



Request for Proposal (RFP) for RFP: Review, Evaluation and Best Practice Development for Convening/Events

1. RFP Background & Objectives

We want to understand the current landscape of convening functions that try to respond to and generate solutions to policy problems, and gather best practices. It seems that many existing convenings are dominated by established actors, reinforce consensus positions, and are not designed to enable constructive disagreement or generate actionable policy solutions. As a result, progress on key issues is often slow or stalled.

The purpose of this RFP is to commission a supplier to:

1. **Conduct a landscape review** of existing global health and science policy events, identifying strengths, gaps, and areas of unmet need.
2. **Define best practices** for “next generation” policy convening – specifically, what does pragmatic, solutions-oriented, and inclusive policy convening look like in the current political climate.
3. **Design and deliver a Monitoring, Evaluation, and Learning (MEL) framework** for several Wellcome funded convening pilots, and apply it to Wellcome-led convenings in 2026.
4. **Produce a practical guide/playbook** that informs both Wellcome’s delivery and potential future external funding of convenings.

How does Wellcome define “Convening”?

For the purposes of this RFP, Wellcome defines convening as more than the organisation of events or meetings. It is the intentional use of a trusted actor’s legitimacy, relationships or knowledge, to bring people together who may not usually engage to create space for shared understanding or constructive disagreement, and generating momentum towards practical solutions.

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. 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.

2a. Objectives

The objectives of this work are to:



- Develop a clear, evidence-based understanding of the current convening landscape in global health and science policy
- Identify gaps and limitations in existing models, particularly in enabling and encouraging constructive disagreement, diversity of perspectives, and the generation of specific policy innovations and solutions
- Define the best-in-class approaches to policy convening in 2026, including how to:
 - Bring together new ideas, including actors who disagree
 - Structure conversations to move beyond dialogue and problem diagnosis to specific, constructive solutions
 - Convene intentionally differentiated from existing forums. Rather than prioritising visibility of an issue, or broad participation, it is designed to catalyse progress on specific and stalled policy issues
 - Embed equity, diversity, and inclusion in meaningful ways
- Design and implement a robust MEL framework to assess the effectiveness of Wellcome convening pilot activities
- Generate practical, actionable outputs that can guide both Wellcome and external partners in delivering impactful convenings

2b. Specification of activities

A detailed methodology should be proposed for this work. We anticipate it will include the following but are open to different approaches.

1. Landscape Review

- Map existing convening platforms across global health and science policy (e.g. philanthropy, multilaterals, think tanks, major forms)
- Analyse: format participants and objective; strengths and limitations; gaps in the current ecosystem (e.g. lack of disagreement, Global South representation, policy outputs)
- Identify where Wellcome can add distinct value

2. Best Practices Development Guide

- Define what effective, pragmatic, and solutions-oriented policy convening looks like in 2026
- Create exhaustive list and actions for key considerations:
 - Facilitating convenings that drive the co-creation of policy solutions
 - Curating conversations with diverse and non-traditional participants
 - Designing for constructive disagreement
 - Logistics considerations
- Integrate EDI principles into design, participation, and facilitation
- Draw on cross-sector examples (not limited to global health/science)



3. MEL Framework Design and Implementation

- Develop a monitoring, evaluation, and learning framework (MEL) tailored to Wellcome's convening
- Define success metrics (e.g. quality of dialogue, policy outputs, level of engagement) and a framework that encourages the sharing of and learning from 'failure'
- Design tools as needed (surveys, interviews, tracking mechanisms)
- Apply the framework to Wellcome's policy convenings in 2026 and potential MEL Lite package for external suppliers who are funded by Wellcome in future
- Provide ongoing learning and iteration support

4. Advisory Support to Wellcome

- Provide light-touch advisory input into the design of Wellcome's pilot convenings
- Assist us in ensuring alignment between best practice, delivery, and evaluation

2c. Outputs

The supplier will deliver the following outputs:

In the proposal, please outline when the outcomes may be delivered by aiming for some time in autumn 2026.

- **Landscape Review Report**
 - Clear mapping of existing convenings
 - Identification of key gaps and opportunities
- **Best Practice Guide/Playbook**
 - Practical guidance on delivery of solutions-focused policy convenings
 - Specific tools and approaches (e.g. participant curation, facilitation techniques, structuring disagreement)
 - Recommendations for Wellcome and external partners
- **MEL Framework**
 - Defined success metrics
 - Tools and methodologies for evaluation

By December 2026:

- **Evaluation and Learning Report (Pilot Convenings)**
 - Assessment of Wellcome's convenings against MEL framework
 - Key insights on what worked or what can be improved
 - Recommendations for scaling and future funding models
- **Ongoing Learning Outputs**
 - Interim insights (as needed) to inform delivery during the pilot phase



3. RFP Timetable

#	Activity	Responsibility	Date
1	Post RFP	Wellcome	01 June 2026
2	Submission of Expression of Interest and Supplier Q&A	Supplier	08 June 2026
3	Return of Supplier Q&A to Suppliers and invitation to submit full proposal	Wellcome	12 June 2026
4	Submission of RFP Response	Supplier	26 June 2026
5	RFP Evaluation Period	Wellcome	29 June-3 July 2026
6	Supplier Presentations	Supplier	20-21 July 2026
7	Notification of Contract Award	Wellcome	24 July 2026
8	Contract Negotiation	Wellcome & Supplier	27-28 July 2026
9	Contract Start Date	Wellcome & Supplier	10 August 2026

4. Response Format

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

Expression of Interest and Supplier Q&A

EOI and Questions

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)
- Describe the proposed outputs and timeframes for any interim deliverables (max 150 words)
- Briefly describe any anticipated risks and challenges and ways to mitigate them (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

RFP Response

If you have been invited to submit a full proposal Suppliers should cover the following areas in their response: Please submit as a PDF document to the Wellcome led contact

#	Question	Max Words/Pages
1	Understanding of requirements: Describe your understanding of the objectives, scope and outcomes of this work and how you will	500 words
2	Methodology and approach: Describe your proposed methodology for delivering this work, including how you will: • Undertake the landscape review • Identify and assess best practices in policy convening • Develop recommendations for Wellcome's convening model • Design and implement the monitoring, evaluation, and learning framework.	1000 words
3	Describe the stages and timeframes in which you propose to meet our requirements and a draft project plan.	500 words
4	Please provide evidence that demonstrates experience in this type of work, and experience in this topic area, please ensure do not include any CVs or personal information)	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) • Potential travel costs	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

Evaluation Criteria

Criteria	Detail	%
Methodology	<i>Coverage:</i> How well are the desired focus areas (as outlined in the specification) covered in the proposed methodology address? <i>Quality:</i> Is the proposed methodology aligned with our needs? <i>Utility:</i> Will the proposed methodology deliver the desired, credible, and useful results?	30%
Experience	<i>Skills and Experience:</i> Does the supplier have the relevant skills, experience, and contextual understanding to deliver this work?	30%
Delivery & Outputs	<i>Delivery plan:</i> Is the proposed delivery plan appropriate and achievable? <i>Feasibility:</i> How feasible is the delivery plan? Are there significant risks associated with the proposed timelines, and how well are they mitigated?	20%
Budget	<i>Value for Money:</i> Is the proposed work within your budget and good value for money?	10%
EDI	<i>Do they have EDI policies and are these being put into practice in the proposal?</i>	10%
Accessibility	<i>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. *</i>	[N/A]
	Total:	100%



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

Individuals submitting proposals as a sole trader (not registered) should review this [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.

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

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:

1. Address their environmental impacts, for instance as part of a certified Environmental Management System.
2. Reduce the carbon emissions of their products and services, for instance by adopting Science-Based targets and plans to deliver them.
3. 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:	Jagmeet Sra
Pronouns:	She/Her
Role:	Global Government Relations Lead
Email:	J.Sra@wellcome.org