

March 5, 2024

## Request for Proposal (RFP)

Subject RFP #:	217814/AFS-ABC/M LCI
RFP Issue Date:	March 6, 2024
Terms of Reference / Specifications:	Local Collaborating Institution (LCI) to Conduct Activity-Based Costing and Management (ABC/M) in Lesotho
Project	Analytics for Advancing the Financial Sustainability of the HIV/AIDS Response (AFS)
The Company	Palladium International, LLC
Country of Performance	Lesotho
Closing Date and Time	March 29, 2024 at 17:00 EDT
Contact Person	Rana Elamin, <a href="mailto:rana.elamin@thepalladiumgroup.com">rana.elamin@thepalladiumgroup.com</a>
Details for Submission	Submissions should be emailed to Jeff Rivas ( <a href="mailto:jeffrey.rivas@thepalladiumgroup.com">jeffrey.rivas@thepalladiumgroup.com</a> ) with the subject line: AFS ABC/M Lesotho

Thank you for your interest in the above procurement. As implementer for the Project, Palladium invites you to submit a proposal for the terms of reference below. Your proposal must be valid for the Validity Period.

Please submit your proposal in accordance with the Details for Submission above by the Closing Date and Time. This RFP in no way obligates Palladium to award a contract nor does it commit Palladium to pay any cost incurred in the preparation and submission of a proposal. Palladium bears no responsibility for data errors resulting from transmission or conversion processes.

I look forward to your response. If you have any queries, please do not hesitate to contact Rana Elamin for technical questions or Jeff Rivas for RFP process, budget and contract questions.

Yours sincerely,

Sayaka Koseki  
Project Director

## Terms and conditions

### 1. Proposal Conditions

By submitting a proposal, potential suppliers are bound by these terms and conditions. Potential suppliers must submit offers with all details provided in English and with prices quoted in a single currency.

### 2. Alterations

The Company may decline to consider a proposal in which there are alterations, erasures, illegibility, ambiguity or incomplete details.

### 3. The Company's Rights

The Company may, at its discretion, discontinue the RFP; decline to accept any proposal; terminate, extend or vary its selection process; decline to issue any contract; seek information or negotiate with any potential supplier that has not been invited to submit a proposal; satisfy its requirement separately from the RFP process; terminate negotiations at any time and commence negotiations with any other potential supplier; evaluate proposals as the Company sees appropriate (including with reference to information provided by the prospective supplier or from a third party); and negotiate with any one or more potential suppliers.

### 4. Amendments and Queries

The Company may amend, or clarify any aspect of the RFP prior to the RFP Closing Time by issuing an amendment to the RFP in the same manner as the original RFP was distributed. Such amendments or clarifications will, as far as is practicable be issued simultaneously to all parties.

Any queries regarding this RFP should be directed to the Contact Person identified on the cover page of this RFP.

### 5. Clarification

The Company may, at any time prior to execution of a contract, seek clarification or additional information from, and enter into discussions and negotiations with, any or all potential suppliers in relation to their proposals. In doing so, the Company will not allow any potential supplier to substantially tailor or amend their proposal.

### 6. Confidentiality

In their proposal, potential suppliers must identify any aspects of their proposal that they consider should be kept confidential, with reasons. Potential suppliers should note that the Company will only agree to treat information as confidential in cases that it considers appropriate. In the absence of such an agreement, potential suppliers acknowledge that the Company has the right to disclose the information contained in their proposal.

The potential supplier acknowledges that in the course of this RFP, it may become acquainted with or have access to the Company's Confidential Information (including the existence and terms of this RFP and the TOR). It agrees to maintain the confidence of the Confidential Information and to prevent its unauthorised disclosure to any other person. If the potential supplier is required to disclose Confidential Information due to a relevant law or legal proceedings, it will provide reasonable notice of such disclosure to the Company. The parties agree that this obligation applies during the RFP and after the completion of the process.

### 7. Alternatives

Potential suppliers may submit proposals for alternative methods of addressing the Company's requirement described in the RFP where the option to do so was stated in the RFP or agreed in writing with the Company prior to the RFP Closing Time. Potential suppliers are responsible for providing a sufficient level of detail about the alternative solution to enable its evaluation.

### 8. Reference Material

If the RFP references any other materials including, but not limited to, reports, plans, drawings, samples or other reference material, the potential supplier is responsible for obtaining the referenced material and considering it in framing their proposal. And provide it to the Company upon request.

### 9. Price/Cost Basis

Prices or costs quoted must show the tax exclusive price, the tax component and the tax inclusive price.

The contract price, which must include any and all taxes, supplier charges and costs, will be the maximum price payable by the Company for the Goods and/or Services.

### 10. Financial information

If requested by the Company, potential suppliers must be able to demonstrate their financial stability and ability to remain viable as a provider of the Goods and/or Services over the term of any agreement.

If requested by the Company, the potential supplier must promptly provide the Company with such information or documentation as the Company reasonably requires in order to evaluate the potential supplier's financial stability.

### 11. Referees

The Company reserves the right to contact the potential supplier's referees, or any other person, directly and without notifying the potential supplier.

### 12. Conflict of interest

Potential suppliers must notify the Company immediately if any actual, potential or perceived conflict of interest arises (a perceived conflict of interest is one in which a reasonable person would think that the person's judgement and/or actions are likely to be compromised, whether due to a financial or personal interest (including those of family members) in the procurement or the Company).

### 13. Inconsistencies

If there is inconsistency between any of the parts of the RFP the following order of precedence shall apply:

- (a) these Terms and Conditions;
- (b) the first page of this RFP; and
- (c) the Schedule

so that the provision in the higher ranked document will prevail to the extent of the inconsistency.

### 14. Collusion and Unlawful Inducements

Potential suppliers and their officers, employees, agents and advisors must not engage in any collusive, anti-competitive conduct or any other similar conduct with any other potential supplier or person or quote any unlawful inducements in relation to their proposal or the RFP process.

Potential suppliers must disclose where proposals have been compiled with the assistance of current or former the Company employees (within the previous 9 months and who was substantially involved in the design, preparation, appraisal, review, and or daily management of this activity) and should note that this may exclude their proposal from consideration.

Potential suppliers warrant that they have not provided or offered any payment, gift, item, hospitality or any other benefit to the Company, its employees, consultants, agents, subcontractors (or any other person involved in the decision-making process relating to this RFP) which could give rise to a perception of bribery or corruption in relation to the RFP or any other dealings between the parties.

### 15. Jurisdiction

This RFP shall be subject to the laws of the District of Columbia, United States of America. The language of the arbitration will be English.

The Potential Supplier and the Company will use their best efforts to settle amicably any dispute, controversy, or claim arising out of, or relating to this RFP or the breach, termination, or invalidity thereof. If no agreeable settlement can be found, any dispute, controversy, or claim arising out of or relating to this RFP or the breach, termination, or invalidity thereof, shall be settled by mediation through the American Arbitration Association by filing a request for mediation with the AAA and the other party. The Parties will be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute.

## Schedule - Terms of Reference

### **Purpose**

The Analytics for Advancing the Financial Sustainability of the HIV/AIDS Response (AFS) project is supporting the implementation of an Activity-Based Costing and Management (ABC/M) study in Lesotho of HIV; tuberculosis (TB); reproductive, maternal, newborn, child, and adolescent health (RMNCAH); and noncommunicable disease (NCD) services. Given the uncertainty about the financial landscape existing in Lesotho for these health services, the ABC/M activity will be particularly useful in understanding resource use and cost data and in making cost-effective decisions regarding the provision of services. Policymakers and partners involved in funding and managing HIV and other essential health programs have a need for current information on how costs, financing, utilization, and performance of different patterns of preventive, promotive, and curative health service delivery vary and the factors that affect them. To meet that need, AFS will work with national and district- level stakeholders in Lesotho to fulfil the objectives described below.

### **Type of Contract**

Firm Fixed Price Subcontract

### **Anticipated Contract Term**

From start date of the subcontract to April 30, 2025

### **Company Information**

Palladium is a global leader in the design, development and delivery of Positive Impact — the intentional creation of enduring social and economic value. We work with corporations, governments, foundations, investors, communities and civil society to formulate strategies and implement solutions that generate lasting social, environmental and financial benefits.

### **Project**

AFS will generate HIV economic and financing data evidence to inform how to mobilize, align, and optimize donor, public, and private resources to adequately fund a sustainable HIV/AIDS response.

### **Timeline**

Proposal Submission Deadline: March 29, 2024 at 17:00 EDT

Palladium plans to issue a subcontract within 60 days from proposal submission date, inclusive of USAID approval.

## Scope of Work and Standards

The main objective for the ABC/M application in Lesotho is to gather information regarding the resources used and costs to provide select services at above-site, facility, and community levels, and to use the information collected to guide the Government of Lesotho to make informed decisions to effectively allocate resources, improve monitoring efforts, and increase efficiency. As part of this ABC/M application, the local collaborating institution (LCI) – a Lesotho or regionally-based organization with familiarity of Lesotho context and ability to implement activities in Lesotho - will meet the following objectives with the support of AFS:

- Help stakeholders identify resources used and costs for HIV, TB, RMNCAH, and NCD service provision.
- Support the goal of moving the Government of Lesotho and its in-country partners toward higher levels of country ownership and sustainability of HIV TB, RMNCAH, and NCD programs.

## Technical Focus Areas

The LCI will support planning and implementation of the ABC/M study. The expected overall duration of this assignment is 12-13 months. The level of effort (LOE) will vary with the data collection phase requiring more LOE than later project phases. The ABC/M methodology is designed to calculate unit costs for delivery of services using a time-driven activity-based costing approach at the facility level, expenditure and output analysis at the community level, a desk review of the health sector landscape, and an allocative approach for above-site costs of certain health areas. These methods require:

- Key informant interviews with program managers and service providers at a national level and in each selected health facility to understand the flow of funds, treatment pathways, and program management structures as well as to develop the care delivery value chain and process maps for included services.
- Primary data collection over a 3-5-month period (on site for 8 hours per day) to collect:
  - Time-motion tracking of the patient experience and client exit interviews.
  - Resources and supplies available and used over the course of observation.
  - Patient profile forms that include information on services provided and medicines dispensed by providers.
  - Facility-level costs.
- Secondary data collection for facility-based community-level outreach programs in the catchment areas of sampled facilities and at the national level.
- Secondary data collection for program above-site costs.

## Responsibilities of the LCI

The LCI will play a critical role in the design, implementation, and analysis of ABC/M in Lesotho. Responsibilities of the LCI will include:

- **Study Preparation and Design**
  - Finalize the study tools and develop an inception report describing in detail the activity implementation plan, study methods, and study logistics plan including roles and responsibilities of each study member and time duration. AFS will provide the specific questionnaire and data collection forms in English to the LCI.
  - Develop Standard Operating Procedures (SOPs) for data collection and submit the SOPs to AFS for review and approval.

- With final approval from AFS, develop an activity implementation work plan and manage the logistics of the data collection teams.
- **Support IRB and Government Approvals for Research**
  - Finalize the protocol and other IRB materials and submit the IRB for approval. Maintain constant communication with AFS on the progress.
  - Support the required processes needed for local IRB approval, including maintaining contact with the IRB panels, to assure rapid processing of IRB requests.
  - With final approval from AFS, identify facilities and facility-based community-level outreach programs that will be included in this study.
  - Maintain communication with local national and regional authorities to achieve all required national (and if necessary, regional) ethical approvals. AFS must approve any written documentation before submission to any authorities.
- **Field Work Recruitment, Training, and Preparations**
  - Recruit and select the needed team of Research Associates, including identification and engagement of lead researcher in each data collection team.
  - Pay research training cost, including cost of research associates, travel, field work, all supplies/equipment needed for data collection, and training.
  - Ensure that Research Associates and senior staff complete data collection training.
  - Prepare training materials and venue for training of the field supervisors and research assistants.
  - Train data collectors to ensure privacy and confidentiality of potential participants, including ethics and sensitivity modules, participatory stigma-reduction exercises, and supportive interviewing practices.
  - Test/pilot functionality of all the data collection instruments at 2-3 sites, communicating all questions, concerns, and problems with AFS and retesting solutions prior to field implementation.
  - Reproduce and distribute data collection instruments, translating all client-facing documents and interview materials (e.g., consent form, exit interview questions) into local languages.
  - Contact local facilities to guarantee that each facility is aware of visits, will make the necessary staff and clients available during each visit, and understands the potential benefits of ABC/M data for decision-making.
  - Assure that Research Associates have needed introduction letters for each facility visited.
  - Recruit field Supervisors and Research Associates, establishing focal staff for each service point.
- **Field Work Implementation and Oversight**
  - Conduct all field work and data collection, including key informant interviews with providers, the shadowing of clients, process mapping of actual service delivery, client exit interviews, etc.
  - Conduct national normative process mapping based on key informant interviews and focus group discussions with key stakeholders.

- Collecting above-site and facility-based community-level outreach program data/information with guidance from MOH and AFS.
  - Pay for all fieldwork costs, including hotels, per diem, and travel as applicable.
  - Manage per diems for data collectors complying with AFS and USAID regulations.
  - Manage the travel of data collection teams, including managing and paying for rental vehicles, airfares, etc.
  - Assign research associates to sites and/or communities where data collection will occur.
  - Follow the logistics plan contained within the ABC/M implementation plan developed during the study preparation and design to have teams travel to each location.
  - Supervise the data collection process, including assigning a field supervisor for each district to oversee the day-to-day data collection process and having a lead researcher or senior research assistant supervise the data collection teams.
- **Study Management**
    - Review all data collected daily, including monitoring the quality of data collected from sites, correcting any errors identified, communicating with the field study team on any discrepancies and timely correction of any errors to ensure data quality. The LCI will also communicate with AFS on a weekly basis during data collection to discuss any errors or problems identified, suggested improvements for data collection and quality, solutions to problems encountered, etc.
    - Ensure compliance to research ethics, confidentiality, and data security throughout the study period.
    - Attend all country-led ABC/M Steering Committee meetings (typically once every 2-3 months).
    - Provide regular updates on the study to AFS including reporting ad hoc questions.
    - Ensure that any changes or remedial action required addressing issues and incidences are discussed with AFS before being implemented.
- **Data Input, Cleaning, and Analysis**
    - Under the supervision of the data manager, ensure all data are entered into the selected software and reviewed and validated daily or any other agreed frequency.
    - Address any inconsistencies in data that may be identified by AFS.
    - Input, transmit, and store the data into an agreed-upon software package (e.g., Stata, excel) and assure that all data entry has been reviewed, validated, and securely stored. Any inconsistencies in the data identified by AFS will need to be addressed by the LCI.
    - Participate in data analysis (including the determination of unit costs) and in production of preliminary results.
    - Ensure that a data transfer permit is provided by the Ethics Committee and ensure original datasets are handed over to AFS.
    - Provide AFS with clean datasets in the required format and provide AFS with all original data collected.
    - Ensure ethical compliance, confidentiality, and data security throughout the entire process.
- **Research Dissemination**

- Facilitate and participate in the dissemination of all results, including making presentations and supporting data use in decision-making where needed to the country-led Steering Committee, health facilities, or other appropriate fora.
- Produce the first draft of the final report, based on technical discussions with AFS and following AFS-provided final report template.
- Participate in 1-3 discussions related to ABC/M data use and sustainability in future years.

The LCI should meet the following criteria:

- The Company must complete Due Diligence Questionnaire if selected for Award within 5 days (attach Due Diligence Questionnaire).
- The Company must have a Unique Entity Identifier (UEI) number or obtain one within 5 days of being notified of selection (Instructions for obtaining UEI number: <https://sam.gov/content/entity-registration>).
- Demonstrate institutional experience and success in the design, planning, and administration of large-scale costing exercises. The LCI must ensure the collection of high-quality data using rigorous methods and upholding standards for ethical research.
- Meet tight operational and timing specifications like those required for the costing exercise, including providing access to tablets for data collection if necessary.
- Demonstrate an ability to identify and select a pool of qualified research associates, team supervisors, and project leaders within a short timeframe and the capacity to plan logistics for simultaneous data collection in multiple locations.
- Ability of key staff proposed to be mobilized and deployed quickly and efficiently.
- Availability of qualified staff to complete pre-data collection preparations including training as soon as the contract is finalized.
- Ability to train research associates and supervisors, and to mobilize and maintain personnel at the selected study sites for required periods, including ability to simultaneously manage multiple teams in multiple geographic locations in the field.
- Demonstrated ability to successfully monitor and assure quality of field work including completion of transfer of data files.
- Demonstrated ability to comprehensively clean data, provide a usable analytic dataset and produce a high-quality, comprehensive dataset codebook.
- Experience in report writing (both in English and relevant local languages).
- Capacity and experience in presenting results in high-level settings.
- Local entity encouraged.

### **Timing and Phasing of Work**

To achieve the study objectives outlined above, Palladium, through the AFS Project, is seeking an LCI registered in Lesotho to complete all the activities noted above. The selected LCI will manage the field component of the study across the selected facilities and ensure the availability and functionality of required human and material resources necessary to implement the study. The LCI will be expected to hand over all original data and a clean dataset to AFS Lesotho in no more than 2 weeks following the conclusion of field activities, defined as successful completion of data collection at the last facility resulting in achievement of the completed sample size. Data collection will be conducted at 15-20 health facilities in Lesotho representing a

cross section of facilities disaggregated by owner, level of health facility, urban/rural, geographic region, and client volume.

**Health System Landscape:** ABC/M begins with a two-part analysis of the health landscape: (1) an ecosystem mapping and (2) a data systems mapping conducted by the LCI. This analysis will enable AFS to identify where health services are provided and what data systems are in place to capture clinical and financial data. Thus, the health landscape analysis is critical for ABC/M site selection and the identification of gaps in current data systems and discussions related to data architecture necessary to produce more routine cost data. Information will be collected through a rapid literature review, key informant interviews, and data systems review.

**Above-site Costs:** Secondary data will be collected for above site expenses that occur within government administration levels related to governance, health systems, and coordination. PEPFAR, Global Fund, and government will be a major source of this data for HIV. For non- HIV services, expenditure data will be sourced from government reports, development partners supporting these programs, World Bank resource mapping data, and national (NHA) and community health accounts.

**Facility Level Costs:** A Time Driven Activity-Based Costing approach (TDABC) will be used to capture costs for select HIV services provided at the facility level. These services include HIV care and treatment, the core prevention services PMTCT, PrEP and VMMC, and HIV testing at the facility level. AFS will also apply TDABC to other core service areas of USAID interest namely TB, RMNCAH, and NCDs. The research institution will use a key informant interview guide to collect information needed to conduct process mapping exercises for the HIV services included in this study. The discussion guide will allow data collectors to develop a care delivery value chain for each of the above-mentioned health services. This value chain will list what activities are performed over the full care cycle, what personnel and/or equipment is performing each activity, and time estimate to complete each process step. Other information to be collected include identifying the resources and supplies used for patients at each process step and estimating the personnel, equipment, space, and consumables/materials needed used at each step. Data collectors will validate time estimates by shadowing clients and recording the start and end time of each interaction. Data collectors will also ensure that providers fill out patient profile forms with information on the client and diagnosis. Some secondary data collection on site-level costs such as salaries, commodity prices, equipment costs, and on-site indirect costs will also be required. Lastly, data collectors will conduct 25- minute client exit interviews to collect patient information on socioeconomic status, patient satisfaction, and costs borne by the client.

**Community-level Costs:** Secondary data will be collected from community outreach programs that are offered in the catchment area of sampled facilities. For example, this may include community programs that target key populations that have a higher risk of HIV exposure or community case finding or management of TB. Only the full program expenditure over the most recent fiscal year and the number of clients reached will be included in the data collected.

***Tentative Timeframe:***

- Month One: Standard operating procedures developed; Health sector landscape analysis completed; Facilities selected.
- Months Two – Four: IRB application(s) submitted; Training of researchers completed; Final approval from facilities obtained.
- Months Five - Eight: Primary data collection completed with monitoring and oversight; draft data set provided to AFS.
- Month Nine- Eleven: Finalized data set provided to AFS; Data analyzed; Report drafted.
- Months Twelve – Thirteen: Meetings on findings and dissemination attended.



## Evaluation and Award Process

Proposals will be examined and evaluated in the following manner:

- Institutional Experience:
  - Previous institutional experience and demonstrated success in Lesotho in the design planning, and administration of research, preferably for large-scale HIV, TB, RMNCAH, and NCD costing exercises in the last 5 years. A successful LCI will be able to ensure the collection of high-quality data using rigorous methods and upholding standards for ethical research.
  - Strong relationships and extensive experience working with Ministry of Health, PEPFAR Lesotho, and USAID implementing partners.
- Institutional Capability:
  - Ability of key staff proposed to be mobilized and deployed quickly and efficiently.
  - Availability of qualified staff to complete pre-data collection preparations including training as soon as the contract is finalized and to appropriately manage and oversee work.
- Technical Approach:
  - Demonstrated ability to meet tight operational and timing specifications similar to those required for this costing exercise, including providing access to tablets and other equipment for data collection if necessary.
  - Demonstrated ability to identify and select a pool of qualified research associates, team supervisors, and project leaders within a short time frame and capacity to plan logistics for simultaneous data collection in multiple locations.
  - Demonstrated ability to train research associates and supervisors, and to mobilize and maintain personnel at the selected study sites for required periods, including ability to simultaneously manage multiple teams in multiple geographic locations in the field.
  - Demonstrated ability to successfully monitor and assure quality of field work including completion and transfer of data files.
  - Demonstrated ability to comprehensively clean data, provide a useable analytic dataset and produce a high-quality, comprehensive dataset codebook.
- Price
  - Reasonable and cost-effective quote.

The proposals will be evaluated using the best value procurement criteria with the following point values:

- Institutional Experience – 25
- Technical Approach – 30
- Staffing - 15
- Price – 30
- Total Possible – 100 points

Palladium reserves the right to award under this solicitation without further negotiations. The offerors are encouraged to offer their best terms and prices with the original submission.

## PROCUREMENT INTEGRITY AND ETHICS

It is Palladium’s Policy that no gifts of any kind and of any value be exchanged between vendors/contractors and Palladium personnel. Discovery of the same will be grounds for disqualification of the vendor/contractor from participation in any Palladium’s procurements and may result in disciplinary actions against Palladium personnel involved in such discovered transactions.

**Instructions to the Offerors**

The following items are required to be submitted as part of the proposal:

**TECHNICAL PROPOSAL:** The technical proposal is the written description of the project for which you are applying. Please ensure the following is included for a maximum of 15 total pages:

1. Organizational Information: Include the organization’s name, address and contact information. Include copy of registration (outside of 15 page maximum limit)
2. Experience conducting similar work in Lesotho: Include specific examples of the work completed in the last 5 years, including size and scope. The proposal may include examples of reports or discussion guides developed for other projects as an Annex (outside of the 15 page maximum limit).
3. Methodological Approach: Include information on specific components proposed and how will the LCI address the technical requirements noted in the scope. Identify portions of the work to be subcontracted.
4. Implementation Plan: This should include specific plans for recruitment of researchers, creation of research protocol/questionnaires/guides, monitoring and oversight approach, data collection, and training.
5. Staffing: Identify the key individuals who will be in charge of the project, their role, and amount of time to be spent on project. Include CVs of key staff as an annex; CVs are not included in 15 page limit.
6. References from at least 2 other firms, including e-mail contact
7. Timeline in format below (outside of 15 page maximum limit).

List specific activities, including start-up, and expected dates of work.

Activities	Month	Month	Month
1.1			
1.2			

If the LCI plans on contracting out any of the work to another firm, please explain the work to be subcontracted, selected firm (if not selected identify how/when selection will be done), and oversight. Palladium reserves the right to require approval of any subcontractors not identified in the quote.

**FINANCIAL PROPOSAL (in LSL):** Along with the technical proposal, you must also prepare a project budget AND budget narrative explaining how price was created. The budget is the financial description of the proposed project and should relate directly to the description of project activities in the technical proposal.

Budget should be in excel by deliverable:

- IRB Support & Government Approvals
- Research Design
- Training for Data Collection & Preparations for Field Work
- Field Work Implementation and Oversight
- Input and Clean Data
- Research Dissemination

For each deliverable, financial proposal should have detailed cost categories as outlined below to include specific staff/consultants/items, rate and units in category by personnel, travel, consultants/subcontractor, supplies/equipment and other costs. A detailed budget narrative, clearly explaining how costs align to the project activities, should be included either in the excel budget as a separate column/tab or as an additional document.

## FINANCIAL QUOTE FORMAT

<b>IRB Support &amp; Government Approvals</b>				
<b>Personnel</b>				
<i>Name</i>	<i>Position/Role</i>	<i>Rate</i>	<i># of days/month</i>	<i>Total</i>
XXX				
YYY				
<b>Travel/Transport: None expected</b>				
<b>Consultants/Subcontractors: None Expected</b>				
<b>Supplies</b>				
<i>Type of Cost</i>	<i>Purpose</i>	<i>Rate</i>	<i># of Units</i>	<i>TOTAL</i>
Paper/Pens				
<b>Other Direct Costs</b>				
<i>Type of Cost</i>	<i>Purpose</i>	<i>Rate</i>	<i># of Units</i>	<i>TOTAL</i>
Phone Charges	Discuss with AFS Staff AFS Staff			
<b>Research Design</b>				
<b>Personnel</b>				
<i>Name</i>	<i>Position/Role</i>	<i>Rate</i>	<i># of Units</i>	<i>Total</i>
XXX				
YYY				
<b>Travel/Transport</b>				
<i>Type of Cost</i>	<i>Purpose</i>	<i>Rate</i>	<i># of Units</i>	<i>TOTAL</i>
Taxi	Meetings with AFS			
<b>Consultants/Subcontractors: None Expected</b>				
<i>Type of Cost</i>	<i>Purpose</i>	<i>Rate</i>	<i># of Units</i>	<i>TOTAL</i>
Design Consultant	Provide expert advice on sampling			
<b>Supplies</b>				
<i>Type of Cost</i>	<i>Purpose</i>	<i>Rate</i>	<i># of Units</i>	<i>TOTAL</i>

Paper/Pens				
<b>Other Direct Costs</b>				
<i>Type of Cost</i>	<i>Purpose</i>	<i>Rate</i>	<i># of Units</i>	<i>TOTAL</i>

- If an indirect or overhead rate is applied, an explanation of what is included in that rate must be provided; any rate over 10% will require detailed supporting documentation such as a NICRA letter or audited financial statements.
- Costs should include any applicable VAT or other taxes.
- Costs should be in LSL.
- If contracting out any of the work, the detailed costs of the subcontractor must be included in line with above.

## Attachments

Please review the additional documentation and proposed contracts terms and conditions which should be given consideration when preparing your proposal. By submitting your bid, you will certify that that you are in agreement with the contract terms and conditions as included in this solicitation and that all prices include all aspects of the required compliance with the terms and conditions of the proposed contract.

- Attachment A - Business Partner Code of Conduct – Selected LCI must review this document
- Attachment B - Due diligence form – Selected LCI must review, fill-out (including signature) and return completed form to Palladium.

The subcontract terms and conditions including flowdowns will be shared with the selected LCI. Any contract/purchase order resulting from this solicitation must be signed by both parties in order to be considered valid and in force. All costs associated with, but not limited to, production, preparation and/or delivery of goods or services, including deliveries, accepted by Palladium staff, without a fully executed (signed by both parties) contract/purchase order, are at the vendor's risk only. Palladium shall not pay for any costs, without limitation, associated with production, preparation or delivery of goods and/or services under this or any other contract/purchase order, which has not been signed by both parties.

If your proposal is successful, you will be required to enter into the Company's standard contract for the types of goods or services being provided. In the provision of the Goods and Services, you will be required to comply with the Company's policies, including (without limitation) its Business Partner Code of Conduct and any relevant client terms and conditions. Potential suppliers must also comply with the Company's Business Partner Code of Conduct in the submission of any proposals pursuant to this RFP.

If you are bidding as part of a joint venture, partnership or similar, please make this clear in your submission. Likewise, if you propose to subcontract any part of the goods or services provision, then disclose this fact within your submission. The Company may require additional information from you and approval for subcontracting will not be automatic as subcontractors will be subject to Palladium's Due Diligence process and will be required to submit for USAID Partner Vetting.