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| Request for proposals (RFP)  Forecasting and Budgeting Implementation Project  **Lot 1: SAC Expertise, Data and Architecture Services**  **Lot 2: Project and Change Management Services**  **Lot 3: Business specialists Services**  095-2025-GAVI-RFP  ISSUE DATE:  02/09/2025  CLOSING DATE AND TIME: 03/10/ 2025 24:00 (CET) |

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| 095-2025-GAVI-RFP |

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1. Introduction

The Gavi Alliance (“Gavi”), invites qualified bidders (herein after called “Bidder” or “Bidders”) to submit offers, consisting of a technical and a financial offer, together with any supporting documents (herein after called the “Proposal” or “Proposals”) for the provision of the requirements defined in this RFP document. To prepare a responsive Proposal, Bidders must carefully review and understand the contents of this covering letter, parts 1–6 of this **RFP and the following key dates**:

|  |  |  |
| --- | --- | --- |
| Procurement Activity | Responsible Party | Due Date |
| RFP Issue Date | Gavi | 02 Sep. 25 |
| Intent to Participate due | Bidder | 05 Sep. 25 |
| Final date for submitting Questions | Bidder | 05 Sep. 25 |
| Gavi Response to Questions | Gavi | 12 Sep. 25 |
| Pre-Bid Meeting/site visit [optional] | Bidder/Gavi | TBD |
| Bid submission deadline (CET) | Bidder | 03 10 2025 24 :00 (CET) |
| Shortlisted Meetings [optional] | Gavi/Bidder | TBD |
| Estimated Contract Award Date | Gavi | December 2025 |
| Estimated Contract Start Date | Gavi | January 2026 |

The proposed timeline set out above indicates the process Gavi intends to follow. If there are any changes to this time plan, Gavi will notify all Bidders of this in writing.

1. Gavi’s Requirements

## Background - Gavi Mission

Gavi, the Vaccine Alliance is a public-private partnership that helps vaccinate more than half the world’s children against some of the world’s deadliest diseases. The Vaccine Alliance brings together developing country and donor governments, the World Health Organization, UNICEF, the World Bank, the vaccine industry, technical agencies, civil society, the Bill & Melinda Gates Foundation and other private sector partners. View the full list of donor governments and other leading organisations that fund Gavi’s work [here](https://www.gavi.org/investing-gavi/funding/donor-profiles). Since its inception in 2000, Gavi has helped to immunise a whole generation – over 1 billion children – and prevented more than 17.3 million future deaths, helping to halve child mortality in 78 lower-income countries. Gavi also plays a key role in improving global health security by supporting health systems as well as funding global stockpiles for Ebola, cholera, meningococcal and yellow fever vaccines. After two decades of progress, Gavi is now focused on protecting the next generation, above all the zero-dose children who have not received even a single vaccine shot. The Vaccine Alliance employs innovative finance and the latest technology – from drones to biometrics – to save lives, prevent outbreaks before they can spread and help countries on the road to self-sufficiency.

Learn more at www.gavi.org.

## Gavi Project

The Gavi Forecasting and Budgeting (FaB) Project is a strategic initiative to transform Gavi’s financial planning capabilities. It aims to establish a seamless, data-driven forecasting and budgeting process supported by an integrated end-to-end planning tool. This transformation is critical to enabling optimized resource allocation, improved collaboration, and stronger business ownership of financial forecasts.

### Project background & vision

The current forecasting and budgeting processes at Gavi are hindered by:

* Time-consuming workflows and fragmented updates, with critical data scattered across multiple sources.
* Limited access to key data and insufficient visibility, leading to frustration and misalignment.
* Unclear roles and responsibilities, resulting in inefficiencies and delays.

The FaB project aims to address these challenges by:

* Integrating operational and financial data into a single source of truth.
* Developing a centralized planning platform using SAP Analytics Cloud (SAC) to enable live data input and access, automated workflows, and predictive insights.
* Streamlining processes and clarifying responsibilities to ensure accountability and efficiency.

### Scope of the project

The scope of the FaB project includes:

* **Inflows**: financial resources (donors’ direct contributions and finance mechanisms)
* **Outflows**:
  + **Vaccine & Cash programmes**: funding for vaccine procurement & delivery, and disbursements to countries and partners through Gavi’s grant mechanisms. These are aligned with programmatic priorities and country needs.
  + **Operational Expenses (OPEX):** also called Secretariat Budget, this covers internal costs such as staffing, infrastructure, and support services required to manage Gavi’s programs effectively.
* **Consolidation**: Integration of all above streams into a unified, organization-wide consolidated forecast.

### Project phases

To ensure a robust and well-aligned solution, the project has been structured in two distinct phases:

* Phase 1 (Blueprint and Proof of Concept) was led internally to define the vision, To Be processes, system requirements and to confirm SAC as the right planning tool for Gavi’s needs.
* Phase 2 (Implementation) is to be fully outsourced to specialized partners, ensuring the business analysis, the technical build, the project and change management are delivered with the necessary scale and expertise. Phase 2 is the objective of this RFP.

#### Phase 1: Blueprint & Proof of Concept (July 2024 – June 2025) \*

Phase 1 has been successfully completed and delivered the following:

* **Blueprint document:** defining “as-is” and “to-be” processes, capturing user stories, and documenting system requirements
* **Business Requirement Document (BRD)** and MoSCoW Prioritization

\*The documents related to the Blueprint, MoSCoW prioritization and BRD will only be shared with Bidders who submit their Intent to Bid in accordance with RFP instructions. Bidders will also be required to sign an NDA prior to the information being shared by Gavi.

As part of the Phase 1 Proof of Concept, it was concluded and agreed that SAP SAC will serve as the planning tool. This decision is considered final and will not be revisited or reopened for discussion.

The blueprint, BRD, and MoSCoW prioritization shall form the basis of delivery, and we expect the selected bidder to leverage them without reinitiating or duplicating the blueprint and BRD activities already completed in Phase 1, however bidders may seek clarification or refine them as necessary.

#### Phase 2: Implementation (Starting 2026)

To ensure effective delivery, the implementation phase will be fully outsourced and structured into three lots:

* **Lot 1: SAC Expertise and Data Architecture delivery**
* **Lot 2: Project Management and Change Management delivery**
* **Lot 3: Business specialists Services**

Bidders may apply for one, two, or all three lots. This modular approach ensures targeted expertise while maintaining coherence across workstreams.

## Scope of Work

The requirement involves the following key activities:

### Scope of Work Lot 1: SAC Expertise and DATA and Architecture Services

The delivery of the project will be executed in alignment with the blueprint, BRD, and Moscow Prioritization developed in phase 1. All solution components and deliverables will be based on blueprint, BRD and MoSCoW prioritization.

It will be a fixed-price contract based on the scope outlined by the blueprint, BRD, and MoSCoW Prioritization, and agreed upon with the successful bidder.

The commercial agreement will be independent of the actual number of resources or levels of effort. The role and profile outlined below are intended to serve as an indicative requirement based on the anticipated scope of this project, and the blueprint and BRD developed as part of phase 1.

However, bidders are encouraged to assess the end-to-end scope of work and propose an optimal team structure that best aligns with the project’s technical complexity, delivery methodology, and phased approach. The proposed team should be capable of fulfilling the scope and must include all critical skill sets required to execute the work efficiently and effectively.

The Bidder shall demonstrate strong organizational capacity to carry out the scope of work, beyond the mere provision of staffing resources. The Bidder is expected to assume full responsibility for the management, coordination, and quality assurance of all activities and deliverables under this contract.

**i. SAC Planning Architect** **responsible** for the overall solution architecture, ensuring alignment with enterprise planning strategies and technical standards.

*Key responsibilities include:*

* Designing scalable and integrated planning models within SAP Analytics Cloud
* Defining data flows, integration points (with S/4HANA, Azure Date warehouse), and calculation logic
* Driving design workshops and providing architectural oversight throughout the project lifecycle
* Aligning the planning solution with enterprise EPM, data governance, and analytics standards

*Required qualifications:*

* Hands-on experience as an SAC Planning Architect
* Proven expertise in complex planning model design, currency conversion, allocations, and driver-based planning
* Familiarity with SAP BTP, data modelling tools, and enterprise integration frameworks

**ii. SAC Planning Developer** will be responsible for model development, data integration, and SAC story/dashboard creation aligned with planning processes.

*Key responsibilities include:*

* Developing planning models, data actions, multi-actions, and advanced formulas in SAC
* Building dashboards and input forms tailored for planning workflows
* Participating in unit testing, performance tuning, and technical documentation

*Required qualifications:*

* Experience in SAC Planning development experience,
* Proficiency in data actions, advanced scripting, version management, and time-dependent planning logic

**iii. SAC Reporting, Workflow and Security developer** will be responsible for the reporting layer design, workflow development, and SAC/BTP security configuration.

*Key responsibilities include:*

* Designing and developing reports in SAC using stories and analytic applications
* Implementing workflow logic to support planning approvals, reviews, and notifications
* Configuring user roles, data access control, and security within SAC and underlying systems
* Ensuring compliance with enterprise security policies and auditability requirements
* Ensuring that reporting and solutions adhere to the design principles and best practice for UX, with focus on simplicity, visualizations and also on responsiveness, performance and scalability.

*Required qualifications:*

* Expertise in SAP analytics/reporting experience.
* Experience with workflow development in SAC
* Strong understanding of SAC security concepts: roles, teams, data access controls, and row-level security

**iv. Data Specialist – Integration, Modeling, and Governance** to support the SAP SAC Planning project with responsibilities spanning data acquisition, modeling, transformation, and governance. This role will ensure that the planning solution is underpinned by clean, consistent, and integrated data from relevant enterprise systems.

**Key responsibilities include:**

* Designing and implementing data extraction, transformation, and loading (ETL/ELT) processes for SAP SAC Planning
* Managing data modeling activities to ensure compatibility with SAC’s planning models and reporting layers
* Collaborating with source system owners (e.g., SAP S/4HANA, SFDC, Azure Data warehouse) to ensure data accuracy, completeness, and refresh scheduling
* Defining and enforcing data quality, lineage, and governance practices across planning-relevant data assets
* Supporting performance optimization and error resolution in data pipelines

***Required qualifications:***

* Experience in data engineering, integration, or management within SAP ecosystems
* Strong proficiency in SAP data tools such as Azure data warehouse and S/4HANA; and experience in Workato (middleware) are preferred.
* Experience integrating with SAC via OData, HANA views, CDS views, flat files etc.
* Understanding of financial master data and transaction data relevant to planning

**v. SAP Solution Architect** with specialized expertise in SAP Fund Management (FM) to support the design and integration of fund-based planning processes into the SAP SAC Planning solution.

This role is critical for ensuring that the SAC Planning architecture accurately reflects the underlying fund structures, budget control mechanisms, and reporting requirements established within the SAP core system

*Key responsibilities include:*

* Designing the architecture integration between SAP Fund Management and SAP SAC Planning
* Ensuring alignment of SAC models with fund-based budgeting structures, availability control (AVC), and commitment items
* Advising on data sourcing strategies, including master and transactional data related to funds, grants, budget documents, and financial postings
* Providing guidance on planning use cases such as multi-year fund planning and fund-specific forecasting
* Supporting configuration alignment and data mapping between FM and SAC for seamless scenario-based planning

*Required qualifications:*

* Experience in SAP architecture roles, with expertise in fund management.
* Demonstrated experience integrating Fund Management with analytics and planning tools
* Strong understanding of AVC, budget structure design, fund hierarchies, and related SAP Public Sector or Nonprofit Management features/
* Experience with public sector or donor-funded organizations is and SAP grant management is a plus.

### Scope of Work Lot 2: Project Management and Change Management Services

Similar to 2.3. 1, the delivery of the project will be executed in alignment with the blueprint, BRD, and Moscow Prioritization developed in phase 1. All solution components and deliverables will be based on the blueprint, BRD, and MoSCoW prioritization.

It will be a fixed-price contract based on the scope outlined by the blueprint, BRD, and MoSCoW Prioritization, and agreed upon by the bidders.

The commercial agreement will be independent of the actual number of resources or levels of effort.

The roles and profile outlined below are intended to serve as an indicative requirement based on the anticipated scope of this project, and the blueprint and BRD developed as part of phase 1.

However, bidders are encouraged to assess the end-to-end scope of work and propose an optimal team structure that best aligns with the project’s technical complexity, delivery methodology, and phased approach. The proposed team should be capable of fulfilling the scope and must include all critical skill sets required to execute the work efficiently and effectively.

The Bidder shall demonstrate strong organizational capacity to carry out the scope of work, beyond the mere provision of staffing resources. The Bidder is expected to assume full responsibility for the management, coordination, and quality assurance of all activities and deliverables under this contract.

**vi. Project Manager delivery** to lead the successful execution of the SAP SAC Planning project. The PM must possess demonstrable experience in successfully managing end-to-end SAP Analytics Cloud Planning or similar financial planning /forecasting implementations in complex enterprise environments.

We would prefer that the **project manager also act as the project lead** who brings strong functional expertise, coupled with leadership skills to drive execution and manage interdependencies. We would also be open to a proposal to split the Project manager and Project lead.

The Project Manager will serve as the primary point of contact for project governance, planning, execution, issue resolution, risk management, and stakeholder communication. The individual must be capable of working across business and technical teams, ensuring alignment between project deliverables and strategic planning objectives.

Key expectations include, but are not limited to:

* Manage and ensure that the business and system requirements, user stories, and design decisions documented during Phase 1 are correctly interpreted and implemented.
* Proven track record of managing SAP SAC Planning or equivalent EPM projects.
* Familiarity with integrated planning processes, data modelling, and enterprise reporting
* Effective stakeholder engagement and change management skills.
* Certification in project management methodologies (e.g., PMP®, PRINCE2®, or equivalent).
* Experience with Agile and/or hybrid delivery models in SAP project environments

**vii. Change Management delivery** in supporting system changes, with experience in SAP transformations. Experience in SAC planning or experience with financial planning and forecasting tools will be preferred. Prosci certification is mandatory.

Key expectations included, but are not limited to:

* As part of the project team, develop and execute change management strategies and plans to increase business change adoption.
* Align all main stakeholders on the change vision and what success looks like
* Drive the delivery of a stakeholder analysis of impact groups. Based on this develop an engagement plan to address identified resistance and gain engagement This includes leadership engagement, from leaders to mid-management in sponsoring the need for change.
* Define and track adoption KPIs.
* Drive and execute the communication strategy and plan.
* Drive the change impact and readiness assessment of the proposed design on the various stakeholders in the organization. Adjust CM plans accordingly to the recommendation.
* Recommend training strategy & plan. Ensure targeted and qualitative training delivery.
* Ensure role changes are identified in the design, understood by impacted stakeholders and mapped against new processes.
* Contribute to UAT and other stakeholder sessions by gathering feedback and confirming roles
* Recommend and drive strategy
* Provide change management update during steercos and to the project sponsor.
* Report changes management risks.
* Contribute to IT CM activities and reporting.

### Scope of Work Lot 3: Business specialists Services

The business specialists’ services lot is a critical component of the FaB Implementation Project. It ensures that the business requirements defined during the blueprint phase are accurately reflected in the system build and that the final solution is aligned with Gavi’s financial planning and budgeting needs.

The selected service provider will deploy finance professionals with experience in system implementation projects. These experts will not be expected to re-document requirements but rather to act as functional leads and quality gatekeepers throughout the implementation. They will work closely with the SAC technical team (Lot 1), the project/change management team (Lot 2), and the project lead to validate that the solution meets business expectations and is structured for long-term usability and adoption. In addition, the business specialists will act as representatives of Gavi’s SMEs, ensuring that their requirements and interests are accurately reflected and advocated for throughout the implementation process.

It is anticipated that the implementation will require three dedicated Business specialists, each aligned to one of the core planning workstreams: 1) Cash expenditures 2) Vaccine expenditures 3) Opex expenditures/Resources inflows.

While bidders may propose alternative staffing models, proposals should clearly demonstrate how coverage across these three domains will be ensured throughout the implementation period

**i. Key Responsibilities**

The Business specialists’ team will be expected to:

* Serve as business leads for the relevant workstreams (e.g., Vaccine, Cash, OPEX, Resources), ensuring alignment with the blueprint and business priorities.
* Ensure that the business and system requirements, user stories, and design decisions documented during Phase 1 are correctly interpreted and implemented.
* Contribute to the design of user interfaces, workflows, and reporting structures to ensure usability and alignment with business processes.
* Review and validate the SAC planning detailed design, models and configurations from a business perspective.
* Participate in solution testing (e.g., UAT), provide structured feedback, and support defect resolution.
* Support the development of training and change management materials by providing business context and use cases.
* Engage in iterative design reviews and sprint demos to ensure continuous alignment between business needs and technical delivery.

**ii. Required Expertise**

The service provider should demonstrate:

* Deep knowledge of financial planning, forecasting, and budgeting processes, ideally in international or donor-funded organisations.
* Experience working on system implementation projects, preferably involving SAP Analytics Cloud (SAC) or similar enterprise performance management tools.
* Familiarity with agile delivery models and cross-functional collaboration.
* Strong communication skills and the ability to translate business needs into actionable feedback for technical teams.
* Understanding of Gavi’s operating model and funding mechanisms is a plus.

## Deliverables

The following deliverables shall be produced through the completing these tasks:

### Lot 1: SAC Expertise and DATA and Architecture Services

The selected service provider will be responsible for delivering a comprehensive set of artifacts and outcomes aligned with the end-to-end implementation of the SAP SAC Planning solution. The following deliverables are indicative and shall form the basis for contractual milestones and acceptance criteria. Respondents may propose refinements or additions based on their methodology and project experience.

This is a non-exhaustive list and may be refined in collaboration with Gavi during project initiation and execution:

**i. Solution Design**

* Solution design document as per the discussion, requirement gathering considering the business blueprint and BRD as per phase1.
* Details architecture document and align with Gavi’s architecture standards.
* SAC planning model design specifications (dimensions, measures, hierarchies)
* Data integration and mapping document (source-to-target mappings)
* Reporting/dashboard mock-ups and visualization design
* Security and user access design (row-level, role-based), at data object as well, plus security for sensitive data like vaccine prices.
* Fund management integration design
* Design of data entry, controls, navigation and UX.

**ii. Build & Configuration**

* Configured SAC planning models
* Developed stories, dashboards, and input templates
* Data actions, multi-actions, and scripting logic
* Configured data integration pipelines
* Workflow automation and approval logic (if applicable)
* SAC security configuration and testing
* Roles, Risks and SOD design.

iii. **Testing & Validation**

* Unit test cases and results
* System Integration Testing (SIT) plan, scripts, and outcomes
* Close collaboration with business users and specialists in User Acceptance Testing (UAT) plan and provide support materials like plan and scrips
* Data validation and reconciliation report
* Performance and security testing documentation

**iv. Deployment & Transition**

* Collaborating with PM on Cutover plan and readiness checklist,
* Defect log and resolution status
* Transition documentation for support teams

### Lot 2: Project Management and Change Management Services

The selected service provider will be responsible for delivering a comprehensive set of artifacts and outcomes aligned with the end-to-end implementation of the SAP SAC Planning solution. The following deliverables are indicative and shall form the basis for contractual milestones and acceptance criteria. Respondents may propose refinements or additions based on their methodology and project experience.

This is a non-exhaustive list and may be refined in collaboration with Gavi during project initiation and execution:

**i. Project Initiation & Planning**

* Project charter and kick-off materials
* Finalized project plan with scope, milestones, and resources
* Risk register and mitigation plan
* Stakeholder matrix and communication plan

**ii. Status monitoring and reporting**

* Managing and working with IT PM structure for Weekly/Monthly Status Reports that covers progress, risks, issues, milestones, decisions, and key metrics.
* Managing, preparing and leading Steering committee meetings
* Tracking key activities and tasks

**iii. Training & Enablement**

* User manuals and process documentation
* Knowledge transfer sessions and training materials

**iv. Deployment & Transition**

* Cutover plan and readiness checklist
* Go-live support plan and hypercare strategy
* Defect log and resolution status
* Transition documentation for support teams
* Post go-live stabilization report

**v. Project Closure**

* Final project report and lessons learned
* Deliverable acceptance signoffs
* Contractual milestone achievement certificate
* Resource offboarding and knowledge transfer completion

### Lot 3: Business specialists Services

The selected service provider will be expected to deliver the following outputs throughout the implementation phase.

This is a non-exhaustive list and may be refined in collaboration with Gavi during project initiation and execution:

**i. Blueprint validation report**

A structured review confirming that the business requirements, user stories, and system specifications defined during Phase 1 are being correctly interpreted and implemented by the technical team.

**ii. Design review feedback logs**

Documented feedback on SAC model configurations, workflows, and user interfaces, provided during iterative design sessions and sprint reviews.

**iii. User Acceptance Testing (UAT) support**

* Test scenarios and scripts aligned with business processes
* Execution of UAT with documented results and defect tracking
* Final UAT sign-off from business perspective

iv. **Business-Fit assessment reports**

Periodic assessments (e.g., per workstream or release) evaluating whether the solution meets business needs, with recommendations for adjustments if needed.

**v. Training and change support inputs**

Contributions to training materials, FAQs, and user guides, ensuring business relevance and clarity. Participation in training sessions and onboarding activities as needed.

**vi. Go-Live readiness checklist (business perspective)**

A checklist confirming that business-critical elements are in place for go-live, including data validation, process alignment, and user preparedness.

**vii. Post Go-Live business support summary**

A short report summarizing business specialists support during hypercare, including issues raised, resolved, and any outstanding business risks.

## Timelines and duration of work

### Tentative timelines

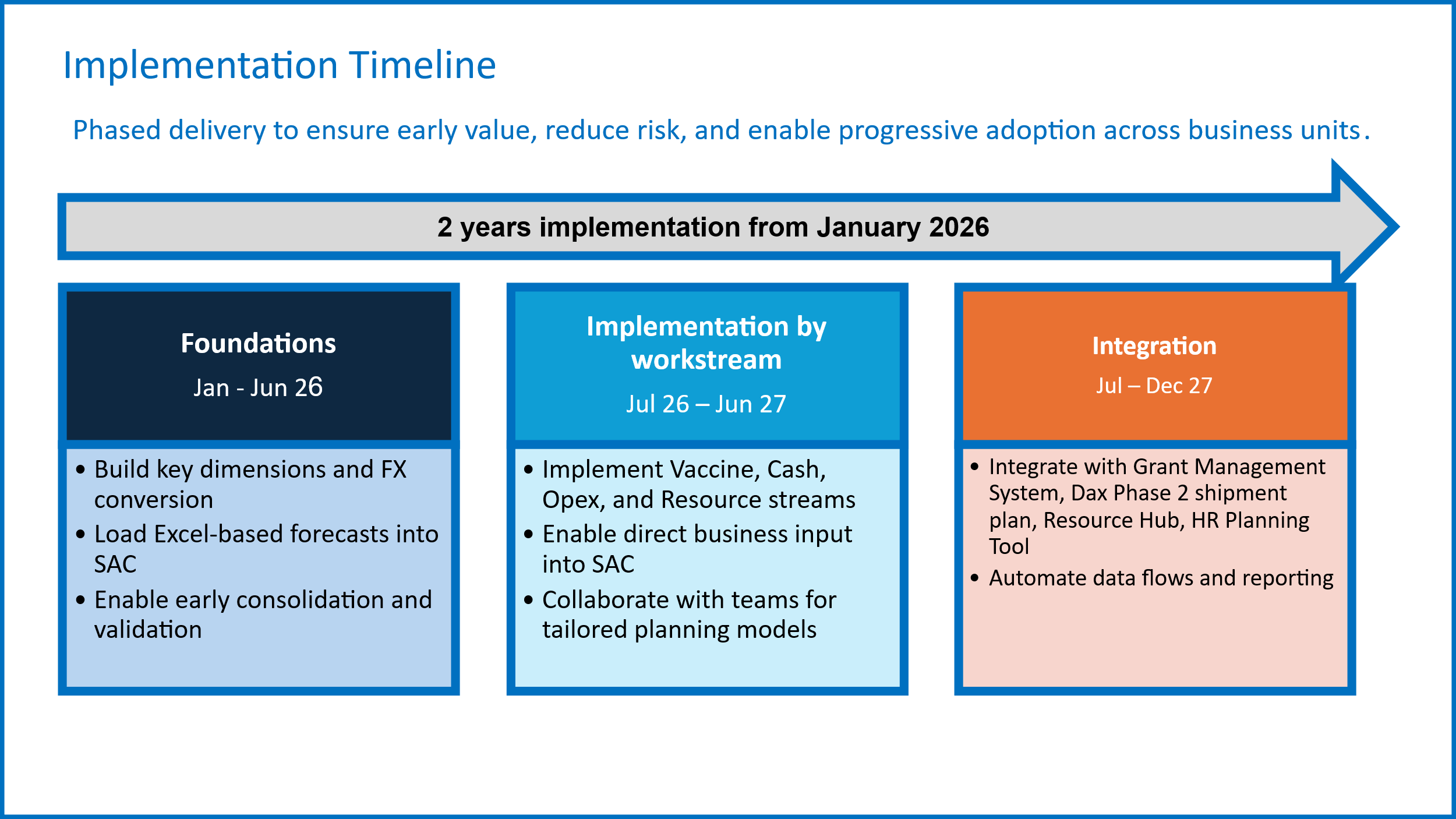
At the start of the implementation phase, a two-year period is envisaged for the full delivery of the work (see table below), in a staged and sequential approach, to secure delivery at pace. These timelines are indicative, and bidders are invited to propose alternative scenario (on all dimensions: overall duration, sequence and order of streams) if they deem them more appropriate, with a rationale attached to such a proposal.

A diagram of a project

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### Stage gate approach

The successive phases envisaged are structured as follows. These are also indicative and would have to be agreed with the selected bidder:



## Location of the Work

The scope of shall be performed through a blend of in premises (Geneva), near- and off-shore resources. Bidders are invited to propose the blend that they assess would achieve the best outcome in terms of effectiveness and efficiency.

## Work Context

The tasks shall be performed for Finance Team under the supervision of Chief Financial Officer in collaboration with Knowledge Management and Technology Services, the Vaccine Grant Forecasting and other teams.

The project should be delivered as per Gavi’s PMO methodology.

1. Evaluation and Scoring Approach

Gavi will base its initial evaluation on the Proposals submitted in response to the RFP.

In deciding which Bidders/s to shortlist, Gavi will consider the results of the evaluation of each Proposal and the following additional information:

1. Each Bidder’s understanding of the Requirements, capability to fully deliver the Requirements and willingness to meet the terms and conditions of the Proposed Contract; and
2. The best value for money over the whole life of the goods or services.

In deciding which Bidder/s to shortlist, Gavi may consider any of the following additional information:

1. The results from past performance reference checks, site visits, product testing and any other due diligence.
2. The ease of negotiations with a Bidder based on that Bidder’s feedback on the Proposed Contract (where these do not form part of the weighted criteria).
3. Any matter that materially impacts on Gavi’s trust and confidence in the Bidder; and
4. Any other relevant information that Gavi may have in its possession.

Gavi will advise Bidders if they have been shortlisted. Being shortlisted does not constitute acceptance by Gavi of the Bidder’s Proposal, or imply or create any obligation on to Gavi to enter into negotiations with, or award a Contract for delivery of the Requirements to any shortlisted Bidder/s.

## Evaluation Committee

Gavi will convene an evaluation committee comprising members chosen for their relevant expertise and experience. In addition, Gavi may invite independent advisors to evaluate any Proposal, or any aspect of any Proposal.

## Evaluation Model

The evaluation model is based on the weighting under section 3.5 (Evaluation Criteria).

1. Gavi will first assess all bidders against the Pass/Fail Qualifying Criteria in Section 3.4 and bidders that do not meet the required criteria will be disqualified.
2. Bidders passing the Qualifying Criteria will then be evaluated against the Technical Evaluation Criteria in section 3.5.1. Proposals must meet the minimum threshold defined in Section 3.5.1, “Technical and Sustainability Evaluation Criteria”.
3. Bidders passing the minimum technical score will then be evaluated against the Financial Evaluation Criteria in Section 3.5.2. The maximum number of financial evaluation points will be allocated to the lowest priced Financial Proposal. Financial Proposals from other bidders will receive points in reverse proportion according to the following formula: [maximum number of points for the Financial Proposal] x [lowest price] / [price of Proposal being evaluated].

## Contracting approach

1. The bidder’s proposal shall be evaluated against the full scope of the project as defined in this RFP, including all phases and stage-gates. This evaluation approach is intended to ensure alignment with Gavi’s financial planning transformation objectives and select a supplier capable of delivering the end-to-end solution.
2. Gavi at its discretion may award a contract for a single stage-gate or for all stage gates per the timelines based Gavi’s need or Bidder performance.
3. Bidders should bid for all the stage-gates should demonstrate capability, methodology, and resource commitment throughout the program lifecycle. Pricing, timelines, and an approach for all lots should be included in the proposal to facilitate comprehensive evaluation and future planning.

## Two-Envelope System

Members of the technical evaluation committee will score each Proposal based on the weighted Technical Criteria listed below (Section 3.4). Proposals will then be ranked according to their technical scores. Proposals that meet the required technical minimum shall then be progressed to the financial evaluation stage whereby different members of the tender evaluation committee shall conduct an assessment based on the weighted Financial Criteria shown below. Collectively the tender evaluation committee will then determine which Proposals to shortlist/select based on best value for money over the whole-of-life of the Contract.

## Qualifying Criteria

Each Proposal must meet all of the following Qualifying Criteria. Proposals which fail to meet one or more will be excluded from further consideration.

Bidders who are unable to meet all the Qualifying Criteria should conclude that they will not benefit from submitting a Proposal. The Qualifying Criteria for this procurement are:

| No. | Criteria/Sub-criteria |
| --- | --- |
| 1. | **Corporate Social Responsibility** |
| a) | Bidders must provide a copy of their Corporate Social Responsibility Policy or documentation to demonstrate their commitment to sustainability, diversity, inclusion and the environment. |
| 2. | **Financial Stability** |
| a) | Bidders must provide the past three years’ Financial Statements: namely: auditor’s page, income/P&L, balance sheet and cash flow. |
| 3. | **Reference contacts** |
| a) | Bidders must be able to provide at least three reference contacts within their proposal |
| 4. | Criteria |
| a) | Sub-criteria |
| 5. | Criteria |
| a) | Sub-criteria |

## Evaluation Criteria

Each criterion will carry the weight indicated in the sub-weight column.

### Technical and Sustainability evaluation

The technical and sustainability criteria for this procurement are:

#### Lot 1: SAC Expertise and DATA and Architecture

| No. | Criteria/Sub-criteria | Sub-weight (%) |
| --- | --- | --- |
| 1. | **Technical approach** | 25% |
| a) | Demonstrate an understanding of the Blueprint, data, and integration points, and an overall understanding of the full scope of the project, including all the stage gates and deliverables. |
| b) | Fit- Gap analysis, high-level proposed solution/ approach |
| c) | Technical Enablement and Identification of Critical Success Factors |
| 2. | **Implementation Methodology and Delivery Plan** | 20% |
| a) | Quality, clarity and completeness of the implementation methodology, including the approach of the various stage-gates to the delivery of an end-to-end solution |
| b) | Key Milestones and timeline |
| c) | Risk management and mitigation plan |
| d) | Knowledge transfer and training approach |
| 3. | **Proposed team structure and country presence** | 10% |
| a) | Appropriateness and completeness of the proposed team structure |
| b) | Expertise, certifications and role fit. |
| c) | Availability of the team members |
| 4. | **Experiences and References** | 10% |
| a) | Demonstrate strong past experience in SAC planning projects in complex environments, along with complex and multiple data sources. |
| b) | Demonstrate the use of best practices, accelerators and predictive planning. |
| c) | Demonstrate understanding of integrations with SAP and other data warehouses. |
| d) | Reference list (including NGOs) |
| e) | Demonstrate and articulate the success metric and lessons learned. |
| 5. | **Sustainability *[for more details please refer to Procurement Manual Section 2.6]*** | 5% |
| a) | Economic consideration |
| b) | Gender consideration |
| c) | Social equity consideration |
| d) | Environment consideration |
| e) | Innovation consideration |
|  | Total Weight: | 70/100 |

#### Lot 2: Project Management and Change Management

| No. | Criteria/Sub-criteria | Sub-weight (%) |
| --- | --- | --- |
| 1. | **Technical approach** | 25% |
| a) | Demonstrated understanding of the role’s purpose, responsibilities, and alignment with project goals |
| b) | Approach to executive reporting, steering committee support, user engagement, and communication planning |
| c) | Mechanisms to identify, manage, and mitigate project risks, resistance, and readiness  gaps across business units |
| d) | Quality, clarity and completeness of the implementation methodology, including the approach of the various stage-gate to the delivery of an end-to-end solution |
| 2. | **Implementation methodology and delivery plan** | 20% |
| a) | Project methodology (Agile, activate, waterfall, hybrid) |
| b) | Key milestones and timeline |
| c) | Change Management methodology (e.g., Prosci) |
| d) | Risk management and mitigation plan |
| 3. | **Proposed team structure and country presence** | 10% |
| a) | Appropriateness and completeness of the proposed team structure |
| b) | Expertise, certifications and role fit. |
| c) | Availability and location of the team members |
| 4. | **Experience and References** | 10% |
| a) | Evidence of successful delivery of similar roles in comparable programs (SAP SAC, EPM.), with quantified outcomes and references |
| b) | Depth and relevance of experience of the proposed PM and Change Manager, including certifications (PMP®, Prosci®, Agile, etc.) and leadership capabilities |
| 5. | **Sustainability *[for more details please refer to Procurement Manual Section 2.6]*** | 5% |
| a) | Economic consideration |
| b) | Gender consideration |
| c) | Social equity consideration |
| d) | Environment consideration |
| e) | Innovation consideration |
|  | Total Weight: | 70/100 |

#### Lot 3: Business specialists Services

| No. | Criteria/Sub-criteria | Sub-weight (%) |
| --- | --- | --- |
| 1. | **Technical approach** | 20% |
| a) | Demonstrated understanding of the FaB project context, including the deliverables of the blueprint phase and the role of Business specialists in implementation |
| b) | Clear methodology for validating existing business requirements and ensuring their accurate translation into system build |
| c) | Approach to participating in iterative design reviews, sprint demos, and UAT cycles, including how feedback will be structured and tracked. |
| d) | Plan for collaboration with technical and project/change management teams to ensure business alignment throughout implementation |
| 2. | **Expertise and qualifications of bidder personnel** | 25% |
| a) | Relevant experience of proposed team members in financial planning and budgeting processes, especially in international or donor-funded contexts. |
| b) | Demonstrated experience in system implementation projects, ideally involving SAP Analytics Cloud (SAC) or similar tools. |
| c) | Evidence of ability to work in cross-functional teams and communicate effectively with both technical and business stakeholders |
| 3. | **Proposed team structure and availability** | 10% |
| a) | Clarity of team roles and responsibilities |
| b) | Availability of key personnel throughout the implementation period |
| c) | Ability to provide on-site presence in Geneva when required |
| 4. | **Experience and capabilities of the organisation** | 10% |
| a) | Track record of delivering similar business specialists support in system implementation projects. |
| b) | Relevant reference projects demonstrating successful delivery of comparable scope and complexity |
| 6. | **Sustainability** | 5% |
| a) | Economic consideration |
| b) | Gender consideration |
| c) | Social equity consideration |
| d) | Environment consideration |
| e) | Innovation consideration |
|  | Total Weight: | 70/100 |

### Financial evaluation

For the purposes of evaluation, all financial Proposals should be in United States dollars (USD) preferably. Financial proposals should be submitted on a Fixed priced basis with specific deliverables assigned to each payment amount.

The financial criteria for this procurement are:

| No. | Criteria/Sub-criteria | Sub-weight (%) |
| --- | --- | --- |
| 1. | **Financial evaluation points** | 30% |
| a) | Points for the financial Proposal being evaluated = [Maximum number of points for the financial Proposal] x [lowest price] / [price of proposal being evaluated]. |
|  | Total Weight: | 30/100 |

## Additional Information

Gavi may request additional information from Bidders to assist with the further evaluation of Proposals. Such information may include data, discussions or presentations to support part of, or the entire RFP. Bidders or their representatives must be available to provide any such additional information during the evaluation process.

## Due Diligence

In addition to the above, Gavi may undertake due diligence processes in relation to shortlisted Bidders. The findings will be considered in the evaluation process. Should Gavi decide to undertake due diligence, shortlisted Bidders will be provided with reasonable notice. The associated information requirements are set out at Section 4.4 – Due Diligence Submissions.

## Negotiations

Gavi may invite a Bidder to enter into negotiations with selected Bidders with a view to award a contract. Where the negotiations are unsuccessful, Gavi may discontinue negotiations with a Bidder and at its discretion initiate negotiations with a different Bidder. Gavi may initiate concurrent negotiations with more than one Bidder. In concurrent negotiations, Gavi will treat each Bidder fairly and:

1. Prepare a negotiation plan.
2. Advise each Bidder it wishes to negotiate with, that concurrent negotiations will be carried out; and
3. Hold separate negotiation meetings.

Each Bidder agrees that any legally binding contract entered into between the Successful Bidder and Gavi will be essentially in the form set out in Part 6 – Proposed Contract.

## Notification of outcome

At any point after conclusion of negotiations, but no later than 30 business days after the date the Contract is signed, Gavi will inform all unsuccessful Bidders.

## Bidder debrief

A high-level debrief on a bid’s relative strengths and weaknesses can be requested by email to [procurement@gavi.org](mailto:procurement@gavi.org) with the subject line “095-2025-GAVI-RFP– Debrief – [Bidder Name]”.

The relative strengths and weaknesses of the bid can be discussed, however Gavi is under no obligation to share exact scores, rankings or details of any other bid, including the winning bid.

1. Bid Submission

## Preliminary Information

This section sets out the necessary preliminary information for Bidders to submit in consideration for delivering the Requirement against any resultant Contract.

### 4.1.1 Intent to Participate, Acceptance of Confidentiality requirements and Conflict of Interest Declaration

Bidders are required to acknowledge their acceptance of the instructions and rules pertaining to this tender. Bidders are also required to provide the contract information for a representative who will be the point of contact for all matters relating to the RFP, no later than the Due Date for submission of Preliminary Information set out at Part 1 – RFP Timeline and Key Dates. Bidders are required to maintain confidentiality in all matters relating to this RFP and shall not disclose confidential information in connection with the RFP to any third party without prior written consent of Gavi.

Each Bidder must complete the Conflict-of-Interest online declaration and must immediately inform Gavi should a Conflict of Interest arise during the RFP process. A Conflict of Interest may result in the Bidder being disqualified from participating further in the RFP. This declaration must be provided to Gavi no later than the Due Date for Preliminary Information set out at Part 1 – RFP Timeline and Key Dates.

The Intent to Participate and Conflict of Interest Declaration form can be accessed via the following link: [Gavi Supplier Declaration Form](https://eur01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fapp.azavista.com%2Fw%2Fevent%2F66f94f88722759dc131a802f%3Fclear%3Dtrue&data=05%7C02%7Cvrugi%40gavi.org%7C68e21eb35f3447ade17808dce1728675%7C1de6d9f30daf4df6b9d65959f16f6118%7C0%7C0%7C638633129236384200%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=C8ua2%2FW0zdjUWh875VLmFtvuCnxk3RPy%2F0AamtlAePc%3D&reserved=0)

## Technical Proposal

Bidder’s must ensure that the Technical Proposal is provided within a dedicated electronic document or file and that no financial information whatsoever is contained within. This is to ensure pricing information cannot be viewed when the Technical Proposal is under evaluation. In addition, the Technical Proposal must provide responses to the questions included in the Word documents found in the annexes—each lot will have its own corresponding questionnaire. Proposals may be submitted in Word, PowerPoint, or PDF format.

## Financial Proposal

Bidders should submit the following financial information with their Financial Proposal:

### 4.3.1 Pricing Information

Financial Proposals submitted by Bidders must meet the following submission requirements:

1. Be provided using the pricing schedule template provided at Annex B of this RFP.
2. Provide all price information net of tax.

Gavi’s Headquarters Agreement with the Swiss Government: Gavi is exempt from VAT, as well as customs taxes and duties in Switzerland. Consequently, your prices will have to be submitted to us net of any tax and in USD. The necessary documents will be sent to the selected provider(s) upon the ordering procedure.

1. Prices should be tendered in United States dollars (USD). Prices submitted in any other currency will be evaluated based on the Gavi prescribed exchange rate of the closing of the bid date as the financial evaluation of the bids is completed in USD. Final contractual payments will be agreed by the parties during contract negotiations and can be made in the following Gavi accepted currencies:

* United States dollars (USD)
* Swiss francs (CHF)
* Euros (EUR)
* Australian dollars (AUD)
* Canadian dollars (CAD)
* British pounds (GBP)
* Norwegian krone (NOK)
* Japanese yen (JPY)

1. The pricing schedule should show a breakdown of all costs, fees, expenses and charges associated with the full delivery of the Requirements over the whole-of-life of the Contract. It must also clearly state total fixed costs, total variable costs and the total Contract price.
2. All unit rates on which the price is based should be specified.
3. Submitted rates and prices shall be deemed to include all costs, insurances, taxes, fees, expenses, liabilities, obligations risk and other things necessary for the performance of the requirement. Any additional charge not stated in the Proposal will not be allowed as a charge against any transaction under any resultant contract.
4. In preparing their Financial Proposal, Bidders should take into consideration all risks, contingencies and other circumstances relating to the delivery of the Requirements and include adequate provision in the Proposal and pricing information to manage such risks and contingencies.
5. Bidders should provide a narrative of all assumptions and qualifications made about the delivery of the Requirements, including in the financial pricing information. Any assumption that Gavi or a third party will incur any cost related to the delivery of the Requirements should be stated, and the cost estimated if possible.
6. Where a Bidder has an alternative pricing template (i.e. a pricing approach that is different from the Gavi pricing schedule) it should be submitted as an alternative pricing schedule. However, the Bidder must also submit the Gavi pricing schedule.
7. Where two or more Bidders intend to submit a joint or consortium Proposal, the pricing schedule should include all costs, fees, expenses and charges chargeable by all Bidders.

## Due Diligence Submission

Selected bidders may be asked to provide any of the following information to facilitate Gavi due diligence processes:

1. Completed Vendor Form.
2. Certificate of incorporation.
3. Proof of bank account and details.
4. Audited financial statements for the past three years inclusive of auditor’s page, income/P&L, balance sheet and cash flow.
5. Resumés of key management and/or project personnel.
6. Proof of ownership structure.
7. References from previous customers (preferably international organisations).
8. Additional information if/as required e.g. test products, site visits, police check for named personnel.

## Proposal Submission

Bidders must submit a copy of their Proposal to Gavi by email to: [procurement@gavi.org](mailto:procurement@gavi.org)

The subject heading of the email shall be **“095-2025-GAVI-RFP– Technical Proposal - [Bidder Name]” and “095-2025-RFP-Gavi – Financial Proposal - [Bidder Name]”.** Bidders may submit multiple emails (suitably annotated – e.g. Email 1 of 3) if the attached files are too large to suit a single email transmission.

Please ensure that the different Proposal elements are returned in either MS Office Format or PDF.

1. RFP Instructions and Rules

## Requests for Clarification

Bidders may submit requests for clarification of the solicitation documents and direct any questions regarding the RFP content or process to [procurement@gavi.org](mailto:procurement@gavi.org) using the subject line, “095-2025-GAVI-RFP– Clarification – [Bidder Name]” using the Q&A template below.



All questions and requests for clarification must be submitted in writing to [procurement@gavi.org](mailto:procurement@gavi.org). Direct communications with Gavi personnel are not permitted, and Gavi reserves the right to disqualify Proposals that do not comply with this requirement. Questions should be submitted by the deadline set out in Part 1 – RFP Timeline and Key Dates. Gavi will respond to submitted questions and share responses (anonymously) with all Bidders who have submitted their Intent to Participate to ensure transparency and fairness. Gavi retains the right to answer questions received after the deadline, when deemed necessary and beneficial for the outcome of the RFP.

## Gavi Clarifications

Gavi may, at any time, request any Bidder to clarify their Proposal or provide additional information about any aspect of their Proposal. Gavi is not required to request the same clarification or information from each Bidder.

Bidders must provide the clarification or additional information in the format requested. Bidders will endeavour to respond to requests in a timely manner. Gavi may take such clarification or additional information into account in evaluating the Proposal.

Where a Bidder fails to respond adequately or within a reasonable time to a request for clarification or additional information, Gavi may cease evaluating the Bidder’s Proposal and may exclude the Proposal from the RFP process.

## Acceptance of Proposals

Proposals may be for all or part of the Requirement and may be accepted by Gavi either wholly or in part.

Gavi is under no obligation to accept the lowest priced Proposal or any Proposal and reserves the right to reject any Proposal including those that are incomplete, conditional or do not comply with the RFP.

### Late Proposals

Bidders are responsible for submitting their Proposals on or before the RFP closing date and time in accordance with Part 1 – RFP Timeline and Key Dates. Any Proposal received by Gavi later than the stipulated RFP closing date and time will not be evaluated by Gavi.

### Withdrawal

Proposals may be withdrawn at any time prior to the RFP closing date and time by written notice to Gavi.

### Alternative Proposals

Bidders may submit alternative Proposals it they feel it may offer Gavi additional benefits while still complying with the RFP requirements. Gavi reserves the right to accept or reject any proposed alternative either wholly or in part.

### Validity of Proposals

Proposals submitted in response to this RFP are to remain valid for a period of no less than ninety (90) days from the RFP closing date.

## No representation or Warrantee

Gavi shall take all reasonable care to ensure that the RFP is accurate, however Gavi gives no representation or warranty as to the accuracy or sufficiency of the contained information and that all Bidders will receive the same information. Bidders are required to read and fully understand all conditions, risks and other circumstances relating to the proposed contract prior to submitting a Proposal.

## Costs of Preparing Proposals

The issuance of this RFP in no way commits Gavi to make an award nor commits Gavi to pay any costs or expenses incurred in the preparation or submission of Proposals or quotations. Bidders are solely responsible for their own expenses, if any, in preparing and submitting a Proposal to this tender

## Confidentiality

Bidders must not, without Gavi prior written consent, disclose to any third party any of the contents of the RFP documents. Bidders must ensure that their employees, consultants and agents also are bound and comply with this condition of confidentiality.

This entire RFP and all related discussions, meetings, exchanges of information and subsequent negotiations that may occur are confidential and are subject to the confidentiality terms and conditions of the Intent to Participate.

Gavi and Bidder will each take reasonable steps to protect confidential information and without limiting any confidentiality undertaking agreed between them, will not disclose confidential information to a third party without the other’s prior written consent. Gavi and Bidder may each disclose confidential information to any person who is directly involved in the RFP process on its behalf, such as officers, employees, consultants, contractors, professional advisors, evaluation panel members, partners, principals or directors, but only for the purpose of participating in the RFP. Gavi may also share Bidder information provided in connection with this RFP with The Global Fund, and relevant partner and government agencies.

## Ownership of documents

Ownership of contents within the successful Proposal remain the property of Gavi or its licensors. However, the selected bidder grants to Gavi a non-exclusive, non-transferable, perpetual licence to retain, use, copy and disclose information contained in the Proposal for any purpose related to the RFP process.

## Third-party information

Each Bidder authorises Gavi to collect additional information, except commercially sensitive pricing information, from any relevant third party (such as a referee or a previous or existing client) and to use that information as part of its evaluation of the Bidder’s Proposal. Each Bidder is to ensure that all referees listed in support of its Proposal agree to provide a reference. To facilitate discussions between Gavi and third parties each Bidder waives any confidentiality obligations that would otherwise apply to information held by a third party, with the exception of commercially sensitive pricing information.

## Ethics

Bidders must not attempt to influence or provide any form of personal inducement, reward or benefit to any representative of Gavi in relation to the RFP. Gavi reserves the right to require additional declarations, or other evidence from a Bidder, or any other person, throughout the RFP process to ensure probity of the RFP process.

## Anti-collusion and bid rigging

Bidders must not engage in collusive, deceptive or improper conduct in the preparation of their Proposals or other submissions or in any discussions or negotiations with Gavi. Such behaviour will result in the Bidder being disqualified from participating further in the RFP process. In submitting a Proposal, the Bidder warrants that its Proposal has not been prepared in collusion with a competitor. Gavi reserves the right, at its discretion, to report suspected collusive or anti-competitive conduct by Bidders to the appropriate authority, and to give that authority all relevant information, including a Bidder’s Proposal.

## No binding legal relations

Neither the RFP nor the RFP process creates a process contract or any legal relationship between Gavi and any Bidder, except in respect of:

1. The Bidder’s declaration in its Proposal.
2. The Proposal Validity Period; and
3. The Bidder’s statements, representations and/or warranties in its Proposal and in its correspondence and negotiations with Gavi.

No legal relationship is formed between Gavi and any Bidder unless and until a Contract is entered into between those parties.

## Exclusion

Gavi may exclude a Bidder from participating in the RFP if Gavi has evidence of any of the following, and is considered by Gavi to be material to the RFP:

1. The Bidder has failed to provide all information requested, or in the correct format, or materially breached a term or condition of the RFP.
2. The Proposal contains a material error, omission or inaccuracy.
3. The Bidder is in bankruptcy, receivership or liquidation.
4. The Bidder has made a false declaration.
5. There is a serious performance issue in a historic or current contract delivered by the Bidder.
6. The Bidder has been convicted of a serious crime or offence.
7. There is professional misconduct or an act or omission on the part of the Respondent which adversely reflects on the integrity of the Bidder.
8. The Bidder has failed to pay taxes, duties or other levies.
9. The Bidder represents a threat to national security or the confidentiality of sensitive government information; and/or
10. The Bidder is a person or organisation designated as a terrorist by any authority.

## Gavi’s additional rights

Despite any other provision in the RFP Gavi may, on giving due notice to Bidders:

1. Amend, suspend, change the closing date or time, cancel or re-issue the RFP, or any part of the RFP without prior notice, explanation or reasoning.
2. Make any material change to the RFP (including any change to the RFP dates, Gavi’s Requirements or Evaluation and Scoring Approach), while Bidders shall be given a reasonable time within which to respond to the change.
3. Award a contract on the basis of initial offers received, without discussions or requests for best and final offers.
4. In exceptional circumstances, accept a late Proposal where it considers that it will not affect the fairness of the RFP process to other Bidders.
5. Accept or reject any non-compliant, non-conforming or alternative Proposal.
6. At its discretion, not provide a response to any question arising submitted by a bidder.
7. Waive irregularities or requirements in or during the RFP process where it considers it appropriate and reasonable to do so.
8. Select any individual element/s of the requirements offered in a Proposal that is/are capable of being delivered separately; and/or
9. Select two or more Bidders to deliver the requirements in the RFP.

## Governing Law

The terms of this RFP shall be interpreted and applied in accordance with their true meaning and intended effect independently of any system of national law, whether federal or state law. If a dispute or complaint is submitted to any mode of resolution and there is a need to refer to any law, the relevant Swiss law shall apply. No legal relationship is formed between Gavi and any Bidder unless a contract is entered into with a successful bidder.

## Settlement of Disputes

Any Disputes arising out of this RFP shall be settled through a neutral mediator/conciliator in accordance with the conciliation rules adopted by the United Nations Commission of International Trade Law (UNCITRAL Conciliation Rules) presently in force, unless agreed otherwise determined by Gavi. The finding of the mediator/conciliator shall be final.

## Protests and complaints

A Bidder may, in good faith, raise with Gavi any complaint about the RFP, or the RFP process at any time by email to [procurement@gavi.org](mailto:procurement@gavi.org) using the subject line “095-2025-GAVI-RFP – Complaint – [Bidder Name]”.

Gavi will consider and respond promptly to the complaint. Both the Bidder and Gavi shall agree to act in good faith and use their best endeavours to resolve any complaint that may arise in relation to the RFP. The fact that a Bidder has raised an issue or complaint shall not be used by Gavi to unfairly prejudice the Bidder’s ongoing participation in the RFP process or future contract opportunities.

For complaints of serious nature, please refer to the [Gavi Alliance Whistleblower Policy](https://www.gavi.org/sites/default/files/document/gavi-alliance-whistleblower-policypdf.pdf)

## Acceptance

By submitting a Proposal, the Bidder accepts that it is bound by the instructions and rules set out in Part 4 of this RFP.

1. Annexes

## Proposed Contract: Terms and Conditions

The terms and conditions for the proposed Contract under 095-2025-GAVI-RFP can be found here: [Gavi Alliance General Terms and Conditions for Contract for Services.](https://www.gavi.org/sites/default/files/rfp/gavi-terms-and-conditions-for-goods-and-services-agreements.pdf)

Any feedback on these terms and conditions is to be submitted pursuant to the process set out at Section 5.1 – Bidder Questions, no later than the final date for submitting questions specified in Part 1 – RFP Timeline and Key Dates.

Gavi may, pursuant to Part 4 – Evaluation and Scoring Approach, consider the ease of contracting with a Bidder based on that Bidder’s feedback on the Terms and Conditions (where these do not form part of the weighted criteria) when deciding which Bidder/s to shortlist.

## Method of Award of Framework Contracts

Where a Framework Contract can be set in place, GAVI will award based on the total combined points for Technical and Financial evaluation. Gavi aims to award up to 3 successful bidders, however it reserves the right to award the contract(s) to the best possible supplier, or combination of suppliers, based on the outcomes of the RFP and representing the best effectiveness and value for money for Gavi.

## Method of Issuing Call-Off Orders

Gavi may issue Call-Off Orders directly to the successful supplier(s) according to their expertise, experience and the specific need or context in which the services will be delivered. Alternatively, Gavi may choose to undertake a short second competitive stage among awarded suppliers to establish the best possible value for money for Gavi. In both cases, a written Terms of Reference will be issued to the successful supplier and a written proposal will be received and evaluated by Gavi before creating the Call-Off Order and purchase order (PO).

Award of a framework contract does not constitute a guarantee of any minimum number of individual Call-Off Orders or any future assignments. Under the framework, Gavi will have the option, but not the obligation, to place individual Call-Off Orders with the selected bidder(s). The framework will not limit Gavi’s ability to contract other institutions or consultants outside the framework if it so chooses.

Annex A - Financial & Technical Proposal/Pricing Schedule Template

The financial proposal should be a standalone document (using MS Excel). This should:

* Provide full details of your financial offer, including fixed costs and any variable costs; and
* Indicate the components of your financial offer.
* Bidders should use the template below. Please note that the purpose of the detailed budget is to give Gavi an indicative idea of the actual resources that will be required to meet the objectives of the RFP.



Annex B - Technical **Proposal Templates**

The technical proposal should be a standalone document (MS Word, PowerPoint or pdf). This should cover the questions in the below documents – one questionnaire per lot.

****

Annex C - Submission Checklist

| Document Checklist | | | |
| --- | --- | --- | --- |
|  | Cover Letter which includes:   * Name and address of the Service Provider * Name, title, telephone number, and e-mail address of the person authorised to commit the Service Provider to a contract * Name, title, telephone number, and e-mail address of the person to be contacted regarding the content of the proposal, if different from above * A signature of this letter done by a duly authorised representative of your company | | |
|  | [Gavi Supplier Declaration Form](https://app.azavista.com/w/event/66f94f88722759dc131a802f?clear=true) |  | Financial Proposal |
|  | Technical Proposal |  | Pricing Schedule Template (if applicable) |
|  | Corporate Social Responsibility |  | Financial Stability |
|  | Reference contracts |  |  |

| Format Checklist | | | |
| --- | --- | --- | --- |
|  | Technical proposal separates from commercial proposal (Two-Envelope System). |  | All files are of the accepted type (PDF or MS Office applications). |
|  | Separate emails prepared with subject names “095-2025-GAVI-RFP– Technical Proposal - [Bidder Name]” and “095-2025-GAVI-RFP– Financial Proposal – [Bidder Name]”. | | |