



Request for Proposals (RfP) for An evaluation of the Future of Global Health Initiatives (FGHI) process

1. RfP Background

[The Future of Global Health Initiatives](#) (FGHI) was a multi-stakeholder process designed to explore how Global Health Initiatives (GHIs) can better align with country-led health priorities and accelerate progress towards universal health coverage, in order to drive change and increase the impact of investments in health.

In particular, it sought to identify and enable options to ensure:

1. Global health initiatives are more efficient, effective and equitable in complementing and strengthening health system capacities and delivering health impacts.
2. Financing streams across Global Health Initiatives – and between GHIs and the broader health architecture at national, regional and global levels – are better balanced and coordinated, with stronger mutual accountability for meeting current and future global health needs.
3. Global health initiatives incentivise increased and sustained domestic investments in health that are more efficiently, effectively and equitably allocated, implemented and accounted for to achieve UHC.

The process was co-chaired by the governments of Kenya and Norway, who led a multi-stakeholder Steering Group made up of stakeholders from across high-, middle- and low-income country governments, global and regional health organisations, research institutions and civil society. They were supported by a Secretariat team (funded and hosted by the Wellcome Trust).

The core focus of the process was to review the roles and responsibilities of six Global Health Initiatives (GHIs), in order to provide recommendations for more efficient, effective and equitable arrangements, and catalyse collective action to shape a global GHI ecosystem that is fit for purpose through to 2030 and beyond. These six organisations were: the Global Fund to Fight AIDS, TB, and Malaria; Gavi, the Vaccine Alliance; the Foundation for Innovative New Diagnostics (FIND); Unitaid; the Global Financing Facility (GFF); and the Coalition for Epidemic Preparedness Innovations (CEPI). However, the process also sought to consider the roles, responsibilities, and ways of working of other global health actors and their interface with GHIs, to foster better alignment and coherence of all external health finance (multilateral and bilateral) and technical assistance to countries. In doing so, the FGHI process sought to build on and learn from other previous or ongoing alignment efforts, such as the SDG3 Global Action Plan, the GFF Alignment Working Group, and the work of the International Health Partnership and related initiatives.

The FGHI process was established as a time-bound process, and came to an end in December 2023 with the launch of the [‘Lusaka Agenda’](#), outlining five key shifts that need to



be accelerated to shape the evolution of GHIs, and the broader global health financing ecosystem. Efforts to ensure the implementation of the Lusaka Agenda are ongoing¹.

A note on Wellcome's role

Wellcome is a politically and financially independent global charitable foundation. We improve health for everyone by funding research, leading policy and advocacy campaigns, and building global partnerships. Under our new strategy support discovery research into life, health and wellbeing, alongside taking on three worldwide health challenges: mental health, infectious disease and climate and health. Our influencing work also includes projects on across cross-cutting issues such as global health financing.

Wellcome was closely engaged across all stages of the FGHI process, playing a variety of roles that included:

- Funding and management of the FGHI Secretariat to facilitate and support an effective and inclusive multi-stakeholder dialogue process.
- Leadership of an accompanying learning and analysis agenda to develop clear, actionable and widely-owned recommendations for reform.
- Stakeholder engagement to support building of political and technical consensus and ensure broad support for reform.

2. RfP objectives and specification

Wellcome is seeking a supplier to deliver an evaluation comprised of two complementary but distinct parts, incorporating both an evaluation of the FGHI process as a whole, and, separately, a more in-depth analysis of Wellcome's role and contribution. In practice, delivery of these two parts is likely to be closely intertwined, but they are separated here due to their distinct objectives and audiences.

Part 1 - External

A. Objective

Evaluate the FGHI process, providing a record of what happened, and the successes and challenges encountered, in order to support learning and reflection by the global health community, and inform future collaborative efforts.

¹ N.B. Between January 2024 and June 2024, partners continued working together through an interim Lusaka Agenda Working Group, Co-Chaired by representatives of Amref and the governments of Ghana and Canada, and supported by a skeleton secretariat (initially funded and hosted by Wellcome Trust, and later funded by Canada and hosted by UNF). These arrangements came to an end at the end of June 2024, but individual and collective efforts to ensure the operationalisation of the Lusaka Agenda are still ongoing.

This evaluation will not consider the informal collaboration through the interim Lusaka Agenda Working Group, or the activities that have continued beyond the sunset of these arrangements. This ongoing collaboration represents a new phase of activity focused on implementation of the Lusaka Agenda, the success of which cannot yet be assessed and may be better evaluated as part of a distinct future study. This evaluation will therefore seek to reflect and take stock, but will not be able to answer all questions related to the long-term impact of the FGHI process.



This should include:

- Contextualizing the FGHI process within the wider global health landscape.
- Unpacking how the objectives of the FGHI process were identified and developed, and the extent to which they were commonly understood and owned.
- Evaluating the extent to which these objectives were achieved.
- Analysing the effectiveness of chosen tactics and ways of working (including consideration of the inclusiveness and transparency of the FGHI process, and how well it was socialised across the broader global health community).
- Capturing key stakeholders' perspectives on the strengths and weaknesses of the FGHI process.
- Documenting the key lessons learnt.
- Drawing out recommendations to inform future collaboration to improve the efficiency, effectiveness and equity of the global health ecosystem.

B. Scope/ methodology

The evaluation should consider two phases of the FGHI process:

1. Conception and initiation (March-Sept 2022)
Preliminary thinking, discussion and stakeholder engagement leading to the development of the FGHI concept note and the establishment of FGHI structures.
2. Core FGHI process (~Sept 2022 – Dec 2023)
Collaborative analysis, discussion and deliberation from the inception of the FGHI Steering Group and Secretariat to the launch of the Lusaka Agenda in December 2023. This should include, but not be limited to:
 - The functioning of the FGHI Co-Chairs, Steering Group and Secretariat.
 - The work of the Research and Learning Task Team and the commissioning of the [Reimagining the Future of Global Health Initiatives study](#).
 - The Wilton Park meeting in October 2024.
 - The drafting of the Lusaka Agenda, led by the Commitments Task Team.

In order to do so, the contracted organisation/consortium will be expected to draw on inputs from:

- Members of the FGHI Steering Committee
- Members of the FGHI Research and Learning Task Team
- Members of the FGHI Commitments Task Team
- Participants in key meetings such as the Addis Ababa research consultation in June 2023, and the Wilton Park dialogue in October 2023.
- A sample of LMIC government, donor, CSO and other partners beyond those represented in these core groups.
- Representatives of GHI Secretariats and Boards.

A supporting bibliography of relevant documents will be provided by Wellcome.



C. Ways of working

This work is contracted by Wellcome, and the appointed supplier will be accountable to Wellcome. However, the appointed organisation will be expected to hold a webinar for interested FGHI/Lusaka Agenda partners to outline their proposed approach and methodology, and invite inputs/reflections for consideration. They will also be asked to share a draft of their final report with former FGHI Steering Group/Lusaka Agenda Working Group members for review; this should be built into the proposed timeline.

D. Expected deliverables

Interim outputs are expected to include:

- Inception report, setting out proposed methodology and approach (including a framework for assessing and measuring results). This should relate to both Parts 1 and 2 (see below).

Final outputs are expected to include:

- A brief (25-pages max) report for public circulation.
- A webinar to present the report findings to former FGHI Steering Group /Lusaka Agenda Working Group members and other key partners.
- A slide deck summarizing the report.

Part 2 - Internal

A. Objective

Evaluate Wellcome's contribution to the FGHI process and the extent to which Wellcome's internal project objectives were achieved, in order to inform the evolution of Wellcome's work in this space.

This should include:

- Evaluating the extent to which Wellcome's own project objectives were achieved.
- Analysing the effectiveness of Wellcome's chosen tactics and internal ways of working.
- Exploring external understandings of Wellcome's role in the FGHI process and contribution to its outcomes, including perceived strengths and weaknesses.
- Identify recommendations and lessons learnt to inform Wellcome's future engagement and influencing work.

B. Scope/ methodology

Wellcome's specific contributions should be considered across the two phases outlined in Part 1.B above. The methodology should utilise the same key informants as Part 1, complemented by additional interviews with members of Wellcome's internal FGHI project team.

C. Ways of working

This work is contracted by Wellcome, and the appointed supplier will be accountable to Wellcome. The outputs of Part 2 will be for Wellcome's internal use and dissemination only.



D. Expected deliverables

- A short supplementary report for Wellcome use only (12 pages max).
- A private webinar to Wellcome staff
- A slide deck summarizing the report, for internal use by Wellcome.

3. RfP timetable

#	Activity	Responsibility	Date
1	RFP issued to Suppliers	Wellcome	6 Sept 2024
2	Questions received from interested suppliers	Supplier	12 September 2024
3	Answers published to supplier questions	Wellcome	19 September 2024
4	Submission of RFP Response	Supplier	27 September 2024
5	RFP Evaluation Period	Wellcome	30 September – 11 October 2024
6	Notification of Contract Award	Supplier	14 October 2024
8	Contract Negotiation	Wellcome & Supplier	Mid-October 2024
9	Contract Start Date	Wellcome & Supplier	Early November 2024

Final deliverables should be delivered no later than 27 January 2025.

4. Response format

If you are interested in being considered for this contract, please submit a proposal (Word doc or PDF) of no more than 10 pages (excluding annexes) that responds to the questions set out below.

1. Description of the project team's experience and expertise, including in delivering evaluations related to global health governance/ financing and multi-stakeholder partnerships.
2. An outline of the approach proposed to meet the above objectives and requirements, including a proposed methodology.
3. An outline how you intend to work with Wellcome staff and relevant external stakeholders in delivery of this work.
4. A description of how the team will embed equity, diversity and inclusion (EDI) within their approach to the work.



5. Details of staff allocated to the project (including experience in carrying out similar projects and expertise in the thematic area of this study, and geographical location), specifying all day rates of individuals involved, and the allocation of days between members of the team. The project manager/lead contact should be clearly identified.
6. [If the bid is being submitted by a consortium] Details of all organisations involved in the consortium, including geographical spread, and an overview of the expected division of labour and ways of working between consortium members.
7. An overview of your approach to risk management and quality assurance.
8. A timeline for the work, including clarity on when the work could start and dates for key milestones and deliverables.
9. A detailed budget based upon the requirements outlined within this RfP, setting out all costs, expenses and VAT, if applicable².
10. Examples of the project team's previous track record in delivering impactful evaluations in similar fields. These should be sent as a separate document/appendix to the proposal.

Proposals will be assessed against the following criteria:

**Methodology
(30%)**

Coverage: How well are the desired focus areas (as outlined in the specification) covered in the proposed methodology address?

Quality: Is the proposed methodology aligned with our needs?

Utility: Will the proposed methodology deliver the desired, credible, and useful results?

**Experience
(30%)**

Skills and Experience: Does the supplier have the relevant skills, experience, and contextual understanding to deliver this work?

**Delivery &
Approach
(20%)**

Communication: Is there a good plan for collaborating/co-creating with Wellcome's internal teams and external stakeholders?

Delivery plan and feasibility: Is the proposed delivery plan appropriate, feasible and achievable? Are there significant risks associated with the proposed timelines, and how well are they mitigated?

EDI: How well does the supplier embed Equality, Diversity and Inclusion across its ways of working and proposal? Does it have a diverse team involved?

**Value for Money
(20%)**

VfM: Is the proposed work within budget and good value for money?

5. Contractual information and T&Cs

Due to the volume of responses expected from this RFP, Wellcome is not able to enter into negotiations with Suppliers over amendments to our standard terms and conditions. Please

² Wellcome will be guided by the supplier as to what is a reasonable budget for this activity as we do not want limit ambition or innovation.



only submit a proposal if you know you can or have confirmed that your host organisation can agree to these conditions.

Suppliers submitting proposals who are registered companies should review [this document](#).

Individuals submitting proposals through their own personal services company please highlight this to the Wellcome contact immediately.

Data Protection

Wellcome is committed to upholding data protection principles and protecting your information. The [Wellcome privacy statement](#) explains how, and on what legal basis, we collect, store, and use personal information about you. This includes any information you provide in relation to this proposal.

Under UK Data Protection law, Wellcome must keep a record of all personal information it is processing (i.e., collecting, using, and sharing). This record will be made available to the Information Commissioner's Office upon request. This is Wellcome's record of data processing activities which meets UK [GDPR article 30](#) requirements.

Suppliers will be asked to complete the [TPSRA2](#) assessment before presentation stage for Wellcome to assess how you handle data.

Supplier Presentations

Following a submission of the proposal successful proposals will invited to a virtual meeting which will last 50 minutes in total and will be a PowerPoint presentation followed by questions and answers session.

6. About Wellcome

Wellcome improves health for everyone by funding research, leading policy and advocacy campaigns, and building global partnerships. Collaborative research that involves a diverse range of people from different fields of interest is key to progress in health science – and to achieving our aim of fostering a healthier, happier, world. We're taking on the biggest health challenges facing humanity – climate and health, infectious disease, and mental health – to find urgent solutions and accelerate preventions. Find out more about Wellcome and our work at: wellcome.org.

7. Prospective Suppliers Personnel - IR35 and Off Payroll Working Rules

Before the RFP response deadline, Prospective Suppliers must make the Wellcome Contact aware if they are intending to submit a proposal where the services will be provided by any individuals who are engaged by the Prospective Supplier via an intermediary i.e.

- Where the Prospective Supplier is an individual contracting through their own personal services company; or
- The Prospective Supplier is providing individuals engaged through intermediaries, for the purposes of the IR35 off-payroll working rules.



8. Equity Diversity and Inclusion

Embracing [diversity and inclusion](#) is fundamental to delivering our mission to improve health, and we are committed to cultivating a fair and healthy environment for the people who work here and those we work with. We want to cultivate an inclusive and diverse culture, and as we learn more about barriers that disadvantage certain groups from progressing in our workplace, we will remove them.

Wellcome takes diversity and inclusion seriously, and we want to partner with suppliers who share our commitment. We may ask you questions related to D&I as part of our RFP processes.

9. Accessibility

Wellcome is committed to ensuring that our RFP exercises are accessible to everyone. If you have a disability or a chronic health condition, we can offer adjustments to the response format e.g., submitting your response in an alternate format. For support during the RFP exercise, contact the Wellcome Contact.

If, within the proposed outputs of this RFP exercise, specific adjustments are required by you or your team which incur additional cost then outline them clearly within your commercial response. Wellcome is committed to evaluating all proposals fairly and will ensure any proposed adjustment costs sit outside the commercial evaluation.

All our content should be WCAG 2.2. AAA compliant. Any documents being provided to Wellcome must pass accessibility requirements. If you are unable to produce accessible documents, budget must be set aside to employ a suitable agency to do this work.

10. Independent Proposal

By submission of a proposal, prospective Suppliers warrant that the prices in the proposal have been arrived at independently, without consultation, communication, agreement or understanding for the purpose of restricting competition, as to any matter relating to such prices, with any other potential supplier or with any competitor.

11. Funding

For the avoidance of doubt, the output of this RFP exercise will be funded as a **Contract** and not as a Grant.

12. Costs Incurred by Prospective Suppliers

It should be noted that this document relates to a Request for Proposal only and not a firm commitment from Wellcome to enter into a contractual agreement. In addition, Wellcome will



not be held responsible for any costs associated with the production of a response to this Request for Proposal.

13. Environmental sustainability

Wellcome is playing its part tackling the climate crisis through its mission-driven Climate & Health strategic programme.

In addition, our [Sustainability programme](#) aims to address the environmental impacts and carbon emissions of our activities and operations.

Our suppliers have a key part to play delivering on our sustainability ambitions.

We expect all our suppliers to take active steps to:

- Address their environmental impacts, for instance as part of a certified Environmental Management System.
- Reduce the carbon emissions of their products and services, for instance by adopting Science-Based targets and plans to deliver them.
- Embed environmental considerations in the sourcing and delivery of goods and services to Wellcome, across all stages of their life cycle.

14. Wellcome contact information

The point of contact within this RfP exercise for all communications is as indicated below:

Name: Clare Battle

Pronouns: she / her

Role: Policy Lead

Email: c.battle@wellcome.org