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| Request for proposal (RFP)  Design and implementation of MEL framework for Institutional capacity assessment for EPI Management and Health Workforce Performance  077-2023-GAVI-RFP  ISSUE DATE: 13 April 2023  CLOSING DATE AND TIME: 14 May 2023 24:00 (CET) |

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| 077-2023-GAVI-RFP |

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1. Introduction

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 | 13 Apr. 23 |
| Intent to Participate due | Bidder | 21 Apr. 23 |
| Final date for submitting Questions | Bidder | 21 Apr. 23 |
| Gavi Response to Questions | Gavi | 28 Apr. 23 |
| Pre-Bid Meeting/site visit [optional] | Bidder/Gavi | Click or enter date. |
| Bid submission deadline (CET) | Bidder | 14 05 2023 24:00 (CET) |
| Shortlisted Meetings [optional] | Gavi/Bidder | Click or enter date. |
| Estimated Contract Award Date | Gavi | 01 Jun. 23 |
| Estimated Contract Start Date | Gavi | 01 Jul. 23 |

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

To save children’s lives and protect people’s health by increasing access to immunisation in poor countries.

Gavi, the Vaccine Alliance (“Gavi”) is a public-private partnership that helps vaccinate half the world’s children against some of the world’s deadliest diseases. The Vaccine Alliance brings together lower income 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. Since its inception in 2000, Gavi has helped immunise a whole generation – over 981 million children – and prevented more than 16 million deaths, helping to halve child mortality in 73 developing 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, meningitis and yellow fever vaccines. After two decades of progress, Gavi is now focused on protecting the next generation and reaching the unvaccinated children still being left behind, employing innovative finance and the latest technology – from drones to biometrics – to save millions more lives, prevent outbreaks before they can spread and help countries on the road to self-sufficiency. Learn more at [www.gavi.org](http://www.gavi.org) .

Gavi’s [five-year strategy 5.0 (2021-25)](https://eur01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.gavi.org%2Fsites%2Fdefault%2Ffiles%2Fboard%2Fminutes%2F2019%2FGavi%2520strategy%25202021-2025%2520one-pager.pdf&data=05%7C01%7Cvdedekind%40gavi.org%7C51a4952940db4651257508da4ea843d2%7C1de6d9f30daf4df6b9d65959f16f6118%7C0%7C0%7C637908781835881543%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=PS9z5qPaFBUq8rSdaZIA4LrfS67cXLe9NGn4EhvoBjE%3D&reserved=0) - Gavi 5.0 - aims to ‘leave no one behind with immunisation’, pursuing an ambitious equity agenda, which prioritizes zero-dose (ZD) children[[1]](#footnote-2)[1] and missed communities[[2]](#footnote-3)[2]. Gavi 5.0 is aligned with the [Immunisation Agenda 2030](https://eur01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fcdn.who.int%2Fmedia%2Fdocs%2Fdefault-source%2Fimmunization%2Fstrategy%2Fia2030%2Fia2030-draft-4-wha_b8850379-1fce-4847-bfd1-5d2c9d9e32f8.pdf%3Fsfvrsn%3D5389656e_66%26download%3Dtrue&data=05%7C01%7Cvdedekind%40gavi.org%7C51a4952940db4651257508da4ea843d2%7C1de6d9f30daf4df6b9d65959f16f6118%7C0%7C0%7C637908781835881543%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=Pr2BhiearZ5ODE0v7uz1ekhQJOw81FJyNsrhkQZMf4Q%3D&reserved=0) of the World Health Organisation, which sets out the ambitious target of reducing the number of ZD children worldwide by 25% until 2025 and by 50% until 2030.

The current Gavi strategy covers the period January 2021 – December 2025 and incorporates several key shifts in Gavi’s strategy to deliver on its mission, including:

* A core focus on reaching zero-dose (ZD) children and missed communities, with equity as the organising principle;
* More differentiated, tailored, and targeted approaches for Gavi-eligible countries;
* An increased focus on programmatic sustainability; and
* Providing limited and catalytic support for select former and never Gavi-eligible countries.

The COVID-19 pandemic has dramatically transformed the global health and immunisation landscape. While the work on scaling up COVID-19 vaccines in countries is far from over and there are still uncertainties in the trajectory of the pandemic, Gavi now needs to start exploring how its role in COVID-19 vaccination is to evolve from 2023 onwards and how COVID-19 vaccination and COVID-19 learnings will come together with Gavi’s core 5.0 strategy and operating model. This shift is being referred to as [Gavi 5.1](https://www.gavi.org/sites/default/files/board/minutes/2022/22-june/03%20-%20Strategy%20Programmes%20and%20Partnerships%20Progress%20Risks%20and%20Challenges.pdf), reflecting the natural evolution of Gavi 5.0 – keeping zero dose children and equity at its core – while encompassing the integration of the impact of the pandemic, COVAX and its learnings.

## Gavi Project

Purpose of Assignment

The aim of this request for proposal (RFP) is to identify and select a partner or a consortium of partners who will:

* Lead the design and implementation of a Monitoring, Evaluation and Learning (MEL) framework for of country EPI Management, Coordination, and Health Workforce Performance Management capacity
* Support implementation of the MEL framework for Gavi eligible countries and report on progress annually
* Support the dissemination of the learning across Gavi, its partners and supported countries

Background and context

Leadership, Management and Coordination (LMC) was called out as a strategic enabler of Gavi’s 2016-2020 strategy (Gavi 4.0). Areas for institutional capacity (or LMC) included:

* Expanded Programme for Immunisation (EPI) management capacity
* A functioning National Coordination Forum such as Inter agency Coordination Committee (ICC) /Health Sector Coordination Committee (HSCC) or an equivalent body
* National Immunisation Technical Advisory Group (NITAG) functionality

A menu of interventions was defined, highlighting the different areas for funding during Gavi 4.0.

Diagram

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An external review of the LMC approach was conducted in 2019 to assess relevance, coherence, efficiency, effectiveness, impact, and sustainability of Gavi’s LMC support since 2017 and to identify lessons and recommendations to inform a refined LMC approach to better achieve Gavi 5.0 priorities. The review found that LMC support works and provided a valuable and timely support to countries, however, that a stronger focus on impact overall, monitoring of impact, coherence (national and subnational level), across different interventions, and sustainability would be required.

Key Findings and Recommendations on Monitoring & Evaluation include:

* Findings:
  + More rigorous, nuanced, clear monitoring framework needed, refining rating approach and developing new M&E system that supports accountability and learnings needs critical for LMC’s contribution to Gavi 5.0.
  + Development of clear Theory of Change (ToC) required to help clarify objectives of LMC in each country and at strategic level to ensure evaluability.
  + Embedded with ToC, definition of selected priority indicators, focused on individual skills and capacity, as well as health system immunisation capacity (organisation and institutional dimensions). Need for indicators supporting measurement of contribution and attribution of LMC investments and reflection of positioning of LMC investments as pivot or catalyst within system.
* Recommendations
  + Adoption of differentiated approach to LMC Monitoring and Evaluation against a common vision and high-level set of indicators or maturity model, aligned with Gavi’s strategic Theory of Change.
  + Development of menu of process, outcome, and impact indicators to enable establishment of baseline.
  + Rigor to be adapted, e.g., through semi-annual/annual self-assessments, additional peer reviews or more regular monitoring and dialogues, independent baseline, midterm, and end-term evaluations.

Key recommendations on Impact, Coherence and Sustainability of an LMC approach:

* **Impact:** Developing a more diversified and complementary menu of support options targeted to differential country contexts, with better use of technology and data as key entry point to enable evidence-based actions.
* **Coherence**: Targeting health workforce at subnational & national level, active shaping of partnerships (beyond MoH) & southern-based collaboration, harmonization of approach to different elements of capacity building.
* **Sustainability:** Transition and sustainability planning based on health systems maturity, and model to consider capacity building over a medium-to long-term horizon.

Gavi analysis also revealed that a significant amount of Gavi Health Systems grants is utilised by countries to support the Immunisation Health Workforce, both Frontline Health Workers as well as EPI management personnel. An internal review identified a lack of strategic focus and metrics to measure effectiveness. In response, a partnership on Learning and Performance Management (LPM) between the Rockefeller Foundation and Gavi started in 2020 to:

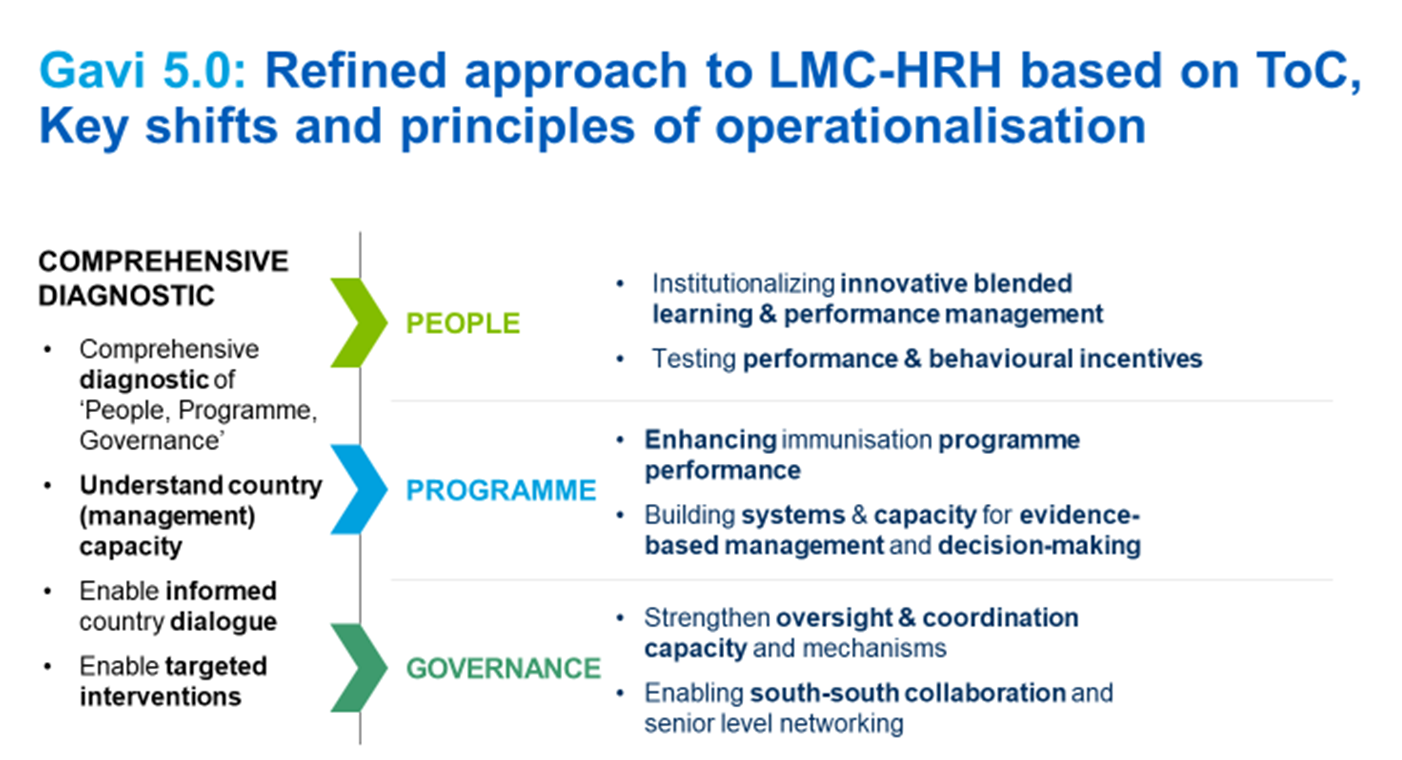
* Develop, implement, test & evaluate new, innovative, strategic approaches & tools for LPM
* Develop roadmap for further scale-up

The partnership identified several learnings:

* Concept of MEL is missing in LPM approaches and tools, advocacy and support in country important
* An extensive number of providers for Learning and Performance management exist, leading to further fragmentation, including lack of clear Theory of Change
* Combination of learning strategies works best, e.g., mix of collaborative quality improvement, mentorship, blended learning & workplace-based training will lead to better outcomes than individual approaches

In Gavi 5.0, reaching Zero-dose (ZD) children and missed communities has become the overarching priority. Sufficient, skilled and motivated managers and health workers from national to local levels are needed to achieve equity in immunisation. Many interventions of LMC and HRH/LPM are applicable to both managers, previously mainly addressed through LMC, and frontline health workers, addressed through HRH funding. Gavi wants to provide integrated, evidence-based and efficient support to all relevant human resources.

The refined approach to build EPI Management, Coordination and Health Workforce capacity identified six key intervention areas most aligned to the achievement of improved immunisation outcomes and overcoming common immunisation challenges, targeted to country needs. This would be identified through comprehensive upfront diagnostic at country level followed by a tailored approach to build country capacity.



The overall impact of the above strategy will need to be measured through a monitoring, evaluation and learning framework to assess progress.

A holistic Monitoring, Evaluation and Learning (MEL) plan will be required including key performance and process indicators and targets linking to the Theory of Change to monitor the operationalisation of the strategy over 3 years.

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In previous years, an Institutional Capacity Building (ICB) survey was conducted for Gavi-eligible countries. SCMs of countries provided answers to 21 questions across three areas:

* EPI management capacity
* Coordination Forum functionality
* NITAG functionality

This survey and the survey methodology needs to be reviewed and updated to align with the redesigned programme and different needs.

## Scope of Work

The selected partner will be expected to:

1. Building on existing materials including ToC and previous results framework, design a holistic MEL framework for country EPI Management and Health Workforce Performance Management support, including but not limited to, the definition of key performance and process indicators and targets for Gavi to monitor the operationalisation of the Strategy as well as a learning agenda and learning questions to enable improvement over time. The identified indicators will need to link to existing relevant MEL plans (e.g., Gavi 5.0 Learning System, Gavi 5.0 Measurement Framework, Gavi Learning Hubs, HSIS MEL plan, MPM Framework) and shouldn’t increase country burden.
2. Provide an implementation plan to roll out the MEL framework.
3. Update the previous survey instrument to inform the Gavi 5.0 strategy indicator on EPI management and capacity to report to and fulfil Board/Programme and Policy Committee commitment & to inform and enable follow-through actions at country level. This strategy indicator: “Average of country composite score for programme management and coordination of EPI programmes in Gavi-supported countries.”
4. Conduct a baselining assessment in 2023 across Gavi-eligible countries.
5. Measure progress in 2024 and 2025, through annual assessments.
6. Document progress on outcomes to inform course correction for the rest of the Gavi 5.0/5.1 strategic period and support dissemination of learning across Gavi, its partners and supported countries.

The requirement involves the following key activities:

|  |  |  |  |
| --- | --- | --- | --- |
| **Gavi LMC-HWP MEL Plan Activities** | **2023** | **2024** | **2025** |
| Design a holistic MEL framework to determine capacity of EPI Management and Health Workforce Performance.   * Definition of indicators linked to ToC (existing measurements, e.g., Gavi 5.0 Learning System, Gavi 5.0 Measurement Framework, Gavi Learning Hubs,HSIS MEL framework, MPM indicators) * Development of logframe summary table (display how Gavi will measure progress towards achieving results, linked to Gavi 5.0 and ToC) * Development of learning and evaluation agenda at an aggregate level, including critical learning questions, associated activities on how to answer these questions, display how evidence will be shared, to support planning, implementation and course correction * Building on existing materials, e.g., draft MEL plan of LPM, previous results framework * Development in collaboration with relevant stakeholders |  |  |  |
| Update ICB Survey/Strategy indicator: questions and methodology   * Facilitate alignment on questionnaire, incl. potential revision of questions (refer to previous ICB survey) * Review and define survey methodology (e.g., self-assessment in country, expand the scope of respondents, etc.) * Guide review and alignment with different teams within Gavi, e.g., CPD * Remote test for each country segment, revise survey instrument as necessary |  |  |  |
| Develop implementation plan for MEL framework (incl. ICB Survey)   * Develop roll-out plan for annual execution of the survey across Gavi eligible countries including time frame for data analysis and reporting. * Support reporting of strategy indicator * Enable follow-through in each country by SCMs/HSIS FPs |  |  |  |
| Baseline Report (including eventual revision of indicators and targets) |  |  |  |
| Conduct annual assessment (incl. ICB Survey)  Document, Review & Report   * Implementation of MEL framework, including ICB survey (as noted above) * Documentation of results * Analysis and recommendations * Drafting of results report * Update of MEL framework as required for next year | **Q3** | **Q1** | **Q1** |
| Dissemination of the learning across Gavi, its partners and supported countries   * Document success stories and lessons learned across the different intervention areas at a multi/country level annually and help in disseminating lessons |  |  |  |
| Lessons learned workshop – virtual consultations and in-person workshop   * Prepare lessons learned workshop with Gavi and Alliance partners * Conduct consultations, with Gavi, in-country stakeholders, and partners * Facilitate in-person workshop, and enable strategic dialogue |  | **Q4** |  |

## Deliverables

* **Inception report** outlining
  + Methodology for overall piece of work.
  + Estimated timeline and milestones, including target dates for overall design, annual assessments, lessons learned workshop etc.
* **MEL framework and implementation plan** 
  + Final designed MEL framework, including key performance and process indicators (linked to ToC), logframe, learning and evaluation questions
  + Implementation planfor MEL framework for annual assessments and follow up actions for each year - 2023, 2024 and 2025
* **Update and conduct Institutional Capacity Building survey**
  + Final questionnaire
  + Updated Methodology
  + Roll-out plan (incl. testing)
  + Conduct survey across Gavi 54 countries in 2023, 2024, 2025
  + Reporting of Strategy indicator during Board/Programme and Policy Committee Sept of each calendar year.
* **Baseline Report for overall MEL framework – initial assessment in 2023** (including eventual revision of indicators and targets)
* **Conduct annual assessment (implementation of MEL framework)**
  + Conduct survey annually and analyse, interpret data and report on results
  + Report progress on the MEL plan
* **Dissemination of the learning across Gavi, its partners and supported countries** 
  + Document success stories and lessons learned and produce communication material both for strategic internal discussion (technical brief) and dissemination to countries (story telling), e.g. one-pager/ ppt slides, in English and French. Ensure wide dissemination of the lessons learned.
* **Lessons learned workshop**
  + Virtual consultations (Gavi internal and beyond)
  + Facilitate an in-person workshop in Q4/2024 including preparation of material and workshop, facilitation, report and dissemination in Geneva or another Gavi eligible country in Q4.

## Key Dates

The following key dates apply:

* 03/07/2023 – Beginning of project
* 14/07/2023 – Inception report including their implementation plan, 1st draft for MEL
* 30/07/2023 – Final inception report and 1st draft of the survey instrument
* Develop MEL framework, Implementation Plan and Survey instrument
* 07/08/2023 – Conduct remote testing in a couple of countries and revise survey instrument as necessary
* 15/08/2023 – Conduct Baseline Survey
* 01/09/2023 – Submit Baseline report
* 22/12/2023 – Disseminate lessons learned 2023
* 15/06/2024 – Annual report (yearly assessment) including lessons learned
* 22/12/2024 – Conduct lessons learned workshop
* 15/06/2025 – Annual report (yearly assessment) including lessons learned

## Duration of the Work

The scope of work is expected to be finalised at a maximum of 30 months, spread from 03/07/2023 to 31/12/2025.

## Location of the Work

The scope of work shall be performed as per bidder’s discretion for all the “remote work”. Presentation in Geneva should be planned annually (1-2 visits annually).

## Work Context

The tasks shall be performed for Gavi HSIS team, under the supervision of Ranjana Kumar in collaboration with other teams. The Gavi secretariat will provide support to the contractor by sharing background materials and introducing the project and the supplier to partners and countries (if required for the implementation of the MEL plan).

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-of-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 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 3 (three) year Financial Statements: namely: Auditor’s page, Income/P&L, Balance Sheet & Cash Flow. |
| 3. | **Reference contacts** |
| a) | Bidders must be able to provide at least 3 reference contacts within their proposal |

## Evaluation Criteria

Each criteria 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** | 60% |
|  |  |
| a) | Appropriate and sufficient methods to design and conduct monitoring, evaluation and learning activities |
| b) | Proposed methodology, approaches, and knowledge management and communications plan are responsive, appropriate, coherent, and comprehensive |
| c) | Demonstrated success facilitating and/or establishing processes and functions to prioritize, generate, synthetize, and disseminate learning for optimal knowledge translation and evidence uptake in policies, programmes, and/or guidances at global, regional, and/or country level |
| d) | Proposed innovative learning practices or technologies and protocol to test new learning practices or technologies as needed |
| e) | Acknowledgement of the limitations of the methodology proposed / challenges of the proposed assessment |
| f) | Appropriateness of the proposed workplan (realistic timeframe, appropriate number of days allocated to activities) |
| g) | Robust, clear, appropriate and coherent proposal that provides a clear and comprehensive tailored approach and methodology |
| h) | Appropriate quality control / quality assurance mechanisms |
| 2. | **Team expertise, capacity and experience** *Bidders should submit resumes and profiles of personnel to demonstrate qualification, experience, and competencies* | 35% |
| a) | Bidder demonstrates a good understanding of, and ability to meet requirements and expected deliverables and footprint in the 57 Gavi-supported countries |
| b) | Experience of bidder in conducting similar activities |
| c) | Proposed team structure, appropriate time commitment and allocation; please mention if the proposed team structure is composed by standing staff members and/or freelance consultants |
| d) | Quality of proposed team members (please differentiate between standing staff members and/or freelance consultants) |
| e) | Appropriate team composition with mixed expertise and seniority (familiarity with proposed activities) including:   * Team members have expertise in evidence reviews, monitoring, evaluation and research, qualitative and quantitative methods, surveys, capacity strengthening, immunization programs in hard-to-reach settings, and knowledge translation and communication. * Ability to access technical expertise (in house or through partners, as needed) in the areas of immunisation, evaluation approaches including impact evaluation, economic and cost-effectiveness studies, surveys, and implementation research. * Demonstrated ability to conduct Monitoring, evaluation and learning activities in Gavi-eligible countries * Proven experience of facilitating multi-stakeholder workshops and dialogues * Ability to work with and integrate different experiences, methodologies, and approaches to diverse range of stakeholders, organisations, and technical experts from multiple sectors, through adapting facilitation techniques * Track record in strong relationship-building, program management and problem-solving skills |
| f) | Reference list (including NGOs) |
| 3. | **Sustainability** | 5% |
| a) | Economic consideration |
| b) | Gender consideration |
| c) | Social Equity consideration |
| d) | Environment consideration |
| e) | Innovation consideration |
|  | Total Weight: | 70/100 |

For the final selection decision making the weight of the technical proposal will be 70%

### 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. | **Fees** | 40% |
| a) | Points for the Fee Proposal being evaluated = ([Maximum number of points for the Fee Proposal] x [Lowest fee price] / [Price of fees proposal being evaluated]) x Level of Effort |
| 2. | **Expenses and other costs** | 30% |
| a) | Points for the Travel cost for Proposal being evaluated = [Maximum number of points for the Travel cost Proposal] x [Lowest Travel price] / [Travel price of proposal being evaluated] |
| b) | Points for the Other cost for Proposal being evaluated = [Maximum number of points for the Other cost] x [Other cost lowest price] / [Other cost price of proposal being evaluated], |
| 3. | **Sub-contractor costs** |
| a) | Points for the sub-contractor Fee Proposal being evaluated = ([Maximum number of points for the sub-contractor Fee Proposal] x [Lowest sub-contractor fee price] / [Price of sub-contractor fees proposal being evaluated]) x Level of Effort | 30% |
| b) | Points for the sub-contractor other cost for Proposal being evaluated = [Maximum number of points for the sub-contractor other cost Proposal] x [Other sub-contractor cost lowest price] / [Other sub-contractor cost price of proposal being evaluated] |
|  | Total Weight: | 30/100 |

While assessing financial proposals we will also be taking into account budget alignment with the content of technical proposal and apply value for money principle.

For the final selection decision making, the weighting of the Financial Proposal will be 30%.

## 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 the 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 the Gavi will treat each Bidder fairly, and:

1. Prepare a negotiation plan
2. Advise each Bidder that it wishes to negotiate with, that concurrent negotiations will be carried out
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 bids relative strengths and weaknesses can be requested by email to [procurement@gavi.org](mailto:procurement@gavi.org) with the subject line “077-2023-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://na.eventscloud.com/ereg/index.php?eventid=600006&)

## 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.

Technical Proposals submitted to Gavi must consist of the following:

1. Cover letter, which includes content listed under “Document Checklist” section below.
2. Electronic copy of the full proposal, which should include:

* Relevant details and a description of the proposed activity, including:
* Executive summary
* Technical proposal
  + Background and rationale exhibiting a clear understanding of the situation to be addressed
  + Detailed description of the proposed approaches, technologies, and activities,
  + Quality assurance plan
  + Timeline and target milestones
  + Statement of potential risks and mitigation activities
  + Envisioned team structure for this work (an organogram could be included if helpful)
  + List of core team members with their relevant experience, knowledge of country context, and partnership with relevant stakeholders
  + Identification of any other team members or sub-contractors to be engaged and functions of each
  + Statement of potential conflict of interest
* Bidders are encouraged to include links to any similar previous work available on-line that demonstrate their relevant experience and expertise.
* Please do not submit generic marketing materials, broadly descriptive attachments, or other general literature.
* The proposal narrative should total no more than **10 pages plus annexes as necessary.**

1. Summary Sheet of the proposal

* The summary sheet should total no more than **4 pages**.

1. Work Plan

* Detailed work plan, including key activities, risks and assumptions (if any), deliverables and timelines.

## 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 and 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 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 (3) years inclusive Auditor’s page, Income/P&L, Balance Sheet & Cash Flow.
5. Resumes of key management and/or project personnel.
6. Proof of Ownership structure.
7. References from previous customers (preferable 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 **“077-2023-GAVI-RFP– Technical Proposal - [Bidder Name]” and “077-2023-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“077-2023-GAVI-RFP– Clarification - [Bidder Name]” using the below Q&A template



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 Bidders ’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 incomplete, conditional or proposals which 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 the Gavi.

### Alternative Proposals

Bidders may submit alternative Proposals it they feel it may offer Gavi additional benefits whilst 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 the 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.

## 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 anticompetitive conduct by Bidders to the appropriate authority and to give that authority all relevant information including a Bidders 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
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). 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 does 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 that is offered in a Proposal and capable of being delivered separately.
9. Selecting 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 “077-2023-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 to 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 Whistle-blower 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 077-2023-GAVI-RFP can be found here: [Gavi Alliance General Terms and Conditions for Services Agreements.](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) deciding which Bidder/s to shortlist.

1. Financial Proposal/ Pricing Schedule Template

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

* Provide full details of your financial offer. This should include fixed costs and any variable costs.
* 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 authorized 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 authorized representative of your company | | |
|  | [Gavi Declaration Form](https://na.eventscloud.com/ereg/index.php?eventid=600006&) |  | Financial Proposal |
|  | Technical Proposal |  | Pricing Schedule Template (if applicable) |
|  | Corporate Social Responsibility |  | Financial Stability kindly submit to us the past 3 years’ financial statements documentation, including:  a. Auditor’s page,  b. Income/P&L,  c. Balance sheet and cash flow  d. Additionally, please name the top 3 officials of your company |
|  | Reference contacts |  |  |

| 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 “077-2023-GAVI-RFP– Technical Proposal - [Bidder Name]” and “077-2023-GAVI-RFP– Financial Proposal - [Bidder Name]”. | | |

1. **[1]** Zero-dose children are those that have not received any routine vaccine. For operational purposes, Gavi defines zero-dose children as those who lack the first dose of diphtheria-tetanus-pertussis containing vaccine (DTP1). [↑](#footnote-ref-2)
2. **[2]** Missed communities are home to clusters of zero-dose and under-immunized children. These communities often face multiple deprivations and vulnerabilities, including lack of services, socio-economic inequities, and gender-related barriers. [↑](#footnote-ref-3)