

Request for Application #2022-034

Evaluation of digital health capacity strengthening programs

1. Summary of deadlines

The expected schedule for this application is outlined in the following table. Note that PATH reserves the right to modify this schedule as needed. All parties will be notified simultaneously of any changes through a modification posted on [Digital Square's website](#).

Release of Request for Application.	July 19, 2022
Confirmation of Interest due.	July 25, 2022, at 5:00 p.m. EDT
Fact finding questions due from bidders, sent to ncharvat@path.org .	August 1, 2022, at 5:00 p.m. EDT
All fact-finding questions and answers posted to Digital Square's website .	August 8, 2022, at 5:00 p.m. EDT
Applications due.	August 19, 2022, at 11:59 p.m. EDT
Applicants notified of decision.	September 2, 2022, at 5:00 p.m. EDT

2. PATH statement of business

PATH is a global organization that works to accelerate health equity by bringing together public institutions, businesses, social enterprises, and investors to solve the world's most pressing health challenges. With expertise in science, health, economics, technology, advocacy, and dozens of other specialties, PATH develops and scales solutions—including vaccines, drugs, devices, diagnostics, and innovative approaches to strengthening health systems worldwide. Learn more at <https://www.path.org/>.

3. Project background

A. Project background

Digital Square, an initiative within PATH's Center of Digital and Data Excellence (CoDE), is one of PATH's innovative responses to Global Health challenges to drive change. Conceived from the lessons of the inefficiencies and redundancies of investments in digital technologies, Digital Square aims to enable the global digital health community to move beyond the stasis caused by perpetual piloting of experimental projects, strengthen the existing ecosystem for digital health investments, and encourage new investments from traditional and non-traditional donors.

In pursuit of our Mission to connect health leaders with the resources necessary for digital transformation, Digital Square offers a new way to invest in digital health—providing a space where countries and members of the global community can gather to think big and do good, together. By convening government officials, technological innovators, donor and implementation partners, and others across

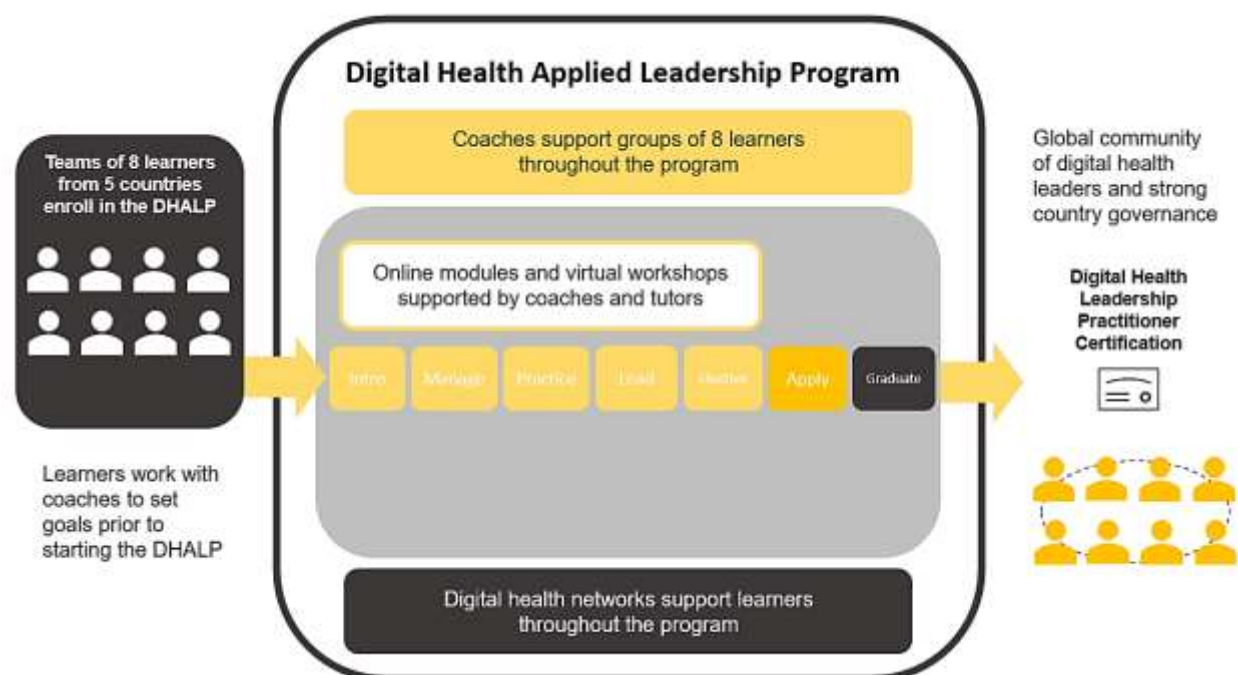
borders and boundaries in the Digital Square, possibility can grow into reality by focusing on a common goal: connecting the world for better health. Digital Square works in three key ways:

- Co-investment: Digital Square coordinates investments in digital health to maximize the impact of every dollar spent.
- Global goods: Digital Square scales tools and technologies that can be adapted to different countries and contexts.
- Digital market readiness: Digital Square create digital market readiness by building capacity with governments, local technology developers, and health workers.

The impetus for the Digital Health Applied Leadership Program (DHALP) was the ground-breaking World Health Organization (WHO), Africa region (AFRO), and International Telecommunications Union (ITU) digital health training workshop in Lesotho in November 2018. This workshop brought together members from 12 countries over 10 days to learn about digital health concepts and principles, strategy, and governance. It stimulated recognition by many stakeholders of the current fragmentation and inconsistency in digital health training courses and the need for a comprehensive harmonized digital health curriculum that addresses both leadership development and technical concepts. Thus, the concept of the DHALP was born and cocreated through a six-month consultation process funded by the Bill & Melinda Gates Foundation (BMGF), which culminated at the “Digital Health Leadership Capacity-Building: A global approach” meeting at Wilton Park in November 2019. This three-day meeting included representatives from 17 low- and middle-income country governments, the WHO, investors, and educators. Following this meeting, the President’s Emergency Plan for AIDS Relief (PEPFAR) and the Bill & Melinda Gates Foundation asked Digital Square to coordinate investments into the DHALP to select a strong consortium of partners to carry the work forward, and to provide institutional capacity strengthening support to the winning consortium, if necessary. Further consultation with a focus on sub-Saharan Africa, as well as South and South-East Asia, was conducted between June and September 2020.

Planning for DHALP began in 2021. A group of learners from both ministries and government bodies of the same country government enroll together as a cohort. Designed with a comprehensive leadership curriculum for a diverse cohort of learners, the DHALP consists of core online courses, workshops, instruction from tutors, and guidance from country-specific coaches who support participants in planning and delivering a country team project designed to build digital health capacity across participating countries. This model provides opportunities for learners to reflect on and apply their new knowledge and skills, while also sharing their experiences with a peer group during regular meetings with their coaches.

Figure 1 DHALP learning journey



The six modules of DHALP are:

Module	Modality	Timeframe
Digital Health: Planning National Systems course	Live online	June – August 2022
Digital Health Project Management	Blended online (self-paced and live)	July – September 2022
Artificial Intelligence in Digital Health	Live online	August – September 2022
Digital Health Leadership	Blended online (self-paced and live)	June – October 2022
Elective courses and/or certifications	Varies	November 2022 – May 2023
Capstone Project	Team-based activity	November 2022 – May 2023

At an individual level, learners who complete the DHALP receive a digital health leader practitioner certificate, demonstrating that they have acquired the relevant skills and knowledge to implement, scale, and sustain digital health interventions. In addition, they will have gained an understanding of how to build inclusive teams, articulate a strategy, advocate for resources, and collaborate effectively across departments, as well as with donors and other partners. At the country level, teams of learners gain the necessary skills and experience to strengthen governance structures required to drive robust, country-owned digital health programs. At the global level, the DHALP establishes a network of practitioners who can continue to learn from one another and advocate for the policies and resources needed from multilateral institutions, donors, and the private sector to advance global digital health.

The project team developed the following, high-level results framework:

- Goal: Scaling sustainable digital health leadership capacity in order to drive health systems strengthening.

- Result Group 1: Ongoing and overall effectiveness of curricula, delivery of instruction, tutoring of course materials, and coaching of country projects.
- Results Group 2: Development of a sustainable Community of Practice.
- Results Group 3: Strengthened capacity for digital health throughout the healthcare system of participating countries.

An inaugural cohort of 40 learners (mid- to senior-level leaders from ministries of health and information and communication technologies) from five African countries (Cameroon, Democratic Republic of the Congo, Guinea, Malawi, and Zimbabwe), began the program in May 2022 and will finish the program in May 2023. Based on success of the Program, it may be adapted and replicated in other countries and regions. To evaluate the program and make improvements, PATH seeks an Africa-based organization or evaluator to evaluate the inaugural program.

B. Proposed project timeline

PATH anticipates that this subaward **will begin upon signature and work must be completed by June 30, 2024**. Level of effort required within this timeline will be determined by the subawardee. In addition to project-specific deliverables based on individual scopes of work, PATH will require applicants to provide quarterly narrative and financial reports, at minimum, to support the applicants work.

4. Scope of work and deliverables

A. Scope of work

The scope of work will include a summative evaluation of the inaugural DHALP overall program and its individual modules, ideally utilizing a mixed-methods approach. The evaluation should help Digital Square and partners answer the following strategic questions:

1. Program outcomes
 - a. To what extent and how did DHALP achieve its intended objectives and results?
 - b. Did learners benefit equally from the program? If not, what were the differences?
 - c. What were the unintended outcomes (positive or negative) of the program, if any?
 - d. How have learners applied their learning to effect change?
2. Learning process
 - a. Does the program offer the right curriculum, through the right modalities?
 - b. How satisfied were the learners with the program?
 - c. What and how are learners applying from the program to their work?
 - d. What are the strengths and weaknesses of the program?
 - e. How can positive impacts be increased?

The entire 12 months of the program should be evaluated, as well as the 6-12-month post-program cap stone project. The evaluation should be inclusive and representative of all participants.

B. Deliverables

Deliverables will be driven by the evaluation design; however, the following deliverables should be included:

Deliverable	Timeframe
Evaluation plan	First quarter
Progress reports	Quarterly
Interim reports and finding summaries on relevant indicators	At specific points, including: <ul style="list-style-type: none"> • Conclusion of didactic portion of program (concludes in October 2022) • Program conclusion (concludes in May 2023) • 6 months post program conclusion (November 2023)

Journal article or white paper	End of award
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These deliverables are estimates provided for informational purposes to the applicants and are not binding.

5. Application requirements – technical

Provide a narrative on your technical approach to accomplish objective(s) identified in the Scope of Work identified in section IV, including:

- Description of technical approach and research methodology to be used.
- Timeline to meet the deliverables.
- Identification of major internal and external resources.
- Profile of relevant organizational qualifications.
- Past performance information sheets demonstrating:
 - Profile of relevant organizational qualifications.
 - Profile of relevant experience and examples of related work.
 - Applicants may provide any information on awards or certifications.
- Staffing plan accompanied by Curriculum Vitae (CV) for key technical positions.
 - Offerors must include a staffing plan in accordance with the Cost Application personnel requirements, including specific position titles and the approximate level of effort must be submitted for each position.
 - A complete and current curriculum vitae must be submitted for each key personnel position, detailing the requisite qualifications and experience of the individual. Qualifications, experience, and skills shall be placed in chronological order starting with most recent information and include a list of certifications possessed by each key technical personnel.
- Number of years in business.

6. Full application requirements – cost

The estimated size of award for this application will not exceed **USD \$45,000**. This figure is just an estimate provided for informational purposes to the applicants and is not binding. Applicants should provide a detailed Budget with details outlining all costs and cost basis applied.

The applicant should provide a detailed explanation of costing and describe the reasonableness of each proposed cost in the budget narrative.

Digital Square will evaluate the quoted prices and hourly rates. No analysis will be performed on quotes determined as non-responsive or if the technical approach is determined to be technically unacceptable. The price/business evaluation will be conducted in accordance with the quoted utility-based solution and proposed labor categories, their rates and Evaluation Matrix. Digital Square will conduct an analysis to determine if all quoted prices are reasonable. This evaluation is conducted with the expectation of adequate price competition and will rely heavily on market forces to determine whether proposed prices are fair and reasonable. The comparison of proposed prices in response to this solicitation is the preferred and intended price analysis technique.

Digital Square will also compare the proposed prices to historical prices paid for the same or similar services and the independent government cost estimate. Other techniques and procedures may be used to ensure quoted prices are fair and reasonable. A cost realism analysis will be performed to determine whether the quoted Level of Effort is realistic for the work to be performed, reflects a clear understanding of the requirements and is consistent with the unique methods of performance set forth in the company's technical quote.

Required Elements

The Cost Application must include a budget narrative, detailing the cost and cost basis applied in generating the application and describe the reasonableness of each proposed cost. The Cost Application must also

include a detailed budget that is itemized along the cost categories defined below. This detailed budget should be submitted in an unlocked Excel spreadsheet and must include the following information:

- Personnel at minimum the budget should detail:
 - All proposed staff/positions with daily rates.
 - Total number of days in total level of effort according to key staff.
- Itemization of all other costs (e.g., agency costs, service tax, administrative costs, supplies, etc.).
- Estimated schedule of other anticipated expenses (travel, subawardee resources, supplies, outside resources, etc.).
- Details of all subcontracting out of work, this includes proposed consultants as well as proposed subawardees.

The Cost Application shall begin with a summary budget detailing costs in the following categories:

Description	Total Cost (USD)
Personnel	
Fringe Benefits	
Travel	
Equipment	
Supplies	
Other Direct Costs	
Contractual	
Consultants	
Total Direct Costs	
Indirect Costs	
Total Project Costs	

Special note on indirect costs

Indirect costs are overhead expenses incurred as a result of the project but not easily identified with the project's activities. These are administrative expenses that are related to overall general operations and are shared among projects and/or functions. Examples include executive oversight, existing facilities costs, accounting, grants management, legal expenses, utilities, and technology support.

If your organization includes indirect costs in the budget, and your application is selected, your organization **must** provide a Negotiated Indirect Cost Rate Agreement with the US Government or three years of audited financials to PATH to validate the use of this rate.

7. Additional attachments

- A. Evaluation timeline and methodology. An illustrative timeline and methodology should be included in the Annex. It should describe specific activities planned for the relevant tasks and should include a timeline providing target dates for achievement of milestones.
- B. Staffing Plan. Applicants shall include a staffing plan, including specific position titles and the approximate level of participation for each position (percentage of Full Time Equivalent (FTE) and period).
- C. Third tier-subawardee agreements, contracts, or commitments. Applicants may submit any agreements, contracts, or commitments it has with any potential third tier-subawardee.
- D. Past Performance Information Sheets. Provide past performance information sheets for the most recent and relevant agreements/contracts for work similar to that described in Section 4. Sheets must reference contact names, job titles, phone numbers, e-mail addresses, and a description of the performance to include: funder; summary of scope of work or complexity/diversity of tasks; primary location(s) of work; term of performance; skills/expertise required; dollar value; and payment type, i.e., fixed-price, cost reimbursement, etc.
- E. Awards. Include any information on quality awards or certifications that indicate exceptional capacity to provide the service or product described in the scope of work.

8. Application evaluation criteria

- Technical Approach that conforms to all of the components listed in Section VI above (40 points).
 - Description of technical approach and research methodology.
 - Timeline to meet the deliverables.
 - Identification of major internal and external resources.
 - Profile of relevant organizational qualifications.
 - Past performance information sheets.
 - Staffing plan accompanied by Curriculum Vitae (CV) for key technical positions.
 - Number of years in business.
- Costs - as detailed in Section 6 (30 points).
- Experience and background evaluating capacity strengthening, digital health, and/or other relevant programs, to be validated by past performance references. (25 points).
- Preference is for an entity based in Africa. (5 points).

Note: PATH reserves the right to include additional criteria.

9. Application submission process and timeframes

A. PATH contacts

Technical Contact: Lauren Wall, Deputy Director, Capacity Strengthening & Program Implementation, Digital Square, lw@path.org.

Administrative Contact: Noah Charvat, Senior Program Assistant, Digital Square, ncharvat@path.org.

Procurement Contact: Teresa Gingras, Procurement Officer, tgingras@path.org.

B. Fact-finding questions

Questions on this solicitation will be accepted via email to the contacts listed above through **August 1, 2022, by 5:00 p.m. EDT**. Responses to all submitted fact-finding questions will be posted to Digital Square's website on **August 8, 2022, at 5:00 p.m. EDT**. Please note that responses will not be confidential except in cases where proprietary information is involved. Inquiries after this date cannot be accommodated.

C. Applications Due: **August 19, 2022, at 11:59 p.m. EDT**

Completed applications should be submitted by email to the contacts listed above. The subject line of the email should read: "RFP # 2022-034 - (Applicant name)"

We advise that you send files in commonly recognized MS formats. We will not accept responsibility for resolving technical transmission problems with applications.

D. Conclusion of Process

Applicants will be notified of the decision by **September 2, 2022, at 5:00 p.m. EDT**. Final award is subject to the terms and conditions included in this solicitation, as well as successful final negotiations of all applicable terms and conditions affecting this work.

10. Terms and conditions of solicitation

A. Notice of non-binding solicitation

PATH reserves the right to reject any and all applications received in response to this solicitation and is in no way bound to accept any application. The applications submitted through this RFA process are the responsibility of the submitter and do not necessarily reflect the views of PATH.

B. Confidentiality

All information provided by PATH as part of this solicitation must be treated as confidential. In the event that any information is inappropriately released, PATH will seek appropriate remedies as allowed. Applications, discussions, and all information received in response to this solicitation will be held as strictly confidential, except as otherwise noted.

C. Conflict of interest disclosure

Applicants submitting on PATH business must disclose, to the procurement contact listed in the RFA, any actual or potential conflicts of interest. Conflicts of interest could be present if; there is a personal relationship with a PATH staff member that constitutes a significant financial interest, board memberships, other employment, and ownership or rights in intellectual property that may be in conflict with the applicant's obligations to PATH. Applicants and PATH are protected when actual or perceived conflicts of interest are disclosed. When necessary, PATH will create a management plan that provides mitigation of potential risks presented by the disclosed conflict of interest.

D. Communication

All communications regarding this solicitation shall be directed to appropriate parties at PATH indicated in Section 9. A. Contacting third parties involved in the review panel, or any other party may be considered a conflict of interest and could result in disqualification of the application.

E. Acceptance

Acceptance of an application does not imply acceptance of its terms and conditions. PATH reserves the option to negotiate on the final terms and conditions. We additionally reserve the right to negotiate the substance of the finalists' applications, as well as the option of accepting partial components of an application if appropriate.

F. Right to final negotiations

PATH reserves the option to negotiate on the final costs and final scope of work, and also reserves the option to limit or include third parties at PATH's sole and full discretion in such negotiations.

G. Third-party limitations

PATH does not represent, warrant, or act as an agent for any third party as a result of this solicitation.

This solicitation does not authorize any third party to bind or commit PATH in any way without our express written consent.

H. Application validity

Applications submitted under this request shall be valid for 90 days from the date the application is due.

The validity period shall be stated in the application submitted to PATH.