



GAVI Alliance

Evaluation of the International Finance Facility for Immunisation (IFFIm)

Dated: June 2010

**Request for Proposal
Number
RFP- EIFFI220610**



Table of Contents

I. Purpose of the evaluation	3
II. Background and context for this consultancy	3
III. Evaluation scope and questions	5
IV. Methodology	6
V. Awards and evaluation criteria	6
VI. Proposal requirements	7
VII. Deliverables	7
VIII. Timeline	8
IX. Management and oversight of IFFIm Evaluation	8
X. RFP Instructions & Process	8
XI. Annexes	11

I. Purpose of the evaluation

The GAVI Alliance Secretariat is commissioning this Evaluation at the request of the International Finance Facility for Immunisation (IFFIm) Company Board. The objective of this Evaluation is to assess the extent to which the IFFIm has been an effective financing mechanism to raise money for immunisation and health systems in GAVI eligible countries.

II. Background and context for this consultancy

The GAVI Alliance was launched in 2000 to increase immunisation coverage and reverse widening global disparities in access to vaccines. Governments in donor and developing countries, UNICEF, WHO, the World Bank, civil society, foundations, vaccine manufacturers, and research and technical institutions work together as partners in GAVI Alliance to achieve common goals, in recognition that only through a strong and united effort can higher levels of support for global immunisation be generated.

The GAVI Alliance mission is to save children's lives and protect people's health by increasing access to immunisation in poor countries. The GAVI Alliance Strategy positions GAVI's work within the broader context of child survival and the Millennium Development Goals. The Alliance also makes a major contribution to meeting global goals outlined in the WHO/UNICEF Global Immunisation Vision and Strategy (GIVS) by supporting immunisation programmes and health systems in the world's poorest countries.

The GAVI Alliance's financial resources come from governmental and private sector contributions and innovative financing mechanisms. The IFFIm Company ("IFFIm"), which was established in 2005, is central to the GAVI Alliance's resource mobilisation. Since its inaugural benchmark issue in November 2006, it has raised \$2.5 billion in the bond markets to fund the GAVI Alliance's programmes. IFFIm enables the combination of two key funding characteristics that are not commonly available with traditional international development funding mechanisms: (a) the provision of long-range, multi-year income pledges; and (b) access to capital markets when funding is needed for programmes.

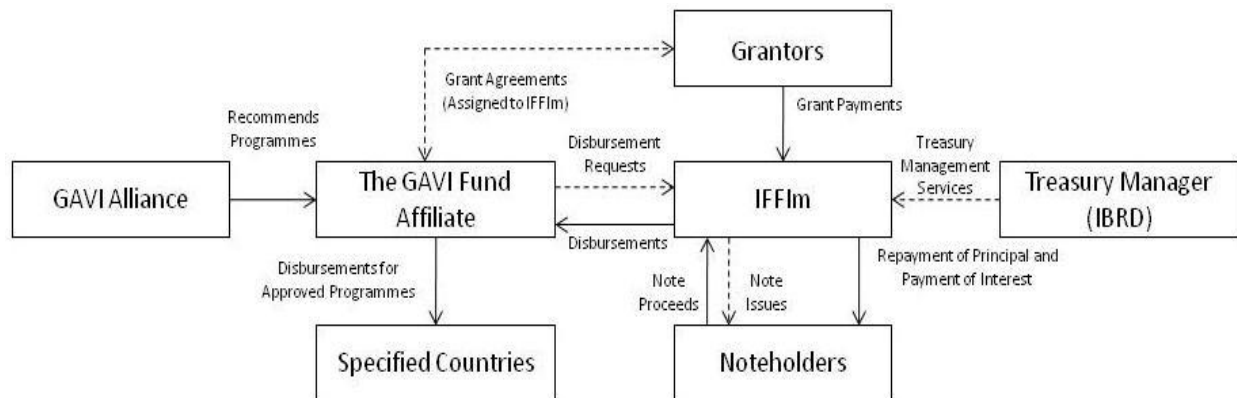
Eight governments have to date pledged contributions of more than US\$ 5 billion to the IFFIm over a course of 20 years (Table 1). Each government has committed to provide legally binding and irrevocable scheduled grant payments to IFFIm over this period. IFFIm uses the grant payments to pay the principal and interest on its bonds.

IFFIm converts, via the bond markets, the long-term government pledges into more immediately available cash resources to support the GAVI Alliance's mission. In terms of its legal status, IFFIm is a multilateral development institution, established as a charity registered with the Charity Commission for England and Wales (UK Charity Commission). IFFIm's primary purpose is to provide funding for the immunisation programmes and/or programmes of vaccine procurement of the GAVI Alliance in 70 of the poorest countries in the world by making grants to the GAVI Fund Affiliate (GFA), a separate charity registered with the UK Charity Commission. Table 2 illustrates the structure.

Table 1: Government pledges to IFFIm

Donors	Currency (millions)	Length of Commitment
Republic of France	€1,240	20 years
Republic of Italy	€474	20 years
Kingdom of Norway	US\$ 27	5 years
Republic of South Africa	US\$ 20	20 years
Kingdom of Spain	€190	20 years
Kingdom of Sweden	SEK 276	15 years
United Kingdom	£1,380	20 years
State of the Netherlands	€80	8 years

Table 2: Schematic of the IFFIm structure



Very importantly, the GAVI Alliance and other IFFIm stakeholders are now beginning seriously to contemplate the possibility of expanding, extending or replicating IFFIm. This thinking is based not only on the results of IFFIm to date, but also on the observation that a securitisation vehicle such as IFFIm enables the simultaneous satisfaction of two important criteria:

- The equilibration of the timing and volume of demand for and supply of funds. (The supply is determined by donors’ fiscal abilities, the demand by when vaccines are needed.)
- The ability to plan multiple years into the future.

This thinking makes it crucial to understand the lessons of experience, so that the learning can be applied in a practical way.

Please consult the IFFIm (<http://www.iff-immunisation.org/index.html>) and GAVI Alliance (www.gavialliance.org) websites for more information.

III. Evaluation scope and questions

This evaluation will assess the extent to which IFFIm is an effective and efficient instrument to attract long-term, predictable donor funds and to frontload money to finance GAVI Alliance support for immunisation and health systems. The evaluation will also assess the extent to which IFFIm has contributed to enhancing GAVI's impact on immunisation and health. The specific questions to be addressed include the following:

Financing mechanism

- To what extent has the IFFIm experience to date supported the hypothesis of the International Finance Facility (IFF) regarding the ability of donor countries to make binding long-term commitments and to efficiently securitise these assets through the financial markets? In other words, to what extent does the model work?
- To what extent has the IFFIm fulfilled its overarching objective of delivering significant financial resources for international development, by using capital markets in the short and medium term to leverage long term sovereign pledges?
- To what extent have the funds raised been in line with original expectations in relation to diversity of donors, catalytic effect, and long term, predictable commitments?
- To what extent is the IFFIm mechanism cost-efficient in meeting the liquidity needs of immunisation programmes, and how does the efficiency of IFFIm compare to that of other options that could be used to achieve similar results? What are the strengths and weaknesses of the IFFIm as a financing mechanism, and what are the lessons learned for an expanded, extended or replicated IFFIm?
- To what extent has the IFFIm been affected by the global financial crisis?
- What are the risks associated with the IFFIm, including those pertaining to tipping points?

Structure and operating characteristics

- To what extent has the IFFIm governance structure been relevant and effective?
- To what extent have the IFFIm's characteristics--including its shape, structure, operating framework, efficiency of various subcontractors and operating expense structure (non-interest expense of IFFIm)--been effective and efficient?
- To what extent have IFFIm's approaches to interest rate hedging, currency hedging, liquidity management, leverage ratio, and credit rating issues been effective and efficient?
- To what extent have the IFFIm advocacy and communication strategy been appropriate and effective? In relation to its advocacy component, to what extent has IFFIm reaped positive externalities in the financial community and in other communities outside development?

- What are the strengths and weaknesses of the IFFIm structure and operating characteristics and what are the lessons learned for an expanded, extended or replicated IFFIm?

Health impact

- To what extent has the IFFIm contributed to accelerating the achievement of GAVI's goals (including deaths averted and reduced morbidity) in the past three years?
- To what extent has the form, timing and character of the money delivered to GAVI made a difference in enabling GAVI to undertake its activities and fulfil its objectives?
- What would GAVI's results have been without the IFFIm funds?

In addition to addressing these evaluation questions, the evaluators will be expected to provide a separate document containing recommendations derived from the evaluation findings, dealing not only with potential actions in relation to the current IFFIm structure, but also with practical lessons to be applied to any potential expansion, extension or replication of IFFIm in order to have greater impact on global health. The evaluators will also be expected to provide an assessment of potential risks the IFFIm could face in the future given the current financial crisis.

IV. Methodology

Service Providers are strongly encouraged to propose innovative methodological approaches in response to the evaluation questions.

To ensure credibility, the evaluation should be conducted in accordance with the following principles:

- a) Independence and impartiality
- b) Involvement of stakeholders
- c) Transparency
- d) Reference to international norms and definitions such as the OECD Development Assistance Committee principles

V. Awards and evaluation criteria

The Evaluation Team may comprise an organisation or consortium of public and private entities to cover the range of competencies required, including high level expertise in the subject matter areas covered by the evaluation. Applications from institutions based in developing countries are strongly encouraged.

Collectively, the Evaluation team should demonstrate experience and competencies in finance, development assistance and evaluation methods.

The proposals will be scored and ranked according to the criteria below:

Technical criteria (80%)	% of total score
-Understanding and operationalisation of the evaluation questions -Evaluation framework and design -Appropriate and innovative methods proposed for undertaking the work -Timeline of activities along with the required deliverables, including starting and ending dates for completion of all work	40%
-Ability of the bidder to carry out scope of work (based on qualifications of the team, including CVs of key experts)	40%
Financial criteria (20%)	
Overall cost	10%
Realistic costing	10%

VI. Proposal requirements

Following the issuance of the RFP, all interested contractors are invited to submit a proposal which describes:

- evaluation framework and design
- detailed description of the evaluation methods
- description and justification of appropriate counterfactuals and benchmarks
- detailed work plan, budget and timeline
- personnel, person-months
- team composition with full CVs and breakdown of the tasks assigned to each member
- team's experiences dealing with finance – particularly capital markets, securitisation, interest rate hedging, currency hedging, liquidity management, and credit rating issues
- team's experience with evaluation studies
- statement of potential conflict of interest
- financial proposal detailing the costs and fees for each stage of work (please use excel for the financial offer)

VII. Deliverables

Expected deliverables

- Inception report
- During implementation, the evaluation team will provide monthly progress reports
- Draft report
- Final report
- Separate document containing recommendations derived from evaluation findings
- PowerPoint presentation of the study

VIII. Timeline

Note: All 'Event Dates' shall be executed by 5PM CET.

Events	Date
Submission of clarification questions & Intent to Participate Letter	05 July 2010
GAVI response to questions	12 July 2010
Submission of proposals	2 August 2010
Contracting the selected firm	Early September 2010
Monthly report	End of each month
Submission of draft report	Early January 2011
Submission of final report	Mid February 2011

IX. Management and oversight of IFFIm Evaluation

The IFFIm Evaluation will be outsourced in its entirety to consultants. In accordance with the GAVI Board instituted process for conducting evaluations, the GAVI Secretariat will conduct a procurement exercise to recruit the consultants and assume responsibility for day-to-day management of the evaluation. The GAVI Alliance Board's recently established Evaluation Advisory Committee will assume oversight responsibility for the IFFIm Evaluation. In order to exercise day-to-day oversight of the IFFIm Evaluation, the GAVI Board Evaluation Advisory Committee will establish a time limited IFFIm Evaluation Steering Committee with a majority of independent experts with the mix of expertise appropriate for the Evaluation and two IFFIm donors. The specific responsibilities of the Steering Committee will include:

- Adjudicating proposals to select consultants to conduct the evaluation
- Meeting the consultants at the beginning of their work to ensure expectations are aligned
- Reviewing the inception report, the monthly progress reports and the draft reports to ensure quality and compliance with the terms of reference
- Reporting to the the IFFIm Board, the IFFIm Donors, and the GAVI Alliance Board as agreed and necessary on the quality and usefulness of the final report.

X. RFP Instructions & Process

- i. This entire RFP and all related discussions, meetings, exchanges of information, and subsequent negotiations that may occur are confidential and are subject to the confidentiality terms and conditions of the Intent to Participate letter attached as Annex 1. All Service Providers are required to complete and return the Intent to Participate letter.
- ii. The issuance of this RFP in no way commits GAVI to make an award. GAVI is under no obligation to justify the reasons for its supplier(s) choices as a result of this RFP.

- iii. GAVI may choose not to justify its business rewarding decision to the participants to this tender.
- iv. GAVI reserves the right to:
- reject any proposal without obligation or liability to the potential Service Provider;
 - withdraw this RFP at any time before or after submission of bids, without prior notice, explanation or reason;
 - modify the evaluation procedure described in this RFP;
 - accept other than the lowest price offer;
 - award a contract on the basis of initial offers received, without discussions or requests for best and final offers;
 - decide not to award any contract to any Service Provider responding to this RFP,
 - Award its total requirements to one Service Provider or apportion those requirements among two or more Service Providers as GAVI may deem necessary.
- v. All bids must indicate that they are valid for no less than sixty (60) days from the quotation due date.
- vi. Faxed copies will not be accepted. Late quotations are subject to rejection.
- vii. GAVI reserves the right to request additional data, information, discussions or presentations to support part of, or your entire bid proposal.

Service Providers or their representatives must be available to discuss the details of their proposal during the evaluation process.

- viii. All responses should be submitted in writing and electronic version.

a) Instructions to Service Providers

Any Service Provider may request further clarification on matters pertaining to this RFP by submitting its question(s) in writing to the individual identified below. Due date for Q&A submission is 30th June. In order to keep the RFP competition fair, questions on the substance of the RFP will only be answered in a public document released on 9th July 2010. Please do not contact other GAVI staff to discuss the RFP. To address your questions, please use the form attached as Annex 2.

b) Confirmation of Intent / Confidentiality

Please transmit your intent to participate using and signing the document in Annex 1. This RFP contains information that is confidential and proprietary as stated by the "Intent to Participate" document. Each Service Provider is required to transmit a written confirmation of intent or decline to participate by 30th June 2010. Confirmations of intent should be submitted by email to Calin Schiau (contact details below) and Abdallah Bchir (contact details below).

Acceptable means of transmission include mail or computer file with digital signature.

GAVI Alliance RFP Contact Information			
Question Type	Contact Person	Contact Role/Title	Contact Information
Contractual RFP & Contract Terms & Conditions, Proposal Format, etc.	Anthony Brown	Senior Legal Counsel	Anthony Brown GAVI Alliance 2, Chemin des Mines 1211, Geneva 2 Switzerland tel: +41 22 909 2989 fax: +41 22 909 6551 email: abrown@gavialliance.org
Technical RFP Deliverable Specifications & Requirements	Abdallah Bchir	Senior Specialist Evaluation	Abdallah Bchir GAVI Alliance 2, Chemin des Mines 1211, Geneva 2 Switzerland Phone: +41 22 909 65 42 Fax: +41 22 909 6550 Email: abchir@gavialliance.org

c) Required Proposal Format & Proposal Content:

Responses to this RFP must consist of the following:

1. Cover letter, which includes:

- ✓ Name and address of the Service Provider
- ✓ Name, title, telephone number, and e-mail address of the person authorized to commit the Service Provider to a contract
- ✓ Name, title, telephone number, and e-mail address of the person to be contacted regarding the content of the proposal, if different from above
- ✓ A signature of this letter done by a duly authorized representative of your company

2. Electronic copy

- ✓ Documents and spreadsheets in **Office 2000 format**
- ✓ Diagrams and drawings in **Visio 2002 or PowerPoint Office 2000 format**
- ✓ The electronic copy must be submitted by CD-R or by e-mail. If sent by e-mail, the proposal must not exceed 2MB. In the case that the proposal exceeds 2MB, Service Providers may send multiple emails.
- ✓ Documents have to be compressed using a WinZip 8.0 compliant format.

Please do not submit generic marketing materials, broadly descriptive attachments, or other general literature.

XI. Annexes

Annex 1 : Intent to Participate letter



intent signed.pdf

Annex 2 : Q&A Document



Q&A RFP
EIFFIIm.docx