

Seed Global Health Announces a Request for Proposals for a Partnership to Strengthen Health Professional Education in Malawi

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Closing date and time: March 7, 2019, 11:59 PM Malawi

Number of awards: Multiple

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I. SUMMARY

Seed Global Health (Seed) is pleased to issue a Request for Proposals (RFP) to solicit new partnerships that will link Seed with a Malawian institution, or a consortia of Malawian institutions, that includes at least one academic degree-level institution, to strengthen medical, nursing or midwifery education. These multi-year partnerships will be administered by Seed, in support of the Government of Malawi's (GoM) *Health Sector Strategic Plan II, 2017-2022* and *Human Resources for Health (HRH) Strategic Plan, 2018-2022*. Proposals are requested from institutions with an interest to influence medical, nursing or midwifery education and training, clinical practice, and/or HRH-related policy.

Interested applicants should demonstrate a commitment to partnering with an international organization (Seed) to collaborate on shared goals. Applicants must be willing to contribute resources in support of the partnership which may include, but is not limited to, professional time of faculty/staff dedicated to partnership development and implementation, supporting and providing basic amenities (housing, office space, etc.) to visiting international educators and/or advisors (hereafter "Seed Educators/Advisors"), submitting regular reports to Seed, contributing to monitoring, evaluation and learning activities to assess the partnership's progress and outcomes, and other commitments, including financial ones.

Seed will assume financial responsibility for agreed upon partnership expenditures, including the placement of Seed Educators/Advisors and support for other defined projects or resources (hereafter "package of services"), in line with the objectives set forth by the partnership.

II. BACKGROUND

A. Introduction to Seed Global Health - Malawi

Founded in 2012, Seed Global Health (Seed) has built a strong reputation, forged meaningful and trusted partnerships, and demonstrated significant impact in strengthening health systems by building the capacity of human resources for health through education. With a unique focus on educating and training skilled health professionals in Africa, Seed has partnered with 27 training institutions across 5 countries and supported the placement of 191 US physicians, nurses, and midwives that served as year-long educators.

Seed began working at 3 academic institutions in Malawi in 2013, as part of the Global Health Service Partnership (GHSP), a collaboration with the President's Emergency Plan for AIDS Relief (PEPFAR), the Peace Corps, and Seed. The program in Malawi grew significantly over the five year partnership with GHSP, expanding from Mzuzu University, Kamuzu College of Nursing, and the University of Malawi, College of Medicine to also include Daeyang University, St. John of God College of Health Sciences, and Umodzi Family Centre. Over the course of 5 years, these partnerships included placement of 55 Physician, Nurse, and Midwife Educators who worked alongside local Malawian faculty to teach close to 5,000 trainees and provide over 82,000 service hours.

B. Seed Global Health's Strategic Plan

In 2018, Seed Global Health launched a new strategic plan, *Sharing Knowledge, Saving Lives: Seed Global Health's 5-Year Strategy to Strengthen Health Systems*. Building upon Seed's five years of education and clinical experience and expertise, the strategic plan accelerates and refines Seed's impact model to achieve sustained and lasting change. The *Strategic Plan 2019-2023* leverages Seed's history and embodies Seed's values and culture, rooted in locally-led partnerships for long-term system strengthening.

Over the next five years, Seed's multi-layered approach aims to meaningfully engage partners to support their goals in training current and future local health care providers, helping to empower them to deliver high quality care consistently, to incentivize them to stay within the local system and to promulgate best clinical practices, ultimately improving patient outcomes.

Seed is unique in its approach by focusing on the education and training of physicians, nurses and midwives and supporting their continued engagement in health delivery. By supporting training of health care educators and health professionals, Seed will help create a future in which every country has a robust health workforce that is able to meet the health needs of its population. To effectively achieve our vision and mission, Seed aspires to work across three central and interrelated goals: **education, practice and policy**. The following goals provide the framework for programming with our future partners:

- **Education** - Seed aims to strengthen the quality of health professional education by engaging institutions and their faculty or staff so that: (1) institutions are better able to provide quality teaching/training in medicine, nursing and midwifery; and (2) local faculty strengthen their use of evidence-based teaching, learning, evaluation practices for competent student learning.
- **Practice** - Seed focuses on enhancing the quality of clinical education and practice by strengthening the clinical skills of local health providers, faculty, and students/trainees through mentorship and training so that: (1) health providers and faculty demonstrate evidence-based clinical approaches and skills and (2) students/trainees demonstrate their ability to translate theory into practice in a supportive environment.
- **Policy** - Seed endeavors to advocate globally and in-country to elevate issues and policies that help support strong health professional education and practice. It seeks to do so by (1) engaging in global/multilateral advocacy that elevates the value of skilled professionals in policy for workforce development and (2) collaborating with local partners to inform policy and decision making that strengthens the local health workforce, particularly related to education and practice of health professionals.

C. Seed Global Health - Malawi's Core Programming Areas and Priorities

Based on the priorities identified by the health sector of Malawi, Seed will partner with institutions to engage in 3 priority programming areas: **Community Health; Maternal, Neonatal and Child Health; and Mental Health**.

Community Health

With a predominantly rural population and a focus on achieving Universal Health Access, Community Health and Primary Care are key priorities for Malawi. Malawi's current human resources for health (HRH) strategy has prioritized training and recruitment of cadres who are able to provide the Essential Health Package to as many people in the population as possible. Several stakeholders are already engaging at the community health worker level, but it is essential to also train and recruit the full range of cadres, including, for example, Community Health Nurses and Family Medicine Physician specialists. These professionals can play a key role by providing supervision and support to the full community health cascade team.

Within this programming area, Seed may be able to support partnerships that aim to:

Education

- Incorporate the primary care model into training programs for physicians, nurses and midwives through curricula revisions or piloting new teaching methods or technologies so that physicians, nurses and midwives can better support delivery of care in communities
- Train community health professionals, specifically Family Medicine Physicians and Community Health Nurses, as well as explore the role of Family Nurse Practitioners in a Malawian setting
- Develop faculty through skills transfer, training, etc.
- Develop new programs focusing on community health or primary care models
- Evaluate the role of degree and master's level nursing education in community health

Practice

- Provide clinical mentorship and training for community health professionals
- Integrate community health professionals (physicians, nurses, specialists) into the national framework for community health systems and teams
- Support improvements of the clinical environment for training physicians, nurses and specialists in primary care settings
- Facilitate clinical training at the community level ensuring quality services are delivered and reinforcing education in these settings

Policy

- Advocate for community health professionals' roles in the health sector and subsequent recruitment and utilization in positions best aligned for their skill set
- Promote continued professional development opportunities for providers in community health and primary care
- Engage in development and discourse around supportive policies for primary care and community health

Maternal Neonatal & Child Health (MNCH)

Improving the health of mothers, newborns and children remains a priority in Malawi. While Malawi has made great strides in reducing both maternal and child mortality, there remains a great need to build the capacity of health workers to further accelerate improvements in outcomes of mothers, newborns and children. There is need to train adequate staff with the appropriate skill set to contribute to further accelerating improvements in both maternal and child outcomes. Additionally there is a desire to create centres of excellence that will provide specialised care - of note is a paediatric cardiac centre. There is a need to train physicians, nurses and specialists to provide care at centres of excellence planned for the country. Seed has had successful placements of educators from various disciplines and cadres in this programming area including midwifery, paediatric nursing, as well as the physician specialties of paediatrics and obstetrics/gynecology. This provides an opportunity to model interdisciplinary team work in the areas of education, practice and policy.

Within this programming area, Seed may be able to support partnerships that aim to:

Education

- Train MNCH professionals/specialists in both the nursing and medicine disciplines
- Support faculty development and skills development in specialised MNCH areas, especially for those needed in upcoming centres of excellence such as critical care, paediatric cardiology as well as other areas linking partners in paediatric oncology
- Increase skills lab functionality, including development, provision of resources, and training/mentoring

Practice

- Improve the quality of clinical instruction and address issues in the clinical setting to reduce the theory to practice gap
- Provide training to enhance clinical supervision

Policy

- Advocate for continued professional education opportunities in MNCH for physicians, nurses, midwives and specialists
- Advocate for MNCH professionals utilization in settings where a clinician's unique skill set can be best utilized
- Strengthen professional associations
- Engage in development and discourse around supportive HRH policies in the country

Mental Health

Mental Health is a relatively new field in Malawi but there is increasing recognition that mental health is a critical issue to be addressed at all levels of the health system. Training of mental health professionals such as psychiatrists, mental health clinical officers, psychiatric nurses and counsellors exists in only a limited number of training institutions. There is a desire to not only increase training of mental health workers and thus improve service delivery and management in country, but to also innovate for improvements in community mental health. Additionally, there is a recognition that there will be a need to integrate mental health diagnosis, prevention and management skills into the training of all cadres of the workforce, especially at the primary level, so that more of the population can be assisted.

Within this programming area Seed may be able to support partnerships that aim to:

Education

- Train mental health professionals/specialists in both nursing and medicine disciplines
- Develop faculty to support training of mental health professionals (nurses and physicians)
- Explore and establish, if appropriate, the role of advanced practice nurses in mental health within Malawi
- Explore mental health education and training for diverse cadres of the health workforce especially for primary care settings so that health workers are better able to address mental health in their day to day work
- Explore integration of Community Mental Health Worker training as part of general community health and primary care practice

Practice

- Strengthen clinical training for mental health professionals
- Explore ways in which physicians, nurses and midwives can receive some mental health practical training, e.g. during internship

Policy

- Contribute to policy-level discussions, including supporting the development of the Mental Health Act
- Engage in development and discourse around supportive HRH policies in the country

III. PARTNERSHIP DESCRIPTION

A. Seed's Approach to Partnerships

Seed's new strategy will focus on developing long-term partnerships with institutions lasting at a minimum several years. Seed's core strategy and primary entry point to contribute towards the programming areas outlined above centers on **placing skilled and qualified educators and/or advisors** at partner institutions for a year. Seed will also support educators, partner institutions and health system policies through a diverse and complementary **package of supportive academic and**

clinical services (“package of services”) aimed at advancing health professional education in the classroom and clinical setting and enhancing health professionals’ ability to deliver services effectively and sustainably where needed most. Possible services include:

- Curriculum co-development and/or revisions
- Enhanced skills lab and simulation training
- Continuing professional development and/or new skills trainings
- Practice improvement/quality improvement projects
- New technology and innovation incorporated in the classroom management or clinical settings to support student learning
- Faculty pipelines through scholarship support
- Issue-based policy or advocacy
- Technical assistance in the regulation of nursing, midwifery and medical professions

Seed believes that our goals and priorities should be driven by our vision and by the needs of the countries, institutions and communities we serve. We seek to contribute mutually and intentionally towards the shared objective of strengthened health professional education and clinical care by working side-by-side with our partners and country leadership. We believe that long-term, sustainable partnerships rather than temporary “gap-filling” measures, deliver more lasting and meaningful improvements in a country’s health ecosystem.

Seed strives to make the greatest possible contribution to health professional education by ensuring that its programming is based on strong technical evidence, adheres to global standards and policies, is implemented using thoughtful management practices, and is monitored and evaluated through solid systems that ensure continuous programmatic learning and dialogue.

Seed seeks to ensure its partnerships and programs maximize effective use of resources and avoid duplication of efforts. Therefore, Seed and its partners will work to identify and develop collaboration between other related programs in Malawi. Such collaboration and coordination also facilitates the sustainability of programming.

IV. TERMS OF SOLICITATION

A. Eligibility Criteria

Seed seeks proposals from Malawian institutions with the capacity to meet shared goals as set forth in *Background (II, B)* section. Proposals may be submitted by individual institutions or a consortia of 2-3 institutions that includes at least one academic degree-level institution. Academic departments included in the proposal must align to one programming area, as described in the *Background (II, C)* section. In particular, Seed is looking to partner with academic institutions that have bachelors and masters-level programs in medicine, nursing and/or midwifery and whose graduates feed into the public sector; academic clinical sites; medical, nursing or midwifery regulatory bodies; medical, nursing or midwifery professional associations; or, other local health professional education-related organizations or entities. An academic clinical site is invited to apply, but must do so with its affiliated academic institution. Applicants must demonstrate alignment and contribution to the Government of Malawi’s HRH agenda.

Proposals are strongly encouraged from institutions that have not traditionally received support from global health technical assistance programs.

B. Disqualifying Criteria

Public or private non-profit or for-profit organizations are eligible to apply. However, Seed will not pay any profit or fee to the partner organization as part of the partnership agreement.

Please note that Seed is unable to support partnerships centered around conducting or advancing primary research. Seed will also not accept proposals to support direct infrastructure or equipment that does not include an educational or training focus.

International organizations are not eligible to apply.

C. Requirements & Expectations

The following are key requirements and expectations of partner(s):

1. Partnership Coordination

- Designate one staff member to be the Partnership Coordinator, the primary point of contact for day to day partnership coordination and administration
- In-kind participation and commitment from core partnership team members and/or other relevant staff throughout the partnership lifecycle (design and planning, implementation, reporting, data collection, learning, dissemination, and transition)
- Communicate regularly, both virtually and in person, with Seed staff to discuss partnership progress and learning
- Willingness to work collaboratively with other related programs and organizations, as well as with ministries and other local entities.

2. On-Site Seed Educator/Advisor Support

- Develop a detailed educator scope of work including a placement description, specific projects or activities, location of activities, timelines, and overall roles and responsibilities as they relate to the partnership objectives
- Facilitate logistical onboarding and orientation at the work site (identification badges, clearances, introductions to staff, introduction to academic, clinical or other setting(s))
- Identify a site supervisor in the educator's relevant area of expertise who may guide them with their role, including identifying resources to be successful, etc.
- Conduct regular check-ins between the site supervisor and the educator, and communicating progress and challenges to Seed staff
- Designate office space or a specific area at the worksite where the Seed Educator/Advisor can prepare their classroom and clinical teaching materials and keep office hours to meet with students and colleagues
- Provide safe and secure housing within close proximity of the work site
- Provide local transportation related to activities or projects that fall within the educator's roles and responsibilities or if daily transportation is required between their home and their work site if they are not able to walk due to distance or safety concerns
- Designate safety and security point of contact to liaise with Seed staff in case of any emergency situations that may affect the Educator/Advisor

3. Program Reporting, Monitoring, Evaluation, Learning

- Actively participate in program performance and learning activities, including developing measurable partnership objectives and output/outcome indicators,

collecting data, designing surveys or other assessment tools, contributing to evaluations, and reporting to Seed. These activities will be consistent with Seed's overall partnership strategy and will be discussed in detail during the partnership engagement phase and augmented by periodic follow-up training, as well as targeted support as needed

- Commit to participating in regular cycles of learning to collectively review the partnership's progress and develop recommendations/actions that can improve the partnership moving forward
- Submit periodic reports to evaluate the partnership and ensure continuation of efforts and ongoing funding

4. Finance & Administration

- Undergo a pre-award assessment of the partners' financial and administrative systems in advance of the finalization of a partnership agreement. This includes filling out a questionnaire and providing support documentation related to the partner's registration status, financial and administrative systems, and experience managing grant funds.
- Submit regular financial reports to and inspection of documentation by Seed in accordance with the terms and conditions of the partnership agreement.

D. Required Start-up Activities

The successful applicant must be prepared to participate in a rapid start-up of activities once notification of award is made by Seed. The initial expected activities under this award are as follows:

- Step 1 - Finalization of long-term partnership overview: Upon notification of formally engaging in a partnership with Seed, the core partnership team members, including key Seed staff, will finalize the long-term partnership plan submitted in the original proposal.
- Step 2 - Pre-award assessment and partnership agreement: An assessment of the partners' financial and administrative systems will be conducted. A formal agreement between Seed and its partner(s) will be issued.
- Step 3 - Announcement/kick-off/partnership launch: An in-country meeting will be held between Seed and its partners to officially launch the partnership and discuss high-level, long-term scope and goal setting.
- Step 4 - Partner orientation: After announcement of the award and official launch of the partnership, key partners, including the partnership coordinator, core partnership team members, and key leadership will be expected to participate in an orientation meeting with Seed staff. The orientation will include time for all partners to introduce themselves and their institutions, share their past work, best practices and lessons learned. Seed will also introduce its programming model (including how Seed Educators/Advisors are integrated); roles, responsibilities, and expectations of partners; administrative and financial policies/procedures; and MEL policies and requirements.
- Step 5 - Partnership work plan development: Seed will then convene an in-person working session of all key partners to develop a Partnership Work Plan. This collective work planning session will detail a description of partners and the partnership, the partnership implementation plan, Seed educator placements/needs, and a monitoring, evaluation and learning framework.
- Step 6 - Submission of a Partnership Work Plan: All partners will agree to an annual work plan, which will be revisited periodically and adjusted throughout the year as the need arises.

E. Role of Seed

Seed will be responsible for the following:

- Liaise with all parties, including Partnership Coordinators, Seed Educators/Advisors and other core partnership team members, to provide overall coordination of the partnership
- Regularly communicate, both virtually and in-person, with the Partnership Coordinator and the core partnership team, to discuss partnership and progress towards partnership objectives
- Recruit Seed Educators/Advisors, in support of partnership objectives
- Support Seed Educators/Advisors by:
 - Contributing to the development of detailed educator scopes of work and collaborating with partners to ensure the Seed Educator/Advisor is performing and completing the outlined responsibilities
 - Liaising with partners to coordinate arrival and departure/transition of educators
 - Orienting educators on their role and responsibilities, setting expectations, and ensuring cultural awareness
 - Coordinating logistics and other administrative requirements such as international transportation to and from work site, malpractice/indemnification, professional licensure, and all other government approvals including visas, work permits, etc., as needed
 - Providing financial support to educators, including compensation and benefits
 - Delivering ongoing educational and clinical support to educators, both virtually and in-person
- Track progress towards partnership objectives, as outlined in the Partnership Work Plan, through virtual and in-person communication, as well as periodic reporting
- Provide clinical and educational expertise to guide the development of partnership objectives and activities
- Provide technical expertise to guide the development of monitoring, evaluation and learning activities, as outlined in the Partnership Work Plan, and support their implementation

F. Partnership Funding

The specific amount of funding for partnership activities will be based on the scope of the partnership, need for Seed educators, and supplemental package of services in support of partnership objectives set forth in the work plan. Seed estimates its annual investment in the partnership to be up to \$250,000 USD per year to fund the cost of Seed Educators/Advisors and supplemental package of services.

Partnerships will be designed in close collaboration with Seed during the engagement period, as well as annually during work plan development and planning, including how resources will be allocated towards specific projects and activities. Expenses related to Seed Educators/Advisors, as outlined in the above section, will be directly managed by Seed. Partner institutions may have an opportunity to directly manage some of the funding allocated to the partnership, as detailed in the *Application Process (V, C)* section of this RFP. Decisions regarding allocations will be made once the selection process is complete and high-level partnership planning is complete.

It is expected that applicants will contribute resources to the partnership which may include both in-kind time and resources, as well as, financial resources. Examples of in-kind resources may include, but are not limited to, professional time and staff/faculty dedicated to partnership development and implementation, supporting and providing basic amenities (housing, office space, etc.) to visiting Seed Educators/Advisors. Examples of other financial support may include allocating institutional funds towards partnership objectives or a commitment to initiate joint funding proposals in partnership with

Seed. Organizations or institutions who typically charge an indirect cost for the receipt and management of partnership or grant funds are strongly encouraged to propose the indirect cost as a financial or in-kind contribution to the partnership.

V. APPLICATION PROCESS

A. Proposal Format

Solicitation for interested applicants is through submission of a formal proposal. The following section provides instructions for organizing and formatting the proposal. Reviewers will use only the information presented in the proposal to assess responsiveness to the review criteria outlined in the section below (*V, E*). Please note that the outcome of the review process depends on the reviewers' understanding of the information provided.

The proposal must be written in English and must not exceed 10 pages (11-point font, single-spaced with one-inch margins). The final proposal must include the following sections:

1. Cover sheet (*not to exceed 1 page*)
2. Partnership overview narrative (*not to exceed 6 pages; template provided*)
3. Description of institutional and personnel capacity e.g. staff involved in the partnership (*not to exceed 2 pages; CVs should be attached in the annex section of the proposal and will not be included in the page count*)
4. Description of proposed partner contributions (*not to exceed 1 page*)
5. Annex

B. Proposal Sections

1. **Cover Sheet:** The cover sheet should include
 - a. Name of organization(s) or institution(s) submitting a proposal
 - b. Contact information of lead institution's partnership coordinator and proposal submitter (name, title, address, telephone, and e-mail)
2. **Partnership Overview Narrative:** Note, this should be submitted in the template provided at the end of this document.
 - a. Articulate the **need** or **problem** that this partnership will address, and how this aligns with the institution's vision, goals and strategy. Please also describe how this need/problem aligns with human resource needs in country and Seed's goals, objectives and programming areas (Community Health, Maternal Neonatal & Child Health, and Mental Health).
 - b. **Long-term partnership goal statement:** In one sentence, broadly describe what you would like this partnership to achieve. A goal is a very broad statement that articulates why the partnership exists. Goals are achieved in the long-term and through combined efforts of multiple stakeholders, not just those forming this partnership.
 - c. **Partnership timeframe:** Please indicate the time frame you are requesting for this partnership (in years) in order to achieve the long-term partnership goal stated above.
 - d. **SMART objectives:** Objectives are statements that detail what you hope to accomplish through this partnership. They articulate how we will accomplish our long-term partnership goal. Please list one to four objectives that you would like to see accomplished over the duration of this partnership. Please ensure that all objectives are specific, measurable, attainable, relevant and time-bound.
 - e. General types of **activities** included within the partnership: For each objective indicated above, please list the general types of activities that you would like to see

completed to support achieving that objective and the required human resource need (e.g. Seed Educator/Advisor). Please note that these are meant to provide a general picture of activities this partnership would support, but will be further detailed and elaborated during the partnership work planning process.

- f. Describe how partners will ensure the **sustainability** of gains made through this partnership after its completion, and identify any potential **challenges**.
3. Description of Institutional and Personnel Capability:
 - a. **Institutional Capability:** Please reflect on how your institution would meet the requirements and objectives of this partnership, listed in the section above (*V, B*). Specifically, please address your approach to the following: designating a partnership coordinator, providing support to Seed Educators/Advisors, communicating regularly, reporting, actively participating and contributing to Monitoring, Evaluation & Learning activities, in-kind participation and commitment, and administration of financial resources in accordance with donor requirements. Additionally, please describe how the strengths of your institution(s) match up with the need/problem identified in the partnership and Malawi's HRH priorities.
 - b. **Personnel Capability and Experience:** Please include a description of all core partnership team members including the name of each team member, a short description of their relevant experience and capacity, their proposed role, responsibilities, and level of effort related to the partnership. Clearly identify the proposed Partnership Coordinator and describe who will be responsible for the day to day implementation of partnership activities (e.g. orienting Educators/Advisors, coordinating update calls with Seed) if it is not the Partnership Coordinator. CVs should be attached separately to the proposal as an annex for core partnership team members identified in this proposal.
 - c. **Past Performance References:** Please provide a list of three or more past awards received, including name of the partnering organization (or donor), purpose of the partnership, partner organization (or donor) contact information, dates of implementation, amount of funds awarded. For institutions that not previously received support from global health technical assistance programs, please provide three or more references that are able to speak to your institutional capability and experience.
 4. Partnership Contributions: Describe the applicant's commitment to provide resources at either an annual or long-term basis that will support the partnership objectives. This may include in-kind time, goods, and services expected to be contributed to the partnership. As mentioned above, organizations or institutions who typically charge an indirect cost for the receipt and management of partnership or grant funds are strongly encouraged to propose the indirect cost as a financial contribution to the partnership. The applicant should provide a narrative on these contributions, as well as an estimated value.
 5. Annexes
 - a. CVs of core partnership team members, including the Partnership Coordinator
 - b. Proof of legal registration of applicant organization(s)/institution(s)

C. Partnership Budget

A detailed partnership budget will be developed during partnership start-up, and therefore does not need to be detailed as part of this proposal. However, the applicant may outline basic, program expenses related to the package of services that Seed may be able to support, as it relates to the proposed partnership objectives. If administrative support and coordination is required, the applicant should detail this the form of a budget. Any requested administrative support will come out of the noted project funding. Note that Seed provides substantial technical support to implement

partnership activities, including support to Seed Educators/Advisors placed at a specific site within a partnership.

As mentioned above, partners may be asked to receive and manage funds for certain activities under the partnership agreement. In these cases, funds will be disbursed in incremental amounts based on the work plan requirements, progress towards the partnership objectives, and adherence to reporting requirements.

D. Proposal Review

Proposals will be reviewed and scored by a review committee composed of Seed staff located in both headquarters and country offices, with varying backgrounds. Applicants may be asked to answer questions of clarification, if they arise.

Seed will select the institution(s) that best fulfills the criteria below, and offers the greatest potential for sustaining partnership gains beyond the availability of Seed funding. Notification of the winning proposal(s) is expected to occur by early **April 2019**.

E. Review Criteria

The following key factors will be considered in selecting successful applicants:

1. General [15 Points]
 - Clear and strong support from senior leadership of all institution(s) involved in the partnership
 - Clear understanding of the mutual and intentional nature of the partnership
2. Proposal Narrative and Partnership Plan [50 Points]
 - Partnership goals and objectives align with Seed's organizational goals, objectives, and programming model
 - Partnership goals and objectives align with Malawi's national HRH priorities and Seed's programming streams
 - Partnership goals and objectives align with the institutions' long-term vision
 - Clearly articulated and detailed long-term partnership plan
 - Approaches and timeline outlined within the proposal are appropriate given the partnership's objectives
 - Articulated plan for sustainability beyond the partnership timeframe, including identification and management of potential challenges
3. Institutional & Personnel Capability [20 Points]
 - Fit of the institution(s) with the partnership requirements and expectations
 - Range and extent of faculty or staff available to contribute to accomplishing partnership goals and objectives
 - Appropriate qualifications and relevant experience of Partnership Coordinator and other key individuals involved in managing the partnership
 - Evidence of potential for financial management capability and internal controls
4. In-kind Contributions/Financial [15 Points]
 - Clear commitment or plan to contribute in-kind resources to the partnership
 - Expected foregone institutional overhead and other indirect costs
 - Level of funding required for partnership coordination and administrative support

F. Guidance and Support to Applicants

Applicants may obtain additional information and guidance in the following ways:

1. [Seed's website](#) contains information about Seed and our 5-year strategy.
2. Seed will accept questions concerning this solicitation. Please provide the submitter's contact information and/or send any questions to partnerships@seedglobalhealth.org by **February 22, 2019**. One response will be provided to all applicants and will be published on Seed's website on **February 25, 2019**.

G. Proposal Submission

Proposals must be submitted electronically as a Microsoft Word or PDF attachment(s) to partnerships@seedglobalhealth.org. The deadline for submitting proposals is: **March 7, 2019, 11:59 PM Malawi**. Proposals received after the deadline will not be considered.

VI. DISCLAIMER

Proposals are submitted at the risk of the applicant. Issuance of this RFP does not constitute an award commitment on the part of Seed, nor does it commit Seed to pay for costs incurred in the preparation and submission of proposals. Seed reserves the right to reject any or all proposals received.

VII. ANNEX

Partnership Overview Template