



QUESTIONS AND ANSWERS

Request for Proposal (RFP): Learning and Evidencing Partner for Centre's for Exchange

#	Supplier Question	Wellcome Response
	<i>Supplier Experience & Composition</i>	
1	<p><i>Grouped question</i></p> <p>When considering a partner for this engagement, what successful practices from previous partnerships would you like to see replicated? Reflecting on your past experiences with learning and evidence partnerships, what are the top one or two improvements you would recommend for similar future engagements?</p>	<p><i>Grouped response</i></p> <p>We seek an engaged partnership between the supplier and the Wellcome CfE team during this next phase. Some of the key ingredients which have enabled this, will ensure successful practice, and which we seek to replicate include: co-developed clear ways of working, frequent and open lines of communication, regular strategic conversations and proactive thinking to iterate and enhance project development and deliverables in an agile manner, strong project management, clearly embedded CfE values, with a focus on transparency, trust, candid feedback/critical reflection, care for all partners, and opportunities for regular dialogue with all members of the supplier team.</p>
2	<p>Do you envision a consulting team that includes members from the countries mentioned (India, Kenya, and South Africa)?</p>	<p>There is an expectation of knowledge and experience in low and middle income/resource settings but there is no requirement to be based in the specified geographies mentioned in order to be eligible for this RFP.</p>
3	<p>Would you accept proposals made up from a consortium of organisations to bid for this RFP?</p>	<p>Yes, consortiums of individuals and/or organisations are welcome to apply for the RFP.</p>



4	Is the lead agency required to have a registered office in all three countries?	No, whilst we expect the supplier to have experience working in the Global South, they are not required to have registered offices in all locations mentioned.
5	What if a potential Learning & Evidencing Partner has experience in the Global South but not in the area of health.	There is no requirement for suppliers to have expertise or experience in health in order to apply for this role.
<i>Application Process & Requirements</i>		
6	Is the consulting firm contracted for the first phase of the project eligible to apply for this RFP?	Yes, the Phase 1 supplier is eligible to apply for this RFP.
7	Do you have a specific format to submit the cost proposal?	We would suggest including a table for cost breakdown within the proposal document.
8	Could you please confirm that only shortlisted candidates will be asked to complete TPSRA?	Yes, only shortlisted suppliers must complete TPSRA.
9	Can the Network Facilitator and Learning & Evidencing Partner be the same person?	Yes, suppliers are welcome to apply for one or both of the RFPs. All applications will be assessed independently and in line with the corresponding RFP objectives and decision-making criteria.
<i>Broader Wellcome Considerations</i>		
10	Have you practiced network learning with your grantees in the past or is this a new model engagement for Wellcome? If you have past examples of past successful learning networks, we'd appreciate learning from them.	In the past, we've implemented network learning on a smaller scale and through convenings with our major international programmes Community Engagement Partners. The insights gained from such which we aim to embody in this project include:



		<ol style="list-style-type: none">1. Trust, transparency and equity as fundamentals within the project management and knowledge production of this work for all participating parties.2. Working as an engaged partner and maintaining ongoing open dialogue with stakeholders with funders is something we want to continue as a more engaged and collaborative funder.3. The importance of iteration and feedback with both radical openness and care for all partners involved.4. Sensitivity to local socio-political contexts can not be underestimated and the importance of language translation and accessibility should be prioritised.
11	Could you provide insights into the larger learning agenda goals and success metrics at Wellcome?	<p>Wellcome is a mission driven organisation. All work Wellcome commissions should therefore tier up to achieve Wellcome's mission. Success metrics for this project are likely to comprise of a combination of:</p> <ol style="list-style-type: none">1. Wellcome's strategy2. Wellcome's beliefs and values3. Community Engagement team's goal of ensuring research is aligned to the context and needs of those most affected by health challenges by 1) Building research agendas together with communities, augmenting scientific knowledge through community led data and engagement in research and 3) Enabling communities to play a core role in ensuring uptake and impact.4. Translation and practice of Centre's for Exchange principles and goals



		Working in a way which embeds these in future success metrics of the project is important. For example, tying collaborative and inclusive values to promote health equity could be viewed as a success indicator.
	<i>Centres for Exchange Project Background</i>	
12	Has a Theory of Change for the CfE approach been developed? If so, would it be possible to share this?	There is not currently a Theory of Change in place for the project, we have however undertaken horizon scanning exercises to ideate around this and the future direction of the work can be viewed on the Centres for Exchange website .
13	Are there any key lessons learned from the scoping phase that should inform our approach?	Yes, key lessons from the scoping phase can be found on the current website under ' Insights '.
14	Can you share more details or examples of the work carried out in the previous phase that we should build upon or align with?	Yes, please refer to the current Centres for Exchange website for all information required.
15	Are there any existing communication channels or platforms that the Learning & Evidencing Partner should use or be aware of?	Yes, at present, there is one webpage platform being used for the project publicly. The Learning & Evidencing Partner will be expected to engage with the Centres for Exchange website in a variety of ways (directly & indirectly).
	<i>RFP Details & Deliverables</i>	
16	Is travel required to meet the Proof of Concept community-based organisations or in-person convenings? Does suggested budget account for it?	No, travel to all the Proof of Concept organisations is not a necessary requirement for the Learning & Evidencing Partner. It is anticipated that the Network Facilitator will organise an in-person convening as part of the first phase of this work to introduce all stakeholders, including the supplier of this RFP. This will not be led by the Learning and Evidencing Partner, and



		budget for the organisation and attendance of this will be covered by a separate budget.
17	Do you envision in-person meetings for this project? Either in London or in different locations like India, South Africa, or Kenya (locations where you listed the key stakeholders would be)? If so, should the bidders include costs for travel within the budget.	Regular meetings between the supplier and the Wellcome CfE team are expected to take place virtually. There is no requirement for the supplier of this RFP to organise in-person meetings in any of the mentioned locations. The Network Facilitator will be leading the coordination of an in-person meeting for all stakeholders in early 2025 and it is expected that the Learning and Evidencing Partner will attend. Related costs will be covered by a separate budget.
18	Are there any key dates we should take into account when developing the timeline and workplan for this project?	Grant funding for the Proof of Concepts will commence from January 2025 and run for 2 years. Onboarding of the Learning and Evidencing Partner, alongside the Network Facilitator will take place at the end of 2024, subject to contracting processes. The first phase of this work will likely involve an in-person convening in early 2025 which the Learning and Evidencing Partner is expected to attend.
19	XXX's team have assumed that the greatest impact of this work will come through evidence and learning to advise on the evolving shape of the Centres for Exchange and the work of the Community Engagement team. We would therefore plan to prioritize this, and make learning and improvement for and inside the many PoCs a secondary objective. Do you have thoughts on this approach and how you would weigh the trade-offs?	Confirmed Proof of Concepts will have accounted for some learning days as part of their grant awards – we are firming this up at the moment and are therefore not yet able to specify hours per week or numbers of people involved in this for each.



<p>20</p>	<p>XXX always aims to take on work only when the learning agenda will then have a high impact in terms of lives changed and funds allocated. Can you share more about the expected decisions that may be made based on this learning agenda? a. Are the Community Engagement team able to share estimates of how much funding might be allocated to the Centres for Exchange work in the coming years? And how many people they may be expected to affect? We ask for these to allow us to make our internal calculations about potential impact.</p>	<p>We cannot share more about our longer-term commitment to this model and approach – except to say that the learning and success of this model will inform decisions and feed into longer term goals of this work and also our plans/commitments around health equity more broadly.</p> <p>In the first phase of this work there has been significant engagement with stakeholders both in Wellcome and with external partners in low/middle resource settings, the scope of involvement is expected to deeply widen over the next phase of this work. At this stage, we are unable to quantify the measures of engagement in the next phase and will be unable to do so until the role of the Network Facilitator is filled. Again, highlighting the dynamic and evolving nature of this project which requires being responsive to developments to the work in time.</p>
<p>21</p>	<p>Do you have any specific expectations regarding the output format? Should it be in a report or website format? Who is the intended audience for it?</p>	<p>It is expected that outputs are to be consistently disseminated on an ongoing basis through the existing CfE website platform. Attention should be given to accessibility, especially language. There is no predetermined format for outputs created, there is however an expectation for a wide variety of formats to reflect this. Please consult the CfE website to gain insight into the array of methods employed thus far.</p>
<p>22</p>	<p>Is the initiative open to learning between and with the current cohort CBOs only, or will it involve interactions with the Direct Funded organisations invested in past or partnership organisations, too?</p>	<p>The Learning and Evidencing Partner will primarily work with the 8-10 selected Proof of Concept (PoC) organisations in India, South Africa and Kenya. They will however be required to utilise evidence and generate learning from a wider learning network, which could encompass both historical and potential new</p>



		partnerships which are/or may not be directly funded by the Wellcome. The maintenance and co-ordination of this wider learning network will reside with the Network Facilitator.
23	What level of involvement/effort do you expect Centres for Exchange partner to dedicate to learning in general (as compared to other activities and deliverables)? What proportion of that do you expect them to dedicate to individual level learning vs network learning?	The level of involvement and time dedicated to different aspects of the Learning Agenda will vary across the mentioned Phases of the work and therefore cannot be clearly defined or prescribed at this stage. For example, we anticipate that Phase one will have a heavy focus upon the learning plans for the Proof of Concept organisations and developing ways of working once these processes and frameworks are agreed upon, focus or 'weight' may shift to other learning objectives that are running in parallel.
24	We'd like to clarify how flexible/static the deliverables and phases are at this stage. Can we propose different activities under the phases if we justify them in our proposal?	Provided the supplier fulfills the objectives of this RFP, Wellcome is open to different approaches to fulfilling deliverables and timelines and would welcome alternative approaches.
25	How will the success of the Learning and Evidencing Partner be evaluated? Are there specific success criteria or benchmarks?	We cannot share more about our longer-term commitment to this model and approach yet – except to say that the learning will feed into this work and our plans/commitments around health equity more broadly.
	<i>Relationships</i>	
26	Would you want us to plan to use a communication tool like Slack to facilitate and manage conversations among community-based organisations?	A communication platform to ensure regular and open conversations between the Learning & Evidencing Partner and each Proof of Concept organisation would be a valuable tool to consider. This will be dependent upon agreement on how best



		each organisation wishes to work and relevant access considerations. Broader and more formalised communications by the Proof of Concept organisations into the broader network space will be led and managed by the Network Facilitator.
27	Does Wellcome have a panel of experts and mentors that the L&E partner can access?	No, we do not have a panel of experts that can be accessed by the L&E partner at this stage and the mentioned Advisory Group is not yet created. Confirmation of who is part of this and how closely they will engage with the Learning & Evidencing Partner is yet to be decided.
28	Can you specify the roles of other key stakeholders mentioned (Wellcome's CfE team, key Wellcome colleagues)? How should the Learning and Evidencing Partner engage with them?	There is currently a core project team and a wider team of people on the project who have and continue to input to the project and work on this, however their roles and levels of engagement is varied. The internal team consists of strategic oversight, project management, learning and MEL support, grant funding, and relationship management. Engagement may be had with an advisory group also once this is set up. There is an expectation to work as an engaged partner with a designated Wellcome CE/CfE team member and the wider CfE team to regularly share learning and development of the project.
29	Who will be responsible for introducing stakeholders for each PoC?	The Wellcome CfE team is currently engaging with prospective Proof of Concept organisations. Formal introductions will take place in an in-person convening in early 2025 led by the Network Facilitator and will allow for all stakeholders to be introduced to one another.
	<i>Proof of Concepts</i>	



<p>30</p>	<p><i>Grouped questions</i></p> <p>What will be the background or thematic area of work for each CBO that Wellcome is planning to onboard? Are you able to provide more information about the PoC organisations – either specific names or the general profile? Are these organisations identified already? If not, who would be responsible for identifying the 8-9 PoC organisations in these three mentioned countries? Has Wellcome selected and onboarded the CBOs, or when is this likely to happen? Could you advise on the location of the Proof of Concept organisations, particularly in India? Do you foresee the level of effort between the 3 countries as broadly equal? If not, please elaborate. We have assumed that learning activities are part of existing expectation of the contracts for the PoC organisations, and that they will be able to collect and analyse at least some data and feedback to support this. a. Does this assumption seem sound? b. What level of research knowledge and capacity can we expect the PoC orgs to have? c. What commitments to learning and data collection will they already have made under their contracting? Do these organisations have learning teams and structures in place?</p>	<p><i>Grouped response</i></p> <p>At the end of the landscaping and design phase of this work. Wellcome and the previous partner identified the 8-10 organisations in the priority geographies applicable for seed funding for the next phase of this work. We are not yet at a stage to share the names of the identified organisations. These are however organisations whose work and approach already exemplifies CfE principles and at least one of the strategies of the CfE framework. The Proof of Concept Organisations will be confirmed and onboarded by January 2025, at this time the Learning Partner will work to co-develop learning plans with the PoC organisations and be formally introduced at an in-person convening in early 2025 organised by the Network Facilitator. We cannot guarantee at this stage, an equal number of organisations across the three geographies, nor can we share openly the learning capacity and structures that currently exists for the PoC organisations until the organisations are confirmed.</p>
<p>31</p>	<p>More broadly, what level of engagement can be anticipated from the PoC orgs? For example: a. How many people from their organisation? b. How many hours per week?</p>	<p>When the Proof of Concept organisations have been confirmed in November 2024, we will be able to understand the capacity and availability of teams to bring these individuals together. Once confirmed, the Learning and Evidencing Partner will agree ways of working with these organisations and learning plans based on this information. This is a piloting approach to working</p>



		which will require iterative, adaptive and flexible approach to learning.
32	Is the L&E partner also expected to coordinate with the PoCs for project management? If not, who will be doing it?	During the first phase of the work (November - January 2025) the Wellcome CfE team (composed of the core project team and relationship managers), alongside the Learning and Evidencing Partner, and the Network Facilitator will design and co-create collaborative ways of working and expectations. During this time, this will be finalised and decided together. We anticipate shared responsibilities regarding this.
	<i>Website Access</i>	
33	<i>Grouped questions & enquires regarding issues with hyperlink access within the RFP</i>	<i>Grouped response</i> We can now confirm that all access issues have been resolved. Please visit https://www.centresforexchange.org to access information on the project background, Phase 1 insights, concept, and strategies.
	<i>Learning & Evidencing Partner VS Network Facilitator</i>	
34	Could you clarify the publication date and details for the Network Facilitator RFP?	The expected publication date for the Network Facilitator RFP is now early August. Please refer to question 35 for all further information on the other RFP that can be shared at this stage.
35	<i>Grouped questions</i> Could you explain a little more about the distinction in roles between the learning partner (RFP) and this network facilitator role that is being hired at a later point? We are particularly wondering what the facilitation role of the	<i>Grouped response</i> The Learning and Evidencing Partner and Network Facilitator will support and collaborate with each other to fulfill different aspects of the Learning Agenda outlined in the RFP. The primary difference defining these two roles is that the Learning



<p>learning partner would be once the network facilitator role is in place, and if this might create potential conflict between the roles. Could you clarify the roles and expectations of the Network Facilitator in relation to the Learning and Evidence Partner? Could you clarify on the roles of Network Facilitator vis-a-vis the Learning and Evidencing Partner. How do you envision the collaboration between the Learning and Evidencing Partner and the Network Facilitator to unfold, particularly in terms of roles and responsibilities? What are the potential areas of overlap between the role of the network facilitator and the learning facilitator? What are their distinct roles?</p>	<p>and Evidencing Partner will co-develop learning frameworks and synthesise evidence gathered for the Centres for Exchange process. Comparatively the Network Facilitator will co-ordinate and facilitate a modality for discussion and convenings for the Proof of Concepts collectively and have a focus on a larger more global learning network which supports and creates opportunities for productive knowledge exchange between the knowledge collectives and other stakeholders. This may also include the regrating of small pots of money for organisations outside of the Proof of Concepts. The Learning and Evidencing Partner will share</p> <p>Please see table below.</p>
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Learning and Evidencing Partner	Network Facilitator
<p>Supports PoC to develop process learning tools to foster knowledge exchange which allows for adaptive learning and design throughout the knowledge cycle.</p>	<p>Responsible for co-ordinating online and in-person cross-hub knowledge exchange for all PoC together, which may include learning developed with Learning and Evidencing Partner but should also act as critical friends.</p>
<p>Evidence learning process of Proof of Concepts and share this back to Wellcome and other stakeholders for translation.</p>	<p>Responsible for co-ordinating and convening a wider learning network which supports opportunities for productive knowledge exchange between the PoC, in addition to other stakeholders, organisations and geographies to influence wider ecosystem.</p>
<p>Develops an approach to evaluate the wider Learning Network.</p>	<p>Works with Learning Partner, PoCs, and Wellcome CfE team to develop convenings but is responsible for logistical co-ordination of these events.</p>



<p>In addition to knowledge collection and sharing, the learning and evidencing focuses on strategic knowledge translation but in the final phase will provide recommendations for the future of CfE.</p>	<p>Regrants ring-fenced money to organisations in wider learning network to build relationships through collaboration or develop evidence of other models of practice.</p>
<p>Will evaluate the effectiveness of the wider learning network which will involve organisations beyond Proof of Concepts at a more global level.</p>	<p>Is responsible for logistical co-ordination of online platform for knowledge sharing and in-person convenings.</p>
<p>Inputs into the design of convenings alongside proof of concept and CfE team, captures key learnings from convening process and outcomes.</p>	
<p>Both the Learning and Evidencing Partner and Network Facilitator are expected to work as an engaged partner with Wellcome Community Engagements, should have experience working low resource settings and demonstratable evidence of local socio-cultural sensitivity. We expect partners have open and transparent lines of communication which align with the values of this work.</p>	

