

Request for Application #2020-020

Developing revenue generation models and providing technical support for the East African Health Cloud (EAHC)

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 notified simultaneously of any changes through a modification posted on [Digital Square's website](#).

Release of Request for Application	April 20, 2020
Submission of fact-finding questions	April 24, 2020 by 5pm EDT
Response to all submitted fact-finding questions posted to Digital Square's website	April 29, 2020
Applications due	May 8, 2020 by 5pm EDT
Applicants notified of decision	May 15, 2020

II. PATH Statement of Business

PATH is the 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

A. Project Background

The Digital Regional East African Community Health (Digital REACH) Initiative has been developed by the East African Community (EAC). Since its inception, a ten-year strategic plan has been developed collectively by the six EAC Partner States (Burundi, Kenya, Rwanda, South Sudan, Tanzania and Uganda) under the coordination of the EAC. The Digital REACH Initiative has been endorsed by the

Presidents and Ministers of Health for resource mobilization and implementation. This information and communications technology (ICT)-driven Initiative has the potential to transform health service delivery and improve health outcomes, while at the same time reducing both capital investment and recurrent cost. Through programs such as regional health cloud, telemedicine, and disease surveillance, the Initiative will allow for data sharing, provision of essential health services to rural and remote areas, and effective regional control of disease outbreaks (e.g., Ebola, Polio, etc.). Furthermore, such programs have the potential to generate revenue through marketable components that could attract private sector investments given the fact that all six EAC Partner States will operate as a single market under the Digital REACH Initiative.

The East African Health Research Commission (EAHRC) is coordinating the Digital REACH Initiative and leverages a wide array of resources in the region as needs arise. This may include the EAC's own institutions, Ministries of Health from its Partner States, and individuals. It is governed by a Council of Ministers of the EAC Partner States who serve as the central decision-making body of the EAC. The EAC Secretariat is the executive organ of the EAC. As the guardian of the Treaty under which the EAC was established, the Secretariat ensures that regulations and directives adopted by the Council are properly implemented.¹ The EAC through its EAHRC has made considerable progress towards the implementation of the Digital REACH Initiative since its initial inception. In addition to the highest-level endorsement of the Partner States, many donors have welcomed the Initiative. In August 2019, EAHRC organized a meeting between donors and senior EAC government representatives with participants from the Bill & Melinda Gates Foundation, the World Bank, USAID, the Rockefeller Foundation, PATH/Digital Square, DIAL, WHO-AFRO, CDC, and others. The meeting resulted in validation of the areas of alignment between country-specific, regional, and donor strategies for digital health. After in-depth discussions on priority workstreams and health programs, attendees collectively selected the following for immediate implementation:

- The East African Health Cloud (EAHC): a regional interoperable health information system that will enable real-time capture, storage, analysis, and retrieval of health data across the EAC Partner States.
- Regional East Africa Disease Control and Response (READSCoR): a digital mechanism for regional disease surveillance, biosecurity, and preparedness for disease outbreaks including prediction, detection, and effective response.
- Telemedicine Networks for East African Tertiary (NEAT): a program under the Universal Health Coverage, aims at improving access to specialized health services to communities living in rural and remote areas. It will link the East African Centers of Excellence for specialized health services with other health and academic facilities across the region.
- Workforce Development: a workstream focused on building capacity of health workers (including community health workers) in the region to facilitate the sharing of human resources and evidence-based health practices across countries.

Digital Square at PATH supports the East Africa Community by serving as a fiduciary agent for the Digital REACH Initiative and consulting on technical issues if and as requested. Digital Square is a partnership of the world's leading digital health experts from 40+ organizations working together with countries to strengthen digital health systems. In pursuit of our Mission: **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, we can grow possibility into

¹ More information about the EAC, its governance structure and institutions are available at <https://www.eac.int/about-eac>

reality by focusing on our common goal: **connecting the world for better health**. Digital Square works in three key ways:

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

Through this RFA, Digital Square at PATH seeks partnership with a subrecipient that can second four personnel to the EAC for a four-month period to develop a public-private partnership model, revenue and resource generation models, as well as the detailed technical proposals for four sub-initiatives within the Digital REACH Initiative strategic plan: the East Africa Health Cloud (EAHC); regional telemedicine network; disease surveillance; and workforce development.

B. Proposed Project Timeline

PATH anticipates the subaward duration will be a four-month period and end by September 30, 2020. As part of Digital Square's due diligence, we will conduct pre-award evaluations of all shortlisted candidates. We will use our recipient pre-award survey, informed by USAID's non-US organization pre-award survey (NUPAS) and other industry-wide standards, and customized for Digital Square. In addition to project-specific deliverables based on individual scopes of work, PATH will require applicants to provide, at minimum, quarterly narrative and financial reports to support their work.

IV. Scope of Work and Deliverables

A. Scope of Work

On behalf of the EAC, Digital Square seeks interested firms that can offer secondments of four personnel to the EAC for a 4-month period. The secondees will be tasked with the development of a public-private partnership model, revenue and resource generation models, as well as the detailed technical proposals for the EAHC; regional telemedicine network; disease surveillance; and workforce development. The work will include conducting detailed (baseline and needs) assessments in the EAC Partner States; assessing the EAC data center at the EAC Headquarters and suggesting ways to strengthen it for the Digital REACH Initiative; providing the EAC with options for cloud hosting and a process for migrating common goods from EAC Partner States onto the EAHC; and developing detailed technical proposals for regional telemedicine network, regional disease surveillance system, and a workforce development plan.

Developing a sound investment case and revenue generation model will be key in helping countries understand the value proposition of a regional approach to digital health. Specific components of the value proposition include common regional hosting services, data sharing, regional diseases surveillance system, and access to specialized health services by communities living in rural and remote areas. One resource that the Initiative anticipates using and supporting is the East Africa Health Portal. The Portal is the official comprehensive compendium of health information in East Africa and will be a critical platform to support multiple Digital REACH initiatives.

The support requested aims to build the foundation through which the programs under Digital REACH Initiative will become an integral part of the respective EAC national health systems that are linked to one another at the regional level. There is a clear opportunity for East Africa to utilize digital technologies to advance the health and prosperity of the region and its citizens in ways that are more effective and efficient. Open borders and the continuous movement of people underscore the need for a regional approach to track and respond to regional health priority needs, while laying the groundwork for a robust and sustainable regional economy. Technology can help to strengthen regional health systems by

bolstering the access, use, and performance of health services. Each of the Digital REACH Initiative workstreams support the EAC's integration agenda of "One People, One Health System." This support of regional integration is what makes the Digital REACH Initiative unique and is why it has received the highest levels of political support in the EAC region. Strengthening healthcare provision at all levels of the health system, from national all the way to the regional level, is critical to regional health security and to facilitate access to quality healthcare across the region.

It is anticipated that over time the programs under the Digital REACH Initiative will generate their own revenue (e.g., East Africa Health Cloud, telemedicine) and therefore will be self-sustaining under their respective national health system and regional health system at large. As part of this body of work, the EAHRC with support from Digital Square will develop a sustainability plan based on further identification of marketable components identified in the project, as well as through discussions with private sector stakeholders.

B. Deliverables

- Inception report that outlines a detailed plan on how the work will be accomplished.
- Progress meeting reports.
- Concept note for brainstorming meetings with EAC.
- Report of brainstorming meetings.
- Assessment tool.
- Assessment report of each priority area.
- EAC data center assessment tool, assessment report, and upgrade plan with cost.
- Concept note for brainstorming meetings with private sector partners.
- Report of brainstorming meetings with private sector partners.
- Draft Public Private Partnership (PPP) and revenue generation strategy.
- Final PPP and revenue generation strategy.
- Draft technical proposal.
- Final technical proposal.

V. Application Requirements - Cost

The magnitude of the requirement for this application is approximately \$200,000 USD. This amount 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 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 applicant's technical quote.

A. Required Elements

The Cost Application must include a budget narrative, detailing the cost and cost basis applied in generating the application. 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 subcontracted 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	

B. 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 on 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.
 - Description of how your strategy will accomplish each of the subtasks in this application.
 - Description of how your strategy will scale to growing needs of users across the globe.
 - 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.
- Number of years in business.

Annual revenue

If your company has more than one location, please indicate these qualifications for the site that is responding.

VII. Additional Required Attachments

- Illustrative Work Plan. An illustrative work plan timeline should be included. 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. Applicants shall include a staffing plan, including specific position titles and the approximate level of effort each position (percentage of Full Time Equivalent and time period).
- Past Performance Information Sheets.

VIII. Application Evaluation Criteria

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

1. Technical Approach that conforms to all of the components listed in Section VI above (**40 points**)
 - Description of the 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.
 - Number of years in business.
2. Experience - to be validated by past performance references (**15 points**).
3. Experience working with global and regional bodies and Ministries of Health in East Africa - to be validated by past performance references (**15 points**).
 - Additionally, PATH is interested in teams that can demonstrate work experience, across team members, with multiple country governments in the East African Community.
4. Costs - as detailed in Section V (**30 points**).

Note: PATH reserves the right to include additional criteria.

IX. Instructions and Deadlines for Responding

A. PATH contacts

- Program Contact: Kelly Fallt; kfallt@path.org
- Procurement Contact: Teresa Gingras; tgingras@path.org

B. Applications Due: **May 8, 2020 by 5pm EST**

Completed applications should be submitted by email to the contacts listed above. The subject line of the email should read: "RFA # 2020-020 - (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. Submission of Fact-Finding Questions

Questions on this solicitation will be accepted via email to the contacts listed above through April 24, 2020 by 5pm EDT. Responses to all submitted fact-finding questions will be posted to [Digital Square's website](#) on April 29, 2020. Please note that responses will not be confidential except in cases where proprietary information is involved. Inquiries after this date cannot be accommodated.

D. Conclusion of Process

Applicants will be notified of the decision by May 15, 2020. 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.

X. Terms and Conditions of the Solicitation

A. Notice of non-binding solicitation

PATH reserves the right to reject any and all bids 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 United States Agency for International Development (USAID), the United States Government, 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 bidding 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 IX. 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.