

## Subaward Request for Applications

|                              |   |
|------------------------------|---|
| RFA Release Date:            | 21 May 2021   |
| Deadline for Questions:      | 18:00 EAT, 26 May 2021  |
| Closing/Submission Deadline: | 18:00 EAT, 9 June 2021  |
| RFA Code:                    | IB09TAP2  |
| SUBJECT:                     | Consultancy to develop a dairy hub farmer training model, set-up a pilot and provide implementation support |

Dear Applicants,

This document constitutes a request for applications (RFA) from eligible bidders for a project funded by the Commercial Agriculture for Smallholders & Agribusinesses (CASA) Technical Assistance Facility. It is accompanied by a template for a letter of intention to submit an application and a budget template. Interested bidders should sign and return the letter of intention to submit an application to TechnoServe per contact details described in Section E (submission guidelines). Upon receipt of that letter, which also serves as a non-disclosure agreement, TechnoServe may provide additional information to the bidder.

Issuance of this RFA does not constitute an award commitment on the part of TechnoServe, nor does it constitute a commitment to pay for costs incurred in the development of an application.

Questions regarding the RFA requirements must be submitted in writing to [nmartinez@contractor.tns.org](mailto:nmartinez@contractor.tns.org) by the deadline listed above. Include the RFA Code and Subject in the subject line for your questions.

TechnoServe, CASA TAF and the UK government's Foreign, Commonwealth & Development Office (FCDO) aim to create an inclusive culture of best practice with the delivery partners with whom it engages and which receive UK taxpayers' funds. All Supply Partners and Subrecipients should adhere to the overarching principles of the Supply Partner Code of Conduct to:

- Act responsibly and with integrity
- Be transparent and accountable
- Seek to improve value for money
- Demonstrate commitment to poverty reduction and FCDO priorities
- Demonstrate commitment to wider HMG priorities

### A. Background

Established in 1968, TechnoServe works with enterprising people in the developing world to build competitive farms, businesses, and industries. We have worked in more than 40 countries across Africa, Latin America, and Asia, assisting thousands of businesses and improving the incomes of millions of people.

We provide business solutions to poverty by linking people to information, capital and markets. With five decades of proven results, we believe in the power of private enterprise to transform lives.

The CASA TAF is an £8 million FCDO funded Technical Assistance Facility (TAF) to support agribusinesses that have received development finance institution (DFI) or impact investor financing to extend and deepen their smallholder impact. The facility will provide grants and technical assistance to agribusinesses that have received financing from a DFI (e.g., CDC, FMO, Norfund) or an impact/patient capital investor (e.g., China-Africa Development Fund, Root Capital, Acumen, AgDevCo) for projects which will increase the volumes of purchases from smallholders and bring new smallholders into business supply chains. CASA-TAF's aim is to increase the development impact of individual deals and help build an evidence base of the potential development returns from agribusiness investments that can be used to raise expectations of investors from future deals. CASA-TAF has the potential to re-define the role that private investments in agriculture can play towards driving development impact for millions of smallholder producers across the globe. Over 5 years, our objective is to work with 35 agribusinesses to increase sales and productivity of over 100,000 smallholders, and increase jobs and rural income generation opportunities.

To meet our objectives, we are working with at least 35 agribusinesses to design and implement commercially viable, high-impact and sustainable inclusive business plans. One of the businesses supported is Countryside Dairy (CSD), a rapidly growing processor of milk and dairy products in Kenya, which seeks to expand its smallholder (SHF) supplier base from ~500 to ~10,000 SHFs in the next five years.

This Technical Assistance (TA) intervention will support the development and piloting of full-service dairy hubs offering milk offtake, input sales, short-term credit, training, and other services tailored specifically for the company's farmer suppliers. Centralising farmer touch points through the dairy hubs will enable CSD to achieve supply chain efficiencies and reduce milk collection costs, while addressing smallholder productivity and quality barriers that can impede longer term growth.

CASA TAF and Countryside will require the services of a consultant technical expert/firm to design, package and set up the training and loyalty programme, as well as to provide implementation support and monitoring for the duration of the pilot phase. The consultant/firm will be retained for the remainder of the project (to March 2024) on an "as-needed" basis to provide refresher training and adjust the model as required during the expansion phase, from 2 dairy hubs to 15 post-pilot.

#### **B. Project Description:**

The selected consultant/firm will design a cost-effective smallholder farmer training and extension model, using an existing base of materials and manuals to be tailored to meet Countryside's specific needs and requirements. The training strategy, methodology and delivery plan will then be implemented by Countryside's dairy hub extension team over a one-year pilot across 2 dairy hub locations (precise hub location TBD with Management).

A core component of the technical design of the dairy hub model is the development of a farmer segmentation and loyalty tier system. Central to the dairy hub concept is a low-cost opportunity to generate farmer loyalty as the farmers realise the value to their net incomes through the hub's extension, procurement and add-on services. It is essential for the financial sustainability of the model to allocate scarce training resources to farmers in the hub's catchment area, so that the support is optimised to farmers that are consistent and reliable through increased sales to company.

#### ***Scope of work***

Contract consultancy to develop a dairy hub farmer training model, set-up a pilot and provide implementation support. The project will be carried out in two phases (see below for detailed activities and deliverables):

- *Phase 1 (July-December 2021)* will focus on technical design and overall strategy for service provision through the dairy hubs, including development of the training curriculum, training delivery plan/calendar and farmer segmentation/loyalty tier programme design.
- *Phase 2 (January 2022 to March 2024)* will entail two sets of activities:
  - Pilot activities: It is anticipated that after the initial development and set-up of Phase 1, the dairy hub pilot will be fully operational. Therefore, between January and August 2022, the consultant/firm will provide support for pilot implementation, inclusive of training staff and budget planning/allocation, dairy hub performance monitoring and loyalty programme roll out.
  - Post-pilot activities: At the end of the initial pilot period in August 2022, the consultant/firm will work with the company and CASA TAF to assess the performance of the pilot and make recommendations & suggest adjustments to be incorporated into the expansion plan. The consultant/firm will be retained until March 2024 to provide ongoing “as needed” support, refresher training and to effectively handover at the end of the CASA TAF intervention.

Phase 1 activities and outputs:

- Review Countryside’s current extension model and training approach to identify current gaps in material content and staffing structure / skills.
- Conduct a farmer knowledge needs/gap assessment through a random sample of Countryside suppliers, starting with clusters around the location of the pilot dairy hubs.
- Review existing training materials and manuals available in Kenya to select and package training of trainers (TOT) modules most appropriate for Countryside farmers, including gender-inclusive and climate resilience strategies and practices identified in 60 Decibels report recently completed.
- Design lead farmer and farmer outreach/recruitment approach and activities, including extension staff job descriptions/profiles, a training calendar and performance targets.
- Assist in hiring of 4 dairy hub pilot extension staff (2 extension staff per hub) and provide training and onboarding through TOT approach.
- With the company and CASA TAF, develop a farmer loyalty tier system and farmer segmentation to enable the prioritisation of extension resources for farmers loyal to Countryside, including aligning on loyalty tier parameters define loyalty parameters (e.g. bronze, silver and gold based on volumes sold per farmer, frequency of sales, or other relevant metrics) and defining allocation of extension team resources to each loyalty tier.
- Together with Countryside Management and CASA TAF, define long-list of broader programme benefit/reward options (e.g., discounted inputs, feed), and identify potential third-party benefit program partners (e.g. input suppliers, feed producers).
- Initiate promising commercial deals to be struck with third parties (e.g. for bulk discounts) for the loyalty benefit scheme.
- Design lead farmer contracts, including volume & quality targets and incentive structure.
- Develop monitoring and evaluation plan to assess the effectiveness of the training model and incorporate activities targeted at women inclusion in the design, through collaboration with gender expert consultant in a parallel project which will be procured and funded separately (TA Project 2). At minimum, the plan should address the following:
  - Finalise KPIs (based on proposed metrics identified in the inclusive business plan)

- Define data requirements to allow effective KPI tracking.
- Define processes required to support quality assurance and KPI monitoring by supervisor/management staff (including key tools, roles and responsibilities).
- Advise on what data should be collected through ERP system & align data collection with the existing ERP system.
- Design survey to validate baseline assumptions (eg. farmer milk produced, consumed and side-sold) and capture remaining farmer-level baseline information that is not collected through the ERP (eg. farmer production costs, milk volumes produced per day).

Phase 2 activities and outputs:

- Pilot (January to August 2022)
  - Recruit and Provide a pilot manager to provide operational guidance and oversight, including loyalty tier scheme roll out and dairy hub performance monitoring.
  - Advise Management on farmer segmentation/loyalty programme implementation plan, potentially adopting a phased approach to ensure (1) internally orientated testing and refinement of tiers, data collection and analysis, and (2) external launch with farmer visibility of the programme.
  - Collaborate with Management and CASA TAF team to allocate benefits to tiers based on perceived value, cost, and / or operational complexity.
  - Collaborate with Countryside Dairy IT department / IT consultant to integrate loyalty tier system into existing ERP system: define data requirements, data flow process, and loyalty monthly dashboard for analysis and decision-making.
  - Make recommendations to company management on the extension staffing model (e.g. size of farmer groups, # of lead farmers, ratio of lead farmers to extension staff).
  - Work with Countryside's finance manager to develop a detailed training budget for remainder of hub programme scale-up.
  - Create year-round farmer recruitment, training & monitoring calendar of field day locations, themes & partners.
  - Collaborate with and advise COO and other operational staff on overall hub farmer recruitment, training & monitoring operations, loyalty programme management, hub staff roles and responsibilities, and data collection processes.
  - Monitor overall pilot progress, document and facilitate regular discussion around key risks and learnings. Advise company on strategic changes/updates required based on hub model performance and learning.
- Post-pilot (September 2022 – March 2024)
  - Review and report on pilot performance data, including qualitative assessment of farmer value perception/satisfaction & make recommendations for expansion.
  - Review progress monthly/quarterly, make recommendations for adjustment / course correction and provide refresher training to management and staff, as needed. This period will be
  - Incorporate learnings into final training programme design and handover plan.

- Effectively handover to the company to roll out continued training and prepare project close-out report.

**Expected Deliverables & Impact**

Countryside expects to reach 10,000 farmers by 2024, with 3x growth of milk volumes in the coming 3 years. In addition to access to supply, the dairy hubs are expected to improve milk quality and thus reduce losses due to spoilage, improve milk safety, as well as enable Countryside to increase production of value-added products. The dairy hubs are expected to increase the net dairy income per farmer by £95 p.a. by March 2024. It is estimated that farmers can improve total milk volumes produced by 50% in 4 years, which will improve the marketed milk volumes by 75% over the same period, assuming stable on-farm consumption.

Final milestones will be agreed with the successful TA provider during the contracting process and bidders should propose relevant additional ones in their proposals. At a minimum, the consultancy is expected to deliver the outputs below.

**Illustrative timeline for deliverables\***

|                        |                      |   |
|------------------------|----------------------|---|
| Phase 1<br>(2021)      | July – August        | <ul style="list-style-type: none"> <li>▪ Farmer knowledge gap and needs assessment</li> <li>▪ Lead farmer and farmer outreach / recruitment approach and activities</li> <li>▪ Training manual outline and contents plan</li> <li>▪ Farmer segmentation approach recommendations</li> </ul>                               |
|                        | September – October  | <ul style="list-style-type: none"> <li>▪ Training manual and extension delivery calendar</li> <li>▪ Training staff profiles, job descriptions, recruitment</li> <li>▪ Farmer segmentation and loyalty tier extension scheme design (parameters, tiers, resources)</li> <li>▪ Lead farmer contracts and targets</li> </ul> |
|                        | November – December  | <ul style="list-style-type: none"> <li>▪ Onboard and train 4 dairy hub pilot extension staff</li> <li>▪ M&amp;E plan with relevant KPIs</li> <li>▪ Farmer segmentation &amp; loyalty tier scheme pilot roll out &amp; benefit program partners outreach</li> </ul>  |
| Phase 2<br>(2022-2024) | January – March      | <ul style="list-style-type: none"> <li>▪ Pilot manager recruited and onboarded</li> <li>▪ Pilot evaluation and expansion plan</li> <li>▪ M&amp;E plan oversight and reporting</li> <li>▪ Benefit program partner contracts/MOUs</li> </ul>  |
|                        | April – July         | <ul style="list-style-type: none"> <li>▪ Dairy hub expansion staffing plan and 3-year budget</li> <li>▪ Loyalty tier scheme integration into ERP system</li> <li>▪ Pilot evaluation report &amp; recommendations</li> </ul>   |
|                        | August to March 2024 | <ul style="list-style-type: none"> <li>▪ Monthly meetings &amp; follow up actions</li> <li>▪ Monthly/quarterly progress reports</li> <li>▪ Handover and close out report (2024)</li> </ul>  |

*\*Final list of deliverables and deadlines to be agreed during contracting.*

### **Gender**

Women are key agricultural producers for Countryside and, as such, the project team must structure activities in this project to take into account and report on the impact on women.

The project team must ensure there is equal access for men and women to the project's benefits. Gender related targets must be clearly articulated. In addition, farmer training should be gender sensitive and should include modules on the different roles of men and women.

A parallel intervention comprising a gender-responsive assessment, strategy and action plan will be conducted during the same period as this consultancy. The TA provider is expected to collaborate with the gender consultants to ensure cohesion and alignment of proposed activities as they relate to and impact on women farmers.

### **Climate change and environment (CCE)**

In March 2021, a climate resilience assessment for Countryside was carried out at the farmer level, which included actionable insights related to access to market, cattle nutrition, water conservation and extension/advisory services. The TA provider will assess the dairy training curriculum/delivery model for any gaps in the climate resilience actionable insights and make provisions to include them. The CASA TAF Climate Change & Environment (CCE) advisor will provide advisory for CCE M&E during this consultancy.

### **Budget**

A total of up to £90,000 is available for the cost of implementing this consultancy. These funds are provided by the CASA TA Facility. A performance-based fixed fee contract will govern the fee payments for the project.

### **Location**

The project will be based in Kenya. Some strategic input / project management / oversight may be remote.

### **Value for money**

Potential TA providers will be evaluated in terms of value for money with a benchmarking of bidder costs in relation to outputs before TA contracts are awarded.

The selected subrecipient will be subject to a Risk Assessment Analysis prior to contracting which will ascertain the TAF service provider's value for money capabilities and commitment. Proposed costs will be analysed in relation to market rates. However, payment will be based on performance once the project is contracted.

### **Duty of care**

The Sub-recipient owes a duty of care to the Subrecipient personnel and is responsible for the health, safety, security of life and property and general wellbeing of such persons and their property and this includes where the Subrecipient personnel carry out the Services. An assessment of the consultant's duty of care capabilities will be undertaken pre-award.

### **Timing**

The project will commence in July 2021 and will last 32 months.

### **Required Qualifications**

To successfully implement this consultancy, the TA provider will propose a qualified team with a balanced combination of skills and experience, including strategy development, technical expertise in dairy, commercial agribusiness experience directly or indirectly, and impact-related performance measurement. The TA provider should propose the team configuration, with clear delineation of roles and time allocation, based on the following qualifications:

- Design and operational implementation experience in smallholder dairy farmer recruitment, training and retention approaches and program delivery. Experience with Training of Trainers methodologies preferred.
- Experience and presence in Kenya required. Language capability in Kikuyu and/or Swahili reviewed favourably. Flexible to travel within Kenya during the execution of the project.
- Experience working with private agribusiness companies around shared value initiatives required, with experience working with dairy companies reviewed favourably.
- Professionalism, high quality output delivery and ability to implement the project in a time-bound manner.
- Experience designing or implementing benefit/rewards programmes to attract and retain customers or suppliers.
- Experience in designing, executing and assessing Monitoring & Evaluation plans.
- At least one member of the key personnel with a minimum of a Master's degree in Business.
- At least one member of the key personnel with a minimum of a Master's degree in Agriculture, Animal Science, Farm Management or related field.
- At least one member of the key personnel with a minimum Master's degree in statistics, mathematics or related numerical science field.
- Experience in providing advice on best practices on increasing dairy yields, productivity and overall dairy related good-farm management practices.
- Experience in providing advice on farming as a business practice (e.g. financial literacy, P&L analysis, record keeping, etc.).
- Demonstrated ability to facilitate consultative meetings with community groups, producers, processors and to make presentations of technical findings to a wide audience.
- Experience delivering capacity building programmes in Kenya required.
- Prior experience working with private agribusiness companies required.
- Strong computer skills, including MS Word, PowerPoint, and Excel.
- Ability to work independently, flexibly, and responsively.
- Ability to adapt to changing working conditions.

## **C. The Application and Subaward Process**

### **Application Submission**

The subaward application process under this RFA will consist of one phase of competition where a full application shall be submitted by interested parties to TechnoServe for evaluation. Application sections must include, but not limited to:

- **How the organisation intends to carry out the project** – proposed approach, activities and timelines, and project/stakeholder management plan. *\*Please note we are expecting activities to start immediately after contracting - please indicate ability to mobilise rapidly and confirm availability of the proposed team.*

- **Milestones and results** to be achieved over the life of the project
- **Team structure**; roles and responsibilities of each team member and management plan.
- **Budget details** (including any value for money arguments), which must be provided in Attachment 3 – Budget Template and compliant with FCDO’s Cost Eligibility Guidance for Commercial Contracts (found [here](#)):
- **Past performance and institutional capacity**
- **Approach to Monitoring & Evaluation**
- **Exit strategy**
- **Risk Matrix and risk mitigation strategy** - A risk matrix should be included that outlines the risks to project success, the size/importance of each risk to the project, and the proposed mitigation strategy that the TA Provider will take to minimise the risk becoming a reality. The table should also include a column indicating how the TA Provider will track the status of the risk and how this will be reported on during the project.
- **Signed declarations** – Attachment 1 to this RFA
- **Duty of Care Response** – Attachment 2 to this RFA

**Step 1:**

Applications will be developed and submitted by the Applicant to TechnoServe utilising the templates provided (or other referenced material as stated in the RFA) in accordance with all guidelines by the stated submission deadline. Late submissions will not be accepted.

Organisations/Individuals must register on the CASA TAF service provider database ([here](#)). This is required and can be completed any time prior to submitting the application.

The main body of the technical proposal should be **no longer than 8 pages**. Annexes are not included in the page count.

**Step 2:**

Applications will be vetted by TechnoServe staff to ensure each application meets the requirements set forth in this RFA. Any applications failing to meet minimum requirements will be disqualified from competition. The minimum requirements include the eligibility criteria, use of application templates provided, submission by the deadline, etc.

**Step 3:**

Applications received within the application deadline that meet the minimum requirements set forth in the RFA will be evaluated by a Selection Committee using the following criteria:

| <b>Selection Criteria</b>   | <b>Scoring</b> |
|---|----------------|
| 1. Technical approach: how the proposal addresses the terms of reference and objectives of the technical assistance project; feasibility of planned activities and anticipated results. | <b>30</b>      |
| 2. Illustrated capacity of the applicant to implement the project and past experience with similar projects; quality of references provided   | <b>20</b>      |
| 3. Qualifications of proposed personnel; expertise, division of tasks among team members and readiness of proposed team to commence project   | <b>30</b>      |



|   |            |
|---|------------|
| 4. Budget reasonableness and cost effectiveness | <b>20</b>  |
| <b>Maximum Score</b>                            | <b>100</b> |

**Step 4:**

The Selection Committee will recommend those applications with the highest scores for award. As applicable, the Selection Committee may request applicants to provide additional information and edit their applications. In such cases, the Selection Committee will also establish a deadline for submission of revised applications.

**Step 5:**

Successful applicants will be notified by TechnoServe and will begin to work with TechnoServe staff to revise their applications to be incorporated into a full subaward. This step will include a pre-award risk assessment.

**Step 6:**

Following the successful conclusion of the application process and acquisition of any required donor approvals, TechnoServe will issue the successful applicant(s) with a subaward with details on the scale, scope, cost, and terms and conditions. Whenever possible, TechnoServe will meet with new subrecipients to provide an orientation outlining the main requirements for performance and reporting.

**Step 7:**

Throughout the duration of the subaward, TechnoServe will monitor the subrecipient’s performance and compliance with all subaward terms and conditions.

**D: Project Budget Submission and Costing guidelines**

Individual subawards will vary depending on availability of funding, nature and scope of project activities, the period of implementation, and justification of costs proposed. Although consideration will be given to all applications received by the deadline, it is recommended that the total budget requested from TechnoServe **does not exceed £90,000**. Subawards will be issued on a competitive basis and only to a selected number of applicants.

While reviewing application budgets, the Selection Committee will ensure that:

1. All costs budgeted are eligible. Information on eligible and ineligible costs can be found . Budgeted costs categories may include but are not limited to:
2. The budget application reflects all the resources necessary for programme implementation (Direct and Indirect Costs, including all relevant taxes, as applicable).
3. The budget notes column provides details on all types of costs planned and cost justification.
4. All costs budgeted are eligible. Information on eligible and ineligible costs can be found [here](#). Budgeted costs categories may include but are not limited to:
  - a. **Personnel:** Salaries and benefits for full and part-time staff involved in the project. Staff can be paid only for activities performed within the framework of the proposed project. All personnel expenses must be justified with information on the role of the proposed staff in project implementation.
  - b. **Consultants and Other Outside Services:** Fees for any external consultants or contracted firms required to support subaward activities.

- c. **Travel:** Flights, per diem, and any other required travel costs for project personnel to conduct implementation activities.
- d. **Office Costs:** Any required cost for the subrecipient's local office to support project implementation.
- e. **Supplies and small equipment under £500:** Any project-related supplies and small equipment with a unit cost under **£500**.
- f. **Equipment:** Any project-related equipment with a unit cost above **£500**, such as project vehicles or generators.
- g. **Other Direct Costs:** Any other direct costs of the project, such as costs for conducting trainings, developing publications, etc.
- h. **Indirect Costs:** If applicable, organizational overhead costs. This must be an annually audited rate, or negotiated through FCDO's NPAC procedure.
- i. **Taxes:** The applicant agrees to adhere to the appropriate regulatory requirements and ensures that the correct taxes are included in the proposal in relation to the country in which the applicant operates.

**Pre-Agreement Costs** - TechnoServe will not reimburse costs incurred prior to the effective date of the subaward. In special cases where pre-agreement costs are necessary to comply with the proposed delivery schedule, TechnoServe may discuss and negotiate with the applicant the approval of certain pre-agreement costs. Such costs are only eligible with the prior written approval of TechnoServe.

## **E. Submission Guidelines**

Applicants must submit their applications, budgetary information as well as any other information responding to the terms, conditions, specifications and requirements of this RFA to:

**TechnoServe-South Africa**

To: Nadia Martinez

Agribusiness Advisor Commercial Agriculture for Smallholders & Agribusinesses (CASA)

Technical Assistance Facility

Email Address: [nmartinez@contractor.tns.org](mailto:nmartinez@contractor.tns.org)

**Applications must be received by the submission deadline specified on the first page of this RFA. Late submissions will not be accepted.**

## **F. Reporting Guidance**

### **1. Financial Reporting**

This is a Fixed Amount subaward. No financial reporting on expenditures is required.

### **2. Programme Reporting**

Programme/technical reporting will be defined during the contract negotiation stage and is expected to be closely linked to the milestones to be defined in the Subaward.

## **Attachments to this RFA:**

- Attachment 1: Declarations
- Attachment 2: Duty of Care Response
- Attachment 3: Budget Template

[Please put on company letterhead]

## **Attachment 1 - Declarations**

### **Declaration to Adhere to The Overarching FCDO Code of Conduct Principles**

As a Supply Partner to the Department for International Development funded CASA-TAF, [ORGANIZATION NAME] is committed to adhering to the overarching principles of the Supply Partner Code of Conduct and to conducting business in an ethical, legal and socially responsible manner.

We agree to adhere to FCDO's overarching principles to:

- act responsibly and with integrity create impact with integrity by holding ourselves to high ethical standards, respecting the rule of law and behaving honestly and openly;
- be transparent and accountable by being aware of and complying with relevant laws and regulations, meeting our commitments to donors, and reporting any potential misconduct related to donor contracts or awards quickly; isk
- always seek to improve value for money by implementing strong policies and procedures around procurement, and providing economy, efficiency, and effectiveness in all of our work;
- always work to recognize, mitigate and manage risks; and
- demonstrate commitment to FCDO and HMG priorities.

[ORGANIZATION NAME] certifies that is has read and understood the FCDO Supply Partner Code of Conduct.

### **Declaration Regarding Anti-Terrorism, Security and Safeguarding**

As a Supply Partner to the Department for International Development funded CASA-TAF, [ORGANIZATION NAME] is committed to implementing due diligence processes to provide assurance that UK Government funding is not used in any way that contravenes the provisions of the Terrorism Act 2000, and any subsequent regulations pursuant to this Act. [ORGANIZATION NAME] hereby certifies that it and its principles are not linked to terrorist offences, terrorist activities or terrorist financing.

[ORGANIZATION NAME] is committed to maintaining high levels of data security and is committed to demonstrating good to assure the prevention of actual, attempted or threatened sexual exploitation or abuse by employees or any other persons engaged in activities relating to FCDO funded work.

### **Declaration Regarding Tax Evasion, Bribery, Corruption and Fraud**

[ORGANIZATION NAME] recognizes that FCDO and TechnoServe take a zero tolerance approach to tax evasion, corruption, bribery and fraud. [ORGANIZATION NAME] hereby certifies that it fully understands and is in compliance with relevant country level tax regulations and has policies in place to identify and mitigate potential or actual corruption, bribery and fraud.

### **Declaration Regarding Whistleblowing and Reporting**

[ORGANIZATION NAME] will ensure staff involved in any FCDO funded business, can immediately report all suspicions or allegations of aid diversion, fraud, money laundering or counter terrorism finance to the Counter Fraud and Whistleblowing Unit (CFWU) at reportingconcerns@dfid.gov.uk or on +44(0)1355 843747.

[Please put on company letterhead]

### Declaration Regarding Duty of Care

[ORGANIZATION NAME] recognizes it owes duty of care to its personnel and is responsible for the health, safety, security of life and property and general wellbeing of such persons and their property.

[ORGANIZATION NAME] warrants that it has:

- carried out the appropriate risk assessment with regard to its delivery of the services;
- provided the personnel with adequate information, instruction, training and supervision;
- appropriate emergency procedures in place to enable their provision of services so as to prevent damage to its personnel's health, safety, security of life and property and general wellbeing.

---

Name:

Title:

Date:

[Please put on company letterhead]

### **Attachment 2 – Duty of Care Response**

The bidder must demonstrate an understanding of the known risks and foreseeable risks in relation to personnel Duty of Care, and must provide sufficient thought and attention to risk management and security procedures, by demonstrating sufficient knowledge, experience and resources to manage the risks and demands of this specific project. These can be demonstrated in part through general or country-specific personnel Duty of Care policies and procedures, insurance policies, experience, etc.

The bidder must answer the following questions:

1. For the specific activities and location(s) of this project, has your organisation completed an initial assessment of potential risks that demonstrates your knowledge and understanding, and are you satisfied that you understand the risk management.
  
  
  
  
  
  
  
  
  
  
  
  
  
  
2. Have you prepared an outline plan that you consider appropriate to manage these risks (or will you do so if you are awarded the contract) and are you confident/ comfortable that you can implement this effectively? Please explain and share any policies or procedures to support this answer.

## Countryside Dairy IB09TAP2 TA Provider Letter of Intention to Submit Proposal

To:

Melanie Machingawuta  
Team Lead  
CASA Technical Assistance Facility (TAF)  
E-mail: mmachingawuta@tns.org

**Applicant:** *[Applicant's name]*

Dear Ms Machingawuta,

Herewith **we/I** are confirming our intention to submit a proposal in response to Countryside Dairy IB09TAP2 released on **[insert date]** for the *Consultancy to develop a dairy hub farmer training model, set-up a pilot and provide implementation support* (the **Project**).

**We/I** further confirm and agree that:

1. the undersigned is duly authorised to represent *[Applicant's name]* and to sign this letter on **our/my** behalf;
2. **we/I**, our employees and representatives (together, the **Recipients**) shall maintain the confidentiality of all confidential information provided in connection with the Project, whether pertaining to FCDO, DOB Equity, Acumen, the CASA TAF or the Company which will receive the service (each, a **Disclosing Party**). (For these purposes, **confidential information** means all information (howsoever recorded) disclosed or made available, directly or indirectly, to a Recipient pertaining to the business, affairs, customers, clients, suppliers, plans, intentions, or market opportunities of a Disclosing Party or its operations, processes, product information, know-how, designs, trade secrets or software, but excluding any information (i) that was available to the Recipient on a non-confidential basis prior to disclosure by a Disclosing Party, (ii) that has come into the public domain (other than as a result of a breach of this agreement), or (iii) a Recipient is required by law to disclose (to the extent only of that requirement);
3. **we/I** acknowledge the rights of the Disclosing Parties in the confidential information, and shall return to you on demand all confidential information and shall not keep copies thereof (save to the extent required by law); and
4. **we/I** shall not use any confidential information for any purpose other than for the purposes of the Project.

This letter shall be governed in strict accordance with the laws of the Commonwealth of Virginia, USA.

Subject to receipt of this letter we look forward to receiving additional information relating to the Project.

Yours sincerely,

Name and position in capital letters:

Applicant's name:

Date (day/month/year):

|                               | <b>Year 1</b> |          |  |
|-------------------------------|---------------|----------|--|
| Human Resources               | £             | -        |  |
| Travel                        | £             | -        |  |
| Equipment and Supplies        | £             | -        |  |
| Third party fees and expenses | £             | -        |  |
| Grants and agreements         | £             | -        |  |
| Office costs                  | £             | -        |  |
| Training and workshops        | £             | -        |  |
| Other direct costs            | £             | -        |  |
| <b>Total direct costs</b>     | <b>£</b>      | <b>-</b> |  |
| Indirect Costs                | £             | -        |  |
| <b>Grand total</b>            | <b>£</b>      | <b>-</b> |  |





| Assumptions      |       |
|------------------|-------|
| Salary Increases | 0.00% |
| Inflation        | 0.00% |

| CATEGORY                                  | Cost per unit | Unit   | Jan          |      | Feb          |      |
|---|---------------|--------|--------------|------|--------------|------|
|   |               |        | Number units | Cost | Number units | Cost |
| <b>Human Resources</b>                    |               |        |              |      |              |      |
| Salaries                                  |               |        |              |      |              |      |
| 1 [Title - position 1]                    | 0.00          | daily  | 1.00         | £ -  | 1.00         | £ -  |
| 2 [Title - position 2]                    | 0.00          | daily  | 1.00         | £ -  | 1.00         | £ -  |
| 3 [Title - position 3]                    | 0.00          | daily  | 1.00         | £ -  | 1.00         | £ -  |
| 4 [Title - position 4]                    | 0.00          | daily  | 1.00         | £ -  | 1.00         | £ -  |
| 5 [Title - position 5]                    | 0.00          | daily  | 1.00         | £ -  | 1.00         | £ -  |
| Subtotal - Salaries                       |               |        |              | £ -  |              | £ -  |
| <b>FRINGE/BENEFITS</b>                    |               |        |              |      |              |      |
| Benefit Rate                              |               |        |              | £ -  |              | £ -  |
| Subtotal - Fringe Benefits                |               |        |              | £ -  |              | £ -  |
| <b>TOTAL - HUMAN RESOURCES</b>            |               |        |              | £ -  |              | £ -  |
| <b>TRAVEL</b>                             |               |        |              |      |              |      |
| Staff Travel:                             |               |        |              |      |              |      |
| Staff - Air Fare/local transportation     |               |        |              |      |              |      |
| 1   | 0.00          | R/Trip | 1.00         | £ -  | 1.00         | £ -  |
| 2   | 0.00          | R/Trip | 1.00         | £ -  | 1.00         | £ -  |
| 3   | 0.00          | R/Trip | 1.00         | £ -  | 1.00         | £ -  |
| Subtotal - Staff Air Fare                 |               |        |              | £ -  |              | £ -  |
| Staff - Per Diem                          |               |        |              |      |              |      |
| 1   | 0.00          | R/Trip | 1.00         | £ -  | 1.00         | £ -  |
| 2   | 0.00          | R/Trip | 1.00         | £ -  | 1.00         | £ -  |
| 3   | 0.00          | R/Trip | 1.00         | £ -  | 1.00         | £ -  |
| Subtotal - Staff Per Diem                 |               |        |              | £ -  |              | £ -  |
| Non-Staff Airfare                         |               |        |              |      |              |      |
| 1   | 0.00          | R/Trip | 1.00         | £ -  | 1.00         | £ -  |
| 2   | 0.00          | R/Trip | 1.00         | £ -  | 1.00         | £ -  |
| 3   | 0.00          | R/Trip | 1.00         | £ -  | 1.00         | £ -  |
| Subtotal - Non-staff Airfare              |               |        |              | £ -  |              | £ -  |
| Nonstaff Travel Per Diems & Misc Expenses |               |        |              |      |              |      |
| 1   | 0.00          | R/Trip | 1.00         | £ -  | 1.00         | £ -  |
| 2   | 0.00          | R/Trip | 1.00         | £ -  | 1.00         | £ -  |
| 3   | 0.00          | R/Trip | 1.00         | £ -  | 1.00         | £ -  |
| Subtotal - Non-Staff Expenses             |               |        |              | £ -  |              | £ -  |
| <b>TOTAL - TRAVEL</b>                     |               |        |              | £ -  |              | £ -  |
| <b>Supplies &amp; Equipment</b>           |               |        |              |      |              |      |
| 1   | 0.00          | unit   | 1.00         | £ -  | 1.00         | £ -  |
| 2   | 0.00          | unit   | 1.00         | £ -  | 1.00         | £ -  |
| 3   | 0.00          | unit   | 1.00         | £ -  | 1.00         | £ -  |
| Subtotal - Supplies                       |               |        |              | £ -  |              | £ -  |
| <b>TOTAL SUPPLIES &amp; EQUIPMENT</b>     |               |        |              | £ -  |              | £ -  |
| <b>THIRD PARTY FEES &amp; EXPENSES:</b>   |               |        |              |      |              |      |
| Third Party Fees                          |               |        |              |      |              |      |
| 1   | 0.00          | Day    | 1.00         | £ -  | 1.00         | £ -  |
| 2   | 0.00          | Day    | 1.00         | £ -  | 1.00         | £ -  |

|  |  |       |      |      |   |   |      |   |   |
|--|--|-------|------|------|---|---|------|---|---|
| 3  |  | 0.00  | Day  | 1.00 | £ | - | 1.00 | £ | - |
| Subtotal - Third Party Fees                    |  |       |      |      | £ | - | £    | - |   |
| Third Party Expenses                           |  |       |      |      |   |   |      |   |   |
| 1  |  | 0.00  | Day  | 1.00 | £ | - | 1.00 | £ | - |
| 2  |  | 0.00  | Day  | 1.00 | £ | - | 1.00 | £ | - |
| 3  |  | 0.00  | Day  | 1.00 | £ | - | 1.00 | £ | - |
| Subtotal - Third Party Expenses                |  |       |      |      | £ | - | £    | - |   |
| <b>TOTAL - THIRD PARTY FEES &amp; EXPENSES</b> |  |       |      |      | £ | - | £    | - |   |
| <b>GRANTS &amp; AGREEMENTS:</b>                |  |       |      |      |   |   |      |   |   |
| Grants   |  |       |      |      |   |   |      |   |   |
| 1  |  | 0.00  |      | 1.00 | £ | - | 1.00 | £ | - |
| 2  |  | 0.00  |      | 1.00 | £ | - | 1.00 | £ | - |
| Subtotal - Grants                              |  |       |      |      | £ | - | £    | - |   |
| Other Agreements                               |  |       |      |      |   |   |      |   |   |
| 1  |  | 0.00  |      | 1.00 | £ | - | 1.00 | £ | - |
| 2  |  | 0.00  |      | 1.00 | £ | - | 1.00 | £ | - |
| Subtotal - Other Agreements                    |  |       |      |      | £ | - | £    | - |   |
| <b>TOTAL - GRANTS &amp; AGREEMENTS</b>         |  |       |      |      | £ | - | £    | - |   |
| <b>OFFICE EXPENSES</b>                         |  |       |      |      |   |   |      |   |   |
| 1  |  | 0.00  | Year | 1.00 | £ | - | 1.00 | £ | - |
| 2  |  | 0.00  | Mo.  | 1.00 | £ | - | 1.00 | £ | - |
| 3  |  | 0.00  | unit | 1.00 | £ | - | 1.00 | £ | - |
| <b>TOTAL-OFFICE EXPENSES</b>                   |  |       |      |      | £ | - | £    | - |   |
| <b>WORKSHOPS AND TRAINING</b>                  |  |       |      |      |   |   |      |   |   |
| 1  |  | 0.00  | Ea.  | 1.00 | £ | - | 1.00 | £ | - |
| 2  |  | 0.00  | Ea.  | 1.00 | £ | - | 1.00 | £ | - |
| 3  |  | 0.00  | Ea.  | 1.00 | £ | - | 1.00 | £ | - |
| <b>TOTAL WORKSHOPS AND TRAINING</b>            |  |       |      |      | £ | - | £    | - |   |
| <b>OTHER DIRECT COSTS</b>                      |  |       |      |      |   |   |      |   |   |
| Visibility and Communications                  |  |       |      |      |   |   |      |   |   |
| 1  |  | 0.00  | Ea.  | 1.00 | £ | - | 1.00 | £ | - |
| 2  |  | 0.00  | Ea.  | 1.00 | £ | - | 1.00 | £ | - |
| 3  |  | 0.00  | Ea.  | 1.00 | £ | - | 1.00 | £ | - |
| <b>TOTAL OTHER DIRECT COSTS</b>                |  |       |      |      | £ | - | £    | - |   |
| <b>TOTAL DIRECT COSTS</b>                      |  |       |      |      | £ | - | £    | - |   |
| <b>INDIRECT COSTS:</b>                         |  |       |      |      |   |   |      |   |   |
| Overhead                                       |  | 0.00% | n/a  | 1.00 | £ | - | 1.00 | £ | - |
| <b>TOTAL-INDIRECT COSTS</b>                    |  |       |      |      | £ | - | £    | - |   |
| <b>GRAND TOTAL</b>                             |  |       |      |      | £ | - | £    | - |   |



|      |   |   |      |   |   |      |   |   |      |   |   |
|------|---|---|------|---|---|------|---|---|------|---|---|
| 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - |
|      | £ | - |      | £ | - |      | £ | - |      | £ | - |
| 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - |
| 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - |
| 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - |
|      | £ | - |      | £ | - |      | £ | - |      | £ | - |
|      | £ | - |      | £ | - |      | £ | - |      | £ | - |
| 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - |
| 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - |
|      | £ | - |      | £ | - |      | £ | - |      | £ | - |
| 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - |
| 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - |
|      | £ | - |      | £ | - |      | £ | - |      | £ | - |
|      | £ | - |      | £ | - |      | £ | - |      | £ | - |
| 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - |
|      | £ | - |      | £ | - |      | £ | - |      | £ | - |
|      | £ | - |      | £ | - |      | £ | - |      | £ | - |
| 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - |
|      | £ | - |      | £ | - |      | £ | - |      | £ | - |
|      | £ | - |      | £ | - |      | £ | - |      | £ | - |

| Jul          |            | Aug          |            | Sep          |            | Oct          |            |              |
|--------------|------------|--------------|------------|--------------|------------|--------------|------------|--------------|
| Number units | Cost       | Number units | Cost       | Number units | Cost       | Number units | Cost       | Number units |
| 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         |
| 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         |
| 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         |
| 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         |
| 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         |
|              | <u>£ -</u> |              | <u>£ -</u> |              | <u>£ -</u> |              | <u>£ -</u> |              |
|              | £ -        |              | £ -        |              | £ -        |              | £ -        |              |
|              | <u>£ -</u> |              | <u>£ -</u> |              | <u>£ -</u> |              | <u>£ -</u> |              |
|              | £ -        |              | £ -        |              | £ -        |              | £ -        |              |
|              |            |              |            |              |            |              |            |              |
| 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         |
| 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         |
| 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         |
|              | <u>£ -</u> |              | <u>£ -</u> |              | <u>£ -</u> |              | <u>£ -</u> |              |
|              | £ -        |              | £ -        |              | £ -        |              | £ -        |              |
| 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         |
| 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         |
| 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         |
|              | <u>£ -</u> |              | <u>£ -</u> |              | <u>£ -</u> |              | <u>£ -</u> |              |
|              | £ -        |              | £ -        |              | £ -        |              | £ -        |              |
| 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         |
| 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         |
| 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         |
|              | <u>£ -</u> |              | <u>£ -</u> |              | <u>£ -</u> |              | <u>£ -</u> |              |
|              | £ -        |              | £ -        |              | £ -        |              | £ -        |              |
|              |            |              |            |              |            |              |            |              |
| 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         |
| 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         |
| 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         |
|              | <u>£ -</u> |              | <u>£ -</u> |              | <u>£ -</u> |              | <u>£ -</u> |              |
|              | £ -        |              | £ -        |              | £ -        |              | £ -        |              |
|              |            |              |            |              |            |              |            |              |
| 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         |
| 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         | £ -        | 1.00         |

|      |   |   |      |   |   |      |   |   |      |   |   |      |   |   |      |
|------|---|---|------|---|---|------|---|---|------|---|---|------|---|---|------|
| 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 |
|      | £ | - |      | £ | - |      | £ | - |      | £ | - |      | £ | - |      |
| 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 |
| 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 |
| 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 |
|      | £ | - |      | £ | - |      | £ | - |      | £ | - |      | £ | - |      |
|      | £ | - |      | £ | - |      | £ | - |      | £ | - |      | £ | - |      |
| 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 |
| 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 |
|      | £ | - |      | £ | - |      | £ | - |      | £ | - |      | £ | - |      |
|      | £ | - |      | £ | - |      | £ | - |      | £ | - |      | £ | - |      |
| 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 |
| 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 |
| 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 |
|      | £ | - |      | £ | - |      | £ | - |      | £ | - |      | £ | - |      |
|      | £ | - |      | £ | - |      | £ | - |      | £ | - |      | £ | - |      |
| 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 | £ | - | 1.00 |
|      | £ | - |      | £ | - |      | £ | - |      | £ | - |      | £ | - |      |
|      | £ | - |      | £ | - |      | £ | - |      | £ | - |      | £ | - |      |

| Jov  | Dec          |      | Total Year 1 |      | Year 2       |      | T            |
|------|--------------|------|--------------|------|--------------|------|--------------|
| Cost | Number units | Cost | Number units | Cost | Number units | Cost | Number units |
| £ -  | 1.00         | £ -  | 12           | £ -  | 12.00        | £ -  | 24           |
| £ -  | 1.00         | £ -  | 12           | £ -  | 12.00        | £ -  | 24           |
| £ -  | 1.00         | £ -  | 12           | £ -  | 12.00        | £ -  | 24           |
| £ -  | 1.00         | £ -  | 12           | £ -  | 12.00        | £ -  | 24           |
| £ -  | 1.00         | £ -  | 12           | £ -  | 12.00        | £ -  | 24           |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  | 1.00         | £ -  | 12           | £ -  | 12.00        | £ -  | 24           |
| £ -  | 1.00         | £ -  | 12           | £ -  | 12.00        | £ -  | 24           |
| £ -  | 1.00         | £ -  | 12           | £ -  | 12.00        | £ -  | 24           |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  | 1.00         | £ -  | 12           | £ -  | 12.00        | £ -  | 30           |
| £ -  | 1.00         | £ -  | 12           | £ -  | 12.00        | £ -  | 30           |
| £ -  | 1.00         | £ -  | 12           | £ -  | 12.00        | £ -  | 30           |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  | 1.00         | £ -  | 12           | £ -  | 12.00        | £ -  | 30           |
| £ -  | 1.00         | £ -  | 12           | £ -  | 12.00        | £ -  | 30           |
| £ -  | 1.00         | £ -  | 12           | £ -  | 12.00        | £ -  | 30           |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  |              | £ -  |              | £ -  |              | £ -  |              |
| £ -  | 1.00         | £ -  | 12           | £ -  | 12.00        | £ -  | 30           |
| £ -  | 1.00         | £ -  | 12           | £ -  | 12.00        | £ -  | 30           |



|     |      |     |    |     |       |     |    |
|-----|------|-----|----|-----|-------|-----|----|
| £ - | 1.00 | £ - | 12 | £ - | 12.00 | £ - | 30 |
| £ - |      | £ - |    | £ - |       | £ - |    |
| £ - | 1.00 | £ - | 12 | £ - | 12.00 | £ - | 30 |
| £ - | 1.00 | £ - | 12 | £ - | 12.00 | £ - | 30 |
| £ - | 1.00 | £ - | 12 | £ - | 12.00 | £ - | 30 |
| £ - |      | £ - |    | £ - |       | £ - |    |
| £ - |      | £ - |    | £ - |       | £ - |    |
| £ - | 1.00 | £ - | 12 | £ - | 12.00 | £ - | 30 |
| £ - | 1.00 | £ - | 12 | £ - | 12.00 | £ - | 30 |
| £ - |      | £ - |    | £ - |       | £ - |    |
| £ - |      | £ - |    | £ - |       | £ - |    |
| £ - | 1.00 | £ - | 12 | £ - | 12.00 | £ - | 30 |
| £ - | 1.00 | £ - | 12 | £ - | 12.00 | £ - | 30 |
| £ - | 1.00 | £ - | 12 | £ - | 12.00 | £ - | 30 |
| £ - |      | £ - |    | £ - |       | £ - |    |
| £ - |      | £ - |    | £ - |       | £ - |    |
| £ - | 1.00 | £ - | 12 | £ - | 12.00 | £ - | 30 |
| £ - | 1.00 | £ - | 12 | £ - | 12.00 | £ - | 30 |
| £ - | 1.00 | £ - | 12 | £ - | 12.00 | £ - | 30 |
| £ - |      | £ - |    | £ - |       | £ - |    |
| £ - |      | £ - |    | £ - |       | £ - |    |
| £ - | 1.00 | £ - | 12 | £ - | 12.00 | £ - | 30 |
| £ - |      | £ - |    | £ - |       | £ - |    |
| £ - |      | £ - |    | £ - |       | £ - |    |

| Total | Budget Notes  |
|-------|---|
| Cost  | Please use this space to provide information on how Cost per Unit and Unit were determined. |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |
| £ -   |   |

|   |   |
|---|---|
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |
| £ | - |