REQUEST FOR PROPOSALS

Contract type: Agreement for Performance of Work (APW)
Issue Date: 20 May 2015
Closing Date/Time: 3 June 2015 23:59 GMT

Request for Proposals: ‘Survey of Effective Leadership in Health in 50-70 countries’

1. Background
The importance of effective leadership in health is increasingly recognized and has been consistently raised at global health events in the last decade. Recent health crises have also demonstrated the central role that leadership - at all levels - plays in determining how successful health systems are in optimizing available resources in order to produce good health for populations. There remains however, limited ‘evidence’ in the health literature on what constitutes effective leadership and the systems that support its development, particularly in the context of low- and middle-income countries. Leadership in health extends well beyond ‘evidence informed decision-making’ and is both an art and a science. As such, the study of leadership in health requires an understanding of both the individual competencies as well as the system processes and structures that support them.

2. Objectives of the work
The Alliance for Health Policy and Systems Research invites proposals for the conduct of a Survey of Effective Leadership in Health in 50-70 countries.

The following tasks will be carried out as part of this work:

i) A review of the literature on leadership in health, including strategies to support the development and retention of leadership capacity, particularly in low- and middle-income countries;

ii) The development of a survey instrument (informed by the literature review) to assess the effectiveness of leadership as well as enabling factors within health systems;

iii) Translation of the survey instrument into a minimum of 20 languages covering all 6 of the WHO regions (see section 4);

iv) Implementation of the survey in a minimum of 50 countries covering all 6 of the WHO regions and a minimum of 20 language groups, including countries that are high-income, middle-income, and low-income (see section 4) with a minimum of 10 respondents per country;

v) The conduct of 15-25 in-depth interviews (IDIs) with senior policy makers from the countries surveyed on effective leadership; and

vi) The development of a report summarising the results of the survey and in-depth interviews with appropriate summary tables, graphs, and figures.
3. Approach to work

The successful bidder will have sole responsibility for the development of the survey instruments and interview guides. They will also ensure the validity and reliability of the surveys as well as the accuracy of the translations into the different languages. However, it is expected that the final instruments, guides, and selection of countries and interviewees be approved by the Alliance HPSR prior to implementation in countries. Similarly, it will be the responsibility of the bidder to identify a strategy for the implementation of the surveys in the 50-70 countries but they will be expected to report progress to the Alliance HPSR on a monthly basis so that changes or corrections can be made as needed.

4. Definitions of WHO Regions and country income status

The World Health Organization has six regional offices for Africa, the Americas, Southeast Asia, Europe, Eastern Mediterranean, and the Western Pacific. For a full listing of countries represented by each regional office, please see: http://www.who.int/about/regions/en/.

For the purposes of this work, the World Bank’s operational classification of economies will be adopted. Low-income countries are defined as those with a GNI per capita of less than USD $1,045; middle-income countries are defined as those with a GNI per capita of more than USD $1,045 and less than USD $12,746; high-income countries are those with a GNI per capita of more than USD $12,746. More information on this topic can be obtained at: http://data.worldbank.org/news/2015-country-classifications.

5. Deliverables and timeline

A report summarizing the results of the literature review, survey, and in-depth interviews will be submitted as the final deliverable for this work. In addition, it is expected that the following outputs be delivered to the Alliance HPSR.

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>Summary of literature review</td>
<td>Within 3 months of signing of contract</td>
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<tr>
<td>Survey Instrument &amp; IDI Guide</td>
<td>Within 4 months of signing of contract</td>
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<tr>
<td>Summary of survey results in 50-70 countries</td>
<td>Within 7 months of signing of contract</td>
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<tr>
<td>Summary of IDIs</td>
<td>Within 8 months of signing of contract</td>
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<td>Final report</td>
<td>Within 10 months of signing of contract</td>
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6. Requirements/Competencies

Bidders for this contract should demonstrate the following:

- Experience in the conduct of literature reviews;
- Expertise in the development and implementation of global surveys;
- Expertise in the conduct of in-depth interviews;
- Capacity to manage translations in at least 20 languages, and
- Demonstrated capacity to carry out work across all regions and in different languages as well as access to senior policy makers
7. **Instructions to Bidders**

**Format and Content of the Bid**

Bids should be not more than 10 pages and should include the following:

a) **Motivation for applying**: how this work fits or aligns with the bidder’s professional background and/or interests;

b) **Relevant background**: Brief description of relevant experience/expertise in this area as described in Section 6;

c) **Methodology**: Proposed methodological approach to carry out the work;

d) Short institutional profile(s) and profiles of anticipated team members, including the main bidder, this should include information on collaborators, if any;

e) Itemized budget;

f) Contact details of the bidder including email and telephone number.

**Budget**

The proposed budget should be based on the expected time, and resources necessary to carry out this work. It should also be commensurate with the level of experience of the individual(s) who are carrying out this work and consistent with the costs of doing similar work in the country or region where the bidder(s) is based.

**Joint proposal**

Two or more entities may form a consortium and submit a joint proposal offering to jointly undertake the work. Such a proposal must be submitted in the name of one member of the consortium - hereinafter the “project leader”. The lead organization will be responsible for undertaking all negotiations and discussions with, and will be the main point of contact for the Alliance HPSR. The lead organization and each member of the consortium will be jointly responsible for the proper performance of the contract.

**Communications during the Call Period**

A prospective bidder requiring any clarification on technical, contractual or commercial matters may notify the Alliance HPSR via email at the following address **no later than 3 working days prior** to the closing date for the submission of offers.

**Email for submissions of all queries**: alliancehpsr@who.int

*(use subject: AHP SR Bid Ref. Survey of Effective Leadership in Health in 50-70 countries)*

The Alliance HPSR team will respond via email to any request for clarification of the call that it receives by the deadline indicated above. A consolidated document of the Alliance HPSR’s response to all questions (including an explanation of the query but without identifying the source of enquiry) will be posted on the internet site where the bid itself is posted.

There shall be no individual presentation by or meeting with bidders until after the closing date. From the date of issue of this call to the final selection, contact with the Alliance HPSR concerning the call process shall not be permitted, other than through the submission of queries, unless a presentation or meeting is initiated by the Alliance HPSR, in accordance with the terms of this call.
Period of Validity of Proposals

The offer outlined in the proposal must be valid for a minimum period of 120 calendar days after the closing date. A proposal valid for a shorter period may be rejected by the Alliance HPSR. In exceptional circumstances, the Alliance HPSR may solicit the bidder’s consent to an extension of the period of validity. The request and the responses thereto shall be made in writing. Any bidder granting such an extension will not, however, be permitted to otherwise modify its proposal.

Closing Date for Submission of Proposals

Proposals must be received at the Alliance HPSR at the e-mail address: alliancehpsr@who.int (use subject: AHPSR Bid Ref. Survey of Effective Leadership in Health in 50-70 countries) no later than 3 June 2015 23:59 GMT.

The Alliance HPSR may, at its own discretion, extend this closing date for the submission of proposals by notifying all bidders thereof in writing. Any proposal received by the Alliance HPSR after the closing date for submission of proposals may be rejected.

Amendment of the Call

The Alliance HPSR may, at any time before the closing date, for any reason, whether on its own initiative or in response to a clarification requested by a (prospective) bidder, modify the call by written amendment. Amendments could, inter alia, include modification of the project scope or requirements, the project timeline expectations and/or extension of the closing date for submission.

All prospective bidders that have submitted a proposal with regard to the call will be notified in writing of all amendments to the call and will, where applicable, be invited to amend their proposal accordingly.

Clarification of Proposals

The Alliance HPSR may, at its discretion, ask any bidder for clarification of any part of its proposal. The request for clarification and the response shall be in writing. No change in price or substance of the proposal shall be sought, offered or permitted during this exchange.

8. Award of Contracts

Award Criteria

Contracts shall be awarded based on a combination of criteria including the bidder’s motivation statement, exposure to or experience of, working in the area of evidence synthesis, the content of the proposal in terms of comprehensiveness, and value for money.

However, the Alliance HPSR reserves the right to:

a) Award the contract to a bidder of its choice, even if its bid is not the lowest;

b) Award separate contracts for parts of the work, components or items, to one or more bidders of its choice, even if their bids are not the lowest;

c) Accept or reject any proposal, and to annul the solicitation process and reject all proposals at any
time prior to award of contract, without thereby incurring any liability to the affected bidder or bidders and without any obligation to inform the affected bidder or bidders of the grounds for the Alliance HPSR’s action;

d) Award the contract on the basis of the Organization’s particular objectives to a bidder whose proposal is considered to be the most responsive to the Organization’s needs and the activity concerned;

e) Not award any contract at all

The Alliance HPSR has the right to eliminate bids for technical or other reasons throughout the evaluation/selection process. The Alliance HPSR shall not in any way be obligated to reveal, or discuss with any bidder, how a proposal was assessed, or to provide any other information relative to the evaluation/selection process or to state the reasons for elimination to any bidder.

**NOTE:** The Alliance HPSR is acting in good faith by issuing this call. However, this document does not obligate the Alliance HPSR to contract for the performance of any work, nor for the supply of any products or services.

**The Alliance HPSR's Right to enter into Negotiations**

The Alliance HPSR reserves the right to enter into negotiations with one or more bidders of its choice, including but not limited to negotiation of the terms of the proposal(s), the price quoted in such proposal(s) and/or the deletion of certain parts of the work, components or items called for under this call.

**Signing of the Contract**

Within 30 days of receipt of the contract, the successful bidder shall sign and date the contract and return it to the Alliance HPSR according to the instructions provided at that time. If the bidder does not accept the contract terms without changes, then the Alliance HPSR has the right not to proceed with the selected bidder and instead contract with another bidder of its choice.