

## Request for Proposals for Verification Services for the AgResults Tanzania Dairy Productivity Challenge Project

Date: October 11, 2019

From: AgResults Secretariat

To: Potential Offerors

Subject: Request for Proposals (RFP) to provide Verification Services for the AgResults Dairy Productivity Project

RFP Link: <https://agresults.org/news-and-blog/10-blog/143-rfp-dairy-productivity-verification>

The Secretariat of AgResults (“Secretariat”) invites your organization to submit a proposal (“Proposal”) to provide verification services in accordance with this Request for Proposals (“RFP”) for the AgResults Tanzania Dairy Productivity Project (“Project”).

The Project is a new project under the AgResults Initiative, which is financed by the governments of Australia, Canada, the United Kingdom and the United States, and the Bill & Melinda Gates Foundation. For more information about AgResults, please visit [www.AgResults.org](http://www.AgResults.org).

The Project consists of a Pay-for-Results prize competition designed to spur improvements in smallholder dairy productivity in Tanzania. The prize incentive offered by AgResults will target the private sector to drive improved dairy input availability and use, resulting in increased smallholder dairy productivity and incomes.

The Secretariat expects to award a Firm-Fixed-Price Contract to the organization(s) hired for the services detailed in this Request for Proposals (RFP) for a period of five years:

- **Project Period:** December 1, 2019 to May 31, 2024

Proposal procedures and instructions follow this letter in Appendix 1 and are incorporated herein and are made a part hereof. By submitting a Proposal and the required completed and signed “Anticorruption Compliance Certification” (Appendix 5), you will have consented to the terms of this RFP, including the proposal procedures and instructions.

Please note the deadline for receipt of proposal, with all required signatures, including a completed and signed Anticorruption Compliance Certification, is due no later than 1700 Hrs. US Eastern Daylight Time (US EDT) on **November 11, 2019**. Proposal documents should be submitted in one email to [info@agresults.org](mailto:info@agresults.org). Please indicate “**Dairy Project Verifier RFP**” in the subject line of the email. The full timeline for this RFP is included in Appendix 1.

AgResults will review and evaluate proposal submissions using the evaluation criteria specified in Appendix 4 of this RFP and will select the organization(s) at its sole discretion. The selected organization(s) will be notified in writing. Notwithstanding the notification by the

AgResults of the contemplated award, no work shall commence prior to the issuance and signature by the AgResults Secretariat of a Project Verification Agreement. AgResults reserves the right to select any number of applying organizations or not to select any organization. The AgResults Secretariat reserves the right to award a contract for all or a portion of the work required, issue more than one contract, or to not award a contract.

We look forward to working with you on this opportunity. Should you have any questions or comments please direct them to [info@agresults.org](mailto:info@agresults.org). We appreciate your responsiveness and look forward to a mutually beneficial business relationship.

Sincerely,

/s/

Rodrigo Ortiz  
Secretariat Lead Consultant

Appendices:

1. Proposal Procedures and Instructions
2. AgResults Background
3. Terms of Reference
4. Proposal Requirements
5. Anti-Corruption Compliance Certificate
6. Labor Pricing Template
7. Illustrative Project Details

## Appendix 1 Proposal Procedures and Instructions

### 1. Proposal Procedures and Instructions

This section of the RFP provides the general procedures and instructions the Offeror is expected to follow in completing its response and submitting the Proposal.

#### 1.1. Proposal Format and Content

Offerors shall submit the following clearly identified two components as separate documents, with numbered and ordered subsections in the Proposal that match those subsections detailed in Appendix 4 "Proposal Requirements":

1. Technical Proposal and
2. Price Proposal

Clarity and completeness are of the utmost importance in the Proposal, as an organization's capabilities can only be considered when properly documented within the Proposal.

#### 1.2. RFP Schedule of Events

- a) **Deadline for Proposals**, with all required signatures, including a completed and signed Anticorruption Compliance Certification, is no later than 1700 Hrs. US Eastern Time (US ET) on **November 11, 2019**. Proposal documents should be submitted in one email to [info@agresults.org](mailto:info@agresults.org). Please indicate "Dairy Project Verifier RFP" in the subject line of the email.
- b) **Questions** concerning the Project, or this RFP may be submitted by Offerors at any time, but no later than 1700 Hrs. US Eastern Time (US ET) on **October 21, 2019** to [info@agresults.org](mailto:info@agresults.org). Please indicate "Dairy Project Verifier RFP Questions" in the subject line of the email.
- c) **Answers** to timely-received questions will be posted on the AgResults website no later than 1700 Hrs. US Eastern Time (US ET) on **October 23, 2019**. Answers to questions will be posted on <https://agresults.org/news-and-blog/10-blog/143-rfp-dairy-productivity-verification>
- d) The Secretariat expects to award the Dairy Project Verifier contract on or about **December 1, 2019** with an expected contract start date of **December 1, 2019**.

Please be advised that late Proposal submissions may be considered non-responsive and may be excluded from evaluation and award consideration.

#### 1.3. Anticipated Contract Type and Period of Performance

The Secretariat expects to award to the selected Project Verifier a Firm-Fixed-Price Contract for the Project verification services detailed in this RFP for a period of four years and six months, subject to annual reauthorization in writing from AgResults:

- **Period of Performance:** December 1, 2019 to May 31, 2024

If AgResults, at its sole discretion, decides to exercise the next annual Period, the Secretariat will inform the Project Verifier no later than 30 days before the start of the annual Period to be exercised.

Payment for the Project Verifier organization's services under the contract will be made by the AgResults' Financial Trustee. The Trustee reserves the right to withhold from payments any taxes or similar fees as may be required by applicable law.

#### **1.4. Terms of Reference**

See Appendix 3.

#### **1.5. Proposal Validity Period**

The Offeror's Proposal must remain valid for one hundred and twenty (120) days after submission and the validity period of 120 days must be noted in the Offeror's Proposal cover letter.

#### **1.6. Responsibility for Compliance with Legal Requirements**

The Offeror's products, services, and facilities must be in full compliance with all applicable laws, regulation, codes, standards, and ordinances, regardless of whether or not they are referred to by the Secretariat.

#### **1.7. Proposal-Related Incurred Costs**

The Offeror will be responsible for all costs incurred in preparing or responding to this RFP. All materials and documents submitted in response to this RFP become the property of the Secretariat and will not be returned. This RFP will in no way obligate the Secretariat to compensate any Offeror for costs associated with the preparation of its Proposal.

#### **1.8. Reservation of Rights**

This RFP does not commit the Secretariat to award a contract, to pay any costs incurred in the preparation of a Proposal in response to this request, or to procure or subcontract for services or supplies. The Secretariat reserves the right to cancel this procurement at any time without prior notice. The Secretariat may require the Offeror to participate in discussions, solely at the Secretariat's discretion, and to submit such monetary, technical or other revisions of their Proposals that may result from such discussions. Offerors do not have the right to protest or seek a claim based on the Secretariat's exercise of its discretion or judgment in evaluating or awarding a contract arising from or relating to the Proposal. The Offeror expressly waives any and all rights and remedies under any civil action arising from or related to the submittal of a Proposal.

#### **1.9. Rejection of Solicitation Response**

The Secretariat reserves the right to reject any or all responses received or any part thereof, on any basis or for any reason to accept any response or any part thereof, or to waive any informalities when deemed to be in the Secretariat's best interest.

#### **1.10. Taxes**

Any applicable taxes that may be levied in connection with the Services in any jurisdiction will be the responsibility of the selected Project Verifier and are deemed to be included in the Offeror's proposed fixed price or fixed unit prices. The Secretariat

cannot confer any special tax- or duty-free status to the Project Verifier and the work is not exempt from any taxes or duties.

### **1.11. Evaluation Criteria**

Proposals will be evaluated and ranked by the Secretariat in the order in which they represent, in the Secretariat's sole discretion, the best value for AgResults. Greater weight will be given to the technical services than to price, but price (value for money) remains an important determinant for selection. Evaluation of the Proposals may include the following criteria (not in any particular order):

- a) The Offeror's demonstrated ability to perform the requested services.
- b) The management team proposed to carry out the scope of work.
- c) Past performance of similar or relevant services in the region.
- d) The price and value for money of the requested services.
- e) Compliance with the terms set forth in this RFP.

### **1.12. Compliance with Anticorruption Laws**

By submission of the Proposal, the Offeror represents and warrants that, in connection with this solicitation, the Offeror and any person or entity acting on its behalf has complied, and will continue to comply, with the U.S. Foreign Corrupt Practices Act (15 U.S.C. Section 78dd-1, et. seq.) as amended ("FCPA"), and all other applicable anticorruption laws, rules and regulations. As a general description, the FCPA prohibits corruptly offering or providing money, gifts or anything of value, to foreign (i.e., non-U.S.) officials for the purpose of obtaining or retaining business, or to secure an improper advantage. Other applicable anticorruption laws may also prohibit bribery of foreign officials or commercial counterparties. The Offeror, if awarded the Project Verification contract, must notify the Secretariat immediately of any suspected or known violation of this warranty.

### **1.13. Anticorruption Compliance Certification**

The Offeror is required to submit a completed and signed Anticorruption Compliance Certification (see Appendix 5).

### **1.14. Confidential Information**

Notwithstanding any agreements, including any separate nondisclosure agreements, already in place between the parties, the Secretariat assumes no obligation regarding confidentiality of all or any portion of a Proposal or any other material **except** that the Secretariat may not disclose any portion, which the Offeror clearly designates as containing proprietary information by affixing the following paragraph **on the title page**:

*"This proposal, where explicitly marked, includes data that shall not be disclosed outside of the AgResults Initiative and its respective advisors, consultants and contractors, and shall not be used or disclosed—in whole or in part—for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this Offeror as a result of—or in connection with—the submission of this proposal, the Secretariat shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Secretariat's right to use information contained in this data if it is obtained from another source without restriction."*

The Offeror will mark **each sheet** of data it wishes to restrict with the following: *“Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal.”*

Notwithstanding the foregoing, the Offeror agrees that its Proposal, including any portion containing confidential information, may be shared by the Secretariat with AgResults’ Financial Trustee, the AgResults’ Steering Committee and any or all Contributors to the AgResults Trust Fund. The Offeror’s Proposal may also be disclosed to third parties if required by order of a court, administrative agency or governmental body, or by any law, rule or regulation, or by subpoena, or any other administrative or legal process, or by applicable regulatory or professional standards; provided, however, that, to the extent permitted by applicable law, the Secretariat would use reasonable efforts prior to such disclosure to notify the Offeror and allow the Offeror to seek a protective order to restrict or narrow the disclosure in accordance with applicable law.

## Appendix 2 AgResults Background

### 1. AgResults Background

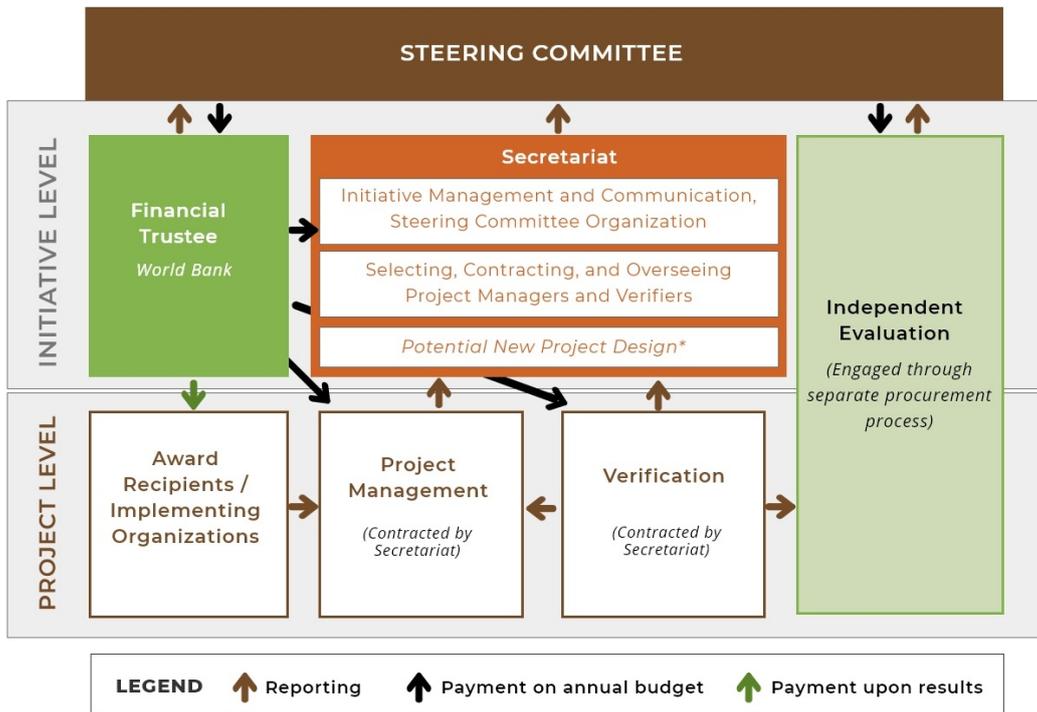
The AgResults Initiative (“AgResults”) is a US\$147 million multilateral initiative financed jointly by the governments of Australia, Canada, the United Kingdom, the United States, and the Bill & Melinda Gates Foundation (each, a “Contributor”) that uses Pay-for-Results prize competitions to incentivize, or “pull”, the private sector to overcome agricultural market barriers by investing in innovative research and delivery solutions that improve the lives of smallholder farmers. In doing so, AgResults goes beyond traditional “push”, or upfront grant funding, by harnessing private sector competition and innovation in spurring sustained market improvement. AgResults is currently implementing projects in East Africa, Nigeria, and Vietnam, along with a global Brucellosis Vaccine Development Project.

Several different bodies are involved in implementing the AgResults Initiative:

- A **Steering Committee**, comprised of donor organization representatives and the Trustee, makes strategic decisions.
- The International Bank for Reconstruction and Development serves as the **Financial Trustee** of the AgResults initiative and, among other things, manages donor contributions in a trust fund, makes payments of the grants or prizes to the Competitors, and contracts with the AgResults Secretariat.
- Deloitte Consulting LLP provides consulting services to AgResults and is known as the AgResults **Secretariat**. The Secretariat consults on new project design as well as on approved AgResults projects’ implementation. The Secretariat also provides services to contract the Project Manager.
- **Competitors** are organizations that participate or compete in each AgResults project and receive performance-based grants or prizes based on achieved and verified results. In case of the Dairy Productivity Project, the Competitors are dairy value chain companies and organizations that will participate in the Project.
- A **Project Manager** manages day-to-day implementation of each specific project and oversees all verification work.
- A project-specific **Verifier** verifies, determines, and certifies whether Competitors have achieved their reported results and whether those results qualify for the payment of prizes.
- Subject to the prior approval by the Steering Committee, the Project Manager selects, engages, and works with a **Technical Advisory Committee** comprised of five industry experts to provide technical and advisory expertise and guidance to the Project Manager, the Secretariat and the Steering Committee. The Technical Advisory Committee is not a decision-making body but provides important input and formal links to key project stakeholders.
- The Steering Committee has also contracted with a third-party firm to serve as an **External Evaluator** of certain AgResults Projects to measure impacts and to compare AgResults project results to traditional, “push mechanism” development approaches.

The relationship among the key parties is illustrated below:

#### Figure 1: AgResults Initiative Structure



## Appendix 3 Terms of Reference

### 1. Project Verifier Period of Performance

The Secretariat expects to award to the selected Project Verifier a Firm-Fixed-Price Contract for the Project verification services detailed in this RFP for a period of four years and six months, subject to annual reauthorization in writing from AgResults:

- **Period of Performance:** December 1, 2019 to May 31, 2024

If AgResults, at its sole discretion, decides to exercise the next annual Period, the Secretariat will inform the Project Verifier no later than 30 days before the start of the annual Period to be exercised.

Payment of the Project Verifier's services under the contract will be made by the AgResults' Financial Trustee. The Trustee reserves the right to withhold from payment any taxes or similar fees as may be required by applicable law.

### 2. Project Overview

#### 2.1 Project Background

The Tanzanian dairy sector is dominated by smallholder farmers (SHF) who rely on limited-productivity cattle breeds, employ poor management practices, and face seasonal dips in feed availability. These factors constrain productivity and limit their ability to meet domestic demand and capitalize on the full income potential of milk production.

A range of challenges hinder SHF dairy productivity, including the following:

- **Low Productivity of Domestic Cattle:** an estimated 97% of dairy cattle are low-yield breeds.
- **Minimal Access and Use of Veterinary Services:** services are not widely accessible, particularly for women farmers.
- **Poor Quality & Availability of Feed:** there is significantly reduced availability of feed during dry seasons.
- **Minimal Access to Extension Services:** SHFs have a limited access to capacity and building assistance.
- **Barriers to Formal Markets:** transportation difficulties and costs prevent SHFs from selling in formal markets. Concerns are particularly acute for women.
- **Seasonality in Production:** seasonal production highs and lows due to varying feed availability creates price volatility, discouraging formal milk marketing.
- **Infrastructure:** limited cooling and storage facilities complicate aggregation and encourage SHFs to sell milk immediately.
- **Lack of Quality Assurance:** volume is prioritized over quality.

Despite these challenges, there are indications that Tanzania, particularly the coastal region that includes Tanga, Pwani, and Dar es Salaam, represents an opportunity for SHFs. Increasing GDP growth and urbanization in the region signal a growing market demand for milk and dairy products that SHFs, who produce most domestic milk, are well positioned to fill.

## 2.2 Project Goals and Theory of Change

The AgResults Dairy Productivity Challenge Project (the “Project”), aims to strengthen the ability of SHFs to increase dairy productivity to meet the growing demand for milk and dairy products in Tanzania. Specifically, the project’s objectives are the following:

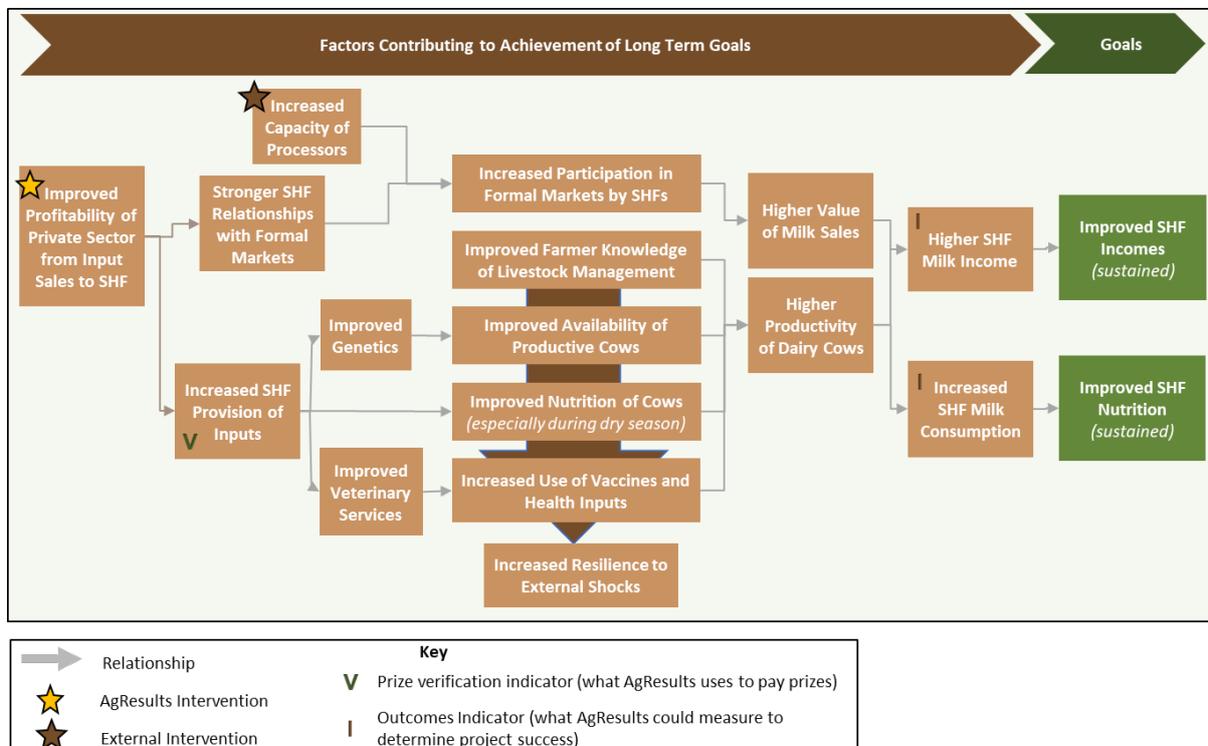
1. Increase the delivery and use of inputs and services to SHFs that drive dairy productivity.
2. Increase income from dairy production and dairy consumption among participating SHFs.
3. Formalize value chain relationships and production in the smallholder dairy sector.

To achieve these objectives, AgResults will implement a prize mechanism to award per-unit monetary prizes to Tanzanian private sector competitors that successfully sell or deliver “bundles” of productivity-increasing inputs to SHF dairy producers. Competitors will be required to propose specific solutions within each approved category of inputs, including parasite control, nutrition, vaccines, and artificial insemination. In addition, to be eligible for prizes, competitors must also provide extension services to SHFs that are linked to the inputs they provide.

The project will take place in the coastal region of Tanzania, and specifically plans to cover the following regions: Dar es Salaam, Pwani, Tanga, and Morogoro (excluding Kilombero and Ulanga districts). Please see Annex 6 for illustrative details about the proposed Project.

The project’s Theory of Change is presented below as Figure 2.

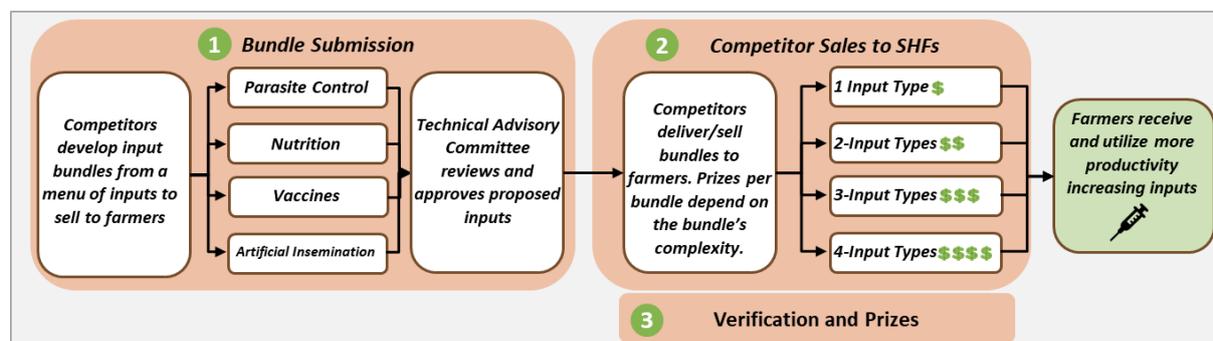
**Figure 2: Project Theory of Change**



## 2.3 Competition Timing and Stages

After an initial “pre-launch” phase to finalize the parameters of the contest, the contest will be run during four discrete periods, one per year for four years. The annual competition process and its three stages are shown in Figure 2 and described below.

**Figure 3: Annual Competition Overview**



**Stage 1: Bundle Submission.** Prior to each competition year, prospective competitors will apply to be competitors, and must submit a list of products and/or services that they propose to provide to SHFs. The Project Manager, Technical Advisory Committee (TAC), and Secretariat will review the applications and input proposals to determine if:

- Those inputs come from approved input categories (Parasite Control, Vaccines, Nutrition, AI).
- The proposed products and amounts are acceptable and prize eligible (i.e. qualify as one of the bundles).
- The proposed extension services are sufficient for competition entry.
- Proposed bundles and extensions services are gender sensitive (at minimum will not disadvantage women).

Based on the results of the review, AgResults will accept and notify competitors of their status for the upcoming competition period, as well as which inputs have been approved to count as results in the contest. Competitors may propose different inputs under each category in their attempts to diversify their client base and reach more SHFs.

**Stage 2: Competition Period.** During each competition period, that will last nine months, approved competitors will sell as many approved inputs as they can to SHFs in the target regions. The prize incentive will be structured as a per-unit prize, and in a way that incentivizes competitors to sell differing input types to the same SHF, and to sell more complex inputs and services like fodder and artificial insemination (see section 2.2.2). Competitors must also provide extension services linked to each SHF's input purchases to count as part of a competitor's total prize award.

AgResults proposes that to be successful, competitors will need to do three things:

- affordably sell more inputs of different types to existing customers (SHFs);
- recruit new customers;

- sustain repeat customers through education about the productivity benefits of inputs provided.

**Stage 3: Verification and Prizes.** On a periodic basis, the Verifier will track competitor sales and verify services provided through a multi-layered verification scheme (see section 2.2.3). At the end of the annual competition period, the Verifier will calculate the total award amount that each competitor has earned and submit those totals to the Project Manager and Secretariat for validation.

The three-month period after the end of the previous competition period and before the next period allows for final verification and awarding of prizes. It also provides competitors an opportunity to resubmit their proposed inputs to AgResults for review and approval for the coming year.

Each competition period will last from June to February, with the intervening three months set aside for final verification, new competitor application submission and review, review of competitor input submissions, and adjustments to verification and project rules as needed. The final competition period will take place from June 2023 to February 2024.

## 2.4 Prize Structure

Each input type will have an associated per-unit award for the successful delivery to a SHF. The amounts for providing one or two input types to a single SHF will decrease after Contest Year 2 to encourage competitors to deliver multiple input types to SHFs as the contest progresses. However, awards for three or four inputs provided to a single SHF will not decrease. The estimated prize amounts for per-SHF delivery of a single input by year is shown in the below table.

**Figure 4: Per-Unit Input Award Schedule**

Input Type	Award Per Sale Y1 & Y2	Award Per Sale Y3	Award Per Sale Y4
Parasite Control	\$6	\$4	\$3
Nutrition	\$27	\$20	\$13
Vaccines	\$5	\$3	\$2
Artificial Insemination	\$15	\$12	\$7

The incentive structure also includes “bonus” prizes awarded to competitors that are able to sell multiple input types as a “bundle” to the same SHF. Competitors will earn a bonus of from 20% to 60% on top of the input sale per-unit prizes for each successful bundled input delivery, per Figure 5 below. Prizes will be awarded only after validation through verification, discussed in the next section.

**Figure 5: Bonus Prize Schedule**

# of Input Types Sold	Base Award	Bonus	Total Prize per Competitor
1	Input Prize	--	= Base Award * # of Sales
2	Input #1 Prize + Input #2 Prize	20%	= Base Award * Bonus * # of Sales

<b>3</b>	Input #1 Prize + Input #2 Prize + Input #3 Prize	40%	= Base Award * Bonus * # of Sales
<b>4</b>	Input #1 Prize + Input #2 Prize + Input #3 Prize + Input #4 Prize	60%	= Base Award * Bonus * # of Sales

### 3. Project Verifier Responsibilities and Tasks

The Verifier Team will be responsible for carrying out the scope of work described in this section, utilizing the guidance given by the Secretariat and Project Manager, exercising the duty of care and professional skill expected of a professional firm.

#### 3.1 Overall Responsibilities of Verifier

AgResults will engage a prize competition Verifier that will provide comprehensive verification services to AgResults. Specifically, the Verifier will employ a combination of sales audits, ICT-enabled sales tracking mobile phone surveys, and spot checks to verify each competitor's sales and provision of services to an acceptable degree to trigger an award payment. Based upon the Verifier's evaluation and recommendation, AgResults will select an ICT system that will allow for electronic tracking of competitor sales data and real-time review of verification status.

The Verifier will develop a verification system that covers the following high-level tasks below:

- Using an ICT-enabled database, collect competitor sales data, including sales reports, along with specific data on products and services provided to each SHF.
- Analyze appropriate sales using standard auditing practices to identify abnormal sales activities.
- Require farmer confirmation of received inputs and extension through SMS survey system linked to sales database.
- Conduct 'Mystery Shopper' visits using statistical sampling to further verify a subset of input and extension provision.
- Aggregate input/bundle sales data to determine overall prizes.
- For the above tasks, develop a statistically robust solution based on sound auditing standards to verify provision of inputs in a way that mitigates risk to the project.

The specific verification components are described in more detail below.

**ICT-Enabled Sales Data Collection and Tracking.** AgResults will separately procure and directly pay for a cloud-based and commercially available or otherwise secure but globally accessible sales tracking database that allows competitors to enter their sales/ service provision data in real time, and for the Verifier, Project Manager, Secretariat, and other approved users to review sales data and the results of verification of those sales. This system will be procured with inputs from the selected Verifier once they are under contract with AgResults and will be managed by the Verifier as a central component of the sales verification data collection system. For illustrative purposes, some commercially available systems are listed below with links to their respective websites:

- [Cropln](#)
- [SourceTrace](#)
- [Smallholdr](#)
- [eFarmersHub](#)
- [Koltiva](#)

The sales data system will make it straightforward and easy for competitors to provide periodic information on SHFs, including name, gender, contact information, number of head of cattle, and location, along with sales and extension provision. Each competitor will collect and submit sales data to the Verifier for input into the system using a web-based data entry tool or off-the-shelf solutions like .csv files or Google Sheets. The Verifier will work with the Project Manager to ensure competitors understand how to use the sales reporting system.

**Sales Audits.** For sales of tangible goods or services that require use of goods like vaccines, the Verifier will conduct sales audits to confirm that competitor/farmer reported sales information is accurate. The Verifier will monitor input purchases by competitors to confirm that reported sales figures are reasonably aligned with the procurement totals. Irregularities between sales information and procurement information will be further investigated by the Verifier to prevent against competitor gaming or fraud. Some input components/ extension cannot be verified by receipts due to the nature of the service or input provided (i.e. providing seeds and training to establish a fodder plot) but will rely on SMS surveys and spot checks for verification, described below.

**Sales Verification Using SMS Surveys.** Some services and products provided to SHFs will not produce a paper trail and will require a different means of verification. The sales tracking system will allow for a straightforward process to send out simple SMS surveys to implicated SHFs, asking them if they received a given input and/ or extension services. The ICT system should allow for automatic logging of responses without the need for extensive manual data entry. A minimum response rate will be required for competitors to receive an award.

**In-Person Spot Checks.** Spot-checks done through statistical sampling will provide an additional layer of verification for the project. The verifier will use spot-checks to verify that farmers exist, that extension services are provided, and to verify that farmers really received the inputs claimed by competitors. The Verifier will also conduct risk-based spot checks if it finds low response rates from SHFs, abnormal sales figures, and other red-flag instances.

**Determination of Results.** The verifier will run progress reports and tabulate results on an ongoing basis. This will enable the verifier to monitor the distribution of bundles, determine where and when to conduct spot checks, and identify any sales abnormalities on a periodic basis. At the end of each sales season, the Verifier will tabulate results and recommend awards based on the project's award formula outlined in section 2.4.

**Risk Management.** The Verifier's work will confirm whether each competitor's self-reported sales are accurate so that incentive payments to the Implementers are calculated and paid correctly per the contest rules. Therefore, it is critical that the Verifier develop appropriate checks to prevent potential abuse of the project by competitors, including:

- **Misstated sales:** the risk that reported sales are inflated by the Competitor, increasing their award amount during the sales period and as a result, an inflated annual prize.

- *Risk of incomplete delivery*: the risk that reported sales of a “bundle” of goods was only partially met. Some goods may require multiple deliveries to meet the annual threshold for that type of good (for example, certain deworming treatments and fodder provision).
- *Sales of counterfeit products*: the risk that reported sales were generated from sale of counterfeit products like vaccines that were not approved by government.
- *SHF manipulation*: the risk that competitors manipulate SHFs into giving false responses to surveys.
- *Disputes*: the risk that competitors dispute the results of what a SHF claimed they did or did not receive from the competitor.

### 3.2 Verifier Detailed Tasks

The following are the proposed tasks that the Verifier will perform. **Where feasible, Offerors should propose ways to streamline verification that maintain integrity but take advantage of the ICT-enabled solutions provided by AgResults.**

#### 3.2.1 Verifier Orientation and Start-Up (within four weeks of signing of contract)

Activities to be carried out include:

- a) Hold an orientation meeting with the Project Manager to do the following:
  - i. Review verification objectives, the scope of work, approach, timelines and expected outputs.
  - ii. During this meeting, develop communication and feedback protocols for use during the assignment, including how to manage any significant issues or challenges that might arise during the assignment.
- b) Work with the Project Manager and Secretariat to finalize the requirements that feed into the terms of reference for the procurement of the ICT sales data collection and tracking system.
- c) Develop an overall detailed design of the assignment including a comprehensive work plan. The design shall describe the verification procedures to be employed, including:
  - i. Methodology for integrating ICT tracking system and sales audits.
  - ii. Proposal for using SMS surveys to verify delivery of products and services to SHFs.
  - iii. Field visit sampling methodology (with sample size sufficient to produce reasonable confidence level and margin of error) including process of randomization and the verification instruments to be employed in the completion of the assignment.
  - iv. Quality control mechanisms to be employed by the Verifier in carrying out the assignment.
  - v. Any verification reporting templates to be used.
  - vi. The design and work plan will be reviewed and approved by the Project Manager Team and the Secretariat.

#### 3.2.2 Set Up of ICT Data Collection and Tracking System (within twelve weeks of signing of contract)

Activities to be carried out include:

- a) Work with Project Manager and Secretariat to review ICT firm proposals and select appropriate service to be used for sales tracking.
- b) Once ICT firm has been selected, work with ICT firm to tailor sales tracking solution to the needs of the project/ Verifier’s proposed sales tracking solution.
- c) Provide the Secretariat with regular updates and opportunities for hands-on demos of the ICT system.

- d) With the ICT firm, finalize the methodology for integrating SMS surveys into the sales tracking database.
- e) Working with the ICT firm, develop a user guide for competitors with respect to their requirements vis-à-vis the ICT sales tracking database.

### **3.2.3 Competitor Verification Planning** (March – May, corresponding with period prior to each annual competition period)

Activities to be carried out include:

- a) After competitors have been accepted into the contest, lead a training with all competitors that outlines how to use the sales tracking system. This training will be repeated annually.
  - i. Gather feedback from competitors during the training and provide to the Secretariat as needed to adjust/ improve the sales tracking database.
- b) Based on each competitor's accepted list of inputs and extension services they propose to provide, meet with each competitor to review and document operations, management, and accountability systems and controls, including:
  - i. Review competitors' pricing strategies and distribution supply chains.
  - ii. Document competitor controls and accountability measures to avoid fraud and abuse that could imperil the verification objectives in Section 3.1.
  - iii. As per the International Standard on Auditing (ISA) 550, identify the related party's relationships and transactions in relation to risks of material misstatement associated with related party relationships and transactions.
  - iv. Identify potential risks inherent in the operations systems for each competitor as they relate to the Project.
  - v. Develop a detailed verification program for each competitor based on their approved list of inputs they plan to provide that contest period. This will include the plan for documentation review, ICT-tracked sales, field interviews, and any required travel to competitor offices and other verification locations.

### **3.2.4 Detailed Competitor Sales Verification Activities** (June – February, corresponding with each annual competition period)

Activities to be carried out include:

- a) Oversee submission of ICT-enabled sales tracking data by each competitor in real time using the approved ICT sales tracking database, to include the following:
  - i. SHF demographic information, including name, phone number, number of cattle, and other information to be defined prior to competition start-up.
  - ii. The number and types of each input sold/ provided to SHFs.
  - iii. The extension services provided to SHFs.
- b) Obtain signed competitor self-reported sales reports for the verification period and test for accuracy against the documents and activities below. Each sales report for each competitor to include the following;
  - i. The number and types of each input sold/ provided to SHFs.
  - ii. The extension services provided to SHFs.
- c) Test internal control systems for initiation, review, approval and processing of both cash and credit sales. Activities to be carried out include:
  - i. Obtain and review written competitor policies or management representations on specific controls.
  - ii. Conduct interviews with operational staff to ensure that competitor policies are understood by the staff.
  - iii. Test whether controls are operating as intended by reviewing cash and credit reports
- d) Verify customer (SHF) validity:

- i. Review the Implementer's customer sales documents— local purchase orders, requisition forms, emails, letters etc. to confirm that customers of the Implementer are valid entities and not fictitious
- ii. Using automatic SMS surveys, validate that SHFs are receiving the inputs and extension services claimed to have been provided by each competitor.
- iii. Flag and investigate any suspicious sales that are initiated by the competitor and/ or their project partners.
- e) Verify and reconcile billing documents:
  - i. Reconcile sales recorded via billing documents such as invoices, debit notes, cash sales or similar documents with the originating customer sales order.
  - ii. Flag and specifically investigate completed sales forms that are not supported by customer sales documentation.
  - iii. Verify that all Implementer's customer billing documents for the reported sales are supported with proper delivery documentation.
- f) Verify the correct input quantity was provided as per each competitor's sales period proposal.
- g) Sales book/ledger audit:
  - i. Check that sales ledger entries are referenced to valid sales forms if possible.
  - ii. Flag and specifically investigate sales ledger entries that are not supported by valid sales forms or SMS-based verification methods.
- h) Reconciliations:
  - i. Reconcile sales back to the cash/bank records and report any un-reconciled sales.
  - ii. Reconcile the sales report with VAT returns and report any un-reconciled sales.
  - iii. Verify whether the sales reported by a competitor are consistent with the company's income tax return.
- i) Inquire into overdue Credit Sales and Bad Debts:
  - i. Obtain a debtor listing, aged as per the competitor's policy.
  - ii. Determine the reason for delinquency and retrace the delinquent sale to its initiation.
  - iii. Obtain a list of bad debts and determine the reason for non-collectability, re-tracing the sale to its initiation.
  - iv. Check for any provision for bad debts and query the reasonability of the assumptions behind such provision, and the adequacy of the provision.
  - v. Remove overdue credit sales from Implementer sales reports.
- j) Analyze the trend of sales from one reporting period to the next and point out instances of unusual activity.
- k) Obtain a listing of, and investigate reasons for, any payments made by the competitor to SHFs.
- l) Field visits:
  - i. Conduct an initial field visit to verify the location of each Implementer company and establish a relationship.
  - ii. Conduct at least one field visit to one of each competitor's distributors per competition sales period, to authenticate the distribution network for inputs.
  - iii. Based on the field visit sampling methodology proposed and approved in the workplan, visit a subset of SHFs to validate their existence and confirm reception of inputs and extension services.
- l) Quality of Product:
  - i. Based on evidence gained from sales auditing and SHF interviews, provide the Secretariat with any information with respect to inferior quality products/ products that do not meet government quality standards/ suspected counterfeit products.
- m) Gather any other relevant and sufficient evidence to substantiate in all material aspects the accuracy of each competitor's sales and quality reporting documentation.

### **3.2.5 Sales Verification Reporting and Dispute Resolution**

Upon verification of each competitors' sales reports for each sales period, the Verifier will undertake the following tasks:

- a) Every three months during the competition period, prepare a short draft verification report for each Competitor showing the results of the sales verification in the following format:
  - i. The total amount of sales that were verified differentiated by input type
  - ii. The total amount of sales deemed by the Verifier, based on the applied verification method, to have met the Project's criteria for valid sales;
  - iii. The SHFs that have received valid extension services as part of the sales requirement;
  - iv. The total amount of ineligible sales and reason(s) for such ineligibility;
  - v. Specifically highlight that amount of ineligible sales suspected to be fraudulent.
- b) Present and discuss the draft reports with the Project Manager and Secretariat.
- c) After approval by the Secretariat, present the individual draft reports to each competitor, and provide an opportunity for the Competitor to explain any discrepancies as needed.
- d) At the end of each annual competition sales period, present the final Verification Report to the Project Manager and the Secretariat. This report will include the Verifier's final recommendation for awards payments in accordance with the Project's contest rules.
- e) Be available to answer verification-related queries and help to resolve verification-related disputes arising from the competitors:
  - i. Disputed Verifier findings will be reviewed by the Secretariat.
  - ii. Per the dispute mechanism in competitor agreements, the Secretariat may request the Verifier to re-examine their results.
- f) Hold weekly calls with Project Manager to provide updates of:
  - i. Summary of ongoing verification work;
  - ii. Any significant issues and challenges experienced with the Competitors, how the challenges were resolved or are proposed to be resolved;
  - iii. Any anticipated delays in completion of the verification and plans for mitigating such delays.

### **3.2.6 Data Quality Control**

The Verifier team will be responsible for data quality control of the competitor verification reviews. In particular:

- i. The Verifier must demonstrate independence, integrity, ethics and objectivity
- ii. All verification working papers prepared by members of the Verifier team should be reviewed and approved by a senior member of the team other than the preparer.
- iii. A checklist should be prepared by the Verifier's Team Leader in advance to guide field staff in identifying significant matters (including potentially fraudulent competitor practices) and escalating them to the Team Leader.
- iv. The Verifier must create and retain complete and well referenced verification documentation and records.

## **4. Verifier Deliverables and Reporting**

The table below lists the deliverables and minimum reporting requirements. This list is not intended to be exhaustive or restrictive but provide the Verifier with reporting expectations. Before submitting the reports and deliverables, the Verifier will submit reporting templates for approval.

**Table 1: Deliverables and Reporting Requirements**

Corresponding Task	Deliverables Required	Due Date
Verifier Orientation and Start-up (3.2.1)	<p>Detailed design of the assignment including a comprehensive work plan. The design shall describe the verification procedures including:</p> <ul style="list-style-type: none"> <li>• Methodology for integrating ICT tracking system and sales audits.</li> <li>• Proposal for using SMS surveys to verify delivery of products and services to SHFs.</li> <li>• Field visit sampling methodology (with sample size sufficient to produce reasonable confidence level and margin of error) including process of randomization and the verification instruments to be employed in the completion of the assignment.</li> <li>• Quality control mechanisms to be employed by the Verifier in carrying out the assignment.</li> <li>• Any verification reporting templates to be used.</li> </ul>	Four weeks after date of fully executed contract
Set Up of ICT Data Collection and Tracking System (3.2.2)	<ul style="list-style-type: none"> <li>• Finalized sales tracking system ready for deployment.</li> <li>• Final methodology for integrating SMS surveys into the sales tracking database.</li> <li>• User guide for competitors with respect to their requirements vis-à-vis the ICT sales tracking database.</li> </ul>	Twelve weeks after date of fully executed contract.
Competitor Verification Planning (3.2.3)	<ul style="list-style-type: none"> <li>• Report on competitor training, including requests for adjustments to ICT sales data tracking system.</li> <li>• Detailed verification program for each competitor based on their approved list of inputs they plan to provide that contest period. This will include the plan for documentation review, ICT-tracked sales, field interviews, and any required travel to competitor offices and other verification locations.</li> </ul>	In May before start of each competition year
Periodic Competitor Sales Verification Activities and Reporting (3.2.4/ 3.2.5)	<p>Verification report for each Competitor showing the results of the sales verification in the following format:</p> <ul style="list-style-type: none"> <li>• The total amount of sales that were verified differentiated by input type</li> <li>• The total amount of sales deemed eligible based on the applied verification method to have met the Project's criteria for valid sales;</li> <li>• The SHFs that have received valid extension services as part of the sales requirement;</li> <li>• The total amount of ineligible sales and reason(s) for such ineligibility;</li> <li>• Specifically highlight that amount of ineligible sales suspected to be fraudulent.</li> </ul>	Every three months during competition period
Final Annual Verification Report (3.2.5)	Final Verification Report to the Project Manager and the Secretariat. This report will include results of competition period verification and the Verifier's final recommendation for awards payments in accordance with the Project's contest rules.	30 days after end of each annual competition sales period

## 5. Illustrative Timeline

The following is an illustrative timeline of activities for the first 18 months of the Project. This is presented as an illustrative example. Offers may modify this timeline according to the proposed solution. Please note, these timelines will be superseded by the work plans submitted by and agreed with the Verifier.

Illustrative Timeline	2020												2021					
	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
<b>Verifier Orientation and Start-Up (3.2.1)</b>																		
Orientation by PM Team																		
Develop overall design for the assignment, including work plan																		
<b>Set Up of ICT Data Collection and Tracking System (3.2.2)</b>																		
Support ICT provider selection																		
Work with ICT firm to tailor sales tracking solution, SMS survey methodology, and user guide																		
<b>Competitor Verification Planning (3.2.3)</b>																		
Lead competitor training on verification, including ICT system																		
Meet with competitors to review systems and identify risks																		
Finalize annual competitor verification plans																		
<b>Detailed Competitor Sales Verification Activities (3.2.4)</b>																		
Oversee ICT-enabled sales tracking																		
Review competitor self-reported sales reports and conduct substantive testing																		
Facilitate SHF SMS surveys																		
Conduct sales verification field visits per randomized schedule																		
<b>Sales Verification Reporting and Dispute Resolution</b>																		
Prepare and submit periodic verification reports																		
Provide weekly updates to Project Manager																		
Provide annual competition sales report and awards determination																		



## Appendix 4 Proposal Requirements

### Proposal Requirements

#### 1. Technical Proposal

Offerors are required to address the components below in a response limited to fifteen (15) pages, notwithstanding the separate annexes outlined below that will not count towards the page limit. Any specific additional page limits for annexes are noted below.

##### 1.1 Technical Approach and Methodology

- A) The offeror shall present their overall approach to implementing the AgResults Dairy Project Verifier role. In particular, the offeror shall demonstrate the following:
- a. Technical understanding of the project and Terms of Reference;
  - b. A clear, logical approach to implementing the project Terms of Reference, particularly with balancing the different verification methods required.
  - c. Sound, objective, and transparent methodology for verifying results and proposing prize awards.

##### 1.2 Corporate Capability and Past Experience

- A) The offeror shall provide a statement of Corporate Capabilities included as part of the technical proposal response. Included in this statement, the offeror shall provide evidence of an existing presence and registration in Tanzania.
- B) In an annex, the offeror shall also provide three past performance references related to the efforts identified in the Terms of Reference. Each reference in the annex should be no more than two pages. These references should identify the specific role the offeror played in each project, particularly if they were part of a larger team.
- Please provide a description of the services, name(s), e-mail addresses, and phone numbers of the client(s)/customer(s) to whom the services were provided, dates and periods during which the indicated services were provided, and the extent and nature of services provided. (The Offeror consents to the AgResults Secretariat contacting and verifying these references at its discretion.)
- C) In an annex, the Offeror shall also provide a one-page list of relevant ongoing and past projects or activities, with budget amounts, duration and total level of effort provided for the past five (5) years or more if relevant.

##### 1.3 Personnel and Management

The Offeror should provide the information indicated below about the proposed staffing and management structure required for executing the Verifier activities. All key personnel should be indicated in the Proposal and their commitment confirmed (future substitution of such personnel will be subject to the Secretariat's written approval). The Secretariat or its designee reserves the right to interview the Lead Verifier and other individuals as part of the selection process.

### 1.3.1 Key Personnel – Position Requirements

- a) The Offeror shall provide a list of proposed key staff by specialty and include CVs recently signed by the proposed professional staff and authorized representatives submitting the proposal. The key information should include number of years working for the firm/entity and degree of responsibility held in various assignments and relevance of their experience with respect to the requirements set forth in Section 3. The Offeror should list the tasks that will be assigned to each proposed key staff team member.
- b) The minimum list of key positions and their qualifications are listed in Section 3. In budgeting for Key Personnel, assume seven implementers in Sales Period 1, 11 in sales period 2, 13 in sales period 3 and 15 in sales period 4.

The Offeror will include an explanation of the structure of the performing team (the key personnel and Support staff – see 1.3.2). If the Offeror proposes a different configuration, it should be included in the personnel section and justified.

### 1.3.2 Support Staff

Key Personnel are accountable for all verification tasks described in the Scope of Work. The Offeror must provide a summary of other staff, if any, that will have a role in the work and/or in supporting any of the Key Personnel. Please state the role, for which the individual is being proposed, how his or her qualifications correspond to that role, and provide a summary description of the individual and attach detailed CVs. Staff named in the proposal will be expected to be available to start performing the work upon contract award.

It is expected that for the purposes of verification field work, the Offeror would appoint 4 Verification Assistants (equivalent of Audit Assistants), who would be persons with at least bachelor's degree and 1-3 years of experience in audit or work similar to this assignment. It is expected that one Verification Assistant would undertake field work for two to three Implementers.

### 1.4 Illustrative Year 1 Work Plan

Building off the proposed Project Timeline in Figure 3 as well as the details provided throughout the RFP, the Offeror must propose an illustrative Work Plan for Year 1, with activities defined monthly, for the activities described in the Terms of Reference in Appendix 3. Offerors must include an estimated timing of major activities, deliverables, and interaction with other entities. Upon award, a definitive Year 1 Work Plan will be required within 30 days for discussion and approval by the Secretariat.

## 2. Cost Proposal

The Offeror shall submit a Cost Proposal on a **firm-fixed-price basis**, using the provided fixed-price cost template. The cost response should include all fees and expenses, including any taxes, for the entire contract period, as well as on a per-year basis, as per the Terms of Reference.

The Price Proposal should cover all the activities detailed in the Scope of Work in Appendix 3.

The price proposal should - at a minimum - include a breakdown of anticipated costs as

follows:

- a) Labor costs based on fixed daily rates for each labor category, utilizing the Verifier Pricing Template in Appendix 5.
- b) Travel costs to conduct the Scope of Work in Appendix 3 of the Terms and Reference. This includes trips to Implementer facilities and distribution chains. Should this assumption be incorrect, the Project Manager and Secretariat will discuss and make appropriate revisions to the Scope of Work;
- c) Any other additional expenses related to the assignment fully broken down

**Notes:**

- Proposed payments will be made quarterly and tied to deliverables proposed by the Project Verifier in the submitted illustrative Work Plan.
- All expenses should be listed separately, with sufficient detail to allow for evaluation as to the reasonableness of the items proposed.
- All prices shall be quoted in US dollars.
- Offeror is responsible for any applicable taxes and similar fees (those are deemed included in the proposed fixed price). Deloitte Consulting cannot confer any special tax- or duty-free status.
- Payments to the selected Offeror will be made after receipt of the deliverables by the AgResults Secretariat and will come from the World Bank-administered Trust Fund.

### **3. RFP Schedule of Events**

1. **Deadline for Proposals**, with all required signatures, including a completed and signed Anticorruption Compliance Certification, is no later than 1700 Hrs. US Eastern Time (US ET) on **November 11, 2019**. Proposal documents should be submitted in one email to [info@agresults.org](mailto:info@agresults.org). Please indicate "Dairy Project Verifier RFP" in the subject line of the email.
2. **Questions** concerning the Project, or this RFP may be submitted by vendors at any time, but no later than 1700 Hrs. US Eastern Time (US ET) on **October 21, 2019** to [info@agresults.org](mailto:info@agresults.org). Please indicate "Dairy Project Verifier RFP" in the subject line of the email.
3. **Answers** to timely-received questions will be posted on the AgResults website no later than 1700 Hrs. US Eastern Time (US ET) on **October 23, 2019**. Answers to questions will be posted on <https://agresults.org/news-and-blog/10-blog/134-rfp-dairy-productivity-pm>.
4. The Secretariat expects to award the Project Verifier's contract by **December 1, 2019** with an expected contract start date of **December 1, 2019**.

## **Appendix 5**

### **Anticorruption Compliance Certification**

AgResults requires full compliance by the Offeror with the U. S. Foreign Corrupt Practices Act (15 U.S.C. Section 78dd-1, et. seq.) as amended (“FCPA”), and all other applicable Anti-Corruption laws, rules and regulations.

The anti-bribery provisions of the FCPA make it illegal to offer, promise, authorize, or provide anything of value, either directly or indirectly (e.g., through third parties), to a Foreign Official (as defined below) for the corrupt purpose of (1) influencing an official act or decision; (2) inducing the Foreign Official to do or omit to do anything in violation of his lawful duty; or (3) securing an improper advantage; in each case in order to assist in obtaining, retaining, or directing business to anyone.

Under the FCPA, a Foreign Official includes not only a person who performs traditional governmental or administrative functions, but also any member of a royal family or an employee of an entity in which a governmental body has an ownership interest (even a minority interest). Such employee could still qualify as a Foreign Official even if he or she performs business-related functions as an employee of such entity engaged in commercial, rather than governmental, activities.

To facilitate the Offeror’s understanding and compliance with obligations set forth in this clause, ‘Foreign Official’ is hereby defined for the purposes of this clause to include:

- Any officer or employee of a non-U.S. government (including any non-U.S. military personnel) or any of its departments or agencies or incorporated entities (including state-owned enterprises);
- Any director, officer, or employee of any legal entity or joint venture that is controlled or significantly owned by a non-U.S. government (including any non-U.S. military personnel) or any of its departments or agencies or incorporated entities (including state-owned enterprises);
- Any officer or employee of any public international organization (e.g., the United Nations or World Bank);
- Any person that represents or acts on behalf of, or in an official capacity for, any non-U.S. government or any of its departments or agencies or incorporated entities (including state-owned enterprises), even if honorary;
- Any non-U.S. political party or party official or candidate for non-U.S. political office;
- Any member of a royal family; and
- Any member of a non-U.S. legislative body.

The Offeror understands that prohibited payments or offerings under the FCPA need not take the form of cash or cash equivalents. For the purposes of this clause, and in line with the FCPA, the reference to ‘anything of value’ is construed broadly and covers any tangible benefit of any kind, including, without limitation, cash or cash equivalents, gifts (including, but not limited to, gifts or courtesies of local custom, wedding and personal gifts, jewellery), political contributions, donations to charities at the behest of a Foreign Official or his/her family, entertainment (including, but not limited to, meals and tickets to events), travel and travel-related expenses, hospitalities (including, but not limited to, accommodation), ownership rights in joint ventures or other entities, inflated or excessive contract prices, loans and employment (whether long-term or temporary). Even if any payments or gifts are a customary part of the culture of a particular country, they may be prohibited under the FCPA. In addition, providing

or offering gifts, payments or other benefits to another person for an improper or corrupt purpose may violate not only the FCPA but also other similar anti-bribery laws and regulations.

Moreover, certain laws and regulations, that may be also applicable in connection to the Project Verifier’s activities, prohibit bribes or kickbacks in the private sector and regulate, among other things, whether gifts, entertainment or employment may be provided to U.S. government officials. Offeror shall comply with all such applicable laws and regulations.

Therefore, in connection with the submission of this proposal for participation in the AgResults Tanzania Dairy Productivity Project, the Offeror shall not cause the Secretariat, or any other entity associated with the AgResults Initiative to be in violation of the FCPA or any other applicable anticorruption laws or regulations. The Offeror must refrain from either directly or through others, making or offering to make bribes, kickbacks or other corrupt payments or provide anything of value to a Foreign Official or anyone else for purposes of influencing them to benefit the Secretariat or any other entities associated with AgResults Initiatives, the Offeror, or any other party.

The Offeror shall notify the Secretariat immediately if it learns of any violations of the FCPA or any other anticorruption laws in connection with the Offeror’ s involvement in the AgResults Tanzania Dairy Productivity Project. Notifications can be made to Secretariat through email: [info@agresults.org](mailto:info@agresults.org). Notifications can be also made anonymously through the website [www.integrityhelp.com](http://www.integrityhelp.com), or by calling +1 866 850 1485 (within the U.S.) or +1 503 748 0570 (outside the U.S.).

### **Compliance Certification**

By my signature, I certify as an authorized representative of Offeror, that in connection with the preparation and submission of this proposal, the Offeror has complied with and will comply with the U. S. Foreign Corrupt Practices Act (15 U.S.C. Section 78dd-1, et. seq.) as amended (“FCPA”), and all other applicable anticorruption laws, rules and regulations.

For and on Behalf of Offeror:

Name \_\_\_\_\_

Title \_\_\_\_\_

Organization \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

## **Appendix 6 Pricing Template**

See attached.