

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

Date issued: February 22, 2019

Closing date and time: March 15, 2019, 11:59 PM Uganda

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 Ugandan institution, or a consortia of Ugandan 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 Uganda Health Sector priorities. Proposals are requested from institutions with an interest to influence medical, nursing, or midwifery education and training, clinical practice, and/or human resources for health (HRH)-related policy.

Interested applicants should demonstrate a commitment to partnering with 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 (e.g. housing, office space,) 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.

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 - Uganda

Founded in 2012, 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 two academic institutions in Uganda 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 Uganda grew significantly over the five year partnership with GHSP, expanding from Gulu University (with Lira University as a constituent college of Gulu University) and Mbarara University of Science and Technology to include Muni University, Busitema University, and Lira University. Over the course of five years, these partnerships included placement of 55 Physician, Nurse, and Midwife Educators who worked alongside local Ugandan faculty to teach over 2,500 trainees and provide over 79,900 service hours.

B. Seed Global Health’s Strategic Plan

In 2018, Seed 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 healthcare providers, helping to empower them to deliver high quality care consistently, incentivizing them to stay within the local system and 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 healthcare 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, and 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 - Uganda's Core Programming Areas and Priorities

Based on the priorities identified by the health sector of Uganda and Seed's expertise and programming model, Seed will partner with institutions to engage in two priority programming areas: **Emergency Care (EC)** and **Maternal, Neonatal, and Child Health (MNCH)**.

Emergency Care

Emergency care systems address a wide-range of common medical, surgical, and obstetric conditions, including injury, complications of pregnancy, exacerbation of non-communicable diseases (e.g. asthma, heart attacks, strokes), and acute infections (e.g. sepsis, malaria). With sound planning and organization, emergency care systems have the potential to prevent nearly half of deaths and more than a third of disability in low- and middle- income countries. In Uganda, less than 25% of the level IV health centers (the first level of health facilities designated to offer emergency care) offer 24-hour emergency care, partly due to limited trained healthcare professionals.

The Ministry of Health, in collaboration with other government agencies and non-state actors, is in the process of scaling up emergency medical services within the country. A new policy has been developed and a department within the Ministry of Health has been designated to lead Emergency Medical Services (EMS)/Emergency Care (EC) efforts. The Government of Uganda is developing a master plan for scaling up emergency care across the country; however, lack of emergency care faculty in the country to provide training and leadership has been identified as a key challenge. Additionally, there are limited programs for training emergency care specialists; only three accredited programs exist to train physicians and nurse specialists in emergency care at a graduate level; a master of science in nursing program in critical care and two master of medicine programs in emergency medicine at Mbarara University of Science and Technology and Makerere University. The country is yet to graduate a single locally trained emergency physician.

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

Education

- Develop the faculty required to train a national pool of emergency care providers
- Develop new courses or programs in emergency care
- Integrate basic emergency care training into generalist nurse, midwife, and physician training curriculum with a particular focus on emergency obstetric care and to help strengthen health professional competence and skills in this area

Practice

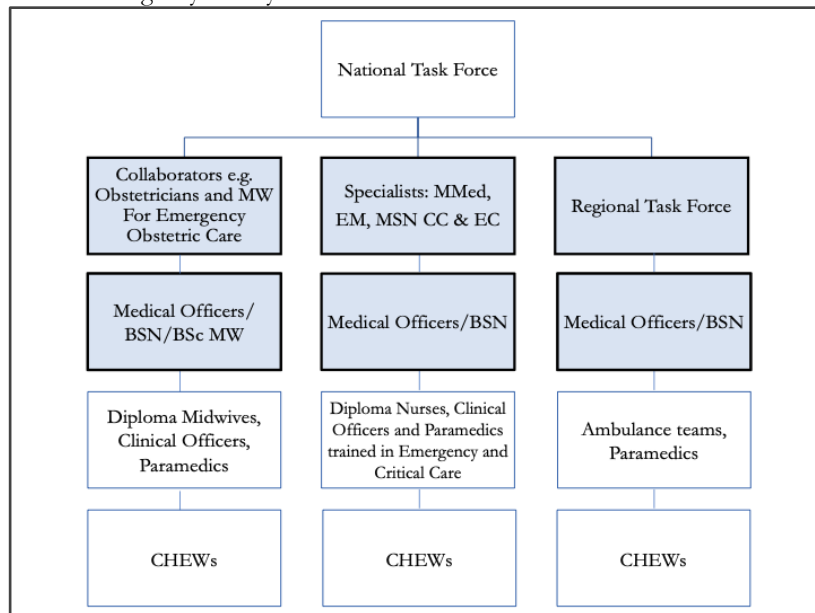
- Provide mentorship and skills development for faculty and preceptors at teaching hospitals in emergency care
- Provide training on latest technology and equipment in EMS
- Bridge the theory to practice gap for preceptors and mentors in clinical settings (i.e. teaching hospitals)
- Strengthen skills in clinical instruction and supervision provided by clinical faculty and preceptors at teaching hospitals and practicum sites to bridge theory to practice gap

Policy

- Support the Ministry of Health to strengthen oversight and regulation of emergency care training and practice
- Collaborate with local partners to develop emergency care education and practice policies
- Support the development, implementation and evaluation of policies to facilitate improvements in EMS
- Advocate and support HRH planning (including EMS) through thought leadership and technical assistance

Degree level education and training tracks that support Seed’s programming within Emergency Care may include but are not limited to: emergency medicine and obstetrics and gynecology, critical care and emergency room nursing, and midwifery.

The figure below illustrates the role and relationship of each of these cadres (highlighted in blue) within the national emergency care system.



Maternal, Neonatal, and Child Health (MNCH)

Children constitute the majority of Uganda’s population, with half of the total population under 15 years of age. Maternal, infant, and neonatal mortality remain unacceptably high, despite recent gains. UNICEF estimates that one out of every 36 Ugandan women will die of a complication related to pregnancy or childbirth. The common causes of maternal death are bleeding, infection, and high

blood pressure. Such complications require the attention of skilled health workers, particularly doctors, nurses, and midwives. Limited access to skilled health workers before, during, and after child birth is one of the key bottlenecks to reducing maternal mortality to the SDG 2030 target of 70/1000 live births. There is a dire need to improve the number, competence, and distribution of skilled health workers.

To create an enabling environment for professional healthcare workers more broadly, Seed will provide technical assistance to the Government of Uganda for policy development, in collaboration with the Ministries of Health and Education and the National Council for Higher Education. Seed will convene a national platform for high performing partners to share best practices with peers, encourage “south-to-south” benchmarking, and create a productive HRH policy environment. In addition, collaboration with selected “champions” from partner academic sites will focus on HRH thought leadership development, facilitating HRH dialogue and dissemination and narrowing the policy to practice gap.

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

Education

- Develop new courses or programs in MNCH
- Develop the faculty required to train a national pool of MNCH providers
- Strengthen pre-service and masters level training of doctors, midwives, and nurses by improving competence and skills in the management of common causes of maternal, neonatal, and childhood death and disability

Practice

- Strengthen specialist training in pediatrics/neonatal care, obstetrics, and midwifery to support specialist centers and provide training and leadership for primary care
- Strengthen skills in clinical instruction and supervision provided by clinical faculty and preceptors at teaching hospitals and practicum sites to bridge theory to practice gap
- Provide training on latest, locally appropriate technology and equipment

Policy

- Support the development, implementation, and/or evaluation of policies to facilitate improvements in MNCH
- Advocate and support HRH planning (including MNCH) through thought leadership and technical assistance

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 depending on the nature and success of the partnership. 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 support educators, partner institutions, and health system policies through a diverse and complementary **package of supportive academic and clinical services** (“package of services”). This is 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 the 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 our partners will work to identify and develop collaboration between other related programs in Uganda. Such collaboration and coordination also facilitates the sustainability of programming.

IV. TERMS OF SOLICITATION

A. Eligibility Criteria

Seed seeks proposals from Ugandan 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 Uganda'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 communicate 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 have 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 a 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 USD 250,000 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. It will include 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 and high-level partnership planning are both 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 that 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 that this should be submitted using 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 (Emergency Care and Maternal, Neonatal, & Child 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, and 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 Uganda'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 Seed Educators/Advisors, coordinating update calls with Seed) if it is not the partnership coordinator. CVs of core partnership team members identified in this proposal should be attached separately as an annex I.
 - 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, and amount of funds awarded. For institutions that have 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 and 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 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. Please note that Seed provides substantial technical support to implement partnership activities, including support to Seed Educators/Advisors who are 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 with vary backgrounds who are located in both headquarters and country offices. 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 Uganda'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. Website: [Seed's website](#) contains information about Seed and our 5-year strategy.
2. Questions: Seed will accept questions concerning this solicitation. Please provide the submitter's contact information and/or send any questions to partnerships@seedglobalhealth.org by **March 8, 2019**. One response will be provided to all applicants and will be published on Seed's website on **March 11, 2019**.
3. Webinar: A webinar will be held on **Friday, March 1, 2019** at **4pm Uganda time** to provide additional information and answer questions related to the RFP. The webinar will be conducted on Zoom and can be accessed through the web link or phone number(s) below:

Join via the Internet: <https://zoom.us/j/801840755>

Join via telephone by dialing: +1 669 900 6833 OR +1 646 558 8656
Meeting ID: 801 840 755

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 15, 2019, 11:59 PM Uganda**. 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

