



PURCHASING OFFICE

REQUEST FOR PROPOSAL

Title: Request for Proposal: Regional Antimicrobial (AMR) Advisor Consultancy

Due Date/Time: January 7, 2026

**Location: Columbia University
Purchasing Office
615 West 131st Street, 3rd Floor
New York, New York 10027**

Columbia Representatives: Thomas Brown
Phone: 212-853-4378
Email: tb2354@columbia.edu

Tara Abularrage
Phone: 845-389-3460
Email: tfa2106@cumc.columbia.edu

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Dear Vendor:

The Trustees of Columbia University in the City of New York, Columbia Mailman School of Public Health, ICAP (“Columbia”) is seeking candidates for a consulting position to serve as a Regional Antimicrobial Resistance (AMR) Advisor. This consultancy will support programmatic, technical, and coordination activities related to antimicrobial resistance (AMR), infection prevention and control (IPC), and healthcare-associated infection (HAI) initiatives across Ukraine, Georgia, Kazakhstan, Moldova, and the broader Eastern Europe and Central Asia (EECA) region.

We will carefully evaluate your response with regard to your overall approach, understanding of the environment and meeting the unique needs of the University.

Each recipient of this RFP is reminded that this and all related materials provided by Columbia University herewith are confidential and the recipient shall keep these materials strictly confidential.

We will answer any questions about the RFP, beginning **December 22, 2025** through the close of business on **December 29, 2025**. Questions should be sent via e-mail to: tfa2106@cumc.columbia.edu. Please prepare your proposal offer and submit it electronically to Columbia by close of business on **January 2, 2026**.

We look forward to receiving your proposal.

Sincerely,

Thomas Brown
Senior Category Manager, Contracts, Services and Technology

INFORMATION AND INSTRUCTIONS TO BIDDERS

Section 1 General Information to Bidders

Introduction:

Subject to the conditions set forth in this Request for Proposal

Columbia is requesting Bids for the following project:

Bid Name: Regional Antimicrobial Resistance (AMR)
Advisor Consultancy

Bid Deadline: **January 7, 2026**

Submission of Bids: Thomas Brown
Senior Category Manager
Columbia University
Purchasing Office
615 West 131st Street, 3rd Floor
New York, NY 10027

Bidders will submit their Bids by email to the Columbia Representative identified below:

Columbia Representatives:

Thomas Brown
Senior Category Manager
Telephone: 212-853-4378
E-mail: tb2354@columbia.edu

Tara Abularrage
Program & Operations Manager
Telephone: 845-389-3460
E-mail: tfa2106@cumc.columbia.edu

Definitions

Except as otherwise specifically provided, definitions are set forth as follows:

Columbia— Refers to Columbia University.

Request for Proposal (RFP) - Refers to the document named Request for Proposal: Regional Antimicrobial Resistance (AMR) Advisor Consultancy

Addenda — Refers to the written or graphic instruments issued by the Columbia Representative prior to the Bid Deadline, which modifies or interprets the RFP by additions, deletions, clarifications, or corrections.

Bidder – Refers to the firm that is interested in and/or responds to the RFP.

Bid - Refers to all documents that the Bidder must submit to the Columbia Representative prior to the Bid Deadline.

Bid Deadline - Refers to the time and date indicated in the RFP as the latest date and time that a Bid will be accepted.

Contract – Refers to the final agreement reached between the successful Bidder and Columbia.

Contractor - The term Contractor shall mean the successful Bidder awarded the Contract.

Subcontractor — The term Subcontractor shall mean any individual, company, or corporation to whom the Contractor assigns any part of the Contract.

Code of Conduct and Fair Competition

It is the responsibility of the Bidder to notify the Columbia Representative in writing of any possible conflict of interest as set forth below. Columbia will investigate the matter and determine if an actual conflict of interest exists.

A conflict of interest arises when a Columbia employee, officer or agent involved in the RFP process or Contract has a financial or any other interest in a Bidder. If a conflict of interest exists, the Bidder may not submit a Bid.

Columbia employees, officers and agents may neither solicit nor accept gratuities,

favours, or anything of monetary value from Bidders, Contractors, or parties to sub-agreements. Any such actions must be reported to the Columbia Representative immediately.

Columbia reserves the right to cancel the award if, in its sole discretion, it determines that any interest disclosed from any source could give the appearance of a conflict or cause speculation as to the objectivity of the program to be developed by the Bidder. Columbia's determination regarding any questions of conflict of interest shall be final.

Compliance with Federal, State and Local Laws

Bidder warrants in submitting a Bid, and, in the performance of an award as a result of the Bid, that Bidder has complied with, or will comply with, all applicable federal, state, University and local laws, ordinances and all lawful orders, rules and regulations hereunder. The Bidder, by submitting the Bid or performance that results from an award by Columbia, agrees not to discriminate against any employee or applicant based on an individual's race, color, religion, religious creed, ancestry, national origin, age (except minors), sex, sexual orientation, marital status, medical condition (cancer-related) and disability, and otherwise as required or permitted by law. Bidder further agrees that any sub-contract will contain a provision requiring non-discrimination in employment as specified above. Any breach of this provision may be regarded as material breach of contract and cause for cancellation.

Limitation of Liability

Columbia makes no representations, warranties, or guarantees that the information contained herein is accurate, complete, timely, or that such information accurately represents the conditions that would be encountered in pursuing the work or at the site(s) of work now or in the future. The furnishing of such information by Columbia shall not create or be deemed to create any obligation or liability upon it for any reason whatsoever and each Bidder, by submitting its Bid, expressly agrees that it has not relied upon the foregoing information, and that it shall not hold Columbia liable or responsible therefore in any manner whatsoever. Accordingly, nothing contained herein and no representation, statement or promise, of Columbia, its directors, officers, agents, representatives, or employees, oral or in writing, shall impair or limit the effect of the warranties of the Bidder required by this Request for Bid and that it shall not hold Columbia liable or responsible therefore in any manner whatsoever.

Neither the Trustees of Columbia, nor any officer, agent, or employee thereof shall be charged personally with any liability by a Bidder or another or held liable to a Bidder or another under any term or provision of this RFP or any statements made herein or because of the submission or attempted submission of a response hereto or otherwise.

Qualification of Bidder

Bidder must possess the potential ability to perform successfully under the terms and conditions set forth in the RFP. Consideration shall be given to such matters as Bidder integrity; record of past performance; and financial and technical resources.

Columbia shall make such investigations as deemed necessary to determine the ability of a Bidder to provide and perform the professional services.

Columbia reserves the right to reject any Bid if the evidence submitted by, or investigation of, such Bidder fails to satisfy Columbia that said Bidder is properly qualified to carry out the obligations of the final Contract.

Section 2 Submission of Bids

Preparation of Bid

By submission of its Bid, the Bidder agrees that the Bid is predicated upon the acceptance of all the terms and conditions stated in the Request for Proposal, unless specifically excluded by the Bidder in its Bid. Part or all of the RFP and the successful Bid may be incorporated into the Contract.

Each Bidder shall furnish the information and documents required by the RFP. Failure to submit all required information may deem a Bid as non-responsive. Columbia is exempt from Federal Excise Taxes and is also exempt from New York State and local sales or use taxes. All costs associated with the Contract must be stated in U.S currency. By submitting a Bid, Bidder certifies that the prices proposed have been arrived at independently, without consultation, communication or agreement for the purpose of restricting competition as to any matter relating to such prices with any other Bidder or competitor. Bidders are cautioned to write all descriptions and prices clearly so there is no doubt as to the intent and scope of the Bid.

A person who is legally authorized to bind Bidder to a Contract shall sign the Bid. A Bid submitted by an agent shall have a current Power of Attorney attached, which evidences the agent's authority to bind Bidder. The person signing the Bid shall initial erasures or other changes.

Columbia does not assume any liability for any pre-contract activity and/or cost incurred by Bidders responding to this RFP. Bid information is not considered confidential or proprietary. Trade secrets and other proprietary data contained in Bids may be held confidential if the Bidder requests, in writing, that Columbia does so, and if Columbia agrees, in writing, to do so. Material considered confidential by the Bidder must be clearly identified. Such confidential or proprietary information must be easily separable for the non-confidential sections of the Bid. Marking the entire Bid as proprietary will be neither accepted nor honored. Notwithstanding any of the foregoing, Columbia reserves the right to use any of the ideas presented in any reply, Bid, discussion, negotiations or presentation related to the RFP.

If Bidder intends to use subcontractor(s), the Bidder must identify in its Bid the names of the

subcontractors and the portions of the work the subcontractors will perform.

Communications Regarding the RFP

Requests for clarification and interpretations of the RFP must be made in writing during the period of December 22, 2025 to December 29, 2025. All questions regarding the RFP shall be directed to the Columbia Representatives, in writing only, by e-mail. Two types of questions generally arise. One may be answered by directing the questioner to a specific section of the RFP. Other questions may be more complex and may require a written amendment to the RFP. The Columbia Representatives will make that decision.

The Columbia Representatives shall make clarifications, interpretations, corrections, and changes to the RFP by written Addenda as specified below. **Questions will not be answered and clarification will not be given after December 29, 2025.**

Addenda to RFP

Addenda to the RFP will be issued in writing and will be communicated to all Bidders by e-mail and shall become part of the RFP. If the RFP is amended, all terms and conditions that are not modified by the Addenda remain unchanged and in effect as written.

Each Bidder shall be responsible for making sure it has received all issued Addenda prior to submitting a Bid. **Addenda may be issued through January 2, 2026.**

Columbia reserves the right to change the RFP schedule and to issue addenda. Columbia also reserves the right to cancel or reissue the RFP or to make corrections or amendments to the RFP due to errors or changes identified by Columbia or suggested by a Bidder, and to otherwise modify the terms of the RFP at any time in its sole discretion.

Submission of Bids

Bids are to be received by the identified Columbia Representative on or before the date and time specified as the Bid Deadline in the RFP.

Late Submissions, Modifications, and Withdrawals of Bids

Late Bid Bids: Bids received after the specified Bid Deadline will not be considered.

Bid Modifications: Prior to the Bid Deadline, a submitted Bid may be modified by written notice, by a duly authorized person on behalf of the Bidder, to the Columbia Representative. The written notice shall be worded as not to reveal the amount of the original Bid.

A previously submitted Bid will not be returned, unless by a written notice request, from a duly authorized person, from the Bidding Company is received by the Columbia Representative.

Bid Withdrawal Notifications: Prior to the Bid Deadline, a submitted Bid may be withdrawn by written notice to the Columbia Representative up until the Bid Deadline.

Written requests to withdraw must be received from a duly authorized person on behalf of the Bidder and shall not reveal the amount of the Bid. Bids may not be modified, withdrawn, or cancelled after the Bid Deadline.

A withdrawn Bid may be resubmitted prior to the Bid Deadline. All resubmitted Bids must fully comply with the RFP. Columbia will only consider the latest version of the Bid.

Section 3 Evaluation of Bids

Opening of Bids:

The assigned Columbia Representatives will not accept Bids after the specified date and time. Bid amounts will not be publicly announced. Bids will be reviewed and evaluated by Columbia. At any time, and from time to time after the opening of the Bids, Columbia may give oral or written notice to one or more Bidders to furnish additional information relating to its Bid and/or qualifications to perform the services contained in the RFP, or to meet with designated representatives of Columbia

All materials submitted in response to this RFP become the property of Columbia. Selection or rejection of a response does not affect this right. All copyright of materials produced under any contract or subcontract awarded as a result of this RFP shall be retained by Columbia. All forms of documents and data generated as a result of this contract are owned by and shall be delivered to Columbia at the direction of the Columbia Representative. During the period of performance, the information may not be disclosed to third parties, except as expressly provided in the contract, without the written permission of the Purchasing Director.

Postponement of Bid Opening

If an emergency or unanticipated event interrupts normal University processes to cause the postponement of the scheduled Bid opening or the issuance of an addenda, the Columbia Representative will issue, in writing, to all Bidders, the new timeline and process.

Bid Selection and Evaluation Criteria

General Comments

Proposals are required to follow the exact order as provided in the RFP Document so that all

proposals can be evaluated on an equal and timely basis. All questions, issues and responsibilities identified in this RFP must be addressed in order for full consideration to be received. A simple explanation, such as “Yes, we can provide this feature” is not acceptable

We anticipate that your Bid will result in savings and efficiencies to Columbia in three areas: 1) Program Management 2) Service, 3) Value

1) Program Management - We expect that you will have an efficient system including inquiry management, ordering and delivery of product and services. Bid should explain the manner in which support can be provided for each defined feature, function, or requirement. Robust and flexible reporting capabilities are also important. We expect accurate details to improve tracking, cost analysis, product cost & usage comparisons as well as MWL utilization.

2) Service - We expect that you will provide exceptional customer service, throughout the purchasing process. We also expect that you will agree to meet or exceed specific service goals included in this program. You must provide a reliable means of measuring performance relative to these goals.

3) Value - We expect that there will be material and measurable savings by leveraging your total purchasing volumes for the benefit of Columbia. Prices offered by Bidders will be one of the criteria used to determine successful Contract.

Evaluation Criteria

Columbia may use a variety of procedures and techniques in evaluating Bids and Bidders, including, but not limited to, creating a short list of Bidders, using upset levels, banding, comparative pairing, and price conversion techniques, requesting Best and Final Offers, conducting discussions, oral interviews and presentations, site visits, and negotiations, checking references, determining financial capability, and performing reevaluations of Bids as necessary. Through use of any procedure or technique, Columbia may limit the number of Bids to one or more that it will continue to consider. Columbia reserves the right to reject any Bid that does not meet prerequisites or minimum requirements or which scores below average on any of the criteria.

Selection

Columbia reserves the right to make an award without further discussion of the Bids submitted; there may be no best and final offer procedure. Interviews and negotiations may be conducted with one or more of the Bidders, but there shall be no obligation to receive further information from any Bidder. Therefore each initial offer should contain the Bidder’s best terms from a cost or price, service, and technical standpoint.

Columbia may consult references familiar with the Bidder regarding its prior operations and projects, financial resources, reputation, performance, or other matters. Submission of a Bid shall constitute permission for Columbia to make such inquiries and authorization to third parties to respond thereto.

Columbia may elect to initiate contract negotiations with one or more Bidders including negotiation of costs/price(s) and any other issues or terms and conditions, including modifying any requirement in the RFP. The option of whether or not to initiate contract negotiations rests solely with Columbia. No Bidder shall have any rights against Columbia arising from such negotiations. The Bidders will be responsible for their travel and per diem expenses, required for any presentations, discussions, and/or negotiations.

Columbia reserves the right to award the Contract to a supplier other than the Bidder presenting the lowest price. The Contract resulting from this solicitation will be awarded to the Bidder(s) whose Bid(s) Columbia believes will be the most advantageous to Columbia. The release of the RFP does not compel Columbia to purchase or to make an award. Columbia shall not be obligated in any manner to any Bidder whatsoever until a written Contract has been duly executed relating to an approved bid.

Columbia reserves the right to award multiple contracts for the products, work and/or services that are the subject matter of this Bid and Bidder(s) are hereby given notice that they may not be Columbia's only Contractor or Bidder for such products, work and/or services.

As a result of the selection of a Bidder to supply products and/or services to Columbia, Columbia is neither endorsing nor suggesting that the Bidder's product or service is the best or only solution. The Bidder agrees to make no reference to Columbia in any literature, promotional material, brochures, sales presentation or the like without the express written consent of Columbia.

The Bidder will be expected to enter into a Contract with Columbia which is substantially the same as the contract included with this RFP. In no event is a Bidder to submit its own standard contract terms and conditions as a response to this RFP. If a Bidder objects to any of the provisions of Columbia's standard contract, it must identify in the Bid any clauses which are unacceptable and the reasons or problems and propose alternatives. The foregoing should not be interpreted to prohibit either party from proposing additional contract terms and conditions during negotiation of the final contract.

Rejection of Bids

Columbia has the right to reject any and all Bids for any reason.

Notification of Award

The Columbia Representative will issue "Notification of Award" letter(s) once a selection has been made.

Timetable for Proposal, Selection and Award Process

The following timetable has been established regarding the RFP and its award.

ACTION	DATE
Distribution of the RFP	12/18/25
Submission of Intent to Bid Form	12/22/25
Deadline for receipt of RFP questions/clarifications	1/02/26
Deadline for receipt of RFP response	1/07/26
Award notification for Regional Antimicrobial Resistance (AMR) Advisor Consultancy	

Section 4

University Background Information

Columbia University was founded in 1754 as King's College by royal charter of King George II of England. It is the oldest institution of higher learning in the state of New York and the fifth oldest in the United States. Columbia University is an independent, privately supported, non-sectarian institution of higher education.

Columbia University has grown to encompass three principal campuses located in Morningside Heights, Manhattanville and Washington Heights, in addition to two Alumni Development locations at the Columbia University Medical Center and Columbia College. Today, Columbia is one of the top academic and research institutions in the world, conducting path breaking research in medicine, science, the arts, and the humanities. It includes three undergraduate schools, thirteen graduate and professional schools, and a school of continuing education. The University employs 14,000 instructional and administrative staff and serves a student population of approximately 27,000.

APPENDIX A INTENT TO BID FORM

The following form serves as notice of intention to participate in the Regional Antimicrobial Resistance (AMR) Advisor Consultancy Request for Proposal. Please email this completed form by December 22, 2025 to Tara Abularrage (tfa2106@cumc.columbia.edu) and Thomas Brown (tb2354@columbia.edu).

Bidder: _____

Representing: _____

Contact Person: _____

Title: _____

Company: _____

Address: _____

Phone: _____ Fax: _____

Email: _____

Intent to Bid Confirmation: Please check the applicable box

- Yes, Our Company DOES Intend to Bid
- No, Our Company DOES

NOT Intend to Bid Signature: _____

Title: _____ Date: _____

If declining to bid, please indicate the reason and destroy all copies of this document and accompanying information.

Describe:

BID PART I - BIDDER'S DECLARATION

This Bid is in response to Columbia’s request for a Bid (“RFP”) for Regional Antimicrobial Resistance (AMR) Advisor Consultancy for Columbia University. This Bid consists of:

- Information & Instructions for Bidders
- Bid Part I - Bidder’s Declaration
- Bid Part II - Bidder Scope of Work (“SOW”)
- Bid Part III –Bidder Questionnaire
- Bid Part IV - Exceptions to Columbia Service Provider Terms & Conditions and Appendices A

Bidder agrees to perform in accordance with all provisions of the RFP documents and any addenda thereto, except as may be specifically stated in this Bid, at the prices set forth herein.

Bidder agrees that this Bid is a firm offer to Columbia which cannot be withdrawn for 120 calendar days from and after the Bid due date.

Bidder certifies that it has thoroughly examined and fully understands all of the provisions of the RFP and the conditions of the contract documents attached thereto, as well as any addenda issued prior to the due date; that it has carefully reviewed and fully supports the accuracy of its Bid; has satisfied itself as to the nature and location of all work, the technical, general, and local conditions to be encountered in the performance of any work, the requirements of the contract and all other matters which may in any way affect performance or the cost thereof; and that Columbia shall not be responsible for any errors or omissions on the part of the undersigned in preparing this Bid.

If awarded a Contract, Bidder agrees to execute the Contract and deliver it to Columbia within 15 calendar days, of such award, along with any required certificates of insurance.

Authorized Signatory

Title

Company Name

Date

Company Address

Telephone Number

Federal Taxpayer I.D. Number

Email Address

DUNS Number

BID PART II – SCOPE OF WORK

Consultancy Services: Regional AMR Advisor

Core Responsibilities 6 months contract

- Coordinate inter-institutional laboratory technical working group for AMR in Ukraine.
- Plan and coordinate twinning sessions and trainings with international experts.
- Support development and adaptation of SOPs, checklists, and quality-improvement tools for IPC programs.
- Mentor teams on AMR surveillance data collection, reporting, interpretation, and use.
- Collaborate with CDC and partners to establish a pilot regional IPC training program.
- Develop materials and support pilot IPC programs in Georgia and Kazakhstan.
- Build competencies of ICAP's Eurasia team in AMR and IPC.
- Coordinate AMR and HAI activities in Georgia.
- Guide development of materials and tools to build HAI surveillance and AMR response capacity.
- Support development of regional IPC training materials.
- Coordinate AMR/HAI components of Data for Action (D4A) initiatives.
- Perform other related duties as requested.

Two-Month Deliverables

- Launch ICU safety improvement activities in Moldova.
- Support point prevalence survey on carbapenem-resistant organism colonization in Ukrainian hospitals.
- Engage European AMR stakeholders to coordinate resources for Ukraine.
- Prepare materials for presentations at international scientific fora.
- Guide approaches for scaling up successful AMR interventions in Ukraine.
- Develop regional workplans and monitoring & evaluation frameworks.

Pricing: Please provide your pricing for the above scope of work in the format of a daily rate

BID PART III – BIDDER QUESTIONNAIRE

Please state whether your organization can comply with the following minimal requirements. In addition, please add any other criteria used for Consultancy Services.

A. Bidder Business Structure

1. Provide your company's name and address, and the primary RFP contact's name, phone number, e-mail address and fax number.
2. Please give a brief history of the company including the year organized, and the nature of the company's ownership and specific details with regard to any affiliated companies, franchises or joint ventures.
3. Please provide the location of each of your company's offices. Indicate which office would service this account.
4. Has your company changed names and/or declared bankruptcy in the last five (5) years?
5. Is Bidder incorporated? If so, in what state and as what type of corporation?

B. Business Information

1. What is the scope of products and services you offer?
2. Does your company own or lease any vehicles that would be use as part of this scope of work? If yes, list name, model and general condition of each vehicle.
3. Please describe any subcontractor relationships that would be involved in the support of any Columbia contract. Please note that use of any subcontractor may require Columbia approval in advance and Columbia University is not responsible for any payments or contracts with sub-contractors.
4. Columbia is not responsible for any payments to sub-contractors or 3rd parties. You will make all payments to sub-contractors and provide copies of those invoices to Columbia. Do you agree to this provision?
5. Do you provide consultancy services to any other academic institution? If yes, provide information. The name of the institution is not required.
6. Indicate your proposed daily service hours, including evening, weekend and holiday coverage.
7. What holidays does your firm observe?
8. All staff utilized in support of this RFP will have full background checks, including Federal, State and County Criminal, Sex Offender, Social Security and DMV searches. Do you agree with this provision?
9. Does your firm's financial system interface with People Soft?

C. Management Tools

Billing

Please describe your ability to submit combined monthly electronic invoices (or in such other format as the parties may mutually approve) for all product and services. Customer may make a single payment in response to the combined invoice. Invoice detail shall include, when applicable, Customer Name, contact information, date and account number captured. All invoice details must be broken out (i.e. product, delivery, installation).

References

Vendor must provide a minimum of three (3) references to Columbia that are familiar with the Vendor regarding its operations, reputation, performance, or other matters. At least one (1) reference shall be from an educational institution.

Submission of a proposal shall constitute permission for Columbia to make such inquiries and authorization to third parties to respond thereto.

D. Quality Assurance

Provide a comprehensive Quality Assurance Plan to execute, manage and deliver this scope of work. Provide any potential issues you know of and how those would be corrected.

BID PART IV

designated Columbia University procurement posting site or shared distribution point.

2. Mandatory Submission Requirements

All proposals must include the following items to be considered responsive:

1. Statement of Qualifications demonstrating relevant past performance and expertise.
2. Curriculum Vitae of the proposed consultant(s).
3. Daily Rate Pricing in USD, inclusive of all applicable fees (travel guidance below).
4. Three professional references, including contact information.
5. Conflict of Interest Disclosure affirming no known conflicts with Columbia University or its partners.
6. Compliance Statement acknowledging acceptance of Columbia's standard terms, policies, and code of conduct.

Failure to include the required components may result in disqualification.

3. Travel Cost Guidance

If travel is anticipated for this consultancy, bidders must clearly state:

- Whether travel is included within the daily rate, or
- If travel expenses are proposed separately (must follow standard per diem and travel reimbursement limits).

Columbia reserves the right to negotiate or cap allowable travel costs.

4. Questions and Public Responses

All bidder inquiries must be submitted by the deadline noted in the RFP. Columbia will publish all questions and corresponding answers in the same location as the posted RFP to ensure all bidders receive identical information.

Private or confidential questions cannot be answered individually.

5. Reservation of Rights

Columbia University reserves the right to:

- Reject any or all proposals
- Waive informalities or minor irregularities
- Cancel or reissue the solicitation at any time
- Conduct negotiations with one or more bidders
- Award a contract without further discussion

Columbia is not liable for any costs incurred by bidders in preparing or submitting proposals.

6. Proprietary Information

All proposals become the property of Columbia University upon submission. Sensitive or proprietary information must be clearly labeled, but confidentiality cannot be guaranteed and may be subject to disclosure requirements.

End of Addendum 1

