



Request for Proposal (RFP) for Network Facilitator for Centres for Exchange

Please refer to the Acronyms & Glossary of terms section at the end of this RFP for clarification of terminology and abbreviations used in the following text.

1. RFP Background & Objectives

1.1 Introduction

This Request for Proposals is issued by Wellcome Trust's Community Engagement team.

Wellcome Trust's vision is to create a healthier future for everyone. Wellcome aims to do this by supporting research that creates equitable and accessible solutions for all.

The Community Engagement team focusses on the communities disproportionately affected by health challenges, and those least likely to benefit from health research, in strategically agreed countries. We work across Wellcome's strategic priorities to understand the most pressing and impactful opportunities to integrate community engagement towards Wellcome's mission by:

- Advising on the integration of most affected communities up-, mid-, and downstream, of health research;
- Developing and supporting programmes of engagement through equitable partnership working and funding models;
- Drawing upon and strengthening infrastructures for learning and influence in Community Engagement. This includes our Major International Programmes (MIPs), MESH Community Engagement Network and strategic delivery partners.

As detailed in the [Realist Review of the Evidence Base of Community Engagement](#) we know that authentic and effective knowledge generation with communities requires an investment in building relationships within places and trusted, reciprocal links to communities and local partners. In 2022, Wellcome began to explore this directly through scoping an initiative we have called 'Centres for Exchange'.

Centres for Exchange (CfE) is a collaborative learning and design project led by the Community Engagement team that aims to rethink knowledge exchange with communities in health research. For us, knowledge exchange is the process by which different forms of knowledge move between spaces, including and across geographic and socioeconomic divides, having particular impacts on the world. The overarching goal for CfE is to support diverse communities to play a meaningful, inclusive and reciprocal role in the research ecosystem to ensure that research is responsive to local socio-political contexts and needs. The motivation for the CfE work stems from a widespread acknowledgement of the long-standing and historically shaped power inequalities that structure health research as well as the need for research to be more engaged, equitable and impactful.

Over the last year, we have been collaborating with an external organisation to scope this concept, to co-design, conceptualise and deliver a framework that rethinks knowledge exchange with communities in health research. In this phase, we also identified with other



practitioners who are interested in reimagining equitable knowledge exchange. We recognise the value of sharing the CfE model with them and thereby establishing a Community of Practice (CoP). More details about this phase of the project can be found [here](#).

1.2 Next Phase

Following the work carried out over the last year, we are moving into a phase of seed funding for organisations and adaptive learning, referred to as **Proof of Concept (PoC) phase**. In this PoC phase, we will be funding up to 9 community-based organisations in India, Kenya, and South Africa, to test and learn more about the potential in the CfE approach. We refer to them as the PoC organisations, and each organisation is being funded for £200,000 for up to two years.

In this PoC phase, several CfE project partners will be contributing to the delivery of a Learning Agenda, through co-designing and collaborative methods. These partners are the PoC organisations, the Wellcome Trust, the Learning & Evidencing Partner (L&E Partner) and the Network Facilitator.

In this RFP, we are seeking a **Network Facilitator** to foster collaborative and transparent relationships between **specific CfE partners**. The Network Facilitator will also lead in identifying and building a **wider Community of Practice (CoP)**, that involves individuals and organisations interested in reimagining and practising equitable knowledge exchange. Together, the PoC organisations and the identified CoP form the **Learning Network**. The Network Facilitator and the relationships they facilitate in the Learning Network are key to delivering the **Learning Agenda**.

The Learning Agenda has four overarching aims:

1. Develop and implement learning processes for each of the PoC organisations. Each will create a plan for scaling, trialling, and learning from different approaches to community engagement referring to the CfE strategies which can support equitable and impactful knowledge exchange between communities and health researchers.
2. Facilitate a Learning Network across the PoC organisations, Wellcome teams, other actors / stakeholders / practitioners working on equitable knowledge exchange that will build connection and future momentum in embedding key learning from across the Network into health research.
3. Iteratively and systematically capture, analyse and translate learning across the PoC organisations, the Learning Network, Wellcome, and other potential stakeholders such as other funders and the CfE advisory group.
4. Summarise and apply learning into the longer-term plans for the CfE model and approaches for Wellcome, by engaging with the Community Engagement team and other Wellcome colleagues in understanding how this work contributes to Wellcome's ambitions in engagement and health equity.



Trust and **reciprocity** across partners and CoP are fundamental to co-delivering the Learning Agenda. The Network Facilitator will foster this by creating productive and contextual spaces for ongoing co-learning, sharing, and feedback between diverse CfE stakeholders. To accomplish this, we encourage a welcoming, reciprocal, proactive and adaptive approach to build and facilitate trust between partners and foster a CoP for equitable knowledge exchange.

1.3 Partnerships & Relationships

We have sought to work in close collaboration with experts through this first phase of the work and to share learning 'in the open' through workshops, events, and published communications. We expect this next phase to continue to require significant work with a range of project partners and wider stakeholders to deliver on the Learning Agenda. Some of these partnerships and relationships will include, but are not limited to:

Partners:

- Proof of Concept (PoC) organisations teams in India, Kenya and South Africa
- Wellcome's CfE project team and key Wellcome colleagues
- Learning & Evidencing (L&E) Partner
- Network Facilitator

Other stakeholders and relationships:

- Community of Practice (CoP)
- Wellcome-led Advisory Group

In particular, the Network Facilitator will be required to work in close collaboration with the L&E Partner to ensure the integration of the Learning Agenda with the PoC organisations. The L&E Partner will co-develop individual learning frameworks with PoC organisations, based upon the [CfE strategies](#). The L&E Partner will also support the PoC organisations in trialling, scaling, and evidencing these processes/practices. The L&E Partner has already been selected through a prior RFP process.

2. RFP Specification

This section sets out the specification of deliverables for this RFP exercise. Suppliers should use this section to fully understand Wellcome's requirements and to inform their response. Wellcome will be guided by the supplier as to what is a reasonable budget for this activity as we do not want limit ambition or innovation.

2.1 Objectives of the work

We envision the Network Facilitator to play a key role in holding close working relationships to foster positive and inclusive dynamics with project partners and wider stakeholders. In doing so, they will play the role of:



Stakeholder Facilitator & Convenor for PoC organisations: Facilitate value-based ways of working with project partners and foster trust-based cross-learning between PoC organisations.

Critical liaison for PoC organisations in relation to Wellcome and L&E Partner: Listen to PoC organisations and liaise with Wellcome when concerns and opportunities arise. Where needed, act as a conduit for the PoC organisations to directly address concerns, opportunities and needs with Wellcome at ease.

Connector for PoC organisations and wider CoP: Foster connections for active, equitable, and sustainable knowledge exchange amongst the Learning Network which involves the PoC organisations and to-be-identified participants in the wider CoP. Capture opportunities that surface during community/network building and facilitate uptake of these opportunities. Share learnings of network-building with Wellcome to inform the longer-term approach to CfE and beyond.

2.2 Approaches and ways of working

We would anticipate that the following ways of working are woven into the proposed supplier methodologies. Please note that this list is not exhaustive, and we are open to considering additional methods proposed by suppliers that align with the requirements of the Request for Proposal (RFP).

- Working closely and supporting the project partners to co-develop and co-design values-based ways of working and build reciprocal and trust-based relationships.
- Ensuring equitable, active, and sustainable engagement with the Learning Network (PoC organisations and the wider CoP). This includes but is not an exhaustive list of considerations for communicating and organising time zones, languages, accessibility requirements, cultural and political contexts, individual/organisational capacities, collaborative methodologies in relation to the core group and beyond.
- Thoughtfully work with Wellcome through a pragmatic approach to consider how to understand existing dynamics of power and positionality in how we fund. Understand how to approach the system differently through relationship insights between stakeholders.
- Ensuring equitable, ethical, inclusive and accessible approaches are embedded across all aspects of the work and throughout the duration of this contract. Please refer to the [CfE principles and frameworks](#).
- Engaging in transparent, responsive, and timely communication throughout the duration of the project with the Wellcome Community Engagement team to ensure programme objectives will be fulfilled through an open, collaborative, agile and proactive approach.
- Appreciation and understanding of the insights, outcomes, and intentions of the previous phase of work and journey undertaken, with a willingness to identify opportunities to build upon the existing foundations and leverage these insights and outputs for further project development.



- A commitment to the application of CfE values and principles in all work practices and approaches to working with people.

2.3 Deliverables

We expect the following deliverables from this work.

Phase	Proposed Deliverables
<p>1: Discovering CfE, Relationship Facilitation & Delivery Planning</p>	<p>Understand the CfE framework, Phase One learnings, and the Learning Agenda.</p> <p>Facilitate the surfacing of expectations and ways of working across specific project stakeholders. Translate expectations to roles and responsibilities throughout the PoC phase.</p> <p>Participate in the in-person Wellcome-led convening in Spring 2025. Co-design and lead network-specific sessions.</p> <p>Map and design a wider CoP. The Network Facilitator would identify potential participants with project partners, building on insights from Wellcome colleagues, existing network relationships, prior mapping exercises, and discussions with PoC organisations.</p> <p>Develop a Learning Network Model that captures: 1. Ways of working across specific project stakeholders. Activities can include designing facilitation plans in L&E Partner x PoC organisations workshops, and leading monthly check-in meetings with Wellcome. 2. Plans/ways for PoC organisations to connect/engage with each other and with the CoP. 3. Ways of engaging & managing/creating/supporting the CoP. Activities can include scoping relevant participants and topics, identifying platforms and channels for communication, setting out membership criteria and processes, detailing processes for remuneration and reimbursement, and building in scope to capture opportunities for further collaboration.</p> <p>Wellcome to sign off on Learning Network model.</p>
<p>2: Consolidating Relationships & CoP Engagement</p>	<p>Communicate Learning Network Model plans to project stakeholders (L&E Partner, PoC organisations and identified CoP).</p> <p>Begin equitable engagement with the identified CoP using a wide variety of creative engagement tools and platforms, ensuring capacity for continued iteration and growth.</p>



	<p>Implement ways of working across all project partners. Ensure continued communication and trusted relationship-building with project partners and stakeholders.</p> <p>Gather initial insights and feedback from early CoP engagement. Produce a progress report that includes early evaluation of the PoC organisation engagement and wider network engagement (in collaboration with L&E Partner). Build in points for inflection/iteration.</p> <p>Contribute to sharing and dissemination of continuous knowledge products from all partners.</p> <p>Coordinate and convene PoC organisations in partnership with other project stakeholders where/when identified.</p>
<p>3: Influencing, Reflecting & Closing Well</p>	<p>Facilitate and co-develop a ‘closing well’ approach with project stakeholders. We expect an approach that considers the open and continued sharing of knowledge products, and other creative and proactive ways of legacy planning.</p> <p>Reflect on value-based ways of working between all project stakeholders.</p> <p>Contribute to sharing and dissemination of continuous knowledge products from all partners (continued from phase 2).</p> <p>Coordinate and convene the Learning Network for knowledge exchange.</p> <p>Gather insights from the Learning Network engagement for producing a final report inclusive of lessons learned, went well and recommendations to inform Wellcome and other partners on sustained impact and legacy planning.</p>

*Note: The phases of work and timeline will be mirrored and iterated across L&E Partner, Network Facilitator and PoC organisations. All our content should be WCAG 2.2. AAA compliant. Any documents being provided to Wellcome must pass accessibility requirements. If you are unable to produce accessible documents, budget must be set aside to employ a suitable agency to do this work. *



2.4 Requirements for Network Facilitator

We seek a supplier with the following desirable experience and skills:

- Track record of in trust-based relationship building between people with different decision-making powers, knowledge, resources, contexts, lived experiences and backgrounds – enabling the surfacing of varying expectations from project partners and stakeholders.
- Strong experience in multi-stakeholder facilitation and co-designing inclusive/participatory events, workshops, spaces, etc. (with expertise in delivering on multiple accessibility requirements)
- Expertise in creating purposeful and guided spaces for reflections that enable all stakeholders to collaborate, learn, and reflect.
- Experience in producing content in a variety of media, with consideration of differing accessibility requirements, sociopolitical contexts, and lived experiences of stakeholders.
- Understanding, experience, and appreciation of community engagement theory and practice, participatory approaches, multi-stakeholder processes, global south/north dynamics, south/south dynamics and north/south dynamics.
- Understanding of the roles, relationships, and points of influence of other players in the global health landscape, including research institutions, non-governmental organisations (NGOs), civil society organisations (CSOs), academics, activists, policymakers, changemakers, practitioners, and community organisations.
- Experience in sustained impact and legacy planning across programmes of work.
- An organisational culture that is equitable, diverse and inclusive, and is able to resource a diverse, multicultural /multi-geographical team for this project.
- Commitment to global health equity and the engagement of communities within the local contexts. By ensuring knowledge in socio-political knowledge of India, Kenya, South Africa.

2.5 Timeline and budget

To achieve these aims, we are seeking an experienced supplier working in multiple geographies, with a demonstrated track record of equitable, accessible, and inclusive practices. We expect this supplier to apply a strong values-based approach to trusted relational working and bring authentic co-design and collaborative methodologies to all aspects of this work.

The supplier will have the required expertise, partners, and track record to undertake this work, and as such this RFP is open to candidates who meet that criterion. We expect the work to commence in early 2025 and to run over 24 months to early 2027.

The budget available for this work is **£150,000 - £250,000 (including any applicable taxes)**.



3. RFP Timetable

#	Activity	Responsibility	Date
1	RFP issued on Contract Opportunities webpage	Wellcome	31 st October 2024
2	Submission of Expression of Interest and Supplier Q&A	Supplier	14 th November 2024
3	Return of Supplier Q&A to Suppliers on Contract Opportunities webpage and invitation to submit full proposal	Wellcome	20 th November 2024
4	Submission of RFP Response	Supplier	25 th November 2024
5	RFP Evaluation Period	Wellcome	25 th November to 29 th November 2024
6	Supplier Presentations	Supplier	9 th December to 13 th December 2024
7	Notification of Contract Award	Wellcome	18 th December 2024
8	Contract Negotiation	Wellcome & Supplier	January 2025
9	Contract Start Date	Wellcome & Supplier	January 2025

4. Response Format

The following headers support the timetable by providing further detail of the key steps.

Expression of Interest and Supplier Q&A

Suppliers are asked to submit a short expression of interest by e-mail to the Wellcome contact in accordance with the RFP timetable, which should contain the following information.

- Confirming whether you are an organisation or individual
- If an organisation please provide registered name, address, and registration number.
- A non-binding cost estimate as a single figure in GBP
- Any questions you have about the exercise and activity

Prior to the submission of your full proposal to the RFP, Suppliers are provided the opportunity to submit any questions they have about the exercise and the activity. All questions will be collated, anonymised, answered and returned to all Suppliers who have submitted an expression of interest in the RFP process. Please make sure you ask all questions at this stage. Once Wellcome have responded to all questions if you have any



additional questions after this deadline these will not be answered to ensure that this is a fair and equitable process.

Submitting an EOI/Q&A is not a binding commitment to submit a full proposal should your organisational priorities change, you will not then be penalised for future opportunities.

Please note, if we have an overwhelming response, we may choose to use this EOI stage as a selective phase, this is at Wellcome's discretion.

RFP Response

Suppliers submitting a full proposal should cover the following areas in their response:

#	Question	Max Words
1	Outline your approach for delivering the activities and objectives of this RFP. Please include methods, stages/timeframes in which you propose to meet the requirements, and a tentative timeline which includes points for review.	1500
2	Please outline how you would embed the CfE principles and values across all aspects of this work.	500
3	Please demonstrate your track record and expertise of doing similar work – provide 2-3 case studies where you have successfully delivered outputs similar to those of this RFP. Please provide links where possible.	500
4	Highlight risks and challenges you foresee in meeting Wellcome's requirements and describe how you would mitigate for these; your mitigation approaches should include how you foresee engaging with individuals across geographical and cultural contexts.	250
5	Please consider Wellcome's EDI principles (Section 15) and Anti-racism principles, and outline how this is reflected in all aspects of your proposal.	500
6	Provide a cost proposal (excluding VAT), which details and justifies the proposed costs to meet our requirements.	250
7	Describe the project team – their role and responsibilities, how the team will be managed, and how each role will be equitably compensated.	500



Evaluation Criteria

Criteria	Detail	%
Methodology	<p>Coverage: How well are the desired focus areas (as outlined in the specification) covered in the proposed methodology address?</p> <p>Quality: Is the proposed methodology aligned with our needs?</p> <p>Utility: Will the proposed methodology deliver the desired, credible, and useful results?</p>	40%
Team and Experience	<p>Skills and Experience: Does the supplier have the relevant skills, experience, and contextual understanding to deliver this work?</p> <p>EDI, perspectives and lived experience: Is there EDI experience across the team? Is there a range of perspectives across the team? (this should also be about how the organisation practices not just perspectives/experience)</p>	25%
Delivery & Outputs	<p>Communication: Is there a good plan for communicating with the Wellcome team?</p> <p>Delivery plan: Is the proposed delivery plan appropriate and achievable?</p> <p>Feasibility: How feasible is the delivery plan? Are there significant risks associated with the proposed timelines, and how well are they mitigated?</p>	25%
Accessibility	All our content should be WCAG 2.2. AAA compliant. Any documents being provided to Wellcome must pass accessibility requirements. If you are unable to produce accessible documents, budget must be set aside to employ a suitable agency to do this work. *	
Budget	Value for Money: Is the proposed work within your budget and good value for money?	10%
	Total	100%

Contract Feedback

This section allows Suppliers to provide specific feedback to the contractual agreement which will be used should their proposal be successful. This is the suppliers' opportunity to provide negotiation points on Wellcome's terms and conditions.



Clause #	Issue	Proposed Solution/Comment

Suppliers submitting proposals should review Wellcome’s Standard terms and Conditions [document](#).

Individuals submitting proposals through their own personal services company please highlight this to the Wellcome contact immediately (see point 6 below).

Data Protection

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

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

Supplier Presentations

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

5. About Wellcome

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

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

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



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

7. Equity Diversity and Inclusion

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

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

8. Accessibility

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

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

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

9. Independent Proposal

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

10. Funding

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



11. Costs Incurred by Prospective Suppliers

It should be noted that this document relates to a Request for Proposal only and not a firm commitment from Wellcome to enter into a contractual agreement. In addition, Wellcome will not be held responsible for any costs associated with the production of a response to this Request for Proposal.

12. Environmental sustainability

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

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

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

We expect all our suppliers to take active steps to:

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

13. Wellcome Contact Details

The single point of contact within this RFP exercise for all communications is as indicated below;

Name: Duncan Collins Adams
Pronouns: he/him
Role: Public Participation Manager
Email: d.collinsadams@wellcome.org

AND

Name: Angela Yao
Pronouns: she/her
Role: Graduate Trainee
Email: a.yao@wellcome.org



Appendix

1. The Centres for Exchange Learning Repository is an open website which captures the learning journey of the Centre's for Exchange project to date. This includes [key insights](#) from the landscaping research, comprehensive understanding and information detailing the [concept](#), principles vision and goals of Centres for Exchange and the [CfE strategies](#) which will be explored in practice in the next phase of this work.
2. A collection of [Blog Posts](#) which share emerging insights from the first phase of Centre's for Exchange.

Acronyms

CfE	Centres for Exchange
PoC	Proof of Concept
L&E Partner	Learning & Evidencing Partner
CoP	Community of Practice

Glossary of Terms

1. **Knowledge Exchange** for this project refers to the process by which different forms of knowledge move between spaces, including and across geographic and socioeconomic divides, having particular impacts on the world.
2. The **Community of Practice** is comprised of individuals and organisations interested in reimagining and practicing equitable knowledge exchange.
3. The **Learning Network** is comprised of Wellcome grant funded PoC organisations as well as the identified CoP.
4. The **Project Partners** consists of the Wellcome CfE team, L&E Partner, PoC organisations and Network Facilitator – all of whom deliver on differing and overlapping aspects of the Learning Agenda.
5. **Stakeholders** refers to CfE project partners, CoP, and others. This may include Advisory Group members, policymakers, funders, and others.