

Board Effectiveness review – CEPI

Background

CEPI is an international alliance that finances and coordinates the development of new vaccines to prevent and contain infectious disease epidemics.

In January 2017, CEPI was founded in Davos by the governments of Norway and India, the Bill & Melinda Gates Foundation, the Wellcome Trust, and the World Economic Forum. CEPI has secured \$750 million toward its \$1 billion initial funding target, with multi-year funding from Norway, Germany, Japan, Canada, Australia, the Bill & Melinda Gates Foundation, and the Wellcome Trust. CEPI has also received single-year investments from the governments of Belgium and the UK. The European Union provides financial support for relevant projects through their Horizon 2020 programme as well as through the European and Developing Countries Clinical Trials Partnership.

Emerging infectious diseases pose a growing threat to global health security in a world of higher population density, increased mobility, and ecological change. But they are costly and complex to develop.

Close collaboration with global partners is also crucial to the success of our work to develop vaccines against emerging infectious diseases.

Please see www.cepi.net for further information about the organisation and mission.

Scope of Request for Proposal

We would like an expert individual or company to support CEPI's first Board Effectiveness Review. This review is not a reflection of major issues but a chance to take a step back and reflect on the arrangements put in place in March 2018 and to make sure that, as a new organisation with a bold mission and complex governance ecosystem, CEPI is set up to succeed now and in the future. This Board Effectiveness Review is expected to report on 18–24 months of experience with the current governance structure, and provide recommendations for any needed adjustments or course correction.

The successful provider will conduct a comprehensive effectiveness review of areas that include (but not limited to):

- How the Board is structured – in terms of agendas and items of discussion, attendance of meetings, materials received.
- How the Board committee structure is working.
- Role and engagement of investors: through the Investors Council, through the Investor seats on the Board, and relation between investor contracts and Board discussions.
- How Board members are engaged in advance of and outside meetings – to provide expert input, to engage in more detail in specific areas, as ambassadors.
- Any issues in terms of the governance arrangements, Board composition/membership terms and the Articles of Association.
- The focus the Board takes to items in discussion, its ability to deliver on issues of strategy, conduct its fiduciary and legal and governance requirements, risk management.
- Board culture, composition, and membership terms.

They will be provided given access to Board materials and be expected to undertake the following:

- observe board and committee discussions.
- undertake interviews with members of the Secretariat, Board members, investors and other relevant stakeholders as identified (these individuals being based in various locations globally).

We realised that this is a broad range of potential areas to explore and expected that some may be covered in more depth than others, and that other areas may arise as critical to focus on during the review.

We are looking for two key areas of expertise:

1. experience of board reviews
2. an understanding of characteristics of organisations like ours (i.e. An actor in the Global Health community, a coalition/multi stakeholder governance initiative, a partnership between actors in different sectors – in our case public, private, philanthropic, and civil organisations – a young organisation, being in a right-sizing phase)

Proposal

Tenderers are requested to provide a proposal that includes the following:

- An outline of relevant expertise for Board effectiveness work.
- A summary of relevant experience with organisations in the global health space or similar to CEPI.
- A description of how you have helped other Board improves their effectiveness.
- A description of who from your team would work on this project, including their CVs and specific experience for working on such a project.
- The proposed methodology and timeline for the approach you would take.
- The anticipated costs for this taking into account the indicated scope of work. In addition to specify hourly rates, we ask any proposed workplan to broken down to cost and anticipated duration (e.g. hours or days) per activity
- 2 references from organisations you have conducted similar work for.

Engagement

The successful provider will be engaged through a service contract covering the final agreed workplan related to the items detailed in the scope above. We anticipate the work to be performed along the following high-level timeline;

- Pre-work to commence in August 2019.
- Attend and potentially conduct discussions at September 2019 Board meeting.
- Report to December 2019 Board with recommendations.

Tentative procurement schedule

The following is the expected time scale for the procurement process. However, CEPI reserves the right to change the time schedule at any time.

Activity	Date
Request for proposals advertised	8 July 2019
Deadline for submission of written proposal	2 August 2019
Interviews (tbc)	5-11 August 2019
Selection process completed	12 August 2019
Contract initiation and agreement	12 August 2019

Proposal Instructions

Providers are asked to submit an electronic copy of the proposal by no later than **23:59:59 BST on Friday 2 August 2019**.

To be considered the submission must:

- Be no more than **5 pages in length** (you can include annexes but the total document must not exceed 15 pages)
- Be in English and in an electronic PDF format.
- Provide full details (name, registered address, company registration etc.) of your organisation.
- Demonstrate a proven ability to carry out this kind of work across a range of sectors and in particular the challenge for CEPI.
- Demonstrate insight into CEPI's complex range of stakeholders and the potentially high-profile nature and complex nature of our work.
- Include a copy of the completed [Tenderer Declaration form](#) in the Supporting Documents section of our Procurement Tenders page.
- Include a copy of the completed [Tenderer Information Sheet](#) in the Supporting Documents section of our Procurement Tenders page.
- Be sent to tenders@cepi.net no later than the time and date stated above.

Please note:

- As part of our assessment we may ask for references from clients you have worked with to validate your experience in similar work.
- Proposals received after the deadline will not be considered.
- Costs for the preparation of proposals will not be refunded.

Evaluation Criteria

We will assess the proposals against the information provided in the proposal.

A service contract will be awarded by CEPI Norway (HQ) to the tenderer who have demonstrated ability to successfully deliver against the scope at the best value for CEPI. All proposals will be assessed based upon the following criteria:

- **Competence, Experience and the ability to deliver (50% weighting)**
 - Able to clearly demonstrate that they can deliver against the scope
- **Price (30% weighting)**
 - Provide a competitive price proposal for their work on commercially beneficial terms (all quoted costs should exclude VAT)
- **Proposed approach for the project (20% weighting)**
 - Clearly articulate your proposed project plan/approach to conducting the work

Confidentiality

By accepting to take part in this RFP process, your firm agrees to keep in confidence all information imparted to you by CEPI during the period of consultancy, not to disclose it to third parties, and not to use it for any other purpose than for participation in the RFP process.

Cancellation

CEPI reserves the right to change the time plan or cancel the competition without any obligation to cover any cost associated with the tender process.

Additional Information

If you have any questions, please contact both (simultaneously);

- Magnus Holme, Governance Risk & Compliance; magnus.holme@cepi.net
- Joseph Simmonds-Issler, Chief of Staff; jsi@cepi.net