



Request for Proposals for

Retrospective analysis on “what works” for global health product development

1. RfP Background and Objectives

Over the past 20 years there has been notable progress within infectious diseases product development, with impactful treatments, vaccines and diagnostics coming to market. There are also many infectious diseases where little to no progress has been made to reduce their high burden particularly within LMIC communities.

Wellcome is seeking a supplier to conduct a retrospective analysis of successes and failures in infectious disease product development over the last decades, and the enabling conditions and factors which contributed to this innovation or hindered it.

Wellcome is a global charitable foundation. We support discovery research into life, health and wellbeing, and we’re taking on three worldwide health challenges: mental health, infectious disease and climate and health. Our Infectious Disease programme supports science that leads to vaccines and treatments that make a difference where they’re needed most. That means focusing on the people and places most affected by infectious diseases, and on unlocking progress in neglected or stalled areas.

Working closely with the research and influencing functions, the programme’s policy team want to support more sustainable investment in ID R&D, identifying new funders, protecting existing investment, and exploring new partnership models particularly in LMIC settings. We want to make infectious disease product development more equitable, sustainable and effective in the future and this proposed project will inform our approach.

1 a) Problem statement

The current ID product development ecosystem is facing shrinking funding, loss of key funders, and political de-prioritisation. This contraction is occurring at the same time as increasing global need, growing epidemic risk, and major technological opportunities. Reliance on a small group of public, private, and philanthropic funders creates systemic vulnerability in the pipeline for vaccines, therapeutics, diagnostics and platform technologies.

To respond to the market failure, different methods were used to steward investment, mobilise partnerships and foster collaboration for product development. However, these solutions fall short of offering the incentive or support needed for today’s challenging financial landscape, with increasingly diverse and fragmented partners. Renewed efforts are needed to advance sustainable, equitable, and innovative product development and to ensuring that localisation and infectious-disease R&D are consistently led from the global south. However, the current



global evidence base is insufficient to support effective policy, advocacy and investment decision making.

At Wellcome, we want to understand whether and how new approaches to product development for infectious diseases might be fostered to overcome these challenges as well as create a more equitable model for product development. To do this, we need to have a systematic and objective understanding of what has worked in the past to deliver innovative global health products and how it might apply to the current global context for product development, if past successes can be replicated and scaled to overcome these current challenges.

Please note: There is another RfP issued for a separate but interrelated project which aims to map government ID R&D investment, particularly for Middle Income Countries. Suppliers who are interested in submitting a proposal for both RfPs are encouraged to do but the merits of both proposals will be assessed separately.

1 b) Objectives

Through this RfP, Wellcome is seeking a supplier to conduct a retrospective analysis on the approaches to product development that have delivered impactful global health interventions over recent decades. These approaches have involved inputs from the private, public, and philanthropic sectors, with R&D conducted in a range of settings and with a variety of funding sources. The impact and efficiency of these different approaches has naturally varied. This project will identify and define key success criteria and enabling conditions which contributed to the delivery of innovative global health products over the last 20 years, the impact of these products and their relevance, replicability and scalability under the current context. We are particularly interested in the R&D process for these products, the involvement from Global South partners and how and what supported them to progress through the different phases of clinical development to deliver innovative products.

This project is intended to inform and respond to the fast-moving global health policy ecosystem. We are seeking an organisation with experience and capabilities to deliver research within a short timescale and provide strategic political advice to senior stakeholders.

As part of this analysis, the project should identify and analyse the following:

A: The criteria and enabling conditions which supported the product overcoming market failure challenges and progressing through the product pipeline. This should consider the following

Location	Where was the research carried out? What was the involvement from global south partners in R&D/trial activity?
Actors	How were PDPs involved? At what stage and how were the private sector involved? How were other sectors (e.g. philanthropy) engaged?



Funding	Who funded the project? How was the funding secured?
Demand-side measures and pull incentives	Was there a clear and identifiable market or country demand for the type of product? How was this demonstrated? Were any formal or informal incentives used to help drive the product through the pipeline?
Timeline	How quickly did the product progress through the pipeline?

B: The end point and impact of these products particularly in low resource settings.

Effectiveness	How effectively they served/reached communities affected?
Access	Were they accessible, affordable and appropriate?
Barriers	Were there any barriers which limited impact?

C: The relevance, replicability and scalability of these criteria and conditions to the current operating, technical and political context.

Relevance	How relevant are these criteria and conditions to the current global context for infectious disease product development?
Replicability	Can they be reproduced in different settings or is it difficult to reproduce these conditions?
Scalability	Can it be scaled up or is there evidence that that would work?

To note: There may be additional factors relevant to these objectives which are not included above. We encourage the Supplier to use their own judgement and expertise to introduce factors not specified above.

2. RFP specification:

This section sets out the specification of services for this RFP exercise. Suppliers should use this section to fully understand Wellcome's requirements and to inform their response.

2 a) Methodology

The Supplier should propose a detailed methodology for this work. We anticipate it to include both the following, but are open to different approaches:

- Systematic assessment of relevant innovative products based on the definitions below.



- Review and analysis of criteria and enabling conditions which enabled their progress through the product development pipeline.
- Propose a selection of the most relevant, replicable and impactful criteria and conditions to support the shaping of future activities.

2 b) Scope of analysis

To refine the scope of the study, we have set out some suggested definitions and boundaries below. We are open to other suggestions if you think others may be more suitable for this study.

Defining “innovative products”

The focus of the research should be on *innovative products* and we are particularly interested in the conditions and criteria which facilitated the research and development of innovative products. The *Impact for Global Health* definition can be used to support defining what products are considered innovative and it can include products which:

- Provide a **breakthrough in prevention, treatment, or diagnosis**
- Produce **large population-level health impact** (e.g., drop in mortality, major reductions in disease burden)
- Represent **new chemical entities**, first-in-class products, or novel diagnostics

Product type:

The Supplier should include all product types (e.g. diagnostics, vector control technologies) which may be relevant to the objective of this work and to avoid inadvertently excluding insightful examples of innovative product development. However, as Wellcome’s strategic focus is on product development of treatment and vaccines for infectious diseases, the results of the analysis should be weighted towards these products.

Disease type:

This activity is aimed at informing the direction of policy activities for Wellcome’s future policy work on infectious diseases. Therefore, the analysis should be anchored in infectious disease products. However, the inclusion of products beyond infectious disease could also be applicable (e.g. child and maternal health products). This would enable us to capture additional case studies which are operating in similar market conditions and which we could learn from within ID. Therefore, the supplier should use the below criteria to refine the scope of diseases under the analysis¹.

- The disease disproportionately affects people in low- and middle-income countries (LMICs)

¹ This definition is sourced from Impact Global Health and is based on the scope of their G-Finder tracker on the Scope of Infectious Disease R&D which is available online [here](#).



- There is a need for new products (i.e. there is no existing product, or improved or additional products are needed)
- There is market failure (i.e. there is insufficient commercial market to attract R&D by private industry). This could also include products which are operating in mixed markets. Products related to Covid-19 are out of scope.

i) Timeframe:

This period aims to capture the expanded timeframes involved in product R&D, while also recognising the need for the study to situate within comparable ecosystem and organisational structures to today's models. Therefore, 2000 could be a useful starting part for the study, but we would leave it open to the judgement of the applicants as they are preparing their methodology.

2 c) Outputs

The specific outputs will be discussed with the Supplier, but should include:

- **Methods note:** Transparent methodology including limitations, assumptions, and data confidence scoring.
- **Main report**, including:
 - summary of the key criteria and enabling conditions identified through the analysis
 - assessment of their applicability to the current technical, political and financial context.
 - Recommendations for next steps.
- **Data annex** – tables, extracted datasets, and metadata.
- **Presentation**, including a structured slide deck to discuss and engage with relevant internal teams on the outcomes of the analysis.
- **Summary of conclusions**, which could be externally published.

3. RFP Timetable

The timeline below sets out key milestones for the RfP.

#	Activity	Responsibility	Date
1	RFP issue to Suppliers	Wellcome	15 May 2026
2	Submission of Expression of Interest and Supplier Q&A	Supplier	25 May 2026
3	Return of Supplier Q&A to Suppliers and invitation to submit full proposal	Wellcome	28 May 2026
4	Submission of RFP Response	Supplier	7 June 2026



5	RFP Evaluation Period	Wellcome	7 June to 10 June 2026
6	Supplier Presentations	Supplier	15 June to 17 June 2026
7	Notification of Contract Award	Wellcome	18 June 2026
8	Contract Negotiation	Wellcome & Supplier	18 – 30 June 2026
9	Contract Start Date	Wellcome & Supplier	1 July 2026

4. Response Format

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

4 a) Expression of Interest (EOI) and Supplier Q&A

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

- Outline your proposed approach to this work (max. 250 words)
- Confirming whether you are a company or individual, if company please provide Full company name, address, and company 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.

We will review expressions of interest to ensure that proposals fit within the scope of the RFP. Where we are satisfied of this, we will invite organisations to submit a full proposal to the RFP in accordance with the RFP timetable. Please note that you should only submit a full proposal to the RFP if you have been invited to do so.

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

4 b) RFP Response

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



#	Question	Max
1	Play back to us your understanding of our requirements.	250 words
2	The proposal should demonstrate a clear understanding of the RFP objectives and the intended outcome and how the proposed approach will deliver these. Please provide a detailed methodology through which you will conduct the work.	1000 words
3	Describe the stages and timeframes in which you propose to meet our requirements.	500 words
4	Please provide evidence that demonstrates experience in this type of work, and experience in this topic area	500 words
5	Describe anticipated risks and challenges and ways to mitigate them and quality assurance for your work.	500 words
6	Provide a detailed budget including all costs and expenses, specifying all day rates of individuals involved (if applicable). • Time contribution and roles of the various team members (if supplier is a team). • Costs (including a comprehensive breakdown of expenses, including how many FTEs and number of days that will be required)	1 page
7	Outline your EDI policies and describe how you will ensure that EDI considerations are fully integrated into the management and delivery of the project?	500 words

4 c) Evaluation criteria

The following criteria will be used to assess the proposals.

Criteria	Detail	%
Methodology	Coverage: How well are the desired focus areas (as outlined in the specification) covered in the proposed methodology address? Quality: Is the proposed methodology aligned with our needs? Utility: Will the proposed methodology deliver the desired, credible, and useful results?	30%
Experience	Skills and Experience: Does the supplier have the relevant skills, experience, and contextual understanding to deliver this work?	30%
Delivery & Outputs	Communication: Is there a good plan for communicating with the Wellcome team? Delivery plan: Is the proposed delivery plan appropriate and achievable by the 30th of September?	20%



	Feasibility: How feasible is the delivery plan? Are there significant risks associated with the proposed timelines, and how well are they mitigated?	
Budget	Value for Money: Is the proposed work within your budget and good value for money?	10%
EDI	Do they have EDI policies and are these being put into practice in the proposal?	10%
Accessibility	All our content should be WCAG 2.2. AA 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. *	N/A
	Total:	100%

4 d) Contract Feedback

Due to the volume of responses expected from this RFP, Wellcome is not able to enter into negotiations with Suppliers over amendments to our standard terms and conditions. Please only submit a proposal if you know you can or have confirmed that your organisation can agree to these terms and conditions

Suppliers submitting proposals as a registered company should review Wellcome's Standard terms and Conditions [document](#).

4 e) 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.

Suppliers will be asked to complete the [TPSRA2](#) assessment before presentation stage for Wellcome to assess how you handle data.

4 f) 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. AA 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: Patricia O'Beirne



Pronouns: She/Her

Role: Policy Advisor

Email: p.obeirne@wellcome.org