

## **REQUEST FOR PROPOSALS #0121A**

**Cost Structure Consultant  
In Support Of  
ELIZABETH GLASER PEDIATRIC AIDS FOUNDATION (“EGPAF”)  
1140 Connecticut Avenue, N.W., Suite 200  
Washington, DC 20036**

**Firm Deadline: November 17, 2017 5:00 p.m. Eastern 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 end global pediatric HIV/AIDS through prevention and treatment programs, research, and advocacy. For more information, please visit <http://www.pedaids.org>

### **BACKGROUND**

Formed nearly 30 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 (USG) 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 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 some additional non-HIV health services. Also, the number of active projects being managed has grown from a few to over 40. 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 USG 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 time 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.

To carry out our projects and other activities, the vast majority of employees work from 13 country offices in Africa or from in-country sub-offices. EGPAF's headquarters is in Washington, DC, and it also has two small offices in Los Angeles, California and in Geneva, Switzerland. EGPAF also has three legally-independent affiliates in three African countries that share the Glaser name and brand.

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). Other donors include UN agencies, private foundations, and corporations. About 85% of the Foundation's \$170 million annual spending is funded by the USG, through cooperative agreements, and therefore all financial systems, compliance, and cost structures (e.g., indirect rate methodologies) must meet the 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). About 13% of spending is financed by non-USG donors, and the remaining 2% comes from unrestricted funds.

EGPAF's country offices use QuickBooks to handle their accounting needs, while the DC-based Finance and Accounting staff uses Microsoft's Dynamics Great Plains to record U.S. expenses and to roll up financial information from QuickBooks for Foundation-wide financial planning, accounting, and reporting purposes. We have an IT architecture that uses a cloud-based data warehouse and software, including the BI360 reporting tool, to allow for integrated analysis and reports from many different financial and non-financial systems.

## **PURPOSE/SCOPE OF WORK**

We would like to grow and diversify our non-USG funding over time. However, with our current approach and cost structure, we face some non-programmatic challenges in garnering increased support from corporate, multilateral, and non-American organizations. In general, these donors will not automatically honor the indirect cost rate structure that the USG reviews and approves annually for EGPAF; furthermore, some of these donors have additional concerns about the methodology and/or charging of some direct costs to projects that they wish to fund.

We wish to engage a knowledgeable Consultant (an individual or a firm) who will use their expertise and prior experiences working with other international NGOs and development contractors -- particularly ones financed primarily by large institutional donors. The Consultant will bring to bear data, information, and lessons learned to put our situation in context and to make recommendations. The Consultant will address the following areas:

1. Are there alternative cost/business structures for EGPAF – or for a portion of our business – that would improve our situation? Alternatives to analyze include specialized business units, subsidiaries, additional affiliates, different indirect pools, and shifting costs in or out of pools.

2. Document the key cost structure policies of all major European donors that fund HIV/AIDS and related global health work and indicate whether these cost policies are negotiable or non-negotiable in theory and in practice.
3. To the extent that our current/similar cost structure is the best approach after considering alternatives, recommend how we can better communicate our approach to non-USG donors to help them understand the fairness and benefits of this approach.
4. Using available data, analyze how EGPAF compares to similar international NGOs and development contractors in terms of widely-used cost ratios and other indicators of prudent financial management (e.g., watchdog ratings, audit findings, any publicly-released PEPFAR data on its implementing partners).

### **REQUIRED CONSULTANT DELIVERABLES**

1. Briefing on tentative results and possible recommendations halfway through the engagement
2. Briefing on outline of draft final report
3. Draft final report
4. Final report that incorporates feedback from EGPAF

### **MINIMUM REQUIREMENTS**

Experience working with other international NGOs and/or development contractors, particularly ones financed primarily by large institutional donors such as USG.

### **FOUNDATION RESPONSIBILITIES**

Facilitation of meetings.

### **LOGISTICS**

Work is to be performed at Consultant's place of business and in EGPAF's Washington, DC office.

### **KEY CONTRACT TERMS**

The anticipated contract type is a firm fixed price with progress payments based on the achievement of milestones. The Consultant is responsible for providing all equipment and supplies required to perform the services.

We anticipate that the successful Consultant can complete the work, including a final report for EGPAF's Executive Leadership Team, within 8-12 weeks of starting.

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 plans to fund 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.
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 and justification for the price.
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: Thursday, October 26, 2017** – Release of RFP

**DATE: Wednesday, November 1, 2017** – Submission of Contractual and Technical Inquiries by potential offerors via email to Cathy Colbert, Sr. Awards & Compliance Officer at [ccolbert@pedaids.org](mailto:ccolbert@pedaids.org) No phone calls please.

Q&A period

**DATE: Friday, November 3, 2017** - Question and Answer Response Document posted on EGPAF website at <http://www.pedaids.org/pages/contracting-opportunities>

**DATE: Friday, November 17, 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](mailto: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, national origin, or any other prohibited factor.

**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[at]pedaids.org or use the Foundation's Ethics Hotline at [www.reportlineweb.com/PedAids/](http://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 considered for future work.