

Canowindra Service System Recovery Plan Evaluation

Request for Proposal - Consultancy Services

RFP Guidelines

Western NSW Primary Health Network

August 2026

RFP Guidelines

phn
WESTERN NSW

An Australian Government Initiative

Acknowledgement of Country

Western NSW Primary Health Network (WNSW PHN) respectfully acknowledges First Nations people as the Traditional Custodians of the nations and countries on which we work, and commit to building relationships, respect and opportunities with all First Nations Peoples in our region. We pay respect to Elders past and present and extend recognition to all First Nations people reading this message. We respectfully acknowledge the following nations:

Wiradjuri

Gamilaraay / Gamilaroi / Kamilaroi

Wailwun

Wongaibon

Ngemba / Nyemba / Ngiyampaa

Murrawarri

Barkindji

Barindji

Barundji

Nyirrpa

Karenggapa

Wadigali

Wilyakali / Wiljali

Wandjiwalgu

Danggali

Muthi-Muthi

Kureinji

Gunu

Barranbinya

Bandjigali

Malyangaba

Dadi Dadi

We acknowledge Elders who are the knowledge holders, teachers and pioneers, the youth who are the hope for a brighter future and who will be the future leaders. We acknowledge and pay our respect to First Nations people who have gone before us and recognise their contribution to First Nations people and community.

WNSW PHN's Commitment to Reconciliation

WNSW PHN is committed to reconciliation and demonstrates its commitment by building meaningful, sustainable initiatives in partnership with First Nations communities that close the gap and achieve equitable health outcomes for First Nations people. WNSW PHN is committed to leading this journey through its Innovate Reconciliation Action Plan (RAP), which is built on respect, relationships and opportunities. This reconciliation journey is grounded in truth telling, listening, learning, and partnering with First Nations communities.

You can find out more about WNSW PHN's commitment to reconciliation in its Innovate RAP [HERE](#).

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1. About the Western NSW Primary Health Network

The Western NSW Primary Health Network (WNSW PHN), is one of 31 Primary Health Networks across Australia, established to support frontline health services and increase the efficiency and effectiveness of primary health care. Our focus is people who are at risk of poor health outcomes and working to improve the coordination of their care, so they receive the right care in the right place at the right time. We work closely with key stakeholders including general practice, other health care providers, Local Health Districts, hospitals and the broader community to align services with the health needs of the region.

WNSW PHN is a not-for-profit organisation primarily funded by the Australian Government.

WNSW PHN covers both Far West and Western NSW Local Health Districts across a total area of 433,379 square kilometres, making it the largest PHN in NSW (at 53.5%). The total population is estimated to be over 312,000 people, with 20.3% over the age of 65 years. Approximately 11.36% of people in the WNSW PHN region identify as First Nations (ABS, 2021).

The geographic region covered by WNSW PHN is captured in Figure 1 below. You can also check to see if you fall within the WNSW PHN region, using the PHN Location Map found [HERE](#)



Figure 1 – NSW PHN Geographical Footprint

2. Background and procurement purpose

The Canowindra Service System Recovery Plan (SSRP) is a multi-component initiative designed to strengthen the sustainability, accessibility and resilience of primary health care services in Canowindra through initiatives including a nurse-led clinic model, pharmacy scope expansion, virtual care and primary care service expansion.

To support accountability, continuous improvement and future commissioning decisions, WNSW PHN seeks to engage an independent evaluator to assess the implementation, effectiveness, efficiency, value for money and sustainability of the SSRP. The evaluation will examine implementation fidelity, barriers and enablers, stakeholder and community experience, and the extent to which the project has improved access to care, service stability and long-term sustainability. Findings will provide evidence of project outcomes and practical recommendations to inform future service planning, commissioning and rural health system reform initiatives.

3. RFP details and procurement timetable

Item	Detail
Procurement type	Open Request for Proposal (RFP)
Procurement outcome	Engagement of an independent evaluator to undertake the evaluation of the Canowindra Service System Recovery Plan (SSRP).
Contract type	Consulting Services Agreement
Estimated contract value	\$150,000 (excluding GST)
RFP release date	19 August 2026
Clarification close date	2 September 2026
Submission of Proposal end date	9 September – 9.00am
**Expected contract commencement	1 October 2026 9.00am
**Expected completion	30 September 2027

***The dates above are indicative and may be changed by WNSW PHN at its discretion. Any changes will be communicated to invited respondents through the nominated procurement contact.*

4. Scope of Services

The successful evaluator will design and deliver an independent evaluation of the Canowindra Service System Recovery Plan. The evaluation will assess implementation, effectiveness, efficiency, value for money and sustainability across all project components and provide practical recommendations to inform future commissioning and service planning.

Workstream 1: Evaluation Design and Framework Development

Key Questions

- What evaluation framework, measures and data collection methods are required to assess project implementation, outcomes, efficiency and sustainability?
- What baseline data, performance indicators and reporting mechanisms are needed to support ongoing monitoring and evaluation?

Deliverables

- Evaluation Framework and Methodology
 - Performance Measurement Framework
 - Data Collection and Reporting Plan

Workstream 2: Implementation Evaluation

Key Questions

- Has the project been implemented as designed and, if not, what adaptations have occurred and why?
- What factors have enabled or hindered implementation?
- Have identified risks been effectively managed and have any new risks emerged?
- How effective have governance, project management and stakeholder engagement arrangements been?

Deliverables

- Mid-Project Findings Report
- Process Evaluation Report including Implementation Lessons Learned Summary

Workstream 3: Outcome and Impact Evaluation

Key Questions

- To what extent has the project achieved its intended objectives and outcomes?
- What changes have occurred in access to primary care, service availability and service stability?
- How have the nurse-led clinic, pharmacy scope expansion, virtual care and primary care expansion initiatives contributed to these outcomes?
- What benefits have been realised for patients, providers and the broader health system?
- What has been the experience of stakeholders and community members?

Deliverables

- Outcome Evaluation Report
 - Stakeholder and Community Impact Assessment
 - Outcomes and Benefits Realisation Assessment

Workstream 4: Efficiency, Value for Money and Sustainability Evaluation

Key Questions

- To what extent has the SSRP demonstrated value for money and cost effectiveness?
- Are the implemented service models operationally, financially and workforce sustainable beyond the funding period?
- What barriers or risks may affect long-term sustainability?
- What conditions are required to support ongoing service viability and scalability?

Deliverables

- Value for Money Assessment
- Sustainability Assessment Report

Workstream 5: Final Evaluation and Recommendations

Key Questions

- What are the key findings across all evaluation domains?

- What lessons may be transferable to other rural and thin-market communities?
- What improvements could be made to strengthen implementation, outcomes, efficiency and sustainability?
- What recommendations should inform future commissioning, service planning and policy development?

Deliverables

- Final Evaluation Report
- Presentation of Findings

WNSW PHN Inputs

WNSW PHN expects to provide:

- SSRP project documentation
- Consultancy outputs
- Governance papers
- Progress reports
- Workshop findings
- Activity and service-utilisation data
- Financial information required for value-for-money assessment
- Stakeholder access
- Relevant contracts and service documentation

Travel Requirements

Respondents should assume that travel to Canowindra and surrounding communities may be required to undertake stakeholder engagement, interviews, workshops, consultation activities, validation sessions and presentation of findings. All travel, accommodation and associated expenses necessary to deliver the services should be included in the proposed pricing unless otherwise agreed by WNSW PHN. Respondents should assume at least two site visits to Canowindra unless an alternative approach is approved by WNSW PHN.

5. Indicative Project Timeframe

Workstream	Timing
Evaluation Framework and Design	Month 1
Implementation Evaluation	Months 1-12
Outcome and Impact Evaluation	Months 4-12
Efficiency, Value for Money and Sustainability Evaluation	Months 8-12
Final Reporting and Recommendations	Months 11-12

***This timeframe may be refined with the successful evaluator during project initiation and final contract negotiations.*

6. Desired Outcomes

WNSW PHN expects the evaluation to provide robust evidence of the implementation, effectiveness, efficiency, value for money and sustainability of the SSRP, together with stakeholder and community insights, lessons learned, and practical recommendations to support future commissioning, service planning and rural health system reform

The evaluator will be expected to:

- Attend quarterly project governance meetings and present evaluation findings.
- Provide monthly progress reports.
- Participate in stakeholder interviews, workshops and consultation activities as required.
- Undertake document reviews, data analysis and validation activities.
- Present interim and final findings to governance groups.
- Work collaboratively with WNSW PHN staff to validate findings while maintaining evaluator independence.

7. Expected deliverables and milestones

Milestone	Timing	Indicative Deliverable	Acceptance Requirement
1. Evaluation Design and Framework	End of Month 1	Evaluation Framework, Methodology, Performance Measurement Framework, Data Collection and Reporting Plan approved.	Evaluation framework, methodology, performance measures and data collection plan submitted in editable format; aligned with evaluation objectives; incorporates WNSW PHN feedback; clearly identifies data sources, indicators and reporting requirements; formally accepted in writing by the WNSW PHN Project Sponsor.
2. Mid-Project Evaluation Findings	End of Month 6	Interim findings on implementation progress, governance, stakeholder engagement, risks, barriers, enablers and emerging outcomes.	Mid-Project Findings Report submitted in accordance with the approved methodology; findings are supported by evidence collected to date; implementation progress, barriers, enablers, risks and lessons learned clearly documented; WNSW PHN feedback incorporated; report provided in editable format; formally accepted in writing by the WNSW PHN Project Sponsor.

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3. Outcome and Impact Evaluation	End of Month 10	Outcome Evaluation Report, Stakeholder and Community Impact Assessment, and Outcomes and Benefits Realisation Assessment completed.	Outcome Evaluation Report, Stakeholder and Community Impact Assessment, and Outcomes and Benefits Realisation Assessment completed and supported by appropriate evidence; stakeholder consultation undertaken as agreed; findings clearly demonstrate achievement or otherwise of intended outcomes; WNSW PHN feedback incorporated; all deliverables submitted in editable format; formally accepted in writing by the WNSW PHN Project Sponsor.
4. Value for Money and Sustainability Assessment	End of Month 11	Value for Money Assessment, Sustainability Assessment Report and Commissioning and Investment Considerations Paper completed.	Value for Money Assessment and Sustainability Assessment Report completed using agreed methodology; assessment includes analysis of efficiency, cost effectiveness, sustainability, scalability, risks and future service viability; conclusions supported by evidence and analysis; WNSW PHN feedback incorporated; all deliverables submitted in editable format; formally accepted in writing by the WNSW PHN Project Sponsor.
5. Final Evaluation and Recommendations	End of Month 12	Final Evaluation Report, Executive Summary, recommendations and presentation of findings completed.	Final Evaluation Report, Executive Summary and Presentation of Findings completed; all evaluation questions addressed; recommendations are evidence-based, practical and aligned with future commissioning and service planning needs; all agreed deliverables provided in editable format; final presentation delivered to WNSW PHN governance representatives; formally accepted in writing by the WNSW PHN Project Sponsor.

A milestone will be deemed complete only when WNSW PHN has confirmed in writing that the relevant deliverables have been provided in accordance with the agreed scope, methodology, quality requirements and acceptance criteria. WNSW PHN may request reasonable revisions, clarifications or additional evidence prior to accepting a deliverable. Payment is contingent upon written acceptance of the milestone deliverables.

The evaluator must maintain independence throughout the engagement and ensure that findings, conclusions and recommendations are evidence-based and free from undue influence.

8. Respondent capability requirements

- Demonstrated experience designing and delivering health service, program or system-level evaluations, including the development of evaluation frameworks, performance measures, data collection methodologies and evaluation reports.
- Understanding of primary health care delivery, rural and remote health systems, service sustainability and market failure challenges relevant to the SSRP context.
- Demonstrated capability in stakeholder engagement, consultation, facilitation, data analysis and plain-English report writing.
- Demonstrated experience delivering culturally safe, inclusive and community-centred evaluations across diverse community and health service settings, including engagement with First Nations communities, rural and remote populations, health service providers and other key stakeholders.
- Respondents must disclose any actual, potential or perceived conflicts of interest. Respondents involved in delivering any component of the Canowindra SSRP may be excluded where independence could reasonably be compromised.
- The respondent must hold a valid ABN, maintain any required GST registration, and comply with all applicable laws, regulations and professional obligations relevant to the delivery of the services.
- Demonstrated experience evaluating complex health service reform, commissioning, service redesign or system transformation initiatives.
- The respondent must maintain, at its own cost, insurance coverage appropriate to the nature, scope and risks of the services being provided, including:
 - Public Liability Insurance of not less than \$20 million for any one occurrence;
 - Professional Indemnity Insurance of not less than \$10 million for any one claim,
 - Workers Compensation Insurance as required by applicable legislation; and
 - Cyber Liability Insurance of not less than \$2

9. Proposal requirements

Respondents should provide a concise proposal that includes the following sections:

Section	Required information
Executive summary	Overview of the respondent's understanding of the engagement, key evaluation considerations and proposed approach.
Methodology and workplan	Proposed evaluation methodology, data collection and analysis approach, stakeholder engagement activities, evaluation framework, assumptions, deliverables and indicative timeline.
Project team	Complete the Project Team Template and provide details of proposed personnel, including role, relevant qualifications, evaluation experience, availability and percentage effort allocated to the engagement.

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Relevant experience	Complete the Relevant Evaluation Experience Template and provide details of up to five comparable projects completed within the last five years, including client, scope, methodology, outcomes and the respondent's role in the evaluation. Referees may also be provided where available.
Risks and dependencies	Key risks, assumptions, data needs and proposed mitigations.
Pricing	Fixed price or milestone-based pricing, daily rates, expenses and GST treatment.
Referees	Respondents should provide at least two referees for comparable evaluation projects completed within the last five years, including contact name, organisation, position, email address and telephone number.
Declarations	Conflict of interest, confidentiality, insurance and acceptance of RFP conditions

10. Pricing schedule and commercial response

Respondents must provide a fixed total price, excluding GST, allocated across the four milestones. The fixed price must include all professional fees, travel, accommodation, workshops, administration and disbursements necessary to complete the scope. Daily rates must also be provided and will apply only to additional services formally approved in writing by WNSW PHN.

Indicative budget: \$150,000 ex GST

WNSW PHN reserves the right to negotiate scope, deliverables and pricing with the preferred respondent.

Milestone Payment Schedule

Milestone	Deliverable / Activity	Payment %
1. Evaluation Design and Inception	Evaluation Framework, Methodology, Performance Measurement Framework, Data Collection and Reporting Plan, and Stakeholder Engagement Approach approved by WNSW PHN	20%
2. Mid-Project Evaluation Findings	Interim findings on implementation progress, governance, risks, barriers, enablers and emerging outcomes submitted and accepted by WNSW PHN	20%
3. Outcome and Impact Evaluation	Outcome Evaluation Report, Stakeholder and Community Impact Assessment, and Outcomes and Benefits Realisation Assessment completed	25%

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4. Value for Money and Sustainability Assessment	Value for Money Assessment, Sustainability Assessment Report and Commissioning and Investment Considerations Paper completed	15%
5. Final Evaluation Report and Presentation	Final Evaluation Report, Executive Summary, recommendations, and presentation of findings accepted by WNSW PHN as fit for purpose	20%

Payments will be made upon WNSW PHN's written acceptance of the relevant milestone deliverables. The evaluator must submit a valid tax invoice following milestone acceptance. WNSW PHN may request reasonable amendments or clarifications before accepting a deliverable. Payment is linked to satisfactory completion and acceptance of the milestone, not merely submission of documents.

11. RFP Assessment Criteria

WNSW PHN may assess proposals using the criteria below. WNSW PHN may shortlist respondents, seek clarifications, conduct interviews, request best and final offers, undertake due diligence and negotiate with one or more respondents before making a final decision.

WNSW PHN will assess overall value for money, which includes quality, capability, risk, proposed methodology and price. WNSW PHN is not obliged to accept the lowest-priced proposal.

Prior to detailed assessment, WNSW PHN may review all proposals for compliance with mandatory requirements, including submission by the closing date, completion of required declarations, acceptance of RFP conditions, appropriate insurance coverage, conflict of interest disclosures, and ability to meet the proposed timeframe. Proposals that do not meet mandatory requirements may be excluded from further consideration.

Criterion	Weighting	Assessment focus
Methodology and understanding	35%	Quality, appropriateness and rigour of the proposed evaluation framework, methodology, data collection and analysis approach, stakeholder engagement strategy, cultural safety considerations, and reporting methodology.
Experience and capability	25%	Demonstrated experience delivering comparable health service, commissioning, program, system reform or rural health evaluations and evidence of successful delivery of similar projects.
Team capability	15%	Qualifications, expertise, availability and suitability of proposed personnel, including experience in evaluation, stakeholder engagement, data analysis and report writing.
Value for money	15%	Overall value for money, including pricing structure, resource allocation, assumptions, proposed effort and ability to deliver the required outcomes within budget.
Risk, Independence and Compliance	10%	Evaluator independence, conflict of interest management, cultural safety capability, risk management approach, insurance arrangements,

		compliance requirements and acceptance of contract terms.
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12. RFP Conditions

1. WNSW PHN will only consider one proposal per respondent.
2. Proposals must remain valid for acceptance for a period of 90 days from the proposal closing date.
3. WNSW PHN may seek clarification of any proposal, verify information provided, contact referees, conduct due diligence, interview respondents and request a best and final offer.
4. WNSW PHN reserves the right to accept all, part, or none of any proposal received and is not obliged to appoint an evaluator.
5. The successful respondent will be required to enter into a Consultancy Services Agreement with WNSW PHN.
6. Respondents must disclose any actual, potential, or perceived conflicts of interest.
7. Failure to comply with the terms and conditions of the Consultancy Services Agreement may result in termination of the engagement and recovery of any payments made.
8. WNSW PHN may publicly disclose the name of the successful respondent.
9. The successful respondent must comply with all relevant legislative, regulatory, and professional requirements applicable to the services being provided, including Working with Children Checks where required.
10. The successful respondent must not use the WNSW PHN name, logo, or details of the engagement for promotional purposes without prior written approval from WNSW PHN.
11. The successful respondent must provide all deliverables and reports in accordance with the requirements and timeframes specified in the Consultancy Services Agreement.
12. WNSW PHN may amend, suspend, cancel or discontinue the RFP process at any time and is not liable to respondents as a result of doing so.
13. Respondents are responsible for all costs associated with preparing and submitting their proposals, participating in interviews, providing clarifications and negotiating any resulting agreement. WNSW PHN will not reimburse these costs.
14. Participation in this RFP process does not create a contractual relationship between WNSW PHN and a respondent. No binding agreement will exist unless and until a Consultancy Services Agreement is executed by authorised representatives of both parties.
15. Respondents must treat this RFP and information obtained through the RFP process as confidential. WNSW PHN will manage proposal information in accordance with its legal, contractual, audit and government reporting obligations. Respondents should clearly identify any information in their proposal that they consider commercially sensitive.
16. Respondents must identify any proposed subcontractors, consortium members or delivery partners, describe their roles and obtain WNSW PHN's approval before changing key personnel or subcontracting material components of the services.
17. Unless otherwise agreed in writing, WNSW PHN will own all project deliverables developed under this engagement. The ownership and permitted use of intellectual property, including pre-existing materials of the evaluator, will be governed by the Consultancy Services Agreement.
18. All data collected as part of the evaluation, including survey data, interview summaries and analysis materials, must be provided to WNSW PHN at the completion of the engagement.

13. Proposal Submission

To submit a proposal for this evaluation engagement:

1. Review and accept the conditions contained in this RFP and the Proposal Response Form.
2. Proposals must be submitted by 9.00 am on Wednesday, 09 September 2026.
3. Complete and submit the Proposal Response Form and all supporting documentation via Tenderlink.
4. Late or incomplete proposals may not be considered at WNSW PHN's discretion.
5. Respondents must ensure all requested attachments, declarations and supporting documentation are included at the time of submission.

14. Further Information

For further information please contact the WNSW PHN Procurement Team via procurement@wnswphn.org.au.