



Global Public Goods for Improving Health System Performance

Addendum 01

to

The USAID Broad Agency Announcement (BAA) Innovations for Improving Health System Performance

I. Background

USAID's Vision for Health Systems Strengthening¹ presents the Agency's strategy for an integrated, comprehensive, and holistic approach to improve health systems at the country level. An important premise of USAID's approach to health systems strengthening (HSS) is that weak systems limit the effectiveness of governments and non-governmental partners in scaling up the availability and use of health services that are essential to achieving global health goals, including preventing child and maternal deaths, controlling the HIV/AIDS epidemic, and combating infectious disease threats. Health system weaknesses prevent countries from achieving the full potential of investments in health.

Many countries struggle to provide equitable access to quality essential services that respond to the needs of their populations. Many preventable deaths continue to occur due to persistent systems challenges at the national and sub-national level. While country health systems should be able to provide high quality services, many are generally poorly resourced and ill-equipped to deliver those services.

A health systems strengthening approach built around strengthening individual building blocks has contributed greatly to our understanding of the components and conditions that constitute a well-functioning health system. The building block approach provided the international community with a fundamental way to address the topic of health systems strengthening and to promote its importance within a predominantly disease control and mortality-reduction construct to addressing health development challenges. In short, it enabled a common understanding of what is health systems strengthening? However, this approach alone lacks systems thinking and does not provide a clear and robust capacity development path for achieving sustainable health systems.

As the global landscape evolves, USAID's Health Systems Strengthening (HSS) activities must continue not only to respond to the changing development environment, but proactively shape the global agenda in health systems as well. Traditionally, USAID's HSS efforts have been incorporated into disease-specific programs for such health challenges as HIV/AIDS,

¹ <https://www.usaid.gov/sites/default/files/documents/1864/HSS-Vision.pdf>

tuberculosis, and malaria. Future investments in HSS will need to ensure a systems-thinking approach designed to improve health systems outcomes in support of more sustainable and robust overall health results. This includes focusing on sustainable financing of country health systems from both the public and private sectors, improved organization of facility and community based health services to reach all populations with effective and responsive services, and the engagement and involvement of communities, civil society, and a variety of government actors to work together for the advancement of health.

Broad collaboration and creative partnerships are needed to effectively link together the required components of health systems to advance progress in health systems performance outcomes and sustainability. Systems should be harnessed to create and nourish virtuous cycles of improvement which start with discreet areas and build out from them. These cycles should be developed around the integration of components of various health systems building block efforts. Such efforts are expected to contribute to global understanding of how to achieve and sustain improvements in health system performance. These breakthroughs will identify effective new approaches to achieve sustainable health systems and support countries to successfully transition from donor assistance to greater self-reliance and resilience.

Global public goods are designed to extend benefits to all countries, all people, and across generations. In the increasingly global health community, the systemic health problems the world faces reach beyond national boundaries, and require increasing levels of collaboration and innovative thinking in order to solve them. The global health community has achieved stronger health system performance through better evidence and shared knowledge for policy-making, improved open-source technology, and improved approaches to collectively address communicable disease. This BAA will produce global public goods for the complex and multidisciplinary field of health systems strengthening, focusing on the identification and development of innovative global best practices, evidence, and learning. This BAA will also ensure that these global public goods are adapted to country-specific contexts, and that implementation approaches contribute to the success of individual countries through adaptation of best practices, and rapid dissemination and uptake of new knowledge.

USAID is also soliciting for the Integrated Health Systems (IHS) Indefinite Delivery Indefinite Quantity (IDIQ) contract to support country level health systems strengthening and sustainable transition to local organizations. From the start, the IHS IDIQ is expected to incorporate proven approaches in health systems strengthening and will be positioned to quickly incorporate emerging practices and approaches resulting from this BAA. Both the IHS IDIQ and the mechanism(s) that result from this BAA are designed to provide support across countries with the greatest need for strengthening integrated health systems, but with an intentional focus on countries that can move quickly toward self-reliance.

To ensure efficiency and integration, USAID will establish a joint collaboration structure including staff from all resulting mechanisms and from USAID, in order to promote cross-fertilization and the identification and global application of lessons learned. The purpose of such a structure is to share lessons from the field, to identify and promulgate promising practices, and to ensure that field implementation benefits from new developments in the global technical community and new global public goods developed under this BAA.

USAID seeks to harness the power of competition, breakthrough innovation, and knowledge management to address specific barriers to improve the performance of country health systems, inclusive of the public and private sectors, to increase financial sustainability and accountability, enhance quality and responsiveness, and deliver better health outcomes. In this addendum, USAID and its partners are looking for sustainable solutions addressing the problem and challenge statements identified in Section II of the BAA.

II. Solutions Sought

For the purposes of this Addendum, USAID specifically seeks solutions that will identify new approaches for improving health system performance and sustainability which move past traditional practices, incorporate systems thinking, and are designed to ensure rapid dissemination of knowledge and uptake/scale up of innovations and advances in the field of health systems strengthening.

USAID and its partners seek both innovators with novel solutions and resource partners with the ability to test and scale up innovations. We are particularly interested in resource partners with, but not limited to, the following capabilities:

- Capacity and willingness to partner with local institutions to co-create and test solutions;
- Ability and willingness to partner to deploy identified solutions;
- Ability to use shared learning and knowledge management as a means to innovate and provide state-of-the-art guidance to partner countries.

Solutions are sought to address one or both of the focus areas below:

I. GLOBAL LEADERSHIP AND INNOVATION: Improve health system performance outcomes by addressing implementation factors contributing to success. Develop innovative new methods and approaches to health systems strengthening and measurement and monitoring of health systems performance which incorporate systems thinking and seek to create and nourish virtuous cycles of improvement.

- *Technical Leadership:* Working in close collaboration with host country partners and local institutions, provide strategic direction, technical oversight and leadership for state-of-the-art health systems strengthening implementation science research programs with the goal of overcoming implementation, scale-up, monitoring, and sustainability challenges for an enhanced understanding of success factors in health systems strengthening approaches.
- *Stakeholder engagement:* Identify and optimize synergies and collaboration between the public and private sector, communities, health systems, and other stakeholders to effectively accelerate the development and scale-up of health systems strengthening and monitoring approaches that promote effective use of local partner organizations and new methods of local partner engagement.

- *Local Partners:* Develop and test novel health systems strengthening, measurement, and local learning approaches that harness local capacity and promote sustainable transition to local institutions and organizations to plan, staff, finance, manage, and monitor their own health programs.
- *Health Systems Strengthening Tools:* Develop and test tools that improve the performance of health systems by combining components of different health systems building blocks. Advance new tools for the measurement and monitoring of health systems performance and sustainability.

II. KNOWLEDGE MANAGEMENT AND LEARNING: Promote learning and dissemination across a variety of actors in global health systems strengthening to help facilitate uptake and scale-up of innovations and successful approaches in implementation, measurement, and monitoring.

- *New Knowledge Management Approaches:* Identify enhanced, robust knowledge management approaches to systematically capture, synthesize, share, and promote uptake of new learning and best practices in health system performance improvement which move past traditional approaches and advance practices in the field. Implement solutions (new or modified) that allow USAID and project staff to promote cross-fertilization and the identification and global application of lessons learned.
- *Knowledge Capture:* Capture and synthesize the experience gained through the IHS IDIQ, other USAID central and bilateral programs, and other donor implementation efforts, and promote feedback and incorporation of that learning into these same activities.
- *Integrating Learning into Practice:* Utilize approaches that ensure learning and knowledge emerging from the task orders of the Integrated Health Systems (IHS) Indefinite Delivery Indefinite Quantity (IDIQ) and this BAA are shared broadly with technical partners, relevant stakeholders, and the global community. Likewise, share and integrate research findings and innovative solutions generated through the BAA mechanisms into the work implemented through the IDIQ.

WHAT WE ARE LOOKING FOR:

We are looking for expressions of interest that clearly demonstrate the following attributes:

- Innovation, including creativity of the given approach and clear differentiation from existing approaches.
- Application of systems thinking to identify and advance breakthrough health systems strengthening approaches.
- Financially sustainable solutions that can be adapted and scaled rapidly in different country contexts.
- Strong likelihood that solution(s) will identify new approaches for improving health system performance and sustainability, and/or will ensure rapid dissemination of

knowledge and uptake/scale up of innovations and advances in the field of health systems strengthening as they are identified.

- Strong likelihood of achieving a substantial impact.

WHAT WE ARE NOT LOOKING FOR:

- Research that does not provide a clear path to development and testing of health systems strengthening intervention strategies and approaches.
- Solutions that are less efficacious than current approaches and tools.
- Proven approaches that are already in use in the field.
- Basic research. Basic research is defined as research directed towards fuller knowledge or understanding of the fundamental aspects of phenomena and of observable facts without specific applications towards processes or products in mind.

III. **Expressions of Interest**

- A. Please submit an Expression of Interest that identifies your group's willingness to collaborate with the USAID Bureau for Global Health and other operating units, describes your idea/approach, highlights your group's value to the partnership, and discusses the potential of your idea. The EOI must address the following areas:
1. **Idea/Approach:** Propose your best innovative ideas/approaches that address the focus areas under the Addendum by: (1) incorporating systems thinking to improve health system performance and sustainability with a focus on implementation factors contributing to success; and/or (2) promoting learning and knowledge dissemination related to global health systems strengthening that facilitates broad uptake and scale-up of successful solutions in implementation, measurement, and monitoring of health systems strengthening activities and health system performance and sustainability. Include a theory of change or other appropriate framework to explain how the idea(s)/approach(es) when implemented in practice would lead to the desired results. Describe the potential for the solution(s) to achieve or contribute to sustainable impact and local capacity.
 2. **Partnerships:** The EOI should clearly and succinctly describe the envisioned role, strengths, and contributions of potential partners in carrying out the proposed innovative idea/approach. The EOI must clearly describe how host country partners and local institutions will be integral to the activity. A more competitive EOI would identify the organization's/partners' ability, if any, to provide a financial, in-kind, or leveraged match at various stages of the process. USAID seeks to bring together a diverse set of co-creators in collaboration in order to enable broader thinking and innovation, therefore EOI teams should be open to engaging with other key stakeholders who may not be part of the initial application (as identified in later stages of the co-design process).

3. **Participation in Co-creation Workshop:** Nominate 2-3 individuals (include name, title, employing organization) to represent the team in the co-creation workshop, stage 2 of the BAA process. Describe, very briefly, why the individuals you are nominating are the best people to engage in robust, creative, technical dialogue and design in the focus areas highlighted in this Addendum. Individuals whose focus is on business development will not be considered for participation in the workshop. USAID needs this information in the preparation of the co-creation meeting, but will not evaluate the EOI submissions in this area. USAID reserves the right to disapprove nominated individuals and request additional/different nominations at its discretion. It is essential that the participants nominated will be able to participate in the workshop full time and at their own (or their organization's) expense.
- B. Organizations may submit a maximum of one EOI as the lead organization. Organizations may participate as a supporting partner on any number of EOIs.
- C. Submitted Expressions of Interest must:
- Be written in English;
 - Be submitted electronically to ihsp@usaid.gov only with a subject line "Global Public Goods BAA - [Name of respondent organization]";
 - Be up to 5 pages in length:
 - up to 3 pages for narrative content, single spaced, no smaller than 12 point Times New Roman font;
 - an optional additional page for a graphic(s) that fits on one 8.5"x11" or A4 piece of paper (NOTE: the graphic page may not be used for additional narrative);
 - no more than one page for information regarding participation in the co-creation workshop;
 - any additional pages will be deleted and will not be evaluated.
 - Contain a header with the following information (included in the narrative page count):
 - Respondent Name/Group and Contact Information;
 - Response Title;
 - BAA Addendum Name/Number;
 - Be in .pdf or .docx format

IV. Review of Submissions

A. Criteria

EOIs will be reviewed and selected for Stage 2 of the BAA process according to the following Evaluation Criteria:

1. ***Idea/Approach:***
 - Presentation of innovative idea(s)/approach(es) in response to identified focus area(s), including sufficient rationale that addresses the technical soundness, feasibility, scalability, and contribution towards sustainability of the proposed idea/approach.
 - Inclusion of a theory of change or other appropriate framework that explains how the idea(s)/approach(es) when implemented in practice would lead to the desired results.
2. ***Partnerships:***
 - Identification of potential partnerships reflects recognition of the value of diverse perspectives and capabilities, including significant thought to engaging and collaborating with local partners.
 - Contributions and proposed roles of potential partners clearly articulated.

B. Selection Process

USAID will review and select Expressions of Interest submitted in accordance with the guidelines and criteria set forth in this Addendum. USAID reserves the right to disregard any expressions of interest that do not meet the submission guidelines. USAID is not obligated to issue a financial instrument or award as a result of this Addendum.

C. Timing

Expressions of Interest must be submitted by 6 p.m. U.S. Eastern Standard Time on March 30, 2018. Late submissions will not be considered.

Please note that the time for submission of EOIs cannot be extended.