FINAL/08-2026

Request for Proposals:

Physio 2040 Vision & Strategic Plan (2027-32)

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World Physiotherapy

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ABOUT WORLD PHYSIOTHERAPY

World Physiotherapy (formerly known as the World Confederation for Physical Therapy) is the sole international organisation for physiotherapy, representing more than 600,000 physiotherapists worldwide through its 128 national/country member organisations. Founded 1951, World Physiotherapy is a registered charitable incorporated organisation in England and Wales (number: 1207425). We are committed to advancing the science, standards and practice of physiotherapy and promoting the importance contribution of the physiotherapy profession globally in improving health and wellbeing through policy advocacy, education and training, leadership development, health systems and capacity strengthening, research, standard-setting, quality assurance and accreditation.

Our vision		
Everyone has universal access to quality physiotherapy services where and when needed.		
Our purpose		
To represent physiotherapy across the globe, advancing our profession and advocating access for all, to improve health and wellbeing.		
Our strategic pillars		
Evolving and sustainable	Influence and reach	Knowledge connector
World Physiotherapy is a mature, financially sustainable organisation, with a tailored member offering that supports and builds the capacity of our member organisations and regions.	World Physiotherapy works collaboratively with our member organisations, regions, subgroups, and other stakeholders to advance the profession, increase access to physiotherapy services, and improve outcomes for consumers.	World Physiotherapy supports effective advocacy and evidence informed best practice by connecting member organisations, regions, subgroups, and other stakeholders to high-quality sources of knowledge, data, and insights.

Our values			
Connecting	Belonging	Empowering	Collaborating
We bring our community together through our member organisations, regions, subgroups, and the wider physiotherapy profession.	We recognise and embrace the diversity in our community, and our actions create a sense of belonging.	We support our member organisations, regions, and subgroups in the service of others to create lasting change and impact.	We partner with our member organisations, regions, subgroups, and others who share our values and objectives.

International strategic alliances and partnerships

World Physiotherapy has been in official relations with the World Health Organization (WHO) since 1956. As the international voice for more than 600,000 physiotherapists, we collaborate with the WHO on global health programs, rehabilitation strategies, workforce standards, and non-communicable disease priorities.

World Physiotherapy is also a member of the World Rehabilitation Alliance (WRA), a WHO global network of stakeholders whose mission is to support the implementation of the Rehabilitation 2030 Initiative through advocacy activities. It focuses on promoting rehabilitation as an essential health service that is integral to

Universal Health Coverage and to the realization of Sustainable Development Goal 3 ("Ensure healthy lives and promote well-being for all at all ages").

World Physiotherapy is also a member of the World Health Professions Alliance (WHPA) alongside the World Dental Federation, the International Pharmaceutical Federation, the International Council of Nurses and the World Medical Association. Collectively, the WHPA speaks for approximately 47 million health care professionals worldwide and is the only alliance that convenes knowledge and experience from five key health care professions and 735 national member organisations in 179 countries and territories.

Further information about World Physiotherapy can be found on our website. In particular, the following documents and information links will be useful:

No	Documents/ Information	Access
1	World Physiotherapy Constitution (2019)	Link
2	World Physiotherapy Regulations (2021)	Link
3	World Physiotherapy Strategic Plan (2022 and beyond)	Link
4	World Physiotherapy Member Organisations	Link
5	World Physiotherapy Regions	Link
6	World Physiotherapy Specialty Groups	Link
7	World Physiotherapy Networks	Link

STATEMENT OF PURPOSE

The purpose of this Request for Proposal (RfP) is to engage a suitably qualified and experienced consultant or consultants to assist World Physiotherapy in the following:

(a) The development of World Physiotherapy's "Physio 2040 Vision Statement"

A long-term aspirational vision describing the desired future global state of:

- the physiotherapy profession and workforce;
- the important role and contribution of physiotherapists within health systems;
- provision and access to high-quality, affordable rehabilitation services; and
- the role of World Physiotherapy as the global professional voice, advocacy and standard-setting body.

(b) The development of World Physiotherapy's 2027-32 Strategic Plan

A practical and measurable strategic plan that:

- aligns and support progress towards achieving the Physio 2040 Vision;
- identifies strategic priorities;
- defines World Physiotherapy's organisational objectives;
- establishes SMART actions, outcomes and impacts; and
- provides a framework for monitoring, evaluation and learning.

SCOPE OF WORK*

The consultant(s) will lead the strategy development process through six phases:

No	Phase
1	Orientation and inception meeting
2	Discovery and environmental scan
3	Stakeholder engagement and consultation
4	Development of World Physiotherapy's draft Physio 2040 Vision
5	Development of World Physiotherapy's draft Strategic Plan (2027-32)
6	Validation and finalisation

Phase 1	Orientation and inception meeting
Objective & tasks	Inception meeting with key people to align on goals, scope, roles, expectations and plans.
Deliverable(s)	1. Inception meeting note 2. Presentation/ engagement with Project Sponsor, Project Lead, Physio 2040 & Strategic Plan Steering Group and World Physiotherapy Staff.

Phase 2	Discovery and environment scan
Objective & tasks	The consultant(s) will: (a) Review the following: • Strategic Plan 2022–2026 • Constitution and Regulations • Board papers and reports • Annual reports • Membership data • Financial information • Regional priorities and plans • Previous consultation exercises (b) Conduct an environmental scan, examining the following: • Global health trends • Rehabilitation developments • Artificial intelligence and technology • Workforce developments • Demographic change • Geopolitical and economic trends • Educational developments
Deliverable(s)	1. Environmental scan. 2. Situation analysis report (including SWOT, PESTLE, gap planning) 3. Presentation to World Physiotherapy Staff 4. Presentation to Physio 2040 & Strategic Plan Steering Group

Phase 2	Discovery and environment scan
	5. Presentation to Regional Executive Committees 6. Presentation to the World Physiotherapy Board

Phase 3	Stakeholder engagement and consultation
Objective & tasks	The consultant(s) will undertake broad consultation involving: (a) Internal stakeholders • Board members • Member Organisations • Regional Executive Committees • Specialty Groups • Networks • Staff (b) External stakeholders (where appropriate) • International rehabilitation organisations • Academia (including research and policy) • Health system stakeholders • Global health partners • Media Consultation methods may include (but are not limited to) the following: • Surveys • Key informant interviews • Focus groups • Workshops and seminars (online) • Virtual meetings • Delphi exercises
Deliverable(s)	1. Stakeholder consultation report 2. Presentation to World Physiotherapy Staff 3. Presentation to Physio 2040 & Strategic Plan Steering Group 4. Presentation to Regional Executive Committees 5. Presentation to the World Physiotherapy Board

Phase 4	Development of World Physiotherapy's Physio 2040 Vision
Objective & tasks	The consultant(s) will facilitate the development of World Physiotherapy's long-term vision. The work should consider future scenarios and the theory of change relating to: • Healthcare systems • Rehabilitation • Workforce • Education • Technology • Global health priorities
Deliverable(s)	1. Draft Physio 2040 Vision (statement, framework and theory of change)

Phase 4	Development of World Physiotherapy's Physio 2040 Vision
	2. Presentation to World Physiotherapy Staff 3. Presentation to Physio 2040 & Strategic Plan Steering Group 4. Presentation to Regional Executive Committees 5. Presentation to the World Physiotherapy Board

Phase 5	Development of World Physiotherapy's Strategic Plan (2027-32)
Objective & tasks	The consultant(s) will develop a draft five-year strategic plan that will include the following: • Strategic priorities • Objectives • Key performance indicators • Success measures • Reporting, monitoring, evaluation and learning framework
Deliverable(s)	1. Draft Strategic Plan (2027-32) 2. Presentation to World Physiotherapy Staff 3. Presentation to Physio 2040 & Strategic Plan Steering Group 4. Presentation to Regional Executive Committees 5. Presentation to the World Physiotherapy Board

Phase 6	Validation and Finalisation
Objective & tasks	• All draft documents will undergo a final sense-check with key stakeholders before finalisation. • Submission and acceptance of deliverables by Steering Group and approval by the Board.
Deliverable(s)	1. Final Physio 2040 Vision 2. Final Strategic Plan (2027-32) 3. Reporting, Monitoring, Evaluation and Learning Framework 4. Presentation to World Physiotherapy Staff 5. Presentation to Physio 2040 & Strategic Plan Steering Group 6. Final presentation to the World Physiotherapy Board

***The delivery of other key reporting milestones will be discussed during the contract negotiation**.

GOVERNANCE ARRANGEMENTS

The governance arrangement for this work is as follows:

Project Sponsor
Sidy Dieye Chief executive officer
Project Lead
Rosemary Emodi Governance and policy manager
Physio 2040 & Strategic Plan Steering Group
Michel Landry, president (Canada) Suh-Fang Jeng, vice president (Taiwan) Sidy Dieye, chief executive officer Chairperson of each regional executive committee Two additional board members

The Steering Group will provide strategic oversight of this work, review progress and deliverables, facilitate stakeholder engagement where necessary, and provide recommendations to the Board. Final approval of all outputs and deliverables remains the responsibility of the Board.

The Consultant(s) will be expected to attend progress meetings as follows:

No	Progress meeting	Frequency	Duration
1	Project Sponsor	Fortnightly	1 hour
2	Project Lead	Weekly	1 hour
3	Steering Group	Monthly	2 hours

BUDGET AND PAYMENT SCHEDULE

The total budget available for this evaluation is £20,000, including all expenses and exclusive of all taxes. All agreed activities and outputs must be delivered within this budget.

The payment schedule will be as follows:

No	Milestones	Amount (£)	%
1	Upon signing of contract	£6,000	30%
2	Completion of Phase 3	£4,000	20%
3	Completion of Phases 4 and 5	£4,000	20%
4	Completion of Phase 6	£6,000	30%
		£20,000	100%

TIMESCALES

The timescales for this work will be negotiated with the successful consultant as part of the contracting process. However, the following timeline is proposed as a starting point, and it is anticipated that all outputs will be delivered by no later than 31 March 2027.

Activity	Timeline
Request for Proposal (RfP) published	w/c Monday 24 August 2026
Deadline for clarification requests **(Clarification Deadline)**	18:30 UTC, Monday 14 September 2026
Deadline for proposals **(Proposal Deadline)**	23:59 UTC, Monday 21 September 2026
Shortlisting	w/c Monday 21 September 2026
Interviews (online)	w/c Monday 28 September 2026
Appointment and contracting	w/c Monday 5 October 2026
Phase 1: Orientation and inception meeting	w/c Monday 26 October 2026
Phase 2: Discovery and environmental scan	November/ December 2026
Phase 3: Stakeholder engagement and consultation	November/ December 2026
Phase 4: Development of draft Physio 2040 Vision	January 2027
Phase 5: Development of draft Strategic Plan (2027-32)	January 2027
Phase 6: Validation and finalisation	March 2027

REQUIRED SKILLS AND EXPERIENCE

The successful consultant(s) must possess and/or demonstrate the following skills, qualities and experience:

1	Strategic planning and visioning expertise	E/D*
(a)	Demonstrable track record of designing and facilitating organisational vision statements and multi-year strategic plans for member-based, federated, or international non-profit/professional bodies.	E
(b)	Experience of translating a long-term aspirational vision (10+ year horizon) into a shorter-term, measurable strategic plan with clear line-of-sight between the two.	E
(c)	Working knowledge of strategy development tools and frameworks (e.g. Theory of Change, logic models, balanced scorecard, OKRs) and ability to select/adapt the right one for a global federation context.	E
(d)	Ability to write SMART objectives, outcomes, and indicators that are realistic across diverse member organisations with very different resource levels and health system contexts.	E
(e)	Prior authorship of a published vision/strategy document for a health professional membership body, international federation, or WHO-linked NGO (portfolio evidence).	D

2	**Sector and technical knowledge**	
(a)	Sound understanding of the physiotherapy/rehabilitation profession, or closely related allied health/health workforce sectors, including scope of practice, workforce development, and regulatory issues.	E
(b)	Familiarity with global health policy architecture relevant to rehabilitation — e.g. WHO's Rehabilitation 2030 initiative, Universal Health Coverage (UHC), the WHO Global Report on Health Equity for Persons with Disabilities, and related global health workforce agendas.	E
(c)	Prior consulting or employment experience with a health professional membership body, regulator, or international federation (physiotherapy or another allied/clinical profession).	E
(d)	Understanding of rehabilitation service delivery models and access/affordability challenges across low-, middle-, and high-income health systems.	D
3	**Global federation and governance experience**	
(a)	Experience of working with federated/confederated membership structures (i.e., national member organisations feeding into a global body) and the governance, consensus-building, and diplomacy this requires.	E
(b)	Understanding of how global professional bodies exercise standard-setting, advocacy, and representational roles (e.g. with WHO, United Nations agencies, or other international standard-setters).	E
(c)	Prior work with World Physiotherapy or comparable bodies (e.g. World Medical Association, International Council of Nurses, World Confederation for Physical Therapy's regional bodies, World Federation of Occupational Therapists).	D
4	**Stakeholder engagement and consultation**	
(a)	Proven ability to design and run inclusive global consultation processes (surveys, workshops, regional/virtual focus groups) engaging a geographically and culturally diverse membership, including under-represented regions/member organisations with lower capacity.	E
(b)	Skilled facilitation of governance bodies (e.g. Executive Committee/Board, General Meeting of member organisations) and senior stakeholder workshops, including virtual/hybrid facilitation across time zones.	E
(c)	Strong written and verbal communication skills, with the ability to synthesise diverse and sometimes conflicting member input into clear, unifying language.	E
(d)	Experience engaging non-member stakeholders relevant to rehabilitation and health policy (e.g. WHO, disability advocacy organisations, other health professions, funders/donors).	D
(e)	Cultural competence and experience adapting consultation methods for varying levels of organisational maturity among member bodies (World Physiotherapy has members spanning very different resource contexts).	D
5	**Monitoring, evaluation and learning (MEL)**	
(a)	Experience designing MEL frameworks for strategic plans — indicators, baselines, targets, reporting cadence, and review/adaptation cycles.	E

(b)	Ability to build a framework that is practical and usable by a small secretariat (World Physiotherapy operates with a lean central staff supporting a large member network), not just theoretically robust.	E
(c)	Familiarity with results-based management approaches used by international NGOs, UN agencies, or professional federations.	D
6	**Project management and delivery**	
(a)	Ability to manage a defined-scope consultancy engagement to timeline and budget, including staged deliverables (e.g. inception report, draft vision, draft plan, final documents) and sign-off points with the Board/Executive Committee.	E
(b)	Experience of producing board-ready, publication-quality documents (clear structure, accessible language, suitable for a lay and professional international audience).	E
(c)	Experience with remote/distributed delivery teams, given the international, virtual nature of the engagement.	D
7	**Team composition (if a consultant team rather than an individual)**	
(a)	Where a team or partnership is proposed, complementary expertise across strategic facilitation lead; rehabilitation/health-sector subject matter expertise; MEL/indicator design; and editorial/writing support — with a single accountable lead consultant.	D
(b)	Named associate(s) or advisors with regional expertise from World Physiotherapy's under-represented regions, to strengthen consultation reach and legitimacy.	D
8	**Qualifications and track record**	
(a)	Relevant postgraduate qualification in a related field (e.g. health policy, public health, global health, organisational strategy, international development) **or** equivalent demonstrable practical experience at a senior level.	E
(b)	Verifiable references from at least two comparable assignments (vision/strategy development for a membership-based or international organisation).	E
(c)	Publications, presentations, or thought leadership in global health workforce, rehabilitation policy, or non-profit strategy.	D

* E – Essential/ D - Desirable

RESPONDING TO THIS RFP: INSTRUCTIONS

1. Proposals

Proposals should respond to the scope of work and required skills and experience set out in this RfP. Specifically, proposals should address all parts of the following:

(a)	Consultant/ company overview	Maximum: 4 sides of A4
	Please provide the following information:	
	• brief introduction to you and/or your company/staffing and company structure where applicable. • evidence of company stability, including financial viability, and reliability. • reference to any relevant industry accreditations. • reference to any relevant CPD/qualifications linked to strategic planning.	

(b)	Relevant skills and experience	Maximum: 4 sides of A4
	Please set out how you meet the required skills and experience set out in this RfP. Include the following:	
	• relevant experience, with details of clients with similar needs to World Physiotherapy • examples of previous strategic plans and/ or long-term vision statements thank you have developed (the provision of URLs/ links to these documents will be sufficient) • **CVs may be included/ uploaded separately as an appendix.**	

(c)	Methods statement and approach	Maximum: 20 sides of A4
	Please describe the methodology and approach that you propose to adopt in undertaking the scope of work set out in this RfP. Include the following:	
	• clearly define the methodological approach to the development of strategic plans and long-term vision statements, including the use of any specific tools and recommending any changes to the identified development process in the scope of work for consideration • project plan for the work, including key steps, duration (number of hours or days) and milestones in each phase • how you will approach the project to ensure the successful completion within the timeframe • Identify and address issues, concerns and risks and mitigation measures • If relevant, any plans to use the services of third-party suppliers and associated service charges and approach to receiving commission from suppliers	

(d)	Fees/ pricing schedule	Maximum: 4 sides of A4
	Please provide a detailed breakdown of fees for delivering the scope of work.	
	• The cost breakdown should clearly identify and correspond to the activities, duration and day rate. • The international nature of World Physiotherapy means that much of our work and communication with member organisations, staff and stakeholders is conducted via email and online meeting platforms (such as Zoom, Microsoft Teams etc). It is therefore anticipated that this scope of work will be conducted remotely with no travel required by the appointed consultant.	

(e)	References	Maximum: 1 side of A4
	Please submit at least two referees, who may be contacted by World Physiotherapy in connection with this RfP. Include:	
	• name, contact information, organisation, and position • **additional letters of reference may also be included separately as an appendix.**	

2. Proposal submission process

Proposals and any appendices must be submitted in pdf format and should be uploaded using the following link: **RFP2026 Submission** by the **proposal deadline** - no later than **23:59 (UTC), Monday 21 September 2026**.

3. Evaluation/ award criteria

Proposals will be assessed to determine the most economically advantageous tender using the following criteria and weightings:

Evaluation criteria	Weighting
Quality	30%
Methodology and approach	15%
Delivery time	25%
Commercial	30%

Scoring Model

Proposals will be scored by an evaluation panel appointed by World Physiotherapy for all criteria other than Commercial using the following model:

Points	Interpretation
10	**Excellent** – Overall, the proposal demonstrates that the consultant meets all areas of the requirement and provides all the evidence requested at the level of detail requested. This is a detailed proposal that meets all aspects of the requirement, leaving no ambiguity as to whether the consultant can meet the requirement.
7	**Good** – Overall the proposal demonstrates that the consultant meets all areas of the requirement and provides all the evidence requested but contains some trivial omissions in relation to the level of detail requested in terms of either the response or the evidence. This is a good proposal that meets all aspects of the requirement with only a trivial level of ambiguity due to the consultant's failure to provide all information at the level of detail requested.
5	**Adequate** – Overall, the proposal demonstrates that the consultant meets all areas of the requirement, but not all the evidence requested has been provided. This is an adequate proposal, but with some limited ambiguity as to whether the consultant can meet the requirement due to the consultant's failure to provide all the evidence requested.
3	**Poor** – The proposal does not demonstrate that the consultant meets the requirements in one or more areas. This is a poor proposal with significant ambiguity as to whether the bidder can meet the requirement due to the failure by the bidder to show that it meets one or more areas of the requirement.
0	**Unacceptable** – The proposal is non-compliant with the requirements of the RfP and/or no proposal has been provided.

4. Enquiries and clarification requests

- Interested parties are encouraged to contact the **Rosemary Emodi**, Governance and Policy Manager (remodi@world.physio) for an informal discussion prior to submitting proposals.
- Any requests for clarification requests should be submitted to governance@world.physio by the **Clarification Deadline**, as set out in the Timescales section of this RfP. World Physiotherapy is under no obligation to respond to clarification requests received after the Clarification Deadline.

5. Awarding of contract

- The awarding of the contract will be dependent upon the response to the criteria outlined in this RfP, as well as the proven ability of the proponent to have understood the requirements of World Physiotherapy, and their ability based on experience to deliver the services.
- Any appointment will be subject to successful contract negotiation. The winning proposal and pricing will be incorporated into the contract, as appropriate.