



## Request for Proposal # 2021-004

### Learning & Performance Improvement for Frontline Health Workers

#### I. Summary of Deadlines

Release of Request for Proposal	January 29, 2021
Submission of fact-finding questions to <a href="mailto:kfallt@path.org">kfallt@path.org</a>	February 10, 2021 by 1700 EST
Response to fact-finding questions	February 12, 2021
<b>Proposals due</b>	<b>February 19, 2021 by 1700 EST</b>
Bidders notified of decision	February 26, 2021

Note: PATH reserves the right to modify this schedule as needed. PATH will notify all parties of any changes simultaneously by email.

#### 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](http://www.path.org).

#### III. Project Background and Timeline

##### A. Project Background:

COVID-19 demonstrates the world's vulnerability to infectious disease outbreaks and highlights the critical importance of health workers in the response. Still in its relatively early stages, the COVID-19 pandemic is already devastating communities, threatening economies, and diminishing quality of life for people around the world. Never has the role of health workers been so essential in saving lives—in

particular, in maintaining, adapting, and reinstating immunization and other primary health care services. However, health worker shortages, particularly in low-resource settings, coupled with health system limitations, exacerbate the challenges in both providing testing, care, and treatment related to COVID-19 and maintaining essential primary health care services such as immunization. There are urgent needs to navigate the existing, complex COVID-19 environment and build the capacity of frontline health workers across all levels of health systems to perform preventative, diagnostic, and curative services.

As the COVID-19 pandemic continues to evolve, so do the science and recommendations on proper triage, testing, and treatment protocols. The rate at which information is being generated, and the need to manage the different phases of COVID-19 (surge, stabilization, and resurgence) require that an iterative and flexible learning and performance improvement approach be developed so that health workers gain the knowledge, skills, and confidence they require to manage this pandemic. To enable rapid learning and course correction that ensures continuity of effective and equitable service delivery within the context of the pandemic, transformative approaches are required to ensure health workers can learn and work in a safe environment. Digital or virtual training and learning options provide an avenue for rapid content updates and refresher trainings as the situation and guidance continue to evolve. A wide variety of tools are already available and can be adapted for the COVID-19 context as vetted and approved content is made available. The most promising tools for a range of specific contexts and needs must be identified and scaled effectively to achieve greatest impact.

The goal of this activity is to get a better understanding of what it takes to adapt solutions, rapidly roll them out, and eventually sustain them. The focus in this three-month engagement is to learn and build an evidence base. Innovative digital or virtual training and learning approaches will be explored to ensure health workers are adequately trained and regularly updated in a safe environment to manage the evolving COVID-19 pandemic. Mobile devices (likely already in health workers' possession) provide an avenue for rapid content updates and refresher trainings to health workers as the pandemic guidance evolves.

#### B. Proposed Project Timeline:

PATH anticipates that the implementation period will be for approximately three months. We expect the work to begin at the beginning of April with a final report completed in mid-July.

## IV. Scope of Work and Deliverables

#### A. Scope of Work:

The COVID-19 pandemic is complex and continually evolving in terms of its impact and requisite response. The subawardees will undertake the following activities to address the three objectives:

1. Apply adaptive management approaches to subawardee training package(s) to allow for course-correction, learning, and appropriate adjustment of training approach. Major activities under this objective include:
  - Evolve strategies based on user input gathered through various engagement methodologies (e.g., human-centered design, peer learning, and continuous improvement tools).
  - Course-correct in response to gaps/challenges identified in implementing training activities.
  - Adapt training approach to make learning and performance improvement more effective.

- Monitor activities and impact and refine methods, monitoring and evaluation tools, and indicators according to what subawardees learn through implementation.
  - Make experiential learning an essential and integral part of this work.
  - Conduct assessments throughout the project period so outcomes are used to enhance performance.
2. Measure impact of training approach at different levels, including:
    - Level 1: Reaction of the learners to the learning and training delivered.
    - Level 2: Assessment of statistics collected during the course and learner performance.
    - Level 3: Learner retention of information and application of that information to the work place. This measurement should include assessment of extent to which the learning empowers the learner and motivates them to use the skills imparted to them through the training and learning activities.
    - Level 4: Tangible benefits of training in relation to investment in its application to the workplace.
  3. Rigorous documentation of outcomes and lessons learned including best practices in relation to the different COVID-19 phases.

#### B. Deliverables:

Subawardees will be expected to:

1. Submit a project workplan, including appropriately adapted monitoring and evaluation plan (PATH will provide overall monitoring and learning plan).
2. Participate in a meeting with PATH once every two weeks throughout the period of work to discuss progress and resolution of any obstacles or challenges that subawardees may encounter during implementation.
3. Provide monthly financial and technical progress reports.
4. Provide final project report at the end of the three-month implementation period including sections on lessons learned promising practices, innovations, and impactful approaches that have potential for scaling up to other countries and contexts. The report should clearly articulate adaptations made and include recommendations on roll out and sustainability.
5. Summary of a scalable/adaptable strategy for effective learning and training aligned to the different COVID-19 phases.
6. Participate and contribute to project dissemination activities.

## V. Proposal Requirements - Financial

The magnitude of the requirement for this application is estimated between \$150,000 USD and \$200,000 USD. This figure is 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.

PATH 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. PATH 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.

PATH 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. 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:

<b>Description</b>	<b>Phase 1</b>	<b>Phase 2</b>	<b>Total Cost (USD)</b>
Personnel			
Fringe Benefits			
Travel			
Equipment			
Supplies			
Other Direct Costs			
Contractual			
Consultants			
<b>Total Direct Costs</b>			

Indirect Costs			
<b>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 ensure that these costs align with the funder’s indirect/overhead cost policy,<sup>1</sup> provide a Negotiated Indirect Cost Rate Agreement with the US Government substantiating your indirect policy or provide three years of audited indirect cost financials to PATH to validate the use of this rate.

*Please note, in so far as possible, identifiable (allocable) costs should be documented and justified in the proposal as direct costs, including those for dedicated ongoing project management and support. Newly acquired facilities costs that can be allocable to the project are acceptable as direct costs.*

## VI. Proposal Requirements – Technical

Provide a narrative on your technical approach to accomplish the Scope of Work and Deliverables per section IV, including:

- Description of technical approach which includes:
  - Problem statement and solution approach.
  - Potential obstacles and plans to overcome them.
- Profile of relevant experience and examples of related work.
- Timeline to meet the deliverables.
- Staffing plan accompanied by curriculum vitae (CV) for key technical positions.
- List of certifications possessed by each key technical personnel.
- Identification of major internal and external resources.
- Annual revenue- if your company has more than one location, please indicate these qualifications for the site that is responding.

## VII. Proposal Evaluation Criteria

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

- A. Technical approach that conforms to all of the components listed in Section VI above (**40 points**)
  - Description of technical approach.
  - Timeline to meet the deliverables.
  - Identification of major internal and external resources.
  - Qualifications.

---

<sup>1</sup> <https://www.gavi.org/sites/default/files/document/annex-1-guidelines-on-detailed-budgetingpdf.pdf>

- 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
- B. Experience – to be validated by past performance references **(30 points)**
- C. Costs (as detailed in Section V) **(30 points)**

Note: PATH reserves the right to include additional criteria.

## VIII. Instructions and Deadlines for Responding

### A. PATH contacts

Technical Lead Contact: Chilunga Puta, [cputa@path.org](mailto:cputa@path.org)

Procurement Contact: Amanda Thraen, [athraen@path.org](mailto:athraen@path.org)

Program Contact: Kelly Fallt, [kfallt@path.org](mailto:kfallt@path.org)

### B. Fact-finding questions

Questions on this solicitation will be accepted via email to [kfallt@path.org](mailto:kfallt@path.org) through February 10, 2021, by 1700 EST. All submitted questions and answers will be provided on February 12, 2021 to all participants via email. Please note that responses will not be confidential except in cases where proprietary information is involved. Inquiries after this date cannot be accommodated.

### C. Proposals due: **February 19, 2021 by 1700 EST**

Completed proposals should be submitted by email to the contacts listed above. The subject line of the email should read: RFP # 2021-004 (Applicant name).

### D. Selection of short-list

PATH reserves the right to select a short list from the bids received. PATH has the option to interview and discuss specific details with those candidates who are on the short-list.

### E. Conclusion of process

Applicants will be notified of PATH's decision by February 26, 2021. 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 bids received in response to this solicitation and is in no way bound to accept any proposal.

## 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. Proposals, 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

Suppliers bidding on PATH business must disclose, to the procurement contact listed in the RFP, 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 proposal.

## E. Acceptance

Acceptance of a proposal 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' proposals, as well as the option of accepting partial components of a proposal if appropriate.

## F. Right to final negotiations

PATH reserves the option to negotiate on the final costs and final scope of work and 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. Proposal Validity

Proposals submitted under this request shall be valid for 90 days from the date the proposal is due. The validity period shall be stated in the proposal submitted to PATH.