Transform Health- End of grant Evaluation

Request for Proposals

October 21, 2026

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Overview of Transform Health

Transform Health is a global coalition of 230 organisations dedicated to achieving universal health coverage (UHC) by 2030 by harnessing digital technology and the use of data. We advocate, campaign and collaborate with individuals, communities, governments, civil society, the private sector and others, across the six priority countries where we have an established presence: Kenya, Senegal, India, Indonesia, Mexico and Ecuador, as well as through our regional and global engagement. Our three objectives during the 2024 to 2026 period focused on:

1. Building political will and creating an enabling environment for digital transformation of health.
2. Strengthening health data governance nationally, regionally and globally.
3. Increased and better coordinated investment for digital transformation of health.

While the evaluation focuses strictly on the 2024–2026 period, the objectives for 2027 onwards are provided to offer forward-looking context for future recommendations. For 2027 onwards, our objectives will be:

1. A robust national enabling environment for equitable, inclusive, sustainable, digital transformation of health.
2. Equity and rights-based **national health data governance and AI frameworks** adopted and implemented.
3. More, better aligned, coordinated, sustainable and accountable **investment in the digital transformation of health** (from governments, donors, private sector) to support implementation at national level.
4. **Inclusive and meaningful engagement** of civil society, including young people, women and marginalised communities in governance and decision-making on the digital transformation of health.

The coalition is committed to promoting youth and women's participation and leadership in the digital transformation of health systems and to ensure their concerns and needs, as well as those of marginalised groups are adequately addressed. Our youth engagement is driven by our youth initiative (Young Experts Tech for Health) that brings together young people and organisations from across our six priority countries and beyond.

Transform Health was set up at the end of 2019 to address some of the wider and underlying challenges that impact digital transformation of health, namely weak legislation and regulation, poor budgeting and insufficient funding, and weak political support and leadership.

Our value to the wider sector comes from our ability to bring partners and networks together, leveraging our shared experience and expertise, to shape policy agendas, influence decision makers, support the development of tools, provide technical support, and

further research and analysis to deliver health for all in the digital age. Transform Health takes a people-centric rather than a technology-centric approach to digital transformation of health, driven by five core principles of equity, inclusion, rights, empowerment and partnership. Contributing to successes is our convening capabilities, allowing us to leverage our extensive footprint and partnership base at national, regional and global level to ensure stakeholders across different sectors are brought into the process and to consider issues from multiple perspectives. Through the process of consultation we identify challenges and obstacles, agree means of addressing these, build consensus, and chart a pathway towards the solutions.

Purpose and Objectives of End-term evaluation

The purpose of this end-term evaluation is to provide an independent review of Transform Health's progress from January 2024 - December 2026, with an emphasis on our impact at the national level. The evaluation will help the coalition understand what is working, what we can learn from, and what requires adjustment, and how we can strengthen our implementation and impact. Across each of the objectives below, the evaluation should include both an assessment and recommendations for the coalition.

The evaluation aims to achieve the following objectives:

1. **Assess Impact and Results (50%)**
    - Evaluate the coalition's progress against its theory of change and results framework working on the enabling environment, investment and health data governance for the digital transformation of health at the national, regional, and global levels, focusing on what we set out to achieve and the tangible outcomes delivered or progress to date.
2. **Evaluate our effectiveness in driving collective action at national, regional and global levels (40%)**
    - Examine the coalition's role in driving collective action, member engagement, and collaboration, and identify how this contributes to shared outcomes.
    - Assess whether and how our work strengthened national coalitions, influenced national priorities and policies, and contributed to change in participating countries.
    - Assess whether national coalitions have become stronger, more strategic, more representative, and more effective in influencing change (since the beginning and mid-term review)
    - Added value of the global coalition to national coalitions
    - Global–national coordination and mutual accountability
    - Evaluate whether the coalition operates as a genuinely connected network rather than a global secretariat with loosely connected national members.

- How are the coalition's values around equity, inclusion, partnership and localisation upheld in practice? Recommend equity and inclusion metrics for us to use going forward.
- Inclusion, legitimacy, and representation: Assess whose voices are represented, who benefits, and whose priorities shape coalition action.
- Undertake a limited review of internal processes and ways of working, to ensure efficiency without diverting focus from impact and external results.
- Sustainability and future viability: Determine whether national coalitions can maintain momentum and impact after the current term ends. What does transition look like?
- Global coalition performance and governance
- Evaluate whether the global structure offers value for money and justifies its costs and complexity.

3. **Evaluate the effectiveness of our communications by assessing the level of knowledge, understanding and perceptions of the coalition among different stakeholder groups (10%)**
    - Assess how the coalition is perceived internally and externally including the depth, reach and quality of our communication across different platforms and how effective they are in positioning the coalition and driving key advocacy objectives.

The evaluation must identify learnings from both achievements and key challenges, with concrete recommendations to enhance effectiveness, efficiency, and long-term impact.

Scope of Work

The evaluation will include a review of relevant documents including strategies, workplans, quarterly reports from national coalitions, as well as surveys, focus group discussions and interviews with the secretariat, partners and key stakeholders. We anticipate 70 interviewees, that include national coalition partners, government officials, regional and multilateral representatives, and people engaged in the campaigns and youth work. We are open to additional suggestions. Data collection will run from 25th November 2026 to 8th January 2027. Interviews should begin in late November, before the December holiday period, and preliminary analysis should run alongside data collection. Transform Health will provide an initial list of key informants at contracting.

Methodology:

National coalition survey

Collect comparable data from coalition coordinators and members on capacity, influence, collaboration, inclusion, global support, and sustainability. Where possible, compare responses with the beginning of the term.

Key informant interviews

Interview national coalition leaders, members, global secretariat staff, funders, government representatives, and external stakeholders. Include people who are less engaged.

Outcome harvesting or contribution analysis

Identify significant changes, verify them with independent or external sources where possible, and assess the coalition's contribution to those changes.

Comparative country case studies

Select countries with different levels of progress, coalition maturity, and operating contexts to understand why results varied and which approaches worked best.

Document and financial review

Review strategies, workplans, monitoring data, policy documents, budgets, funding allocations, and records of how national feedback influenced global decisions.

Deliverables

1. **Inception Note: End-Term Evaluation Methodology and Work Plan (estimated due date: November 23rd, 2026), including**
    a. A detailed sampling plan for the quantitative and qualitative components.
    b. A detailed schedule for data collection, including interview list with key informants, validation, compilation, preliminary reporting, feedback collection, and final reporting.
    c. Data outline explaining how the evaluation questions will be answered, the data source, and the analysis methodology.
    d. Final versions of all data collection tools (surveys, interviews, FGDs) with their corresponding guidelines.
    e. Proposed format for report.

2. **Detailed Report on data collected (upon completion of data collection – estimated due date: January 15th, 2027), including**
    a. Overview of all data collection activities, including the number of individuals/entities consulted, and dates.
    b. Summary of interim assessment.
    c. Challenges encountered in the process.
    d. Documentation of any deviations to the approved work plan, sampling strategy, or data collection tools.
    e. Submission of the revised schedule, sampling strategy, or data collection tools (if necessary).
    f. Datasets:
        i. Quantitative data in MS Excel
        ii. FGD and interview transcripts in MS Word
3. **First draft of the End-term evaluation Report, following the recommended format (estimated due date: January 22nd, 2027), including**
    a. Preliminary report with a complete analysis of collected qualitative and quantitative data, findings, preliminary conclusions, and preliminary recommendations. The report must be written in concise and clear language, effectively integrating relevant visual aids and infographics

4. **Final End-Term Evaluation Report, following the recommended format, and Presentation of Findings (estimated due date: February 15th, 2027), including**
    a. Final report integrating all the feedback provided by Transform Health. The report must be written in concise and clear language, effectively integrating relevant visual aids and infographics. The final report must be no longer than 25 pages.
    b. A 2 to 3-page stand-alone executive summary describing the evaluation design, key findings and other relevant considerations. The briefing will serve to inform any interested stakeholders of the end-term evaluation and should be written in language easy to understand by non-evaluators and with appropriate graphics and tables.
    c. Soft copies of communication materials for sharing key findings such as MS PowerPoint presentations and PDFs.

Required skills and experience

- At least 10 years' experience conducting organisational or strategic evaluations.
- Expertise in evaluating global health, advocacy, coalition-building, or digital transformation
- Proficiency in qualitative and quantitative methods
- Strong writing skills with the ability to synthesise data and develop clear recommendations

- Demonstrated experience working with civil society, donors, and government stakeholders
- Individuals/organisations with bilingual speakers. Our national coalitions operate in English, Spanish, Swahili, French, Hindi and Indonesian.
- Knowledge of multi–stakeholder organisations, particularly engaging youth, women and marginalised groups
- Preference for evaluators from or based in LMICs

Selection Criteria

Criteria	Weighting
Relevant experience in conducting project evaluations of similar projects	30%
Profile of the Evaluator/Team / Required skills and experience	25%
Cost proposal	15%
Quality of the technical proposal and proposed approach	20%
Diversity (Located in LMIC and/or team composed of youth, women or marginalised groups)	10%

We will prioritise organisations and individuals headquartered or living in low and middle-income countries as well as teams that include young people, women or marginalised groups.

Submission Instructions

Interested consultants should submit a technical proposal and a financial proposal (details below). Proposals should be submitted by 8th November 2026 to Transform Health at hr@transformhealthcoalition.org.

Technical Proposal

The technical proposal must contain the following:

- Cover Letter, detailing the name of the consultant(s) or consulting company, their contact information, a brief summary of their experience and samples of previous work relevant to this assignment, undertaken during the last 5 years;
    - Include a project lead to facilitate communication between Transform Health and the consulting team or company.

- Describe the qualifications, experience, and capabilities of the consulting team or company to provide the type of service that is being requested in this RFP tender. Include detailed curriculum vitae for all proposed team members, setting out the experience and achievements in previous assessments that demonstrate the skills and knowledge.
- Framework for the evaluation design, methodology, and general approach to the evaluation;
- High level work plan and schedule of activities;

Cost Proposal

The cost proposal shall be expressed in US dollars and range between 30,000 USD and 35,000 USD.