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| Request for proposals (RFP)  IFFIm Strategic Review  089-2025-GAVI-RFP  ISSUE DATE: 22/07/2025  CLOSING DATE AND TIME: 22/08/2025 24:00 (CET) |

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| 089-2025-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. In order 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 | 22 Jul. 25 |
| Intent to Participate due | Bidder | 04 Aug. 25 |
| Final date for submitting Questions | Bidder | 06 Aug. 25 |
| Gavi Response to Questions | Gavi | 11 Aug. 25 |
| Pre-Bid Meeting/site visit [optional] | Bidder/Gavi | TBD |
| Bid submission deadline (CET) | Bidder | 22 Aug 2025 24:00 (CET) |
| Shortlisted Meetings [optional] | Gavi/Bidder | TBD |
| Estimated Contract Award Date | Gavi | 22 Sep. 25 |
| Estimated Contract Start Date | Gavi | 23 Sep. 25 |

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 Organisation, UNICEF, the World Bank, the vaccine industry, technical agencies, civil society, the 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 1.1 billion children – and prevented more than 18.8 million future deaths, helping to halve child mortality in 73lower-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.

## 2.1.1 Strategic Review of the International Finance Facility of Immunisation (IFFIm)

Established in 2006 as a United Kingdom (UK) charity, with no employees, IFFIm functions through collaboration between donor governments, the IFFIm Board, and Gavi, the Vaccine Alliance, with the World Bank serving as a treasury manager. The IFFIm Board is responsible for setting its strategic direction and for governing IFFIm.  Gavi Secretariat, the Vaccine Alliance, is the sole beneficiary of funds raised by IFFIm and provides general operational and legal support. The Gavi Innovative Finance team coordinates overall Gavi support to IFFIm.

Since its launch in 2006, IFFIm has played a transformative role in accelerating the availability and predictability of funding for Gavi. By issuing bonds and sukuk backed by long-term, legally binding pledges from donor governments, IFFIm has helped Gavi significantly expand global access to life-saving vaccines for children. Over the years, IFFIm has consistently and efficiently fulfilled its mandate.

Gavi’s needs and priorities have evolved over the years to adapt to the global health landscape and emerging events, such as the COVID-19 pandemic, and IFFIm has accommodated those needs to date. Following the success of Gavi’s 25 June 2025 Global Vaccine Summit, which secured over US$9 billion toward its US$11.9 billion target for 2026–2030, Gavi is entering its 2026-2030 strategic period (Gavi 6.0) with a strong focus on optimisation. This includes a shift toward country-centric programme implementation, promoting country sovereignty to support full transition from donor support, deepening collaboration with global health partners, and actively engaging in global health architecture reform.

At the same time, in a constrained ODA environment, both donors and Gavi leadership are increasingly calling for greater efficiency, stronger synergies across financial instruments and institutions, and the use of innovative financing approaches to stretch limited resources further.

IFFIm’s 20th anniversary, coinciding with the launch of the Gavi 6.0 strategic period, presents a timely opportunity to reflect on its achievements and reimagine its future role. This moment invites a review of IFFIm’s structure, capabilities, and operations in light of shifting geopolitical dynamics and tightening global aid budgets. At the heart of this review lies a central question: *If we were to design IFFIm today, what would it look like?*

To explore this, the Gavi Secretariat and the IFFIm Board plan to commission a strategic review of IFFIm and its Finance Framework Agreement (FFA) to identify opportunities for enhancements, efficiencies, and/or expansion that could unlock greater funding impact and flexibility in advancing the Gavi 6.0 goals and beyond. The overarching objective of the review is to deliver greater value for money for donors and increase the funding impact of Gavi programmes.

## Scope of Work

IFFIm’s strategic and FFA review aims to ensure it remains an agile, efficient, and fit-for-purpose financing mechanism that effectively supports Gavi’s evolving needs and strategic priorities for 2026–2030 and beyond, including in areas such as pandemic preparedness and response. Conducted in close consultation with IFFIm donors, the IFFIm Board, Gavi, and the World Bank, the review will involve a comprehensive analysis of IFFIm’s operational, legal and financial structure, including the provisions set out in the FFA (together with the Master Definitions Agreement (MDA) and other associated documents as appropriate). The review will identify opportunities to enhance IFFIm’s efficiency and effectiveness, assess feasibility and associated risks and benefits and benchmark findings against comparable international financing mechanisms. It will culminate in actionable recommendations and a high-level implementation plan, ensuring alignment and synergies with existing similar mechanisms.

The scope involves the following key activities[[1]](#footnote-2):

**i. Reviewing background and experience**: With input from Gavi, the World Bank, and the IFFIm Board, conduct a desktop review of IFFIm’s FFA, MDA and other related founding documents to develop a preliminary document that defines IFFIm’s key roles and functions and its unique value to Gavi to date. Additionally, identify any evident structural constraints in IFFIm’s current framework that may limit its adaptability or pose challenges to potential reforms. Informed by an initial review conducted by the Secretariat, this document will serve as a foundation for designing stakeholder consultations and guiding the broader review process.

**ii. Engaging IFFIm stakeholders:** Gather insights from IFFIm Board, IFFIm donors, World Bank, the Gavi Secretariat and other parties engaged in innovative or blended finance activities on their current experiences with or expectations of IFFIm, expectations for the review and opportunities for potential improvements. Key activities include, but are not limited to:

* **Stakeholder mapping**: Identify key individuals and groups across the IFFIm Board, World Bank, Gavi, sovereign donors and the original founders of IFFIm.
* **Survey design & distribution**: Develop structured surveys to capture quantitative and qualitative feedback.
* **One-on-One**: Conduct in-depth interviews with high-priority stakeholders to explore nuanced perspective and opportunities for IFFIm.
* **Feedback synthesis**: Analyse and summarise stakeholder input to identify common themes, pain points, and aspirations. This include discussing the progress to receive feedback and guidance at the October 2025 IFFIm Strategy meeting,

**iii. Identifying potential opportunities**: Reflect on IFFIm’s strategic strengths and explore opportunities to enhance its functionality and expand its scope in support of Gavi’s mission. This activity focuses on identifying a list of viable enhancement options that could improve IFFIm’s operational and strategic effectiveness. Key activities include, but are not limited to:

* **Opportunity identification**: Explore and evaluate potential optimisation and enhancements to the FFA to assess their feasibility and alignment with strategic objectives. This will further build on the initial review done by the Secretariat.
* **Expert consultations**: Engage legal, financial, capital markets, governance, and development experts to validate proposed changes and ensure they are practical and impactful for Gavi.
* **Preliminary option set**: Summarise initial findings in a report and presentation, highlighting shortlist of viable options for discussion and input, including through a dedicated session with the Board and Secretariat as needed.
* **Stakeholder workshop:** Convene a workshop with key stakeholders, including the IFFIm Board, donors, the World Bank, IFFIm’s counsel and auditors and relevant departments across the Secretariat, to discuss initial findings and gather feedback and recommendations to help prioritise preliminary enhancement options.

**iv. Assessing the detailed implications of potential enhancement options:** Evaluate the benefits, risks, and operational, governance and legal impacts of the enhancement options. This includes benchmarking against comparable or alternative mechanisms, highlighting strengths and trade-off. Key activities include, but are not limited to:

* **Cost-benefit analysis**: Quantify potential financial efficiency and developmental value (with metrics) of each option, using defined metrics and supported by benchmarking against comparable or alternative mechanisms.
* **Risk assessment**: Identify and evaluate associated risks, including financial, legal, reputational, and operational considerations.
* **Documentation**: Prepare detailed briefs summarising the implications of each option, including rationale, risks, and expected implications.
* **Stakeholder validation**: Share findings with key stakeholders to test assumptions, gather feedback, and refine the analysis.

**v. Developing and prioritising recommendations**: Formulate and prioritise actionable recommendations based on detailed analytical findings and stakeholder input by ensuring alignment with Gavi’s strategic goals. Key activities include, but are not limited to:

* **Prioritisation matrix**: Evaluate recommendations based on key criteria such as cost-efficiency, funding potential, impact, flexibility, donor and investor appetite, risk management, and alignment with Gavi’s strategic objective
* **Drafting recommendations**: Develop clear, actionable proposals with supporting rationale.
* **Expert review**: Convene internal and external experts, including those from Gavi’s legal, governance, finance, and policy teams, as well as the World Bank to review findings and co-develop recommendations. Additionally, and subject to putting appropriate confidentiality arrangements in place, seek input from relevant external stakeholders such as experts in innovative finance, representatives from relevant financial institutions, and original founders and arranging banks to ensure a well-rounded and informed perspective. Share progress and seek feedback and guidance at the March 2026 IFFIm Board meeting.
* **Donor alignment**: Share draft recommendations with donors and organise a donor workshop to gather feedback and build consensus.
* **Finalisation**: Refine and finalise the recommendations based on expert and donor input.

**vi. Preparing a high-level execution plan**: Develop a structured roadmap to guide the implementation of proposed changes, ensuring alignment across legal, governance, and operational areas and incorporating approval processes of donor governments. Key activities include, but are not limited to:

* **Define functional areas**: Identify the specific changes required within legal, governance, and operational functions, and outline the approach for implementing these changes.
* **Donor approval processes:** Map out the approval processes of key donor constituencies necessary for implementing proposed changes.
* **Development timeline**: Establish a phased timeline that includes key milestones, deliverables, and dependencies to ensure coordinated progress.
* **Resource planning**: Determine the human, financial, and technical resources needed to support each functional area throughout implementation.
* **Risk mitigation strategy**: Identify potential implementation risks and mitigation plan.

## Deliverables

|  |  |
| --- | --- |
| **Milestone** | **Due Date** |
| **i. Desktop review report (by mid-September 2025):** Develop a preliminary document that defines IFFIm’s key roles and functions, highlights its unique value to Gavi to date, and identifies areas for improvement or adaptation. | By 30 September |
| **ii. Stakeholder consultation report and initial findings note:** Develop a comprehensive report capturing stakeholder perspectives, expectations, and priorities to inform the direction of potential enhancements. Engage the IFFIm Board and the Gavi Secretariat to seek input, feedback and guidance, including through discussions at the October 2025 IFFIm strategy meeting. Summarise initial findings in a report and presentation highlighting opportunities to strengthen IFFIm’s operational and strategic effectiveness. The process may include organising a dedicated session with the Board and the Secretariat to review and finalise the report. | By 31 October 2025 |
| **iii. Stakeholder workshop:** Informed by the Board’s guidance, convene a workshop with key stakeholders, including the IFFIm Board, donors, the Gavi Secretariat, the World Bank, and IFFIm’s counsel and auditors to discuss initial findings and gather feedback and recommendations to help prioritize potential amendment options. | By mid- December 2025 |
| **iv. Report on initial recommendations:** Drawing on outcomes of the stakeholder workshop, develop a detailed note outlining a well-defined set of viable, strategically aligned enhancement options that build on IFFIm’s strengths and offer opportunities to enhance its functionality and impact in advancing Gavi’s mission | by January 2026 |
| **v. Detailed impact assessment report:** Provide a detailed analysis of the benefits, risks, and operational, legal, and governance implications of each proposed enhancements to support informed decision-making. This will include discussing the progress for feedback and guidance at the March 2026 IFFIm Board meeting. | by mid-March 2026 |
| **vi. Donor workshop:** With input from the IFFIm Board and the Secretariat, conduct a donor workshop to present and discuss findings from the detailed analysis. | By March 2026 |
| **vii. Final recommendations and roadmap:** Deliver a comprehensive note outlining a refined and prioritised set of actionable recommendations and including a structured and practical roadmap for operationalising the proposed changes, covering governance and operational mechanisms, resource requirements, and implementation timelines. | By April 2026 |

## Key Dates

The following key dates apply:

* 22/08/2025 – Bid submission deadline (CET)
* 22/09/2025 – Estimated contract award date
* 23/09/2025 – Estimated contract start date

## Duration of the Work

The scope of work is expected to be finalised at a maximum of 7 months, beginning September 2025

## Location of the Work

The scope of shall be performed at Gavi offices or remotely.

## Work Context

The tasks shall be performed for the Gavi Secretariat and the IFFIm board under the supervision of Director Innovative Finance at Gavi in collaboration with other teams.

## Profile of service provider

* Extensive experience in reviewing and analysing and/or designing and operationalising successful, pioneering initiatives in innovative development finance, with particular expertise in capital markets, market and credit risk, fund management, innovative financing structures, and blended finance mechanisms.
* Knowledge of Multilateral Development Banks’ operations, financing instruments such as capital markets, concessional loans, guarantees, country co-financing arrangements, fund management, etc.
* Experience of developing new processes and organisational change programmes.
* Experience working with a Board of a non-profit organisation is a plus.
* Experience working with sovereign donors is a plus.
* Knowledge and understanding of Gavi programmatic levers, internal structures and processes would be very helpful but not essential.
* Able to provide strategic thinking and leverage technical expertise.
* Able to work collaboratively across a small team.
* Understanding of the multilateral health organisations and health sector investments is helpful but not essential.
* Please feel free to provide examples of any previous projects that may be relevant.

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].

## Two-Envelope System

Members of the technical evaluation committee will score, and rank Proposals based on the weighted Technical Criteria listed below (Section 3.4). 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:

**Qualifying Criteria refer to the minimum standards that bidders are required to meet in order to be eligible for further evaluation. For example, adhering to quality management standards such as ISO, holding professional certificates or licences, demonstrating a certain number of years of experience in the country or region, etc***.*

| 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 |

## Evaluation Criteria

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

### Technical and Sustainability

The technical and sustainability criteria for this procurement are:

| No. | Criteria/Sub-criteria | Sub-weight (%) |
| --- | --- | --- |
| 1. | **Technical approach** | 10% |
| a) | Understanding of the requirements |
| b) | Proposed approach, methodology and workplan |
| c) | Identification of critical success factors |
| 2. | **Expertise and qualifications of Bidder personnel** | 10% |
| a) | Quality of team leader and their relevant experience |
| b) | Quality of core team members and their experience in working for organization that are similar to IFFIm |
| c) | Team member knowledge and experience on country- cofinancing |
| 3. | **Proposed team structure** | 5% |
| a) | Proposed team structure and definition of roles and responsibilities of each proposed staff. |
| b) | Availability of the team members. |
| 4. | **Experience and capabilities** | 45% |
| a) | Demonstrated strong track record in reviewing and analysing, and/or designing and implementing successful, pioneering initiatives in innovative finance, with particular expertise in fund management, innovative financing structures, blended finance mechanisms or use of philanthropic and family office funds |
| b) | Reference list with short description of previous projects worked on which may be relevant in this case |
| c) | Expertise in navigating diverse financial landscapes for both commercial and social objectives. Familiarity with capital markets, private debt, soft funds including government donations, philanthropical and/or family office funds |
| d) | Familiarity with multilateral development banks’ operations, with a particular focus capital market, concessionary loans, guarantees, country co-financing arrangements, fund management, etc. |
| e) | Having in-house legal expertise in financial structuring and capital markets is considered a plus |
| f) | Experience working with sovereign donors is a plus |  |
| 6. | **Sustainability** | 5% |
| a) | Economic consideration |
| b) | Gender consideration |
| c) | Innovation consideration |
|  | Total Weight: | 70/100 |

### Financial

For the purposes of evaluation, all financial Proposals will be converted into United States dollars (USD).

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 “089-2025-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)

Eligible bidders who submit the required documents will be provided with the IFFIm Finance Framework Agreement and other key founding documents after signing a Non-Disclosure Agreement (NDA).

## Technical Proposal

Bidder’s must ensure that the Technical Proposal is provided within dedicated electronic document/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.

## 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 checks 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 **“089-2025-GAVI-RFP– Technical Proposal - [Bidder Name]” and “085-2025-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, “089-2025-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 “089-2025-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
2. Proposed Contract:Terms and Conditions

The terms and conditions for the proposed Contract under 089-2025-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 **[Sections 6.1 and 6.2 to be removed if Contract awarded will not be a Framework Contract]**

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 one 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.

1. Financial 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.

We recommend using the template under this Annex.



1. 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 “089-2025-GAVI-RFP– Technical Proposal - [Bidder Name]” and “089-2025-GAVI-RFP– Financial Proposal – [Bidder Name]”. | | |

1. [↑](#footnote-ref-2)