented to bring more people into the health system, and ensure the health system can absorb them. With new test and start policies, there is expected to be an increase in the number of HIV positive people on HIV treatment, who will require support from case managers as they test for HIV, initiate, and live on treatment. Additionally, as pools of accessible KPs are identified and initiated on treatment, new models of identifying and testing hard to reach populations will need to be implemented, tested, and scaled up. Approaches to stigma and discrimination among health workers toward HIV positive patients and KPs will be addressed, as services for PLHIV are

decentralized to sectors of the health system that potentially have had limited contact with these populations.

Ukrainian Civil Society Organizations (CSOs) are strong advocates for equitable access to HIV services and are leaders in implementing HIV programming in Ukraine. In terms of service provision, they have successfully adapted global models to the Ukrainian context, and developed innovative, new approaches to address the unique aspects of Ukraine's HIV epidemic. As advocates, civil society performs a crucial role to raise awareness of HIV and push for political and legislative changes to impact health services accessibility. Through collaboration and coordination, HealthLink will draw upon the strengths and proven experience of Ukrainian civil society organizations to achieve the results.

As needs are identified through coordination with other implementers, donors, oblast administrations and the Ministry of Health, HealthLink will build upon appropriate successful models (utilizing implementation study results where available) and initiatives to strengthen the conduit between community and facility-based service delivery, fostering effective patient-centered HIV service delivery across the continuum of care.

PEPFAR Ukraine efforts focus on populations that are most at risk for contracting HIV and those who are main drivers of the epidemic, including PWID, MSM, HIV/TB co-infected individuals, pre-and post-release prisoners, and sexual partners of PWID and PLHIV. If there is an evidence base to support conflict affected populations in government or non-government controlled regions of Ukraine, PEPFAR will consider expanding interventions to those populations. Epidemiological data of the HIV epidemic in Ukraine will guide where HealthLink interventions will be implemented and population groups to be targeted for greatest impact against the epidemic.

V. Expected Results

Goal: The overall goal of HealthLink is to accelerate Ukraine's efforts to end HIV as a public health threat by 2030. To reach this goal, HealthLink will achieve the following results:

1. Increased and sustained demand for high quality prevention and treatment services among PLHIV and KP.
2. Civil society advocacy actions lead to improved access to quality and effective health services.
3. Increased numbers of people who know their HIV status, are linked to care and treatment, and are retained in care and treatment in targeted oblasts.
4. Reduced stigma, self-stigmatization and discrimination toward PLHIV and KPs.

Result 1: Increased and sustained demand for high quality prevention and treatment services among PLHIV and KP

As Ukraine's comprehensive HIV guidelines including test and start are finalized and rolled out, as initiatives to increase the reach of HIV testing are implemented, and as ART commodities are

available for scale-up, there will be improved access to ART, PrEP, and MAT. However, for these treatment and prevention initiatives to be successful, they must be complemented with interventions to increase awareness, accurate knowledge, and demand for these services among PLHIV in care, PLHIV not yet in care, and PLHIV who left care. While treatment with ART will be more widely available with the test and start approach and increased commodity security in Ukraine, it is critical that PLHIV know about changing ART treatment policies, want to initiate and remain on ART, to ensure increasing uptake and adherence. Similarly, while HIV prevention through MAT and PrEP will be scaled up, it will be vital to ensure there is demand for these services. Demand creation should be led by PLHIV and KP groups, and be upheld by civil society. The role of patients' advocacy and peer based communication networks to build trust of PLHIV and KP toward treatment and prevention approaches from a peer-to-peer perspective will be important, while also creating a critical mass of engaged KP to hold medical institutions accountable to their needs. Distrust toward the established medical system and lack of information pertaining to the relative benefits and drawbacks of initiating treatment can be barriers to scaling up ART, MAT and PrEP even if it they widely available. HealthLink will identify PLHIV and KP perceptions of what constitutes quality care and prevention services, and will develop strategies to increase demand and advocate for quality treatment and prevention services. For example, qualitative work to better understand risk factors and behaviors of MSM impacting their exposure to HIV and access to services is needed to develop relevant service models for this population. HIV prevalence is estimated to be up to 15% amongst MSM in Kyiv; however testing yield through MSM interventions is only approximately 5%.

Activities under this award may include, but are not limited to, the following

- 1) Conduct formative research to understand the different factors faced by KP groups that impact their decisions around initiating, adhering, or returning to treatment and/or prevention services
- 2) Develop communication strategies to enhance PLHIV and KP knowledge of benefits of early treatment and prevention strategies
- 3) Develop patient-led, public social media platform to rank quality of health service providers

Illustrative Indicators for Result 1:

- 1) % of PLHIV in HealthLink implementation areas who initiate ART within 30 days of diagnosis
- 2) Level of knowledge of the benefits of early ART initiation among PLHIV and KP (baseline survey vs. endline survey)

Result 2: Civil society advocacy actions lead to improved access to quality and effective health services

As CSOs become more deeply involved in HIV service delivery, it remains vital that they maintain their key function as advocates for equal access to quality and efficient healthcare, especially for HIV prevention, treatment and care. Maintaining and bolstering civil societies' function to raise

awareness of HIV and to advocate for legislation and funding to support health reform and HIV programming and is required to meet the PEPFAR and UNAIDS 90-90-90 targets. While Ukraine's health system is reforming to improve overall access to quality health services, civil society is in a unique position to ensure the government upholds their commitments to staving the HIV epidemic as the reform process is rolled out.

Through HealthLink, civil society organizations will maintain focus on advocating for policies and legislation that will improve equitable access to health and HIV services. HealthLink will ensure that PLHIV and KP are able to identify issues that impact them and are empowered with tools and skills to develop and implement advocacy action plans to address those issues. Encouraging civic engagement, through information campaigns, use of mainstream and social media, and other civic engagement mechanisms will promote citizens' awareness of HIV in their communities, precluding stigma and discrimination, and supporting the normalization and integration of HIV community based prevention, treatment and care services.

Activities under this award may include, but are not limited to, the following:

- 1) Advocate for implementation of policies (local, regional, national) and legislation that improve equitable access to health services
- 2) Engage and empower PLHIV and KPs to advocate for quality HIV prevention and treatment services
- 3) Strengthen the capacity of civil society organizations to identify issues that impact PLHIV and KP and develop advocacy strategies to address those issues
- 4) Increase public awareness of health and HIV related legislation and policy

Illustrative Indicators for Result 2:

- 1) Number of policies developed, endorsed, and implemented

Result 3: Increased numbers of people who know their HIV status, are linked to care and treatment, and are retained in care and treatment.

HealthLink will determine gaps in services and populations not reached through existing strategies and scale up successful evidence-based models and develop new approaches as necessary to address those gaps. By remaining flexible to respond to needs based on epidemiological and program data, HealthLink will support Ukraine's efforts to achieve the 90-90-90 targets.

One of HealthLink's major contributions to support Ukraine's achievement of the 90-90-90 targets will be identifying PLHIV through HIV testing and counseling, and linking those people to care and treatment. As ART becomes available to rapidly scale up treatment to all new PLHIV and pre-ART patients, identifying PLHIV who do not yet know their status and linking them to care is increasingly important. In year one of implementation, HealthLink will rapidly scale up provider initiated counseling and testing (PITC), through specialized health services and other health facilities with anticipated high yield, in addition to partner testing, across Ukraine's 12 high and medium burden oblasts, to meet PEPFAR's targets as outlined in Ukraine's Country Operational Plan 17 (see Annex 8 and Annex 9 of this NOFO). Systems for tracking PLHIV tested and

referred for treatment will need to be robust, to understand how best to identify new PLHIV and ensure they are linked to care.

To reach 90-90-90 targets, simultaneous approaches need to be implemented to further the reach of HTS, link people to HIV prevention and treatment services, and place people on treatment and maintain them on treatment. Links between facility and community based care must be maintained to ensure a seamless transition through the different stages of the HIV cascade of services. As test and start is rolled out, and more people are placed on treatment – including patients with substantial psychosocial needs – it is anticipated that retention in care and adherence to ART will become growing challenges. As interventions to improve facility-based treatment and adherence are implemented in Ukraine, the role of community based services and their interaction with ART sites will remain important. To complement facility level interventions that promote ART adherence and retention in care, HealthLink can utilize effective community-based models, such as community adherence groups, to improve retention and identify and return patients lost to follow-up. Other retention strategies such as using mobile technology, case management, psychosocial interventions, behavioral skills training or medication adherence training can be explored⁹. To understand the best community based strategies to effectively and sustainably support adherence amongst key populations, formative research is needed to understand the factors that impact adherence amongst KP groups.

The role of case management is instrumental to identify hard to reach PLHIV, support identified PLHIV to access services along to HIV service cascade, and provide psychosocial care. Within the Ukrainian health system, case managers provide critical support to PLHIV by linking them to social services, clinical care, legal assistance and fostering health literacy to support ongoing ART adherence. Case managers play a pivotal role in accessing hard-to-reach populations, and supporting them through the HIV service continuum. In large part, case managers are responsible for the “differentiation of care” as their services are tailored to the needs of individual patients. Formal (case managers trained in social work) and informal (typically expert patients with informal training in specific services that help patients) cadres are utilized in HIV care in Ukraine, though quality and services provided are varied. The current model of case management is supported through donor funding, however there is need to include case-managers as part of staffing patterns of health facilities, and explore options for social contracting for these services. Based on what has been learned through various models of case management in Ukraine and on global best practice, HealthLink will provide technical assistance to formalize the roles of different types of case managers in HIV care, explore models for psychosocial support, help establish norms, provide training, and ensure the availability and effectiveness of case management services as a holistic component of HIV service delivery to improve HIV testing, ART uptake and retention across different patient sub-populations.

Activities under this award may include, but are not limited to, the following:

- 1) Rapidly scale up best models to access hard-to-reach populations with HIV Testing Services such as provider initiated testing and counseling and index testing

⁹ WHO 2016 Consolidated Guidelines on HIV

- 2) Formalize and support role of case management in HIV service delivery to meet the unique needs of different KP groups
- 3) Support oblast level efforts to decentralize HIV community services where appropriate
- 4) Test, document and scale up best models to improve linkages between community and facility based care (such as: case management, referral pathways, etc.)
- 5) Test, document and scale up best models for adherence and retention for specific KP (such as: adherence groups, case management, psychosocial care, etc.)
- 6) Conduct formative research about the most effective mode of service provision to different KP groups – ie vertical or integrated models

Illustrative Indicators for Result 3:

- 1) HTC_TST: Number of people who received HTC services for HIV and received their results
- 2) PP_Prev: % of priority populations reached with individual and/or small group-level HIV preventive interventions that are based on evidence and meet the minimum standards required
- 3) KP_Prev: % of KPs reached with individual and/or small group-level HIV preventive interventions that are based on evidence and meet the minimum standards required
- 4) TX_New: Number of adults and children newly enrolled on ART

Result 4: Reduced stigma, self-stigmatization and discrimination toward PLHIV and KPs

The United Nations Sustainable Development Goal 16 (SDG 16) calls for: “HIV-related stigma and discrimination [to be] eliminated among service providers in health-care, workplace and educational settings” by 2030¹⁰. Despite progress in recent years, KPs in Ukraine still experience significant self-stigmatization, as well as stigma and discrimination from communities, families, law-enforcement officials and health center staff (medical and non-medical staff), hampering successful maintenance of healthy behaviors and reducing health-seeking behavior. Perceived, internalized, anticipated and experienced stigma present barriers to seeking care, preventing people from being tested, and if positive, seeking treatment. While stigma reduction efforts start with continued engagement with primary care providers and decentralization (and normalization) of HIV treatment services, HealthLink will build upon and expand current approaches to measure, document and mitigate stigma and discrimination while identifying new innovative models to reduce self-stigmatization and stigma and discrimination – stemming both from HIV status and from identification with any KP group.

Activities under this award may include, but are not limited to, the following:

- 1) Introduce community score-card system for PLHIV and KP to formally engage with health system and highlight cases of stigma and discrimination
- 2) Train healthcare workers, auxiliary staff and clinic administrators in health care settings providing services to PLHIV on principles of stigma and discrimination
- 3) Measurement of the stigma index, with targeted interventions based on findings

¹⁰ http://www.unaids.org/sites/default/files/media_asset/20151027_UNAIDS_PCB37_15_18_EN_rev1.pdf

- 4) As part of Ukraine's health reform process, institutionalize pre-service stigma and discrimination training as part of standard medical school curriculum in targeted regions

Illustrative Indicators for Result 4:

- 1) % of healthcare providers who do not perceive risks of being infected by HIV while performing their professional duties
- 2) Level of stigma and discrimination towards PWID amongst health care facility staff (medical and non-medical)
- 3) Level of stigma and discrimination towards MSM amongst health care facility staff (medical and non-medical)
- 4) % of PLHIV in HealthLink implementation areas who demonstrate understanding of their rights as a PLHIV
- 5) HRH_PRE: Number of new health-workers who graduated from pre-service training institution as a result of PEPFAR supported strengthening efforts within the reporting period, by select cadre.

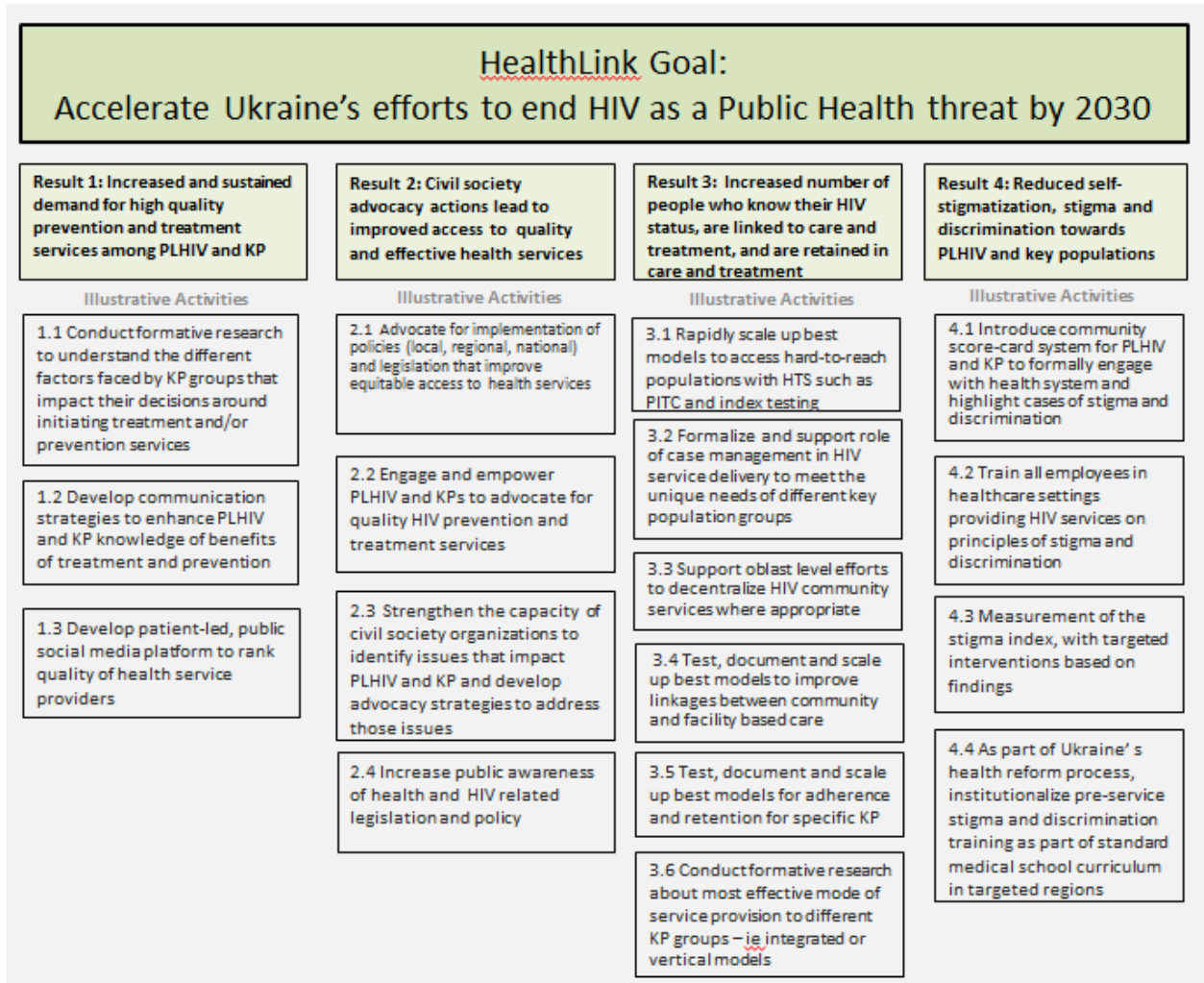
VI. Implementation Approach

Strategic Partnership: To maximize efficiencies and impact to achieve HealthLink's results, USAID strongly encourage applicants to form strategic partnerships, drawing upon the vast experience and specific technical strengths of different Ukrainian CSOs.

Strategic partnership will ensure applicants capitalize on the comparative advantages offered by various partners who have specific technical strengths, expertise and experiences with specific key populations. The recipient will sub-award at least 30% of the award budget to local non-affiliated partners to facilitate a collaborative approach to respond to the breadth and depth of this activity.

Geographic Focus: HealthLink's interventions will be focused in 12 PEPFAR priority oblasts, including: the six high-burden oblasts of Donetsk, Dnipropetrovsk, Mykolayiv, Odesa, Kherson, and Kyiv City and the six medium-burden oblasts of Kyiv Oblast, Zaporizhzhya, Cherkasy, Poltava, Chernihiv and Kirovograd.

Sustainability: Commitment to sustainability is the ability and the commitment to carry on the activities after USAID's involvement is complete, or to otherwise ensure the results continue beyond the life of the activity. PEPFAR and USAID strive for sustainable approaches to reach epidemic control globally and in Ukraine. Developing local solutions to address the drivers of HIV in Ukraine is essential to have a sustainable impact of the HIV epidemic, and meet PEPFAR and UNAIDS 90-90-90 goals. USAID supports approaches to activity implementation that emphasize cost-effectiveness and feasibility for sustainability, by developing approaches that will be adopted and funded through local structures. An important component of HealthLink is building local capacity to develop and implement local solutions to impact the HIV epidemic.



[END OF SECTION I]

SECTION II – FEDERAL AWARD INFORMATION

1. Estimated Total Funding Available and Number of Awards Contemplated

Subject to funding availability, USAID intends to provide \$22,000,000 in total USAID funding over a 5-year period. The ceiling of this activity is \$22,000,000. Actual funding amount are subject to availability of funds.

USAID intends to award one (1) Cooperative Agreement based on this NOFO.

Neither financial data submitted with an application nor representations concerning facilities or financing, will form a part of the resulting agreement(s).

USAID reserves the right to reject the application received in response to this NOFO.

2. Start Date and Period of Performance for Federal Awards

The estimated start date will be on or about October 1, 2017. The anticipated program period is five (5) years.

3. Substantial Involvement

USAID always has some involvement in assistance awards (including monitoring performance, reviewing reports, and/or providing approvals, in order to effectively support the achievement of the expected results, in addition to the standard prior approvals). USAID considers collaboration with the awardee crucial for the successful implementation of this program. Substantial involvement is deemed necessary and therefore is anticipated between USAID and the recipient during the performance of this activity.

Substantial involvement under the proposed award shall include the following:

- Review and approval of the Recipient's Initial Implementation Plan, Annual Implementation Plans (Work Plans), including the Monitoring, Evaluation and Learning (MEL) Plan. Any significant changes to the approved Implementation Plan and the MEL Plan will require additional approval of the Agreement Officer's Representative (AOR). Implementation plan may not be changed more often than annually.
- Review and approval of key personnel and any changes by the AOR;
- Subawards: Approval of all subawards including extensions. The AOR will be substantially involved in approval of subawards and contracts, in accordance with 2CFR200.308 (c)(6).

The above substantial involvement will be delegated to the AOR. The recipient will be expected to meet regularly (via phone, email or in person) with the AOR or his/her designee to review

the status of activities, and should be prepared to make periodic briefings to USAID as appropriate.

“Recipients shall immediately notify USAID of developments that have a significant impact on the award-supported activities. Also, notification shall be given in the case of problems, delays, or adverse conditions which materially impair the ability to meet the objectives of the award. This notification shall include a statement of the action taken or contemplated, and any assistance needed to resolve the situation.” This provision is applicable to all sub-grants as well as the prime recipient.

4. Title to Property

Property Title under the resultant agreement shall vest with the Recipient.

5. Authorized Geographic Code

The authorized Geographic Code for procurement of goods and services under this award is 935.

6. Purpose of the Award

The principal purpose of the relationship with the Recipient and under the subject activity is to transfer funds to accomplish a public purpose of support of HealthLink Ukraine Activity described in the Program Description, in Section I of this NOFO.

The Recipient will be responsible for ensuring the achievement of the activity 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, activity objectives, and the terms and conditions of the Federal award. The Recipient using its own unique combination of staff, facilities, and experience, has the primary responsibility for employing whatever form of sound organization and management techniques may be necessary in order to assure proper and efficient administration of the resulting award.

[END OF SECTION II]

SECTION III - ELIGIBILITY INFORMATION

A. Types of Entities Eligible to Apply

USAID encourages applications from potential new partners. USAID will not accept applications from individuals.

To be eligible for award of a Cooperative Agreement, in addition to other conditions of this NOFO, organizations must have a commitment to non-discrimination with respect to beneficiaries and adherence to equal opportunity employment practices. Non-discrimination includes equal treatment without regard to race, religion, ethnicity, gender, and political affiliation.

The eligibility requirements below apply to the principal Applicant:

Any local (Ukrainian) non-governmental or commercial organizations in Ukraine, who are able to respond to the NOFO and be able to mobilize in a short period of time, are eligible to apply under this NOFO.

USAID defines a local organization as one that:

- Is legally organized under the laws of Ukraine;
- Has its principal place of business or operations in Ukraine;
- Is majority-owned by individuals who are citizens or lawful permanent residents of the recipient country or is managed by the governing body, the majority of whose members are citizens or lawful permanent residents of Ukraine and
- Is not controlled by a foreign entity or by an individual or individuals who are not citizens or permanent residents of Ukraine.

The term “control” or “controlled by” in the above definition means having a majority ownership or beneficially interest, or the power, either directly or indirectly, whether exercised or exercisable, to control the election, appointment, or tenure of the organization’s managers or a majority of the organization’s governing body by any means, e.g., ownership, contract, or operation of law. The term “Foreign Entity” means an organization that fail to meet any part of the “local organization” definition.

Local organizations must meet the definition for local organization, as defined above, in Ukraine.

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. The Recipient must be a responsible entity. The AO may determine a pre-award survey is required to conduct an examination that will determine whether the prospective recipient has the necessary organization, experience, accounting and operational controls, 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. Pre-award surveys are time-consuming and award decisions are based on the survey findings.

To be eligible for award of a Cooperative Agreement, in addition to other conditions of this NFO, organizations must have a commitment to non-discrimination with respect to beneficiaries and adherence to equal opportunity employment practices. Non-discrimination includes equal treatment without regard to race, religion, ethnicity, gender, and political affiliation.

2. New Partners

USAID encourages applications from new partners that have not previously received USG funding. However, resultant awards to these organizations may be delayed because USAID generally must conduct pre-award surveys of these organizations in order to make a risk assessment decision, in accordance with ADS 303.3.9.1. Please refer to Section V of this NOFO, for additional information on pre-award surveys.

3. Number of Applications that May be Submitted

Any one local entity may submit one application for funding in response to this NOFO.

Applicants are reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the Recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all sub-awards issued under this Cooperative Agreement.

4. Cost Sharing

Cost sharing is not required under the HealthLink Ukraine Activity.

5. Third Country Participant Training

Third-country training must **not** take place in countries that are

- Considered unfriendly by the U.S. Department of State and to which travel by U.S. citizens is prohibited; or
- Identified as terrorist countries by the Department of State.

[END OF SECTION III]

SECTION IV – APPLICATION AND SUBMISSION INFORMATION

The federal grant process is web-enabled, allowing for applications to be submitted on-line. Complete Application packages shall be submitted electronically through www.grants.gov and must be received no later than the closing date and time as indicated on the cover letter of the NOFO. Instructions to submit applications electronically on-line in response to this NOFO are found on Grants.gov in the “For Applicants” section – under “Apply for Grants.” Applicants also shall submit an electronic copy of their application via e-mail to llomonosova@usaid.gov.

Please e-mail Ms. Larissa Lomonosova at llomonosova@usaid.gov to verify your application has been received.

If your organization decides to submit an application, it must be received by the closing date and time indicated at the top of the cover letter. The applicant must provide all required information in its application, including the requirements found in any attachments to this NOFO. Applicants should retain for their records one copy of all enclosures which accompany their applications.

To be eligible for award, the application should be prepared according to the structural format set forth below in (I) Technical Application Format and (II) Cost/Business Application Format. Applications which are received late or are incomplete run the risk of not being considered in the review process. Late applications will be considered for award only if the Agreement Officer determines it is in the Government’s interest.

USAID will consider only applications conforming to the format prescribed below. All applications received by the closing date and time indicated on the cover letter will be reviewed for responsiveness and programmatic merit in accordance with the specifications outlined in these guidelines and the application format. Section V. addresses the selection criteria and evaluation procedures for the applications.

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 purposes should:

(i) Mark the title page with the following legend:

"This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this application. If, however, a grant is awarded to this applicant as a result of - or in connection with - the submission of this data, the U.S. Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting grant. 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 pages____."; and

(ii) Mark each sheet of data it wishes to restrict with the following legend:

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

OTHER SUBMISSION REQUIREMENTS:

- Unnecessarily Elaborate Applications – Unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application in response to this NOFO are not desired and may be construed as an indication of the applicant's lack of cost consciousness. Elaborate art work, expensive paper and bindings, and expensive visual and other presentation aids are neither necessary nor wanted.
- Explanation to Prospective Applicants - Any prospective applicant desiring an explanation or interpretation of this NOFO must request it in writing not later than April 19, 2017 16:00 hour local Kyiv time to allow a reply to reach all prospective applicants before the submission of their applications. Oral explanations or instructions given before award of an Agreement will not be binding. 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.
- Telegraphic or Faxed Applications – Telegraphic or faxed applications will not be considered.
- Language – All applications must be in English.

POINT OF CONTACT FOR APPLICATION MATERIALS AND SUBMISSION INFORMATION

Applications must be submitted **electronically only**. Applicants shall upload applications to www.grants.gov; plus email to llomonosova@usaid.gov.

All applications received by the closing date and time indicated on the cover letter (**May 15, 2017, 16:00 Hours, Local Kyiv Time**) will be reviewed for responsiveness and programmatic merit in accordance with the specifications outlined in these guidelines and the application format. Section V. addresses the selection criteria and evaluation procedures for the applications.

Applications shall be submitted in two separate parts: (a) Technical Application, and (b) Cost or Business Application. Both the technical and cost portions of the application shall have a cover

page which includes the point of contact for the organization, including name, title, address, phone and fax numbers and e-mail address.

Note: Faxed applications are not acceptable.

Complete application packages must be received by USAID/Ukraine/RCO no later than the closing date and time indicated at the top of the NOFO cover letter at the place designated for receipt of applications. Failure to include all information or to organize the application in the manner prescribed may result in rejection of the application as being unacceptable.

Applications should be submitted in **TWO** e-mails inclusive of attachments. The TWO e-mails inclusive of attachments should be labeled as follows:

- 1) ORGANIZATION NAME – HEALTHLINK RFA - TECHNICAL APPLICATION
- 2) ORGANIZATION NAME - HEALTHLINK RFA - COST APPLICATION

USAID will send confirmation e-mails when the electronic files are successfully received. If no email confirmation has been provided, then the electronic materials were not received.

Applicants shall confirm with the undersigned that their submissions were successfully received by the required due date and time. Applicants are requested to submit the technical and cost portions of their applications in separate volumes so that they may be reviewed separately. Applicants should retain for their records one copy of all enclosures which accompany their application.

EMAIL ADDRESS FOR SUBMISSION: llomonosova@usaid.gov

Applications which are received late or are incomplete run the risk of not being considered in the review process. Such late or incomplete applications will be considered in USAID's sole discretion depending on the status of USAID's application review process as of the time of receipt and/or the quality of other applications received. Late applications will be considered for award only if the Agreement Officer determines it is in the Government's interest.

Applications should be prepared according to the structural format set forth below. Technical applications should be specific, complete and presented concisely. A lengthy application does not in and of itself constitute a well thought out proposal. Applications shall demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this program. Applications should take into account the merit review criteria found in Section V. of the NOFO.

To facilitate the competitive review of the applications, applications should conform to the format prescribed below, in Section "Format and Content of Application".

QUESTIONS:

Questions concerning this NOFO should be submitted in writing to the Acquisition and Assistance Specialist Ms. Larissa Lomonosova via email at llomonosova@usaid.gov.

The deadline for submission of questions for this NOFO is April 19, 2017, 16:00 hours Kyiv, Ukraine local time. Responses to the questions will be made available to all potential applicants through an amendment to this NOFO and posted on www.grants.gov.

FORMAT AND CONTENT OF APPLICATION

TECHNICAL APPLICATION FORMAT

Technical Applications (electronic copy) **must** be in **MS Word or PDF** format, single spaced, utilizing Times New Roman 12-font size, typed on standard A4 sized paper with 2cm margins on top, bottom, left and right, numbered consecutively, and not exceed **30** pages. The cover page, table of contents, acronyms list, executive summary; and annexes will not count toward the page limitation of the Technical Application. Any pages that exceed the page limitation will not be considered by the Technical Evaluation Committee.

Applications will be evaluated on programmatic merit and subsequently on cost. As such, the technical application will have more significance than the cost application in the selection of a successful applicant. The technical application should demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this program. Therefore, it should be specific, concise, and complete. It should take into account and be arranged in the order of the merit review criteria specified in Section V.

Each applicant shall furnish the information required by this NOFO. The applicant shall sign the application and certifications and print or type its name on the cover page of the technical and cost applications. Erasures or other changes must be initialed by the person signing the application. Applications signed by an agent shall be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.

APPLICATION CONTENT:

The technical application will be the most important item of consideration in selection for award of the proposed cooperative agreement. Therefore, it should be specific, complete and concise. The technical application will consist of six (6) sections as presented below. Put the 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 technical application, they will not be scored (e.g. placing elements of technical understanding and proposed approaches in an annex is unacceptable).

The aggregate length of technical application should **not exceed 30 pages**.

The cover page, table of contents, acronyms list, and executive summary are not included in page limit of 30 pages, however the executive summary should not exceed 3 pages. Annexes do not have page limitations; however number of pages should be reasonable and include only minimum of necessary information.

- **Cover Page**

The cover page must include at a minimum the following information:

- NOFO Number
- Project Title
- Name of the organization(s) submitting the proposal (the lead or primary Applicant clearly identified)
- Contact person for the prime Applicant, including this individual's name (both typed and his/her signature), title or position with the organization/institution, address, telephone and fax numbers and e-mail address.
- Any proposed sub grantees (or implementing partners) should be listed separately

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.

- **Table of Contents**

This page shall list all sections of the technical application with page numbers and attachments.

- **Acronyms List**

This page shall include list of acronyms of the technical application.

- **Executive Summary** (should not exceed 3 pages)

This section shall briefly describe:

- Key approach and core activities that will lead to anticipated results and stated objectives;
- How the overall project will be managed and implemented.

TECHNICAL APPLICATION should not exceed 30 pages:

There is a 20-page limit for the Technical Approach, Implementation Plan, and Staffing Plan. Additionally, there is a 5-page limit for the Monitoring, Evaluation and Learning (MEL) Plan. There is a 3-page limit for the Institutional Capability and a 2-page limit for Past Performance.

- | | |
|---|------------------------|
| 1. Technical Approach (Program Description*) | (included in 20 pages) |
| 2. Implementation Plan (Program Description*) | (included in 20 pages) |

3. Staffing Plan (Program Description*) (included in 20 pages)

*These 20 pages, after any negotiated revisions, will become the successful applicant's Program Description in the Cooperative Agreement.

4. Monitoring, Evaluation and Learning (MEL) Plan (5 pages)

5. Institutional Capability (3 pages)

6. Past Performance (2 pages)

TOTAL PAGES: 30

Elaborate art work, expensive paper and bindings, and expensive visual and other presentation aids are neither necessary nor wanted.

1. Technical Approach (Program Description): (should be included in 20 pages)

In this section, Applicant is not to merely repeat what is already described in this NOFO. Applicant should focus on describing the program that the Applicant will implement and 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 describe clearly and with enough details the conceptual approach, methodology and proposed activities 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 concrete expected results and how they will be achieved;
- Results and interventions applicants believe should be prioritized and why;
- Discussion on coordination with other USAID and PEPFAR activities, stakeholders and other donor activities. Applicants should provide specific examples on how they will capitalize on possible synergies with other implementing partners, thereby strengthening the impact the project;
- Strategy for capitalizing on existing local capacity and building on it to position the sub-recipient(s) to effectively manage the project;
- Strategy for the phase-out and sustainability of the project 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 effective rapid launch of activities.

Mandatory cross-cutting considerations

The following cross-cutting considerations need to be incorporated throughout Applicants' program.

Gender and Inclusive Development Analysis

USAID requires that all activities the Agency supports fully address gender considerations, ensuring that both men and women benefit from USAID support and that gender awareness is a built-in component of project activities.

Complex gender dynamics in Ukraine impact modes of transmission of HIV as well as accessibility to HIV prevention, treatment and care services. It is estimated that 23.6% of PWIDs in Ukraine are women, and they are at higher risk for contracting HIV than men: 22.4% of women who inject drugs are HIV-positive, while 18.8% of men who inject drugs are HIV-positive. HIV prevalence among the sexual partners of PWID is estimated at between 7% and 30%. Sex-disaggregated data is not available through routine reporting to gain a better understanding on access to care and treatment for female PWID, however PEPFAR's Gender Assessment (see Annex 10 of this NOFO) conducted by PEPFAR/Ukraine's Interagency Team in 2015 provides insight on how gender impacts access to services. Women interviewed cited childcare responsibilities prevent them from attending harm reduction, drug treatment, and HIV services. They also fear that being registered as a PWID or PLHIV will cause them to lose custody of their children. Gender based violence was identified as a barrier to accessing services for both women and MSM. Women claimed that fear of partner violence or abandonment prevented them from accessing services, while MSM are victims of targeted violence which can prevent them from seeking services.

According to the 2015 Integrated Bio-Behavioral Survey, only 28% of MSM know their HIV-positive status and of those, only 7% are on treatment¹¹. While there are currently efforts to reach out to MSM with gay-friendly parallel testing a treatment services, and there are online services to provide anonymous counseling to MSM, MSM remain disproportionately reached with HIV testing, treatment and care services. Stigma and discrimination against MSM is wide-spread, and fear of violence, unacceptance, and disclosure result in serious barriers to care.

Though HealthLink may not contain a stand-alone gender component, gender equality and gender dynamics should be promoted at all project levels. The Project implementer must place considerable focus on the integration of gender considerations throughout the project portfolio,

¹¹ Alliance data presented December 2016

ensuring that men and women both benefit from HealthLink results and are treated without discrimination; gender awareness is a built-in component of all project activities; resources are fairly distributed, taking into account the different needs of women and men.

The implementer should also:

- identify how gender impacts access to services, and retention in care and treatment, and address those barriers through the activity design;
- in HealthLink's formative research, HealthLink will include gender components in the study designs, to better assess the dynamics of HIV and gender;
- to the extent possible, MEL data will be disaggregated by sex, age and key population group as appropriate and feasible;
- engage local Ukrainian expert(s) as advisors on integrating gender equality and female empowerment components in project implementation;
- ensure project staff accountability for developing performance indicators for measuring program success in contributing to gender equality in Ukraine;
- include performance indicators in the Project Monitoring, Evaluation and Learning (MEL) Plan that would acknowledge the impact of gender relations on project results as well as the impact of project activities on gender relations;
- clearly indicate the areas or aspects of the project in which gender is relevant and specifically show in the Work and M&E Plan how gender issues will be addressed, how results will be determined taking gender into account; and what resources will be provided to do this;
- invite women's NGOs to participate in project events;
- require sub-grantees (if any) to identify relevant gender issues and adhere to project monitoring standards for gender.

USAID will monitor the implementation of the gender requirements.

Geographic Focus: HealthLink's interventions will be focused in 12 PEPFAR priority oblasts, including: the six high-burden oblasts of Donetsk, Dnipropetrovsk, Mykolayiv, Odesa, Kherson, and Kyiv City and the six medium-burden oblasts of Kyiv Oblast, Zaporizhzhya, Cherkasy, Poltava, Chernihiv and Kirovograd.

Sustainability: Commitment to sustainability is the ability and the commitment to carry on the activities after USAID's involvement is complete, or to otherwise ensure the results continue beyond the life of the activity. PEPFAR and USAID strive for sustainable approaches to reach epidemic control globally and in Ukraine. Developing local solutions to address the drivers of HIV in Ukraine is essential to have a sustainable impact of the HIV epidemic, and meet PEPFAR and UNAIDS 90-90-90 goals. USAID supports approaches to activity implementation that emphasize cost-effectiveness and feasibility for sustainability, by developing approaches that will be adopted and funded through local structures. An important component of HealthLink is building local capacity to develop and implement local solutions to impact the HIV epidemic.

2. Implementation Plan (should be included in 20 pages)

Applicants shall include a draft implementation plan that describes how and when specific core activities will be developed over the life of the activity. Applicants must present a detailed explanation for the first year, with illustrative *key* activities (such as rapid scale-up of PITC and partner testing), benchmarks, and results for the remaining years. The implementation plan should clearly outline links between the proposed results, conceptual approach, performance milestones, and a realistic timeline for achieving the semi-annual, annual, and end-of-program results. The implementation plan serves several purposes including a guide to program implementation, a demonstration of links between activities, strategic objectives and intended results, a basis for budget estimates, and the foundation for the monitoring and evaluation plan.

The implementation plan, at a minimum, shall include:

- Brief situation analysis in the context of what other donors and implementing partners and host-country governments are contributing;
- Milestones (or benchmarks) toward achieving those results over the duration of the program;
- Partner involvement and contributions to achieving the results;
- Timeline.

3. Staffing Plan (should be included in 20 pages)

This section shall address 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. The Applicant should specify the structure of the entire program team, including home office support and implementing partners (i.e., sub-recipient(s)). 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.

Applicants should submit a detailed Staffing Plan for USAID's review. Staffing Plans 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 may be included as an Annex that does not count against the 20-page limit.

Applicants shall propose key leadership positions which will be designated as Key Personnel under the resulting award.

Example:

- Chief of Party
- Deputy Chief of Party
- Technical Director for Research and Strategic Information

Applicants should include in the staffing plan the desired complement of 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 (including Ukrainian (local partners or CSOs) or other non-local partners) which ensures a cohesive working relationship and achievement of results;
- A use of relevant expertise, with attention to gender balance, and the development of indigenous Ukrainian capacity;
- A regular means of informal communication with the Agreement Officer's Representative (AOR), in addition to the required programmatic and financial reporting;
- 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.
- The project should have at minimum one staff member with gender programming and integration skills and expertise.

In an Annex to the Technical Application, Applicants should provide resumes for the candidates proposed **for all Key Personnel positions**. The Resumes should demonstrate that the proposed Key Personnel possess the skills and knowledge to effectively carry out their proposed responsibilities including experience in managing HIV/AIDS and Key Populations projects. Resumes may not exceed three pages in length and shall be in chronological order starting with most recent experience. Each Resume 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 will be checked for all proposed long-term personnel; **a minimum of three references for each proposed long-term personnel is required**. Applicants should provide current phone, fax, and e-mail address information for each reference contact. In addition to

the two key personnel listed above, the applicant should propose other short or long-term personnel and/or consultants to adequately support the technical expertise, project management, and operational needs of the program.

Applicants are encouraged to maximize the use of local staff wherever possible. Local staff should be fluent in Ukrainian and English. Knowledge of other languages from the region is a plus.

4. Monitoring, Evaluation and Learning (MEL) Plan

5 pages

The application shall contain an illustrative (draft) **Monitoring, Evaluation and Learning (MEL) Plan** for the goal, purpose, objectives and expected results outlined in the Program Description. The MEL Plan shall also include relevant PEPFAR indicators (HTC_TST)¹², performance indicators, data sources and collection methods, baseline information or a timeline for collecting it and targets. Performance indicators should comply with the following criteria: direct, objective, practical, adequate, and useful in managing for results. MEL data should be based on fiscal year.

The MEL Plan must explain how the applicant proposes to monitor the program and assess performance and progress toward achieving program results.

In designing the overall MEL Plan, 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 MEL Plan are included in the cost application.

NOTE: The MEL Plan should be drafted per the guidance provided in the NOFO, Section VI., Sub-section 2, *B. Monitoring, Evaluation and Learning (MEL) Plan.*

5. Institutional Capability

3 pages

Applicants must provide evidence of their 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, as well as their experience in managing similar activities in the past.

The applicant should provide similar information for major partnering organizations that will be directly involved in program implementation. Information in this section should include (but is not limited to) the following:

- Brief description of organizational history/expertise;
- Past experience and examples of accomplishments in developing and implementing similar activities, including:
 - Provision of technical assistance and organizational development and institutional capacity building in the area of civil society;

¹² <https://www.pepfar.gov/documents/organization/263233.pdf>

- o Collaborations with donors, host country governments, and other stakeholders including civil society and media.
- Relevant experience with proposed approaches;
- Institutional strength as represented by breadth and depth of corporate experience in project relevant disciplines/areas.

6. Past Performance 2 pages

Applicants must list all contracts, grants and cooperative agreements which the organization, both the primary applicant as well as any major sub-grantees, has implemented involving similar or related programs over the past five years.

Please include the following information under past performance information:

- Name, address, current telephone number and email address of responsible representative(s) from the organization for which the work was performed;
- Contract/grant name and number (if any), annual amount received for each of the last five years and beginning and end dates;
- Brief description of the project/assistance activity.

Past performance of the applicant and any proposed major sub-awardees/partners will be reviewed based on the implementation of programs or program elements of similar size and scope, and ability to achieve results. References may be asked to comment on both quality and timeliness of service, business relations, customer satisfaction with performance, effectiveness of key personnel, and effectiveness in quickly staffing a project and launching program activities. **Past Performance information will be reviewed as part of the Apparently Successful Applicant risk assessment and is not evaluated at the merit review stage.**

Annexes (are not included in 30 pages)

In the annexes the applicant shall include resumes for all key personnel candidates (per the details above, prescribed in section Staffing Plan).

Applicants shall also include signed letters of commitment for sub awardees and major partners that will have significant role in the implementation of the proposed project (excluding Ukrainian CSOs receiving assistance under this program).

Technical Application and Budget should cover the 5-year period for HealthLink Ukraine Activity.

II. COST/BUSINESS APPLICATION FORMAT

Cost is a required evaluation criterion and will be evaluated separately. Although the Cost Application will not be assigned points, it is an important evaluation criteria, although less significant than technical merit criteria.

The Cost/Business Application is to be submitted under separate cover from the technical application. The Cost/Business Application **must be in English**. Budget spreadsheets **must** be in **U.S. Dollars**, in **unlocked Microsoft Excel** format, pages with signatures in Word or PDF format.

The budget should be for 5 years and for \$22,000,000 and should reflect the Technical Application.

The following sections describe the documentation that applicants for an Assistance award must submit to USAID prior to award. While there is no page limit for the cost application, applicants are encouraged to be as concise as possible, but still provide the necessary detail to address the following:

- **Detailed Budget (no page limit)**, which provides a breakdown by elements of cost (e.g. personnel, fringe benefits, travel, equipment, supplies, contractual, construction, other direct costs, indirect costs, cost sharing (if any)) for the total estimated amount of implementation of the project according to your organization's approach. The budget shall include costs associated with all programmatic activities during the project implementation. Budget must be in U.S. Dollars.
- **Budget Narrative**, which provides detailed budget explanations and supporting justification of each proposed budget line item. It must briefly describe programmatic relevance and clearly identify the basis of estimate (i.e. how the budget number was determined fair and reasonable) for each cost element, such as market surveys, price quotations, current salaries, historical experience, etc. The budget narrative should demonstrate how the budget supports and allocates sufficient and appropriate funding for all elements of the program activities described in Section I. Funding Opportunity Description (Program Description) of this NOFO.

The Applicant must sign and submit the following MANDATORY standard forms as a part of the cost application:

- **(MANDATORY) SF-424 (Application for Federal Assistance)**: This form is provided in Annex 3 of the NOFO, or applicants may also download the form from the Grants.gov website. Applicants need only complete the fields in the form that are marked with an asterisk(*), as applicable. The form must be signed and dated by an authorized representative of the applicant organization. Instructions on how to complete the form are available on the Grants.gov website at:

<http://www.grants.gov/web/grants/form-instructions/sf-424-instructions.html>.

- **(MANDATORY) SF-424A (Budget Information – Non-Construction Programs):** This form is provided in Annex 4 of the NOFO, or applicants may also download the form from the Grants.gov website. Instructions for completing this form are available on the Grants.gov website at:
<http://www.grants.gov/web/grants/form-instructions/sf-424a-instructions.html>.
- **(MANDATORY) SF-424B (Assurances – Non-Construction Programs):** This form is provided in Annex 5 of the NOFO, or applicants may also download the form from the Grants.gov website. Instructions for completing this form are available on the Grants.gov website at:
<http://www.grants.gov/web/grants/form-instructions/sf-424b-instructions.html>

The cost application should contain the budget categories as shown on the SF-424A:

- ***Personnel/Labor:*** Direct salaries and wages should be proposed in accordance with the organization's personnel policies. Details on the basis of estimate for each proposed salary should be sufficiently addressed in the budget narratives for all positions [key, consultants, short term technical assistance and non-Key Personnel]. Any proposed salary increase must be sufficiently justified and supported with the organization's personnel policies (to be provided as annex to the cost application).

Note: **Annual salary increase** and/or promotional increase may be granted in accordance with the Applicant's established policies.

- ***Fringe Benefits:*** If accounted for as a separate item of cost, fringe benefits should be accounted in accordance with local labor law.
- ***Travel and Per Diem:*** The application budget and narrative should indicate the purpose of trip(s), number of trips, domestic and international, and the estimated unit cost of each. Specify the origin and destination for each proposed trip, duration of travel and number of individuals traveling. Proposed per diem rates must be in accordance with the Applicant's established policies and practices that are uniformly applied to federally financed and other activities of the Applicant.
- ***Equipment:*** The application should specify the procurement of any tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost which equals or exceeds the lesser of the capitalization level established by the non-Federal entity for financial statement purposes, or \$5,000. The application should indicate the quantity of the equipment to be purchased, the unit cost and the total price.

- **Supplies:** The application should specify the procurement of all tangible personal property other than those described in Equipment. A computing device is a supply if the acquisition cost is less than the lesser of the capitalization level established by the non-Federal entity for financial statement purposes or \$5,000, regardless of the length of its useful life. The application should indicate the quantity of the equipment to be purchased, the unit cost and the total price.
- **Contractual:** The application should include, if any, subaward(s). Applicants who intend to utilize subcontractors or sub recipients should indicate the extent intended and a complete cost breakdown, as well as all the information required herein for the Applicant. **Major (sub) contractor/recipient/partner financial plans should follow the same cost format as submitted by the Applicant.**
- **Construction:** Construction will not be funded by USAID.
- **Other Direct Costs (ODC):** could include costs related to program activities described in the PD; communications, office rental, utilities, report preparation costs, other office operation costs, branding/marketing costs, supplies, etc. The narrative should provide a complete breakdown and support for each item of other direct costs.

The following information should be taken into consideration when developing the budget:

- (1) Salaries and wages must be reflective of the “market value” for each position. Salaries and wages may not exceed the Applicant’s established written personnel policy and practice, including the Applicant’s established pay scale for equivalent classifications of employees, which shall be certified by the Applicant. Salaries for locally employed staff should not exceed the Local Compensation Plan for USAID/Ukraine.

The US Embassy/USAID local compensation plan is an objective benchmark for evaluation the reasonableness of proposed salaries of local employees. Ukrainian labor market conditions are the same for USAID-funded contracts or assistance agreements.

The maximum daily rate for senior locally hired specialists is \$251 under USAID contracts. However, Applicants are expected to conduct their own market research for determining the salary scale for locally hired positions in Ukraine or rely on their previous work experience and other implementing partners’ experience in the region.

- (2) This USAID-funded project implemented under the anticipated cooperative agreement will be for an estimated period of performance of five (5) years; also referred to as the award period. Unless the Applicant/Recipient demonstrates otherwise to the USAID Agreement Officer’s satisfaction, Cooperating Country Nationals (CCNs) employed by the Applicant/Recipient solely to work under the USAID-funded project under this

agreement are considered by USAID as employed by the Applicant/Recipient for a specified period not to exceed the agreement period.

- (3) The name (if identified), annual salary, and expected level of effort of each candidate named or TBD and charged to the activity. Provide annual salary history for at least the three most recent years for all proposed key personnel.
- (4) If applying fringe benefit rates, the applicant must provide information regarding how this rate is being applied for each category of employees and an explanation of the benefits included in the rate.
- (5) Travel, per diem and other transportation expenses detailed to include number of trips, expected itineraries, number of per diem days and per diem rates;
- (6) All equipment proposed to be purchased; and
- (7) Applicants should include any estimated USAID branding and marking costs in their budget. It is the applicant's responsibility to ensure that all costs related to the implementation of the MEL Plan are included in the cost application. Applicants need to account for resources required for implementing and monitoring the environmental compliance activities in the technical application and in the budget and describe associated costs in detail to the degree possible in the budget narrative.
- (8) The Recipient Contracted Audit (RCA) is mandatory for a non-U.S. organizations who spend USD 300,000 of USAID funding in the fiscal year. Therefore, costs related to the RCA annual audit should be included in the Cost Application for the whole period of the Cooperative Agreement.
- (9) Indirect Charges: The Applicant and/or Major Partners must provide the organization's Negotiated Indirect Cost Rate Agreement (NICRA) if it has one.

RISK ASSESSMENT PRIOR TO ANY AWARD

USAID Agreement Officer (AO) will make a risk determination as required by ADS 303.3.9 and 2 CFR 200.205 prior to making an award.

An award shall be made only when the AO makes a positive determination that the applicant possesses, or has the ability to obtain, the necessary management competence in planning and carrying out assistance programs and that it will practice mutually agreed upon methods of accountability for funds and other assets provided by USAID. For the organizations that are new to USAID, or organizations with outstanding audit findings, it may be necessary to perform a pre-award survey. The cost/business applications of all applicants submitting a technically acceptable application will be evaluated for general reasonableness, cost realism, allowability and allocability.

Specifically, the Applicants shall submit the following information:

1. Applicants who do not currently have a Negotiated Indirect Cost Rate Agreement (NICRA) from U.S. Government agency **shall submit the following information:**
 - Copies of the applicant's financial reports for the previous 3-year period, which have been audited by a certified public accountant or other auditor satisfactory to USAID;
 - Cash flow and organizational chart; and
 - A copy of the organization's accounting manual.
 - Copies of applicable policies and procedures (e.g., accounting, purchasing, procurement, property management, personnel).

2. **Certifications, Assurances and other Statements of the Applicant**

Required assurance, certifications and representations: Applicants are required to complete Certifications, Assurances and other Statements of the Recipient. Please note that these certifications are required for both the applicant and all sub-grantees. Applicants may view the current Certifications, Assurances and Other Statements of the Recipient in ADS 303: <http://www.usaid.gov/ads/policy/300/303mav> (Parts I-IV).

The Applicant shall complete the certifications in Required Certifications (see above) and sign and date in the signature space provided. The signed and dated printout must then be submitted with the application as an attachment to the cost application.

3. **Applicants shall submit any additional evidence of financial responsibility** deemed necessary for the Agreement Officer to make a positive risk assessment to manage USG funds. The information submitted should substantiate that the Applicant:
 - Has adequate financial, management and personnel resources and systems, or the ability to obtain such resources as required during the performance of the award;
 - Has the ability to comply with the award terms and conditions, taking into account all existing and currently prospective commitments of the applicant, both nongovernmental and governmental;
 - Has a satisfactory record of performance. Generally, relevant unsatisfactory performance in the past is enough to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance or the applicant has taken adequate corrective measures to assure that it will be able to perform its functions satisfactory;
 - Has a satisfactory record of integrity and business ethics;

- Is otherwise qualified to receive an award under applicable laws and regulations.

DUN AND BRADSTREET UNIVERSAL NUMBERING SYSTEM (DUNS) NUMBER AND SYSTEM FOR AWARD MANAGEMENT (SAM)

USAID may not make an award to an applicant until the applicant has complied with all applicable DUNS and SAM requirements and, if an applicant has not fully complied with the requirements 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.

Each applicant (unless the applicant has an exception approved by the Federal awarding agency under 2 CFR 25.110(d)) is required to:

- (i) Be registered in SAM (www.sam.gov) **before submitting its application**. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient;
- (ii) Provide a valid unique entity identifier DUNS number in its application; and
- (iii) Continue to maintain an active SAM registration with current information at all times during which it has an active U.S. Government award or an application or plan under consideration by a U.S. Government awarding agency.

It is the Applicant's responsibility to ensure that all necessary documentation is complete and received on time.

Prospective applicants who are not currently registered in SAM are advised to begin the registration process IMMEDIATELY. For assistance with registering in SAM, please contact the supporting Federal Service Desk (FSD) at <https://www.fsd.gov/>. To obtain a DUNS number, please visit <http://fedgov.dnb.com/webform>.

Quick reference guides for new grantee registration in SAM are provided in Annexes 6 and 7 of this NOFO.

FUNDING RESTRICTIONS

Any award will not allow for the reimbursement of pre-award costs.

USAID policy is not to award profit under assistance instruments to the Prime recipient. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the agreement program and are in accordance with applicable cost principles under 2 CFR 200 Subpart E. of the Uniform Administrative Requirements may be paid under the anticipated award.

POTENTIAL REQUEST FOR ADDITIONAL DOCUMENTATION

Upon consideration of award or during the negotiations leading to an award, Applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to make an affirmative determination of responsibility. Applicants should not submit the information below with their applications! The information in this section is provided so that Applicants may become familiar with additional documentation that may be requested by the Agreement Officer.

The information submitted should substantiate:

- Bylaws, constitution, and articles of incorporation, if applicable.
- Organizational travel, procurement, financial management, accounting manual and personnel policies and procedures, especially regarding salary, promotion, leave, etc., The Applicant should provide copies of the same, upon request.

COOPERATIVE AGREEMENT AWARD

The Government may award a cooperative agreement resulting from this NOFO to the responsible applicant who submits the best application under the technical evaluation criteria outlined in Section V of this NOFO, subject to risk assessment processes and successful negotiation of award terms.

USAID is committed to achieving and maintaining a diverse and representative workforce and a workplace free of discrimination. Based on law, Executive Order, and Agency policy, USAID prohibits discrimination, including harassment, in its own workplace on the basis of race, color, religion, sex (including pregnancy and gender identity), national origin, disability, age, veteran's status, sexual orientation, genetic information, marital status, parental status, political affiliation, and any other conduct that does not adversely affect the performance of the employee. Applicants are reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all contracts/sub-awards issued under the cooperative agreement.

Foreign Government Delegations to International Conferences: Funds in the cooperative agreement may not be used to finance the travel, per diem, hotel expenses, meals, conference fees or other conference costs for any member of a foreign government's delegation to an international conference sponsored by a public international organization, except as provided in ADS Mandatory Reference "Guidance on Funding Foreign Government Delegations to International Conferences" <http://www.usaid.gov/policy/ads/300/350maa.pdf> or as approved by the Agreement Officer.

[END OF SECTION IV]

SECTION V – APPLICATION REVIEW INFORMATION

MERIT REVIEW CRITERIA

I. TECHNICAL APPLICATION

USAID will conduct merit reviews of all applications received that comply with the instructions in this NOFO. Applications will be evaluated using an adjectival evaluation scale (exceptional, very good, satisfactory, marginal and unsatisfactory).

The criteria set forth below will be used by the technical review panel to evaluate all applications submitted in response to this RFA. Criteria 1 and 3 are of equal importance, but are more important than, either 2 or 4, which are both equal.

1. Technical Approach (Program Description): Evaluation under this factor will focus on the soundness, clarity, realism, feasibility and sustainability in achieving all the activity objectives and results identified in this RFA. The following considerations may be considered in the evaluation of this factor:

- How well the application proposes a conceptual framework and an implementation strategy that utilizes strategic partnerships to capitalize on comparative advantages of different civil society organizations to achieve the stated results.
- Extent to which the application builds on and reinforces synergies in the current and future work of GF, the GOU, and other PEPFAR activities. This includes an ability to demonstrate how HealthLink will collaborate closely with GF and other PEPFAR activities to ensure seamless linkage between community-based and facility-based services to achieve PEPFAR/UNAIDS 90-90-90 targets.
- Extent to which the applicant builds upon prior successful approaches under each of the four expected results while also using evidence to develop original, creative, and innovative approaches to achieve PEPFAR/UNAIDS 90-90-90 targets.
- The technical soundness of the MEL Plan will be evaluated, including:
 - ability to plan and implement operations research to identify and inform programming;
 - ability to conceptualize, and develop metrics and systems to collect, analyze, and report on data;
 - relevance and importance of the proposed questions to answer evidence gaps in the accessibility and uptake of, and retention in, HIV services in Ukraine.
- Appropriateness and clarity of an implementation plan for efficient start-up and meeting objectives during the program period.

- Extent to which the proposed approach is well-conceived, clear, detailed, technically sound and ambitious, yet feasible in achieving all the objectives and special considerations identified in this NFO.
2. **Gender:** Extent to which the applicant addresses gender issues. USAID will assess the appropriateness of the proposed design, activities, staff and budget with regard to gender integration. Specifically, the application selection criteria will include applicant's ability to develop innovative approaches to identifying and addressing gender inequalities during the program implementation.
3. **Personnel and Management Plan:** Evaluation under this factor will focus on the quality and appropriateness of the proposed personnel, management and staffing plan and their ability to operate independently and deliver the results of the program in the technical proposal. The following will be considered in the evaluation of this factor:
- Qualifications of the Key Personnel. In accordance with RFA, experience and capability of the proposed Key Personnel in managing related complex programs in the area of HIV/AIDS and Key Populations in Ukraine and/or the region; track record of successfully building and effectively managing diverse teams of employees; demonstrated effective interpersonal skills, creative problem-solving and ethical management; and prior experience in working in a similar development sector and/or other international donors.
 - Appropriateness of the composition and organizational structure of the in-country project team and headquarters support to achieving the expected results. Relevant and demonstrated experience of proposed staff with successful similar programs, especially in Ukraine or the region. A clear and effective staffing plan 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 RFA.
 - Extent to which the proposed management structure supports the technical approach and the realism and effectiveness of the plans to manage the activity described in the application.
4. **Institutional Capacity:** The following will be considered in the evaluation of this factor:
- Demonstrated organizational capability of the applicant and proposed partners in managing technical and administrative aspects of similar programs, achieving measurable and sustainable development results and working effectively with key stakeholders.
 - Experience and understanding of implementing HIV and health-related programs in Ukraine and/or the region.

II. COST REVIEW

Review of Proposed Award Budget

Cost is less important than programmatic merit and is not weighted. USAID will review the cost application of only the apparently successful applicant. Other considerations are the completeness of the application adequacy of budget detail and consistency with elements of the technical application. In addition, the organization must demonstrate adequate financial management capability, to be measured under a risk assessment.

If USAID does not successfully negotiate an award with the apparently successful applicant, based on programmatic merit, then USAID will consider the next highest ranked applicant and review its cost application.

Estimated costs should be in compliance with OMB's and USAID's policies and will be evaluated for realism, reasonableness, allowability, allocability, and cost effectiveness. The applicant must justify in advance the proposed costs for each element of the program. The pre-award evaluation of cost effectiveness will include an examination of the application's budget detail to ensure it is a realistic financial expression of the proposed program and does not contain estimated costs which may be unallocable, unreasonable, or unallowable.

Proposed costs may be adjusted, for purposes of evaluation, based on results of the cost analysis and its assessment of reasonableness, completeness, and credibility.

To facilitate review of Cost Applications, please present your budget per SF-424A structure provided in the Annex 4 of this NOFO.

III. PRE-AWARD SURVEYS

Prior to making an award under this competition, the USAID Agreement Officer may perform a pre-award survey of a prospective NGO recipient if he/she determines that any of the following criteria apply, in accordance with USAID ADS Chapter 303.3.9.1:

- USAID is uncertain about the prospective recipient's capacity to perform financially or programmatically.
- The prospective recipient has never had a USAID grant, cooperative agreement, or contract. This requirement does not apply to Fixed Amount Awards.
- The prospective recipient has not received an award from any Federal agency within the last five years. This requirement does not apply to Fixed Amount Awards.
- USAID has knowledge of deficiencies in the applicant's annual audit (Single Audit or equivalent).

- The USAID Agreement Officer determines it to be in the best interest of the U.S. Government.

Accounting systems, audit issues, and management capability questions may be reviewed as part of this process in order to determine whether the prospective recipient has the necessary organization, experience, accounting and operational controls, and technical skills in order to achieve the objectives of the program, or whether specific conditions will be needed. If notified by USAID that a pre-award survey is necessary, applicants must prepare in advance the required information and documents. A pre-award survey does not commit USAID to make an award to any organization.

[END OF SECTION V]

SECTION VI – AWARD AND 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. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Agreement Officer.

1. A written award mailed or otherwise furnished to the successful applicant within the application's validity time as specified either in the application or in this NOFO (whichever is later) shall result in a binding Cooperative Agreement without further action by either party. Before the application's specified validity expiration time, the Government may accept an application, whether or not there are negotiations after its receipt, unless a written notice of withdrawal is received by the applicant before award. Negotiations or discussions conducted after receipt of an application do not constitute a rejection or counteroffer by the Government.
2. Applicants must set forth full, accurate and complete information as required by this NOFO. The penalty for making false statements to the Government is prescribed in 18 U.S.C. 1001.
3. Neither financial data submitted with an application nor representations concerning facilities or financing, will form a part of the resulting Cooperative Agreement unless explicitly stated otherwise in the agreement.
4. USAID reserves the right to perform a pre-award survey which may include, but is not limited to: (1) interviews with individuals to establish their ability to perform agreement duties under the project conditions; (2) a review of the prime recipient's financial condition, business and personnel procedures, etc.; and (3) site visits to the prime recipient's institution.

2. Award Administration

USAID/Ukraine Mission will be responsible for the negotiation and obligation, and subsequent management and administration, of award which develop from successful application. The Mission Agreement Officer will be responsible for conducting negotiations, making the awards, and obligating costs to recommended partner(s). He/she will only do so after making a positive risk assessment or responsibility determination that the applicant possesses, or has the ability to obtain, the necessary management competence in planning and carrying out assistance programs and that it will practice mutually agreed upon methods of accountability for funds and other assets

provided by USAID. The Agreement Officer will also designate an Agreement Officer Representative (AOR) to assist in the technical management and oversight of the award.

Resulting award to **non-U.S., non-governmental organizations** will be administered in accordance with Chapter 303 of USAID's Automated Directives System (ADS), including ADS 303mab, Standard Provisions for Non-U.S. Nongovernmental Organizations. The Standard Provisions for Non-U.S. Nongovernmental organizations are available at <http://www.usaid.gov/ads/policy/300/303mab>. ADS Chapter 303 is available at <http://www.usaid.gov/ads/policy/300/303>.

Additional policies and federal regulations are available at the following websites:

- 2 CFR 700:
<http://www.ecfr.gov/cgi-bin/text-idx?SID=c51d0ac519854fd1da7a3c31f3b3f301&node=pt2.1.700&rgn=div5>
- 2 CFR 200:
<http://www.gpo.gov/fdsys/pkg/CFR-2014-title2-vol1/xml/CFR-2014-title2-vol1-subtitleA-chapII.xml>

Authority to Obligate the Government: The Agreement Officer is the **only** individual who may legally commit the Government to the expenditures of public funds. No costs chargeable to the proposed Cooperative Agreement may be incurred before receipt of either a fully executed Cooperative Agreement or a specific, written authorization from the Agreement Officer.

REPORTING:

1. Financial Reporting

Financial reporting requirements shall be in accordance with the Standard Provision RAA1. "Advance Payment and Refunds (December 2014)"

2. Program 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. Initial Implementation Plan:

Within 60 days of the signing of 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 AOR's comments and recommendations into the final version of the Initial Implementation Plan and submit it for AOR's written approval. All substantial changes in the Initial Implementation Plan require prior written approval of the AOR.

B. Monitoring, Evaluation and Learning (MEL) Plan:

Within 60 days of the signing the Cooperative Agreement and before major activity implementation actions begin the Recipient shall submit an activity MEL Plan together with the Initial Implementation Plan to the USAID AOR for review and approval.

The Recipient will develop a detailed Monitoring, Evaluation and Learning (MEL) plan to monitor progress, ensure progress is made towards expected results, understand the impact of new interventions on outcomes, and to use data to adapt activity implementation as necessary to achieve activity results. Within the first 60 days of the signing the Cooperative Agreement and before major activity implementation actions begin, the Recipient shall submit an activity MEL Plan together with the Initial Implementation Plan to the USAID/AOR for review and approval. This plan will include standard Foreign Assistance Framework indicators such as HL.1 HIV/AIDS, HL.2 TB, among other indicators. It will also incorporate relevant PEPFAR indicators that would need to be reported to the Office of Global AIDS Coordinator with the frequency required by PEPFAR regulations which is specific to each indicator (quarterly/semiannually/annually). In the event of changing requirements by OGAC, USAID reserves the right to propose that the Recipient integrate into the MEL plan a number of additional indicators to help USAID measure the immediate PEPFAR program results. The performance indicators will be direct, objective, practical, adequate, and useful in managing results. M&E Plan data collection will be based on the US fiscal year (October 1 – September 30). As appropriate, indicator data will be disaggregated by sex, age and other categories as required. Only those indicators that Mission needs for activity management rather than the entire set of all indicators an implementer uses for its management purposes will be included in this M&E Plan. Final list of indicators will be confirmed in collaboration with USAID and the PEPFAR Interagency Team after the award is made.

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 MEL Plan 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 MEL Plan (and inclusive Performance Monitoring Plan) require prior written approval of the AOR.

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

The MEL Plan should include a comprehensive strategy for monitoring and reporting progress made towards activity purpose and results.

The MEL Plan will include the following elements:

- project purpose and results;
- performance indicators;
- baseline information (year and value) and timeline for collecting baseline information;
- annual targets for indicators and a timeline for developing targets;
- schedule for data collection;
- names of individuals responsible for data collection;
- detailed plans for data analysis, review and reporting to USAID;
- Data Quality Assurance (DQA) checks to be conducted periodically.

After award is made The Performance Indicator Reference Sheet (PIRS) should be developed to each indicator (except PEPFAR Indicators) and include the following information:

- Indicator name and definition
- Unit of measure
- Numerator/Denominator
- Method of data collection and frequency
- Source of data collection
- Disaggregation by sex, age, geographic locality, type of assistance, etc. as needed
- Rationale for indicator and target
- Reporting level
- Data limitations

The MEL Plan for this Activity will also be consistent with the Mission's Performance Management Plan (PMP).

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 six 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, the Recipient 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 Recipient's 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, AOR 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.

A Recipient, as part of the award, can conduct the DQA, provided that USAID staff review and verify DQAs. This may entail site visits to physically inspect records maintained by the activity implementing partner. The activity implementer will document DQA findings, including decisions concerning data quality problems and steps identified to address them. The activity implementer will share DQA findings and action plan to address data quality issues 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 MEL 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 immediate 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.

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

Collaborating, Learning and Adapting (CLA)

HealthLink is expected to contribute to USAID/Ukraine's commitment to a multi-faceted Collaborating, Learning and Adapting (CLA) approach to development. The CLA approach 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:** HealthLink will coordinate with PEPFAR Ukraine and other USG partners, the Global Fund to Fight AIDS, Tuberculosis, and Malaria, other donors, civil society, development partners, and the Government of Ukraine to foster achievement of shared goals. For HealthLink to succeed, it will employ a collaborative approach with implementers of HIV, health, and civil society development activities, exchanging knowledge and ensuring complementarity rather than duplication of activities to respond to gaps in the HIV continuum of care to support Ukraine's efforts to meet the 90-90-90 targets.
- **Learning:** HealthLink will systematically and continuously review evidence from program implementation and external sources to inform program strategy, design and management. HealthLink 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:** HealthLink will translate learning from the implementation experience and external sources, while also considering changing conditions that impact Ukraine's HIV response, into strategic and programmatic adjustments throughout implementation of the activity. A key feature of HealthLink will be its flexibility to rapidly adapt to effectively impact the evolving HIV epidemic, and the multifaceted response to it.

C. Mid-Term Evaluation:

USAID may conduct at least one evaluation of HealthLink.

D. Annual Implementation Plans:

Annual implementation plans for subsequent years are due to the AOR 60 days before the end of the preceding award year (electronic copy). Annual Implementation Plans 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.

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 Annual Implementation Plan and submit it for AOR written approval within 15 days. After the Plan is finalized, the AOR will provide written approval. In addition, all substantial changes in Implementation Plan require prior written approval of the AOR.

E. 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 15 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 MEL Plan, 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, information on study tours and their participants taken place 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 15 calendar days of the 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

Additionally, per PEPFAR reporting requirements, the recipient will be required to prepare and submit performance reports on the targets and indicators achieved during the reporting period.

Specific PEPFAR reporting requirements will be provided to the Recipient by USAID/AOR.

F. 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 due by (MONTH) of each year.

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 MEL Plan, 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.

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

G. 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.

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.

BRANDING STRATEGY AND MARKING PLAN:

It is a federal statutory and regulatory requirement (see Section 641, Foreign Assistance Act of 1961, as amended and 2 CFR 700.16) that all USAID programs, projects, activities, public communications, and commodities that USAID partially or fully funds under a USAID grant or cooperative agreement or other assistance award or sub-award must be marked appropriately overseas with the USAID identity. In accordance with ADS 320.3.3 Branding and Marking Requirements for Assistance Awards USAID's policy is that programs, projects, activities, public communications, or commodities implemented or delivered under co-funded instruments – such as grants, cooperative agreements, or other assistance awards that usually require a cost share – generally are “co-branded and co-marked.”

The apparently successful applicant will be required to submit a branding strategy and marking plan for the Agreement Officer approval prior to award. The Applicant may request a presumptive exemption to marking requirements established in 2 CFR 700.16. More information on Branding strategy and Marking plan are available at <https://www.usaid.gov/branding/assistance-awards>.

The branding strategy and marking plan will become a material element of the cooperative agreement. Information on USAID's branding “assistance” applies to this NOFO. ADS Chapter 320 sections concerning “acquisition” do not apply to this NOFO. ADS Chapter 320 can be found on USAID website: <http://www.usaid.gov/policy/ads/300/320.pdf>.

When requesting a Branding Strategy and Marking Plan, the Agreement Officer will establish a reasonable time frame for submittal, review, and negotiation. If the Apparently Successful Applicant(s) fail(s) to submit or negotiate an acceptable Branding Strategy within the time specified by the Agreement Officer, that/those Applicant(s) become(s) ineligible for award.

The Agreement Officer will review the proposed Branding Strategy and Marking Plan for adequacy to ensure that it complies with the Agency branding and marking guidance that can be found at

<http://www.usaid.gov/branding/> and at
<http://www.usaid.gov/policy/ads/300/320.pdf>

Applicants need to include anticipated costs for branding strategy and marking plan in the budget and describe these costs in detail to the degree possible in the budget narrative. The Agreement Officer will ensure that any estimated costs associated with branding and marking are included in the Total Estimated Amount of the grant or cooperative agreement or other assistance award.

The Solicitation Standard Provisions for the Branding Strategy and Marking Plan are provided in Annex 2 of this NOFO.

USAID BRANDING AND MARKING AND CREATION AND DEVELOPMENT OF WEBSITE

It is a federal statutory and regulatory requirement that all USAID programs, projects, activities, public communications, and commodities that USAID partially or fully funds under a USAID grant or cooperative agreement or other assistance award or sub award, must be marked appropriately overseas with the USAID Identity. For more information, see: <http://www.usaid.gov/branding> and contact USAID/AOR and USAID/Ukraine Development Outreach and Communications (DOC) Team.

Prior to creation and development of any website, the Recipient must receive the approval of the Agency's Website Governance Board (WGB). The WGB, which is a part of the Agency's Management operations Council, will review and approve all requests for new external facing websites. To submit a request to redesign a site or create a new site at: <https://sites.google.com/a/usaid.gov/usaid-gov/request-creation-of-new-website>

ENVIRONMENTAL COMPLIANCE:

1) 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) [ADS 201](#) and [ADS 204](#), 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. Applicant's environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this NOFO.

- 2) 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.
- 3) No activity funded under this award 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). (Hereinafter, such documents are described as “approved Regulation 216 environmental documentation.”)
- 4) A Request for Categorical Exclusion (RCE) number 2017-UKR-002 (Annex 1 of this NOFO) has been approved for the Activity funding this NOFO. It will cover program activities through September 2022. USAID has determined that a Categorical Exclusion applies to all activities discussed in the Section I, Program Description, of this NOFO.
- 5) As part of its initial Implementation Plan, and all Annual Implementation Plans thereafter, the Recipient, in collaboration with the USAID Agreement’s Officer’s Representative (AOR) and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under this award to determine if they are within the scope of the approved Regulation 216 environmental documentation.
- 6) 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.
- 7) Any ongoing 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.

Applicants need to account for resources required for implementing and monitoring the environmental compliance activities in the technical application and in the budget and describe associated costs in detail to the degree possible in the budget narrative.

[END OF SECTION VI]

SECTION VII – AGENCY CONTACTS

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 NFO must be submitted in writing by email to Ms. Larissa Lomonosova at llomonosova@usaid.gov by the deadline for questions indicated at the top of this NOFO's cover letter.

[END OF SECTION VII]

SECTION VIII – OTHER INFORMATION

USAID reserves the right to fund any or none of the applications submitted.

ANNEXES:

ANNEX 1 – REQUEST FOR CATEGORICAL EXCLUSION 2014-UKR-003 (ATTACHED)

ANNEX 2 – SOLICITATION STANDARD PROVISIONS (ATTACHED)

ANNEX 3 – SF-424 (Application for Federal Assistance) (ATTACHED)

ANNEX 4 – SF-424A (Budget Information – Non-construction Programs) (ATTACHED)

ANNEX 5 – SF-424B (Assurances – Non-Construction Programs) (ATTACHED)

ANNEX 6 – Quick Start Guide for New Grantee Registration in SAM (in English)
(ATTACHED)

ANNEX 7 – Quick Start Guide for New Foreign Registrations in SAM (in Ukrainian)
(ATTACHED)

ANNEX 8 – Ukraine Country Operational Plan (COP) 2017 Strategic Direction Summary
(ATTACHED)

Note: The PEPFAR/Ukraine program received preliminary approval for the COP 17 approach reflected in the attached Strategic Directions Summary (including scale up of treatment). However, the PEPFAR/Ukraine Country Operational Plan will not be considered final until it has been reviewed and approved by Office of Global AIDS Coordination (OGAC) colleagues in late April 2017.

ANNEX 9 – Interagency Collaborative for Program Improvement COP 17 Targeting Tool
(ATTACHED)

Note: Attached is a tool called the PEPFAR data pack, which was required as part of the overall PEPFAR Country Operational Plan (COP) submission this year. Please note that the data pack used the best available information and estimates to determine key PEPFAR program targets for COP 17 -- though USAID recognizes that more recent information and estimates are being used for current planning.

ANNEX 10 – Ukraine Gender Assessment (ATTACHED)

[End of Notice of Funding Opportunity]