

REQUEST FOR PROPOSALS #0067A

Phase One: Strategic Systems Review

In support of
ELIZABETH GLASER PEDIATRIC AIDS FOUNDATION (“EGPAF”)
1140 Connecticut Avenue, NW
Suite 200
Washington, DC 20036

Firm Deadline: March 10, 2017 5:00 Eastern Standard Time

The Elizabeth Glaser Pediatric AIDS Foundation, a non-profit organization, is the world leader in the fight to eliminate pediatric AIDS. Our mission is to prevent pediatric HIV infection and to eliminate pediatric AIDS through research, advocacy, and prevention and treatment programs. For more information, please visit <http://www.pedaids.org>.

BACKGROUND

Formed 28 years ago to raise money and advocate for pediatric HIV/AIDS research, over time EGPAF has expanded its strategies to achieve its mission. Now, the vast majority of EGPAF’s work is in sub-Saharan Africa assisting national, provincial, and district health systems with preventing and treating HIV for their populations.

Ten years ago EGPAF’s projects in Africa were focused on preventing mother-to-child transmission of the HIV virus and were mostly funded by two large U.S. Government cooperative agreements that covered multiple countries. Now, after the success of those projects, and the evolution of the President’s Emergency Plan For AIDS Relief (PEPFAR) from its original emergency phase of broad scale up to the current strategy of controlling the epidemic, EGPAF’s work has shifted. EGPAF’s projects now have a broader scope that includes care and treatment for HIV and additional non-HIV health services. Also, the number of active projects being managed has grown from a few to over 60. These projects range from small, focused efforts to large, national or provincial-level technical assistance and/or direct service delivery for hundreds of health facilities in a given geographic area.

In addition to the “bilateral” awards that only fund work in one country, EGPAF now also has global cooperative agreements (as a prime or sub-recipient) funded by the U.S. Government that enable it to provide technical assistance on HIV/AIDS nearly anywhere in the world, not just in the places where EGPAF has existing offices. We believe this “global technical assistance” line of business — including work demonstrating/evaluating innovative technologies and approaches — will continue to expand over the next four years and that in the long run, our core district-level work capacitating local health systems will be reduced as these health systems become more capable and/or local organizations are increasingly available to take on EGPAF’s current work. EGPAF is also open to bidding on and managing prime USAID contracts that have more demanding managerial, financial, and compliance requirements than the current portfolio of

cooperative agreements.

EGPAF's headquarters is in Washington, DC, and it also has two small offices in Los Angeles, California and in Geneva, Switzerland. To carry out its projects and other activities, the vast majority of employees work from 13 country offices in Africa (or from in-country sub-offices). EGPAF's projects are funded by a variety of donors, with the largest donors being CDC and USAID (both under the U.S. Government's PEPFAR program). However, there are many other donors, including UN agencies and private foundations. These donors have different deadlines, reporting formats, and required levels of programmatic and financial details, as well as compliance requirements. In addition, more and more, donors want EGPAF to track expenses (both budgeted and actual) in greater detail, including by activity and by the specific source of funds (e.g., different appropriation accounts within one government agency). Often, tracking expenses to this degree of detail is not easy to do given the integrated nature of many activities in the field, differing definitions/classifications of those activities, and current staffing patterns and systems.

EGPAF's country offices use QuickBooks version 11 to handle their accounting needs while the DC-based headquarters staff uses Microsoft's Dynamics Great Plains version 11 to record U.S. expenses and to roll up financial information from QuickBooks for Foundation-wide financial planning, accounting and reporting purposes.

In 2013, EGPAF retained a consultant and based on the analysis, implemented a new systems architecture that features a cloud-based data warehouse with a reporting tool, recently deployed to headquarters and field staff, that allows the design and production of various financial reports using data pulled from financial and other systems.

As used in this RFP, the term "systems" or "EGPAF systems" refers to the combination of hardware, software, communications, tools, relevant business processes, trainings, and staff used to support a specific activity. The software portions of these systems are currently comprised of:

- Microsoft Dynamics Great Plains general ledger
- QuickBooks accounting package used in 13 country offices in Africa
- Contracts & Grants Information System, a custom-built online database of outgoing grants (and some outgoing contracts)
- Verian Purchase Manager online procurement management system (now owned by Basware), a commercial product that has been tailored for EGPAF
- Replicon online timesheet system used in all offices by all employees
- Travel database – a custom-built online database with limited workflow features that captures travel for all U.S. staff and a limited number of trips by Africa-based staff
- Microsoft Solver BI 360 Reporting Tool and associated data warehouse -- cloud-based storage that connects to a reporting tool, allowing reports to be created and generated that include integrated data from each of the different systems noted above

- ADP payroll & Human Resources Management Information System
- Taleo, used for staff recruitment
- Halogen employee performance management system
- Salesforce (customer relationship management (CRM))Abila Millennium (also CRM product)
- GLASER — a custom-built database for monitoring and evaluation data covering many (but not all) aspects of our country programs
- Microsoft Project, used by some for project management
- Sage Payroll (payroll system used by some offices in Africa)

The majority of the Foundation’s \$130-\$140 million annual budget is funded by U.S. Government agencies, through cooperative agreements, and therefore all financial and internal control systems must meet or exceed generally accepted auditing standards and the detailed requirements of OMB’s Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (known as the “Uniform Guidance” and found at 2 CFR 200).

PURPOSE/SCOPE OF WORK

We are seeking strategic analysis, options, and recommendations in the evaluation areas noted below. We require the consultant to document requirements and relevant baseline data and to identify options and recommendations based primarily on (1) the consultant's in-depth experiences working with other international NGOs, particularly ones financed primarily by large institutional donors such as the U.S. Government; (2) information on how other successful organizations like ours conduct their work; (3) relevant management, business, and IT approaches, practices, and standards applicable to our industry and work in Africa; and (4) information provided by EGPAF staff.

We conceive of a two-part engagement. At this point, we are seeking a proposal for Phase One. The estimated scope for a potential Phase Two is shown below for additional context and to emphasize the point that our planning and analysis is not limited to systems.

Phase One

Consultant will produce briefings and a report that answers the following questions:

1. Requirements analysis

- What are the high-priority reports and system capabilities that EGPAF management (globally and in our Africa country offices) needs and wants? Include the following aspects at a minimum:
 - Reporting requirements by donor, both official requirements (as described in agreements) and unofficial requests/demands made by donor staff outside of the agreements

- Reports or capabilities desired by EGPAF management at various levels throughout the organization, including for financial, audit, compliance, quality assurance, programmatic, and management purposes
 - Capabilities necessary to support EGPAF's new Project Management Policy¹ and approach
 - Given our evolving business landscape (highlighted in the background section, above), desirable new reports or capabilities that the consultant recommends we acquire during the next four years
- Since we do not currently have a formalized process for documenting, analyzing, and prioritizing management requirements for new system capabilities, what are one or more turnkey approaches, with associated costs, that EGPAF could use going forward to perform this function?

2. Current capabilities baseline

- Compile a database of EGPAF's existing reports, what they are used for, who uses them and how often, and the time/effort required to manually prepare them (if not automatically generated)
- What are the essential features and capabilities of EGPAF's current systems to address the high-priority requirements identified in the requirements analysis and what are the gaps?

3. Alternatives analysis

- What are feasible and cost-effective alternatives to EGPAF's current approach that should allow EGPAF to meet most/all of the high-priority management requirements?
 - The Consultant must ensure there are a range of alternatives, such as high/medium/low packages according to lifecycle costs.
 - Solutions must focus on generating more efficient processes (e.g., with less staff time required) as well as more timely and accurate information (e.g., faster financial information that does not change), while meeting requirements documented under item #1, above.
 - Consultant should explicitly note what other similar global organizations have done to be effective in these areas

¹ EGPAF's project management policy is designed to ensure that the Foundation's use of resources is efficient (providing the most services and activities with the least amount of effort and expense) and effective (achieving the greatest contribution to our mission and the goals of our donors and partners). The policy clarifies roles, responsibilities, and accountabilities for key project management functions, and also sets out minimum standards (in terms of processes and tools) for use by all EGPAF projects. This will ensure EGPAF projects are consistently delivered on time, on budget, and with high-quality deliverables.

- For each recommendation, clearly state the costs, savings, risks, and benefits compared to the status quo and other options presented. Draw up a high-level implementation roadmap, with timeframes, for each major recommended alternative.

Phase Two

We anticipate that the Consultant for Phase Two will produce briefings and a report that answers the following questions:

- For our new and growing global technical assistance line of business, do we have the optimal structure and approaches in place to manage and grow this business area?
- Do we have the optimal approach to supporting and monitoring our activities outside of the U.S.? Do we have the proper balance between centralized global oversight and decentralized execution of activities as well as proper communication patterns between headquarters and the field?
- Are there any missing management practices or audit and compliance systems that we should have to be more effective, efficient, and/or better manage risks?
- Is there a different business structure, or cost structure, that would be superior to our current situation, given our current and likely future funding portfolio?
- Are there new approaches we should try to increase our unrestricted funds from the current level?

CONSULTANT DELIVERABLES

1. Status briefing every two weeks
2. Briefing on tentative findings and some implications halfway through the engagement
3. Briefing on outline of draft report
4. Draft report
5. Final report that incorporates all substantive feedback from EGPAF

MINIMUM REQUIREMENTS:

In-depth experiences working with other international NGOs, particularly ones financed primarily by large institutional donors such as the U.S. Government.

FOUNDATION RESPONSIBILITIES:

Facilitation of meetings.

LOGISTICS:

Consultant’s place of business and EGPAF’s office.

KEY CONTRACT TERMS:

The anticipated contract type is a firm fixed price. Unless stated otherwise in the statement of the work, the Consultant is responsible for providing equipment and/or supplies required to perform the services.

All deliverables provided to the Foundation must be furnished for the use of the Foundation without royalty or any additional fees and all deliverables will be owned exclusively by the Foundation. Consultant will not use or allow the use of the materials for any purpose other than Consultant’s performance of the contract without the prior written consent of the Foundation.

EVALUATION CRITERIA AND SUBMISSION REQUIREMENTS:

The Foundation will accept the proposal that presents the best value. All proposals will be evaluated against the following Evaluation Criteria which are listed in order of decreasing importance. Each proposal must contain the items listed in the Submission Requirements column in the following chart. Please submit your Submission Requirements in the order that they appear below.

Evaluation Criteria	Submission Requirements
1. Consultant’s proposed process and approach to meet our needs efficiently	1. A maximum 5-page written proposal explaining the process and timeline for implementation primarily for Phase One, but also address Phase Two briefly.
2. Qualifications of proposed individuals	2. CV/Resume of proposed individuals to work on this project and at least three professional references per individual.
3. Total fixed price	3. Total fixed price for all activities
4. Past performance of similar work by your firm	4. At least three references from similar past projects with phone and email contact information

PROPOSED TIMELINE:

DATE: February 14, 2017 – Release of RFP

DATE: February 22, 2017 – Submission of Contractual and Technical Inquiries by potential offerors via email to Cathy Colbert, Sr. Awards & Compliance Officer at ccolbert@pedaids.org . No phone calls please.

Based on the feedback received from potential offerors, the Foundation may, at its discretion, arrange a call with all potential offerors to verbally discuss aspects of the engagement in more

detail if offerors are seeking that. During such a call, offerors will not be identified by name or otherwise made known to each other. The call will be recorded and posted on our website for reference and for any offerors unable to attend the call.

DATE: February 24, 2017 - Question and Answer Response Document posted on EGPAF website at <http://www.pedaids.org/pages/contracting-opportunities>.

DATE: March 10, 2017 - Completed proposals must be delivered electronically by the deadline mentioned on page one to: Cathy Colbert, Senior Awards & Compliance Officer, at ccolbert@pedaids.org.

Please note it is our best intent to comply with the above timeline but unavoidable delays may occur.

ADDITIONAL INFORMATION

Please include the RFP # reflected on the first page of this document on all proposals and e-mail communications.

Any proposal not addressing each of the foregoing items could be considered non-responsive. If you wish to take exception to any requirement, please do so in your proposal and EGPAF will factor this into our evaluation. The Foundation reserves the right to consider a material exception to the RFP as non-responsive. Late proposals may be rejected without being considered.

This RFP is not an offer to enter into agreement with any party, but rather a request to receive proposals from persons interested in providing the services outlined below. Such proposals shall be considered and treated by the Foundation as offers to enter into an agreement. The Foundation reserves the right to reject all proposals, in whole or in part, and/or enter into negotiations with any party.

The Foundation shall not be obligated for the payment of any sums whatsoever to any recipient of this RFP until and unless a written contract between the parties is executed.

Equal Opportunity Notice. Elizabeth Glaser Pediatric AIDS Foundation is an Equal Employment Opportunity employer and represents that all qualified offerors will receive consideration without regard to race, color, religion, sex, or national origin.

ETHICAL BEHAVIOR: As a core value to help achieve our mission, the Foundation embraces a culture of honesty, integrity, and ethical business practices and expects its business partners to do the same. Specifically, our procurement processes are fair and open and allow all offerors equal opportunity to win our business. We will not tolerate fraud or corruption, including kickbacks, bribes, undisclosed familial or close personal relationships between offerors and Foundation employees, or other unethical practices. If you experience or suspect unethical behavior by a Foundation employee, please email fraud@pedaids.org or the Foundation's Ethics Hotline at www.reportlineweb.com/PedAids/. Any offeror who attempts to engage, or engages, in corrupt practices with the Foundation will have their proposal disqualified and will not be solicited for future work.