



Request for Information

CEPI's Monitoring, Evaluation and Learning Support

Launched in 2017, the Coalition for Epidemic Preparedness Innovations (CEPI) is an international coalition of governments, academic, philanthropic, private, public, and intergovernmental institutions whose vision is to create a world in which epidemics and pandemics are no longer a threat to humanity.

Our mission is to accelerate the development of vaccines and other biologic countermeasures against epidemic and pandemic threats so they can be accessible to all people in need.

CEPI has played a central role in the global response to COVID-19, creating the world's largest portfolio of COVID-19 vaccines – three of which are already saving lives around the world – and co-leading COVAX which is delivering equitable access to COVID-19 vaccines to participating economies worldwide. During this period, CEPI has also overseen several scientific breakthroughs in developing vaccines against other infectious diseases, including the first phase 3 trial of a Chikungunya vaccine and the advancement of the first ever Nipah virus and Lassa virus vaccines into phase 1 clinical trials.

There is an urgent need to do more to mitigate the immediate threat of COVID-19 variants and to prepare now for the next pandemic. As COVID-19 has demonstrated, emerging infectious diseases represent an existential threat to our way of life. COVID-19 is not the first pandemic of the 21st century, and unless we act now, we can be sure that it will not be the last. But unlike some of the other big threats that humanity faces, we have the tools to systematically reduce and even eliminate the risk of future pandemics. It is vital that we capitalise on the rare alignment of political will, practical experience, and technical and scientific progress emerging from the pandemic to prevent such devastation happening again.

CEPI has a US\$3.5bn five-year plan to tackle the risk of pandemics and epidemics, potentially averting millions of deaths and trillions of dollars in economic damage. This plan will urgently address the immediate threat of COVID-19 variants so we can bring the COVID-19 pandemic to an end; and enable us to prepare now for future threats. This includes our aim to reduce the vaccine development timeline to a 100-day 'moonshot' target and to advance the development of broadly protective vaccines that can protect against COVID-19 and its variants, as well as other known or novel coronaviruses.

CEPI is organised as a not-for-profit association under Norwegian Law and has offices in Oslo (HQ), London, and Washington, DC.

More details about CEPI and our mission can be found on our website: www.cepi.net

1. Introduction

CEPI is committed to strengthening its Monitoring, Evaluation, and Learning (MEL) framework to ensure that our work remains impactful, evidence-driven, and aligned with our evolving strategic goals. To support this effort, CEPI is seeking applications from both consultancy firms and individuals with expertise in MEL framework development. The selected consultancy will play a critical role in refining CEPI's Theory of Change (ToC), updating the Results Framework, and developing CEPI's first Learning Agenda. These components will collectively strengthen CEPI's ability to measure impact, generate insights, and learn and adapt to emerging challenges in vaccine development and epidemic preparedness.

2. Objectives and Scope of RFI

An independent mid-term review in 2024 highlighted key several gaps in CEPI's current Theory of Change (ToC) and Results Framework. As part of the approved Management Response, CEPI will redesign the ToC in 2025, update the existing results framework, and establish a structured learning agenda to systematically capture and apply lessons learned across CEPI's work.

CEPI is seeking a time-bound consultancy to support our ongoing work to strengthen and update its Monitoring, Evaluation, and Learning (MEL) framework to better reflect its growing scope, evolving strategic priorities, and increasing portfolio. The consultancy will work closely with CEPI's Strategy Department to provide expertise and support in three key areas:

- Revising CEPI's Theory of Change (ToC).
- Updating CEPI's Results Framework.
- Developing CEPI's first Learning Agenda.

CEPI's current MEL framework was designed at the outset of CEPI 2.0 (2022–2026) in the midst of the COVID-19 pandemic. Since then, CEPI has captured numerous learnings from the pandemic and ongoing outbreaks, it has refined and/or has expanded its focus areas, including biosecurity, published a new Equitable Access Framework, and galvanized global commitment towards the 100-Day Mission. Presently, CEPI has also initiated the development of its next strategic plan, CEPI 3.0, which will guide the organization from 2027 onwards.

CEPI's revised MEL framework is expected to serve as a strong backbone for:

- Clear articulation of how CEPI drives change.
- Improved measurement of progress towards desired impact.
- Enhanced ability to generate learnings and apply insights to inform strategic direction.
- Stronger internal alignment with CEPI's goals and objectives.

The revised MEL framework is expected to support internal alignment, help CEPI manage and prioritize its work, and support evidence-based decision-making, especially as CEPI transitions to CEPI 3.0

The consultancy will support the delivery of three key outputs, in close collaboration with CEPI's Strategy Department. A detailed work plan will be collaboratively developed to ensure clear roles, responsibilities, and timelines.

3. Key Consultancy Outputs

The consultancy will support CEPI's Strategy Department in delivering three key outputs:

1. Refinement of CEPI's Theory of Change (ToC)

CEPI's current ToC was developed in 2022 and structured around three objectives—Prepare, Transform, and Connect. However, the mid-term reviews highlighted gaps, including misalignment with CEPI's evolving portfolio and the need for clearer causal pathways and shared organizational understanding and alignment. The refined ToC is expected to:

- Align with CEPI's strategic evolution and facilitate a smooth transition to CEPI 3.0.
- Better reflect CEPI's learnings building and operationalizing 100 Days Mission capabilities, and considering Incorporate new important focus on topics areas, such as biosecurity and, equitable access, and the 100-Day Mission.
- Clearly define pathways to impact, key assumptions, enablers, risks, and expected outcomes (short-, medium-, and long-term).
- Be dynamic, adaptable and able to evolve with CEPI's priorities, while incorporating ToC best practice.

Consultant's Role:

- Provide technical expertise to ToC approach and structure and alignment to ToC best practice
- Support CEPI's Strategy Department team in facilitating workshops and stakeholder engagement
- Support development of high-quality visuals for internal and external use and accompanying narrative

2. Updating CEPI's Results Framework

CEPI's current results framework focuses primarily on outcome-level indicators, without sufficient detail on interim progress, operational outputs, and evidence generation/learning. The updated results framework is expected to:

- Fully align with the updated ToC, ensuring comprehensive coverage of CEPI's activities.
- Expand indicator coverage, incorporating interim/output-level indicators alongside refined outcome and impact indicators.
- Align with and build on global health and/or R&D measurement frameworks, leveraging best practices in impact assessment.
- Be practical and resource-efficient, taking into account CEPI's role as a funder, advocate and catalyst, while considering available data, and feasibility of data collection.
- Gain buy-in from internal and external stakeholders, ensuring usability and alignment with CEPI's strategic goals.
- Enable CEPI to effectively communicate its progress, supporting investor and stakeholder reporting, including the Annual Progress Report.

Consultant's Role:

- Lead the development and delivery of the new Results Framework.
- Co-design an updated set of KPIs and targets, that incorporate meaningful existing indicators where feasible
- Lead stakeholder consultations to ensure alignment and usability.

3. Development of CEPI's First Learning Agenda

CEPI currently does not have a centralized learning agenda. The newly designed Learning Agenda is expected to:

- Define clear strategic learning priorities, focusing on CEPI's core functions and ways of working.
- Be aligned with the updated ToC, ensuring coherence with CEPI's broader MEL approach.
- Be designed as a flexible and evolving tool, adapting to new insights and priorities.
- Engage key stakeholders in development, ensuring buy-in and usability.
- Support the transition to CEPI 3.0, ensuring lessons inform future strategy.

Consultant's Role:

- Lead the development of CEPI's Learning Agenda, ensuring practicality and strategic alignment.
- Provide expertise on learning integration within organizations.
- Recommend a mix of evaluation methods and learning activities to implement the agenda effectively.
- Facilitate stakeholder discussions to define learning priorities and secure buy-in.

4. What type of organisations does CEPI request information from?

CEPI is seeking information from both consultancy firms and individuals with:

- Proven experience developing Theories of Change and results frameworks for global health, research, or philanthropic organizations.
- Ability to translate strategic goals into actionable MEL frameworks, including indicator selection and performance measurement.
- Experience designing learning agendas and embedding them into organizational processes.
- Strong stakeholder engagement and facilitation skills, working with internal teams and external partners
- Understanding of data challenges in R&D environments, including feasibility constraints.
- Familiarity with global health ecosystems, vaccine development, and re-granting mechanisms.

5. Information requested

Interested consultancies or individuals should submit a brief proposal (maximum 5 pages) by the **12 April 2025**. The proposal should include:

- Understanding of the assignment.
- Proposed approach and methodology.
- Team composition (if any) and relevant experience.
- Examples of previous work relevant to this consultancy.
- Budget breakdown and estimated costs.
- Timeline and availability.

6. Timeline

Start Date: As soon as possible.

Key Deliverables:

- Revised Theory of Change: Delivered in Q2 2025.
- Results Framework & Learning Agenda: Delivered in Q3 2025.

7. Contact

Answers to this RFI should be directed to procurement@cepi.net and use the Subject “MEL Consultancy”. For any questions, please feel free to reach out to roxana.prisacaru@cepi.net

