

Request for Application #2019-036

Market Analytics to Inform Global Digital Goods

I. 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 posted to Digital Square’s [website](#).

Release of Request for Application	December 9, 2019
Live Q&A teleconference	December 16, 2019 at 11am EST Join: https://path.zoom.us/j/976619363 Meeting ID: 976 619 363 Phone: 877 369 0926
Applications due	January 10, 2020 at 5pm EST
Applicants notified of decision	January 17, 2020

II. PATH Statement of Business

PATH is a leader in global health innovation. An international nonprofit organization, we save lives and improve health, especially among women and children. We accelerate innovation across five platforms—vaccines, drugs, diagnostics, devices, and system and service innovations—that harness our entrepreneurial insight, scientific and public health expertise, and passion for health equity. By mobilizing partners around the world, we take innovation to scale, working alongside countries primarily in Africa and Asia to tackle their greatest health needs. Together, we deliver measurable results that disrupt the cycle of poor health. Learn more at www.path.org.

III. Project Background

Project Background

[Digital Square](#) envisions a world where the appropriate use of digitally enabled health services closes the health equity gap. Since Digital Square launched in 2016, the team has made significant progress to better understand where and how the appropriate use of digital health can drive better health outcomes and what the nature of the global market is for digital health technologies and demands. Digital Square has used that understanding to provide targeted support to improve the core software of over 20 digital health [global goods](#). Additionally, they have facilitated regional and national digital health gains through various partnerships—namely, the African Alliance of Digital Health Networks, the Asia e-Health Information Network (AeHIN), and Digital Regional East Africa Community Health (Digital REACH)—and through a large Digital Square investment to support the government of South Africa to reach digital transformation.

In response to ongoing questions raised by the Digital Square community around (1) sustainable business models for global goods, and (2) the role of the private sector, Digital Square is overseeing a series of market analytics aimed at answering the following questions:

- How do we better match digital health solutions to countries at different levels of digital health maturity?¹
- Where can/should the private sector play in the digital health market?
- Does investing in a few global goods result in cost savings, better health system outcomes, or both, relative to the current state? How do supply security concerns vary in an ecosystem of many solutions vs. an ecosystem of few?

Through this RFA, PATH seeks partnership with a firm that has deep expertise in digital market analytics to support the research for bullets #2 and #3 above. The firm's staff would work closely with PATH low-and-middle income countries (LMIC) health market experts as part of an interdisciplinary team.

IV. Scope of Work and Deliverables

A. Scope of Work

Workstream 1: Where can/should the private sector play in the digital health market?

This country-level, qualitative assessment will involve secondary and primary research in three LMICs that have not yet been selected. The three countries will represent different digital health maturity levels based on prior market segmentation work conducted by PATH. The countries will most likely be in the regions of sub-Saharan Africa and Asia.

Critical activities to be conducted by the firm for this workstream will include:

- Reviewing existing relevant digital health secondary sources to identify questions for field work. Resources may include the [Global Goods Guidebook](#), the [Digital Health Atlas](#), maturity models and landscaping analyses, company websites, and other sources.
- Determining gaps in the existing literature on the private sector's role in the digital health market in the selected countries.
- Generating key questions for a discussion guide for use in LMICs with a keen focus on relevant information and technology questions. The firm will be paired with experts in global health market dynamics who will generate questions on that topic area.
- Proposing key stakeholders to engage in discussions.

¹ <https://www.digitalhealthindex.org/>

- Working with partners with knowledge on market dynamics, travel to three LMIC countries to conduct interviews and document answers to key questions.

Workstream 2: Does investing in a few global goods result in cost savings, better health system outcomes, or both, relative to the current state? How do supply security concerns vary in an ecosystem of many solutions vs. an ecosystem of few?

Critical activities for this workstream will include:

- Proposing a lean analytical framework (e.g. ROI) to understand the tradeoffs between investing in a small number of select digital health projects as compared to the current state of a large number of fragmented investments.
- Researching digital health investment data, and other relevant data that could help inform the analysis. Leveraging data when appropriate from Digital Square to aid in the analysis.
- Presenting framework and data inputs to PATH for feedback and revise as needed.
- Proposing and utilizing case studies that help inform analytical framework inputs. Describing case studies as analogs to aid in understanding.

B. Deliverables:

For Workstream 1:

- A PowerPoint presentation of the secondary literature key findings and gaps. The firm will focus exclusively on information and technology related findings.
- Generation of draft information and technology discussion guide questions that will be reviewed by PATH.
- A final PowerPoint presentation including the methodology, secondary data review analysis, primary market research and conclusions for the information and technology related findings.

For Workstream 2:

- A functional, user-friendly model (no more than 3 tabs in Excel) with outputs clearly showing the trade-offs between investing in a small number of technologies versus the status quo.
- A short document describing the methodology, data inputs, sources, limitations and conclusions
- Identification and summary of relevant analogs to inform the analysis.

C. Timeline

The ideal candidate would be available to work on this project from February 1, 2020 through May 31, 2020. Travel should occur in February of 2020. Activities related to Workstream 2 should occur in parallel to Workstream 1. The firm should provide a detailed Gantt chart to highlight sequential activities and simultaneous activities, as well as proposed check-ins with the PATH team to report on progress and obtain feedback.

V. Application Requirements - Cost

All budgets should be organized based on types of costs as set forth in the section immediately below. A detailed budget should be provided for the total period of performance and submitted in an unlocked excel worksheet. Budget notes should accompany the detailed budget. All costs must be submitted in United States dollars (USD).

Estimated Amounts for the Cost Application

The maximum budget for this application is \$225,000USD, including travel to three countries. The work should be done in four months' time. This range is just an estimate provided for informational purposes to the offerors and is not binding.

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 quote is determined to be technically unacceptable. The price/business evaluation will be conducted in accordance with the quoted non-labor resources 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. 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 shall include a budget narrative, detailing the cost and cost basis applied in generating the application. The Cost Application should 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, you 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.

VI. Application Requirements – Technical

Provide a narrative of your technical approach to accomplish the Scope of Work identified in section IV, including:

- Description of technical approach which includes:
 - Problem statement and solution approach.
 - Methods and data used.
 - A description of how your solution will accomplish each of the subtasks in this application
 - Potential obstacles and plans to overcome them.
- Timeline to meet the deliverables.
- Identification of major internal and external resources.
- Profile of relevant corporate qualifications.
- Profile of relevant experience and examples of related work.
- Staffing plan accompanied by Curriculum Vitae (CV) for key technical positions.
- List of certifications possessed by each key technical personnel.
- Number of years in business.

Annual revenue

Please indicate the annual revenue for your company. If your company has more than one location, please ensure this information as well as the qualifications detailed in the application are for the site that is responding.

VII. Additional Attachments

- Illustrative Work Plan. An illustrative work plan/timeline should be included in the Annex. This work plan should include illustrative results and describe specific interventions to achieve those results. The illustrative work plan should describe specific interventions (activities) planned for the relevant tasks and should include a timeline providing target dates for achievement of milestones and illustrative results.
- Resumes and Letters of Commitment for all proposed Key Personnel. A complete and current resume 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.
- Staffing Plan. Offerors shall include a staffing plan, including specific position titles and the approximate level of participation for each position (percentage of Full Time Equivalent and time period).
- Third tier Subawardee Agreements, Contracts or Commitment. Offerors may submit any agreements, contracts or commitments it has with any potential third tier- subawardee.
- Past Performance Information Sheets.
- Awards. Include any information on awards or certifications.

VIII. Application Evaluation Criteria

The following is a list of significant criteria against which applications will be assessed.

- Technical Approach that conforms to all of the components listed in Section VI above (50 points)
 - Description of technical approach.
 - Timeline to meet the deliverables.
 - Identification of major internal and external resources.
 - Qualifications
 - Profile of relevant experience and examples of related work.
 - Staffing plan accompanied by CVs for key technical positions.
 - List of certifications possessed by each key technical personnel.
 - Number of years in business.
- Experience - to be validated by past performance references (15 points).
- Experience conducting market research and stakeholder interviews in LMICs, an understanding of public and private sector digital health solutions in LMICs, and experience with creating analytical frameworks and/or decision-making tools to compare and contrast investment opportunities- to be validated by past performance references (15 points).
- Costs - as detailed in Section V (20 points).

- Note: PATH reserves the right to include additional criteria.

VIII. Instructions and Deadlines for Responding

A. PATH contacts

Program: Paris Jones, Project Administrator; pjones@path.org

Procurement Contact: Jessica Nguyen, Procurement Officer; jenguyen@path.org

Technical Lead Contact: Tara Herrick, Senior Market Analytics Officer; therrick@path.org

B. Applications Due: **January 10, 2020**

Completed applications should be submitted by email to the contacts listed above. The subject line of the email should read: "RFA # 2019-036 - (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. A hard copy of the application should not be sent. Your application should only include information specific to accomplishing the scope of work. Additional information submitted outside of the application requirements will be reviewed at PATH's discretion only. Elaborate materials, artwork or other information not directly related to the scope of work are not suggested.

C. Live Q&A Teleconference

During the RFA submission process, one live teleconference will take place on December 16, 2019 at 11am EST to address any questions related to RFA # 2019-036. All submitters are welcome to join and for those unable to attend, or for those wanting to reconfirm answers to questions, a recording of the Q&A session will be posted on the Digital Square wiki page found here: https://wiki.digitalsquare.io/index.php/Main_Page . Attendance at the Q&A session will not affect the scoring of applications.

Anonymity

As this will be a live teleconference, submitters choosing to attend are requested to follow the steps outlined below to assist in maintaining applicant anonymity.

Signing into the meeting

To join the teleconference, there are two options, dial-in and browser-based. Please see the appropriate instructions based on your available resources.

Either entry will require the following meeting ID when prompted: **976 619 363**

Browser-based

Please join by clicking the following link: <https://path.zoom.us/j/976619363>

If you are new to zoom, you will be prompted to enter your email address and name. Please enter the following:

- Email Address: please leave this field blank
- Name: "Anonymous"

Note: If you already have a Zoom account, please be sure to log out of your account so you are not automatically identified upon joining the meeting.

Dial-In

To join the meeting over the phone, please visit this website to locate your international and toll-free number: <https://path.zoom.us/u/aeEQMPYvC>

Note: If you are joining by phone, your phone number will show up as your participant name in the list of participants on the browser-based version, thus participants are encouraged to join via the browser-based version when available.

Asking a question

Participants are encouraged to join the teleconference with prepared questions, feel free to submit these questions in the chat box and we will address them during the session. There are two options for submitting a question during the Q&A teleconference:

- Chat: when accessing the teleconference via a browser, an option to select "chat" will appear in the bottom of the screen. Please feel free to type your questions to "everyone" and they will be addressed during the session.
- Voice: during the meeting, please place yourself on mute so that others in the meeting can easily hear the moderator. However, when prompted, please feel free to unmute your microphone and state your questions directly to the moderator.

For additional questions, Zoom User guides and support can be found at: <https://support.zoom.us/hc/en-us>

D. Conclusion of Process

Applicants will be notified of the decision by January 7, 2019. 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.

IX. Terms and Conditions of the 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 the Bill & Melinda Gates Foundation, or 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 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 supplier's obligations to PATH. Suppliers 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 VIII. A. Contacting third parties involved in the project, 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.