I. Context

The RAI Regional Steering Committee (RSC) is inviting proposals from organizations who can support the engagement and leveraging of corporate sector in malaria elimination activities through public-private partnerships, corporate social responsibility (CSR) initiatives and resource mobilizing projects. It is expected that the successful applicant ("implementing organization") will develop, prioritize and manage the implementation of corporate sector projects with corporate partners, existing elimination program stakeholders and other relevant parties.

II. Background

The Regional Artemisinin-resistance Initiative (RAI) was launched in 2013 in response to the emergence of artemisinin resistant malaria in the Greater Mekong region. Funded by the Global Fund to Fight AIDS, TB and Malaria, the first RAI round (2014-2017) was a USD 100m grant covering the countries of Cambodia, Laos, Myanmar, Thailand, and Vietnam.

The RAI Regional Steering Committee (RSC), a multi-stakeholder governance body, provides strategic guidance, selects recipient implementers, and oversees grant implementation track progress against program objectives and ensures funding is used in accordance with agreed strategic priorities. A follow-on investment was recently signed for 2018-2020 as an expansion of the RAI, renamed the RAI2-Elimination (RAI2E) grant, with a total of USD 242m over three years.

As part of the new RAI2E grant, USD 34m has been dedicated to a regional component that aims, through seven packages of funding, to address overarching issues affecting national strategies, enhancing country components and ensuring regional coherence. This Call for Expression of Interest concerns Package #6.3, which aims to engage the non-health corporate sector and companies employing workers considered at risk for malaria. Some worksite-based programs including the provision of IEC, testing, treatment are included in other country components of RAI2E; the focus of this component is to engage larger domestic corporates, multinationals, philanthropic and CSR Foundations through public-private partnerships, CSR initiatives, philanthropic contributions, and/or corporate resource mobilization.

III. Geographic Scope and Priority Areas

The geographic scope includes Cambodia, Laos, Myanmar, Thailand and Vietnam. Applicants for this TOR should demonstrate capacity to support national and regional activities. It is required that the implementing organization will have presence in at least one of the aforementioned countries, with demonstrable ability to build a strong foothold in all countries where projects are identified. Priority thematic areas for this TOR are detailed below and include Supply Chain, Services and Marketing/Advocacy.

IV. Key Takeaways

Based on consultations undertaken by an independent consultant commissioned by the RSC in November-December 2017 to deliver recommendations on this package, the following takeaways were developed to facilitate corporate

1 Supply chain: innovatively provide malaria commodities in hard to reach areas; Services: support services to malaria affected populations and increase access to prevention and treatment, through technology; Marketing & advocacy: malaria related behavior changes and education through media or product placement.
sector engagement and resource mobilization to support elimination goals. The takeaways were synthesized by aggregating recurring themes during consultations with business, government and other relevant stakeholders; and based on a preliminary feasibility assessment of potential projects.

The key takeaways are outlined in the table below:

<table>
<thead>
<tr>
<th>Takeaway 1:</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are three focal areas requiring corporate sector engagement in elimination, <em>underpinned</em> by technology and expertise¹:</td>
</tr>
<tr>
<td>• Supply Chain</td>
</tr>
<tr>
<td>• Services</td>
</tr>
<tr>
<td>• Marketing &amp; Advocacy</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Takeaway 2:</th>
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<tbody>
<tr>
<td>In the Mekong Region, it is easier to engage both public and corporate sectors, by positioning elimination as an entry point to health systems strengthening and universal health coverage.</td>
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<table>
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<tr>
<th>Takeaway 3:</th>
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<tbody>
<tr>
<td>“Corporate Sector” refers to larger domestic corporates, CSR Foundations, Philanthropic foundations and individuals, and Multinationals.</td>
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<tr>
<th>Takeaway 4:</th>
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<tbody>
<tr>
<td>A brief corporate sector focused “gap analysis” is the first and necessary step to target corporates, and align their contribution to specific elimination program gaps.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Takeaway 5:</th>
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<tr>
<td>Corporate sector facilitation is best developed through a consortium of stakeholders.</td>
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<tr>
<th>Takeaway 6:</th>
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<tbody>
<tr>
<td>To ensure successful engagement, defined projects, incentives and buy-in strategies for both corporates and governments need to be in place.</td>
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</table>

<table>
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<tr>
<th>Takeaway 7:</th>
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<tbody>
<tr>
<td>Technology solutions are needed to accelerate Elimination.</td>
</tr>
</tbody>
</table>

V. Budget and implementation timeframe

The maximum available budget for this Call is USD **1 million** and will fund the implementing organization to develop and project manage corporate sector projects. The implementation period will run from **1 July 2018 until 31 December 2020**. Funds will be used to cover the following: (i) project management staff and technical experts, which may include but not be limited to: corporate sector specialists, government relations specialists, M&E specialists, technology specialists, Malaria specialists, etc (ii) activities to support project development and implementation management including but not be limited to project oversight and M&E; (iii) strategic forums and consultative workshops to facilitate corporate sector projects.

The TOR provides flexibility for the implementing organization to subcontract experts or other organizations/partners as necessary depending on the project nature. The implementing organization will be expected to deliver a minimum of four corporate sector engagement or resource mobilization projects, with implementation beginning Q4 2018. Therefore, it is expected that applicants will cost staff and project management/consultancy frameworks appropriately. Corporate sector project-specific funding will need to be mobilized by the implementing organisation in detail after they are selected, and in conjunction with relevant corporates / stakeholders and based on project needs.
VI. Scope of Work

The scope of work (SOW) includes a project feasibility phase including a gap analysis and engagement strategy; and subsequent project management phase including project development and prioritization, resource mobilization and implementation with corporates and stakeholders.

In Phase (1) “Project Feasibility”, the implementing organization will complete a concise Corporate Sector Gap Analysis and Corporate Sector Engagement Strategy over a maximum two-month period. These activities will identify project opportunities for corporate sector engagement and resource mobilization, and develop stakeholder engagement strategies. The next phase of work (2) “Proposed Project Development and Implementation Phase” is expected to begin Q4 2018. In this second phase, the implementing organization will develop projects for corporate sector engagement and resource mobilization. Projects for development may include those proposals put forward in the TOR application process, and the project proposals outlined in this TOR.

The implementing organization will be supported by a Corporate Sector Steering Committee. This committee will facilitate project prioritization, support introductions to corporate stakeholders and partners, provide private sector expertise, and disseminate good practices and initiatives across Corporate Sector networks to replicate elsewhere in the region.

1. Phase 1 Deliverables: “Project Feasibility”

1.1 Corporate Sector Gap Analysis

Background: The corporate sector has a myriad of expertise and funding, however these need to be filtered and matched to gaps in elimination programs. Based on three suggested areas requiring corporate sector participation - Supply Chain, Services and Marketing/Advocacy - the gap analysis will assess types of support the corporate sector can provide, including but not limited to CSR financing, expertise and project financing (i.e. project specific resources); and will be used to “match” gaps in elimination programs, and support government engagement. Developing a “matrix” of corporates willing to support elimination goals is useful for donors and governments, and will serve to expedite corporate engagement. The gap analysis can be done at a national level, with common issues being grouped into a regional set of gaps that the corporate sector can view as an opportunity to address.

Scope of analysis: the gap analysis is expected to produce a concise matrix, based on the pre-feasibility report and consultations undertaken in 2017, targeted consultations and desk research during a maximum period of four weeks.

Task: Undertake a Corporate Sector Gap Analysis to: (1) prioritize business sectors able to support elimination including infrastructure, telecommunications, financial services, FMCG, Tourism (including aviation sector). (2) Develop a matrix of corporates by business sector and expertise, who can support supply chain, services and marketing/advocacy.

1.2 Corporate Sector Engagement Strategy

Background: The opportunity for the corporate sector to participate in elimination programs and goals, including how best to support governments and implementers, needs to be demonstrated. Engagement strategies can be based on concise standard operating procedures that include high level checklists of malaria activities that companies can support. The checklists should be broader than work-site based activities, and include tasks that even non-health corporates could support. The checklists can be based on the three focal areas - Supply Chain, Services and Marketing/Advocacy. For example, guidelines for infrastructure developers to integrate standard processes for malaria treatment in project due diligence (e.g. social and health safeguard due diligence). Structured mechanisms for communication and discussion between corporate sector and implementers will also support successful engagement, and should consider corporate incentives (KPI’s, CSR objectives, Company constraints) and implementer constraints (funding, programmatic challenges). A corporate sector engagement strategy will support discussions with companies and provide a clear outline of opportunities in supporting elimination, including social and economic yields. The
engagement strategy can also consider past corporate sector successes in health-related CSR projects, for example projects by Bio Merieux, Fullerton Health, SAP, Standard Bank and Nando’s.

Scope of strategy: the engagement strategy is expected to be developed based on the Corporate Sector Gap analysis, the pre-feasibility report and consultations undertaken in 2017, targeted consultations and desk research during a maximum period of four weeks. The scope of work should be undertaken in parallel with the Corporate Sector Gap analysis.

Task: develop a set of corporate sector engagement strategies inclusive of: (i) a list of corporates ready to participate in elimination and key “selling points” for engagement (ii) communication mechanisms for engagement including forums or regional meetings that facilitate project focused discussion between corporate sector and implementers (iii) supporting materials showcasing successes in elimination projects by corporates (iii) concise checklist of elimination activities that corporates can support.

2. **Phase 2 Deliverables: “Project Development and Implementation”**

**Background**: Based on stakeholder consultations, three main focal areas for corporate sector engagement were noted: Supply Chain, Services and Marketing/Advocacy. These three areas were seen as most suitable for corporate sector to participate in, given challenges and gaps in existing elimination programs. The following proposed project outlines were developed based on preliminary gap analysis and stakeholder feedback, and are designed to be further prioritized, detailed and/or supplemented by the corporate sector gap analysis and engagement strategy. The proposed projects will also support discussions when engaging corporate sector, and provide a baseline roadmap of corporate sector engagement.

**Scope**: The successful applicant will use the Corporate Sector Gap Analysis and Engagement Strategy to refine and prioritize the repository of *proposed* projects below. It is expected that at least four corporate sector engagement projects will be implemented over the duration of the grant, with early stage implementation phases for at least two projects occurring by Q3 2018. The successful applicant will be expected to leverage the Corporate Sector Steering Committee and their own networks and experts to implement projects, and be able to quantify the impact on malaria.

**Tasks**: Develop a minimum of four ‘project proposals’ based on the Corporate Sector Gap Analysis and Engagement Strategy, and project outlines below. Project proposals should include: (i) project investment case (project rationale, return on investment, impact on elimination goals); (ii) stakeholder strategy (incentives, performance indicators); and (iii) proposed work plan (milestones, resources required and timelines).

**2.1 Supply Chain**

*Proposed project: Utilizing Fast Moving Consumer Goods (FMCG) Supply Chains for Elimination*

Approach FMCG corporates with a strong foothold in the Mekong; and with existing health or non-health sector CSR projects, Community Engagement or Sustainability programs to create a new elimination focused program; or integrate elimination goals into existing programs through the use of their supply chains. FMCG corporates have existing distribution mechanisms and supply chains, often in rural and hard to reach places. These supply chains can be utilized to provide commodities and target mobile populations, by engaging local entrepreneurs in a creative and commercially focused manner. For example, supporting corporates to pilot the provision of “shelf space” in transport chains to rural areas, or supporting the replenishment of malaria commodities to private or public providers.

**2.2 Services**

*Proposed project: Digital wallets and Mobile money*

Digital wallets and mobile money are lucrative products in the GMS, with potential for scale up. Mobile money has demonstrable benefits such as improved cost savings and efficiency; increased transparency and accountability; reduced leakage and waste; reduced security risks to program staff transporting cash and reduced security risks to program
trainees and participants. This proposed project aims to introduce digital wallets and mobile money for health by engaging with mobile money providers, experts and programs, to support the operationalization of digital payments for health workers through digital health wallets. Engagement with existing mobile money expertise and programs can support elimination, and the prioritization of digital health wallets and payments to health workers; and support a detailed end-to-end process mapping for both cash and digital payment methods. The project can align with Asian Development Bank’s digital technology for health and malaria work, and in doing so, potentially incentivize telecommunication providers to engage in health projects longer term. Mobile money can support universal health coverage and national health insurance projects in country, which ultimately support countries transitioning from donor financing to domestic financing.

Proposed project: “Mobiles for Malaria”

Develop ‘mobiles for malaria’ partnerships with mobile software providers and social media sector corporates (e.g. Facebook, Line, Viber, WhatsApp etc.). Partnerships can leverage apps and mobile technology to support gaps in elimination programs, for example commodity shortages and/or those noted below:

- Case notification through apps that are linked to DHIS2, in order to boost reporting rates and tap into social media used by health care workers able to report on malaria.
- Mobile technology for training, supervision, and motivation to promote sustained engagement for elimination. For example, mobile alerts when treatment guidelines change, mobile training apps or mobile “prizes” (e.g. free text messages or credit supplied as part of CSR) to those who made the most updates on malaria cases, followed up on training etc.
- SMS follow up for surveillance and awareness campaigns in remote areas, including mechanisms for population movement tracking in malaria hotspots

The ‘mobiles for malaria’ partnerships could also include incentives for mobile software providers and social media sector corporates, including greater usage of their products, brand awareness and possible product placement opportunities. Partnerships can also leverage corporate skills to provide training on app usage for data collection, and education campaigns.

Proposed project: Engage corporates with large workforces affected by malaria

Target corporates, business coalitions and private sector networks with large numbers of employees affected by malaria, to consider national accreditation programs, or to set-aside CSR / funds for malaria prevention and treatment. The project could aim to support companies or coalitions/networks to integrate activities that support elimination in their operations, including those identified in the corporate sector engagement strategy. Engagement strategies can include broad checklists of malaria activities that companies can implement.

Proposed project(s): Public private partnerships (PPPs) to support elimination

(i) Infrastructure PPPs: The Mekong is experiencing growth in infrastructure projects, that extend through border areas and corridors with large numbers of employees. Infrastructure projects often include a consortium of stakeholders from developers, development banks and governments. The proposed project aims to engage with large scale infrastructure consortiums in order to support the integration of elimination activities in their projects. The scope includes infrastructure projects in ports, hydro power and roads (e.g. the Eastern Economic Corridor program).

(ii) SME PPPs: In the last decade, economic growth and development in the Mekong has surged with several initiatives to facilitate growth sectors and small medium enterprise (SME). Projects such as the Mekong Business Initiative and Greater Mekong Sub-Region Tourism Infrastructure for Inclusive Growth Project by National Governments and the Asian Development Bank, present opportunities for corporate sector engagement for elimination. This proposed project will engage with such programs with the aim of integrating elimination goals into these initiatives, using corporate sector engagement strategies. For example, promoting malaria awareness and engagement tools for SME’s in the region, either through local business forums or associations seeking to strengthen business operations and mitigate overheads related to worker sickness or health issues.
(iii) **Health PPPs**: A critical issue for elimination, and more broadly communicable disease management and health security, is the provision of quality and timely health care in rural and remote areas. This project will develop a health PPP roadmap for corporates and governments, with the aim of securing long term health care access and services for rural populations. Health PPPs could include provision of mobile clinics to rural areas, development of clinics or health care facilities (build-operate models), leasing/provision of equipment or diagnostic services, maintenance, provision of professional training or skilled workers. The roadmap can be discussed at a project finance level with governments and financiers (e.g. development banks, philanthropic foundations) to provide grant finance for feasibility studies, project loss capital etc. Although this project is not directly focused on elimination, it does aim to address recurring concerns over longer term health infrastructure in malaria prone areas, that will sustain elimination progress and provide ongoing access to health services. With governments increasingly facing challenging budgets for health, corporate sectors can provide targeted and complementary services including innovative delivery services that can be proposed, tested and piloted. Corporate sector is also well placed to build and operate targeted health facilities, in line with government needs. These initiatives will support health systems strengthening, particularly supply chains, that will ultimately serve elimination progress.

### 2.3 Marketing & Advocacy

**Proposed project: Leverage Global Private/Corporate sector platforms**

Engage with private sector platforms in other regions, such as the Private Sector Malaria Coalition linked to the RBM initiative, Accessibility Platforms, Association Santé en Entreprise (SEE) Malaria programs and others, to develop corporate sector engagement strategies and project pipeline. With existing knowledge and skillsets currently being deployed in regions such as Africa, the Mekong and Asian regions can benefit from lessons learned. The aim is to not only develop project pipeline, but allow for increased advocacy and learning in Asia, through a peer to peer network of corporate sector stakeholders and parties engaged in corporate partnership projects.

**Proposed project: Malaria Marketing**

The corporate sector has the know-how and means to reach mass audiences through catchy and targeted marketing programs. This project aims to leverage these skills by engaging with corporates or philanthropic organizations to support community based marketing programs on malaria. Marketing campaigns could also be supported by professional consulting firms such as Boston Consulting or McKinsey, on a pro-bono basis. The project aims to not only implement mass marketing campaigns, but also quantify the impact of reaching such an audience. Qualitative and quantitative data from campaigns will also provide valuable information on population demographics, and help to tailor elimination programs as necessary.

**Proposed project: Forums to support dialogue and innovation**

The corporate sector can support governments to consider innovation as a tool for elimination and health programs. Given the multitude of innovations emerging in supply chains and logistics sectors, service delivery and technology; this project aims to facilitate governments knowledge of solutions available. Innovation could be showcased through a “contest” or “market place” of corporate sector providers, highlighting their unique solutions for gaps in elimination goals. The contest can have several categories for corporate sectors to compete, for example supply chain innovation for hard-to-reach populations, targeting mobile population behaviors, user friendly applications for case management etc. Winners of the contest can then be supported to engage in operationalization of solutions.

### VII. Expected Outcomes

The implementing organization is expected to deliver a minimum of four projects, with a total project value of approximately USD 2m. This amount represents direct and indirect inputs and resources in projects from corporate sectors and partners, including financial contribution through CSR or Project financing, in-kind contributions, technical expertise, staff, and other resources. It is expected that projects will be implemented over the duration of the grant, with early stage implementation phases occurring by Q4 2018. The implementing organization will be expected to
leverage the Corporate Sector Steering Committee and their own networks and experts to implement projects, and be able to quantify the impact on elimination in country, and at a regional level.

VIII. Applicant Profile and eligibility criteria

Private sector firms (including consulting firms, platforms and coalitions), philanthropic foundations/groups, non-government organizations (national or international), multilateral organizations, as well as relevant public entities at national level are eligible to apply.

The implementing organization will have a strong project management and implementation background, and be able to deploy skilled experts with relevant experience in project management, malaria elimination programs, government relations; as well as demonstrable experience in corporate sector engagement and resource mobilization.

In order to respond to this Call, applicants must also meet the following eligibility criteria:

1. The organization (and any partners/sub-grantees) must be legally registered to operate in at least one of the five Mekong countries (Cambodia, Lao PDR, Myanmar, Thailand and Viet Nam). Proof of registration/legal status must be submitted with the application.

2. The organization has demonstrated experience in the implementation of similar projects.

3. Conflict of Interest: The grantee’s other relationships, associations, activities, and interests should not create a conflict of interest that could prevent full impartiality in implementation of the grant activities.

Any organization that does not meet the minimum eligibility criteria will not be considered.

IX. Guidance for applicants

Proposals must not exceed 15 pages and must include the sections listed below. A Word Template is available for applicants’ use. In addition to the narrative, applicants must complete Annex A (Performance Framework) and Annex B (budget).

The RSC reserves the right to reject proposals which are incomplete or exceed the prescribed page limit. The recommended number of pages per section can be exceeded as long as the total number of pages in the proposal is within the prescribed limit. Cover page, glossary/acronyms and table of contents will not count towards the total; graphs, tables and images will count towards the total.

Additional documents or annexes will not be accepted for review except where specified otherwise in this Call.

SECTION 1 – ORGANIZATION AND PROPOSAL SUMMARY

1.1 Name of the Organization, contact information and full address

1.2 Registration status of organization. If the applicant is a consortium, state the status of each individual organization. Please provide relevant documentation as Annex (e.g. registration document, MOU).

1.3 Brief background on the organization’s mission, vision, and general areas of expertise/experience (max. ½ page)

1.4 Brief proposal summary describing main objectives / anticipated outcomes (max. ½ page, details will be described in section 3)

SECTION 2 – INSTITUTIONAL CAPACITY

2.1 Technical capacity and experience (max: 2 pages)
Describe your organisation’s expertise relevant to the scope of work in the EoI, and include a brief summary of relevant projects. Please describe past and current experience related to corporate sector engagement in the context of health, including malaria as applicable. Please describe as relevant any partnerships, networks and contacts with the corporate sector. Please describe relevant experience in the Greater Mekong Subregion.
2.2 Organizational capacity (human resources, financial management) (max: 2 pages)
Briefly describe your organization’s current operations and infrastructure, including relevant staff expertise and management structure as relevant. If applicable, explain your plans to recruit the necessary additional staff for this project.

Please describe the total annual operating budget in 2016-17, the amount of donor funds managed by your organization and describe your organisation’s capacity to manage large donor funds, including Global Fund grants if applicable.

2.3 If applicable - key implementing partners / sub-recipients (max: 1 page)
If your organization plans to work as a consortium or in partnership with other organizations to be subcontracted under this grant, please provide information on your key partners’ relevant experience/expertise as well as the proposed collaboration/coordination mechanisms.

SECTION 3 – TECHNICAL PROPOSAL

3.1 Proposed activities and interventions (max: 5 pages)
Describe the activities you are proposing to implement and include the following aspects in your description:

a. the key activities you plan to implement and the timeline for implementation including start-up activities (recruitment of staff, etc);

b. Describe the expected results and anticipated outcomes from your interventions and activities. Please provide a set of Key Performance Indicators/targets to be reported on a bi-annual basis (using the standard Performance Framework template - see Annex A);

c. the proposed strategy (ies) to engage with the corporate sector, including detail on the type(s) of entities you are planning to engage with and your specific approach to connecting corporate sector interest with the needs of national programs and other implementing entities at local level;

d. a description of up to four corporate sector projects (see list above), including details on the proposed implementation country/area, your rationale for prioritizing these projects and your proposed approach to roll out the activities, from conceptualization to implementation;

e. the partnerships and collaboration/coordination mechanisms (including at national / local level with national programs and other implementing organizations) that will help your organization implement and achieve its targets.

3.2 Monitoring and Evaluation (max: 3 pages)

a. Describe your organization’s plan/approach to monitoring the project’s progress and assessing program impact at key stages of implementation, and any plans/approaches for course-correction, if/as relevant;

b. Describe your organization’s plan to ensure your interventions are well targeted and continue to be effective over the project period.

3.4 Complementarity and sustainability (max: 1 page)
Describe how you will ensure that your activities will build upon or complement other existing initiatives on corporate sector as well as other engagement platforms / mechanisms at national and regional level (e.g. civil society).

Describe what strategies/approaches you would adopt to ensure future sustainability of the projects and broader corporate sector engagement beyond the grant period (after 2020).

SECTION 4 – FINANCIAL PROPOSAL

Please complete the detailed budget template provided in Annex B - Budget.
X. Appraisal criteria

Applications will be scored based on the following criteria:

<table>
<thead>
<tr>
<th>APPLICATION COMPONENT</th>
<th>Maximum Score</th>
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</thead>
<tbody>
<tr>
<td>INSTITUTIONAL CAPACITY</td>
<td>30</td>
</tr>
<tr>
<td>TECHNICAL PROPOSAL</td>
<td>40</td>
</tr>
<tr>
<td>FINANCIAL PROPOSAL</td>
<td>30</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
</tr>
</tbody>
</table>

XI. Submission details

Document templates (Narrative, Annex A/PF, Annex B/Budget) are available for download at the following link:

https://www.dropbox.com/sh/mg0s0x313901mvs/AAC4HgkZn0Jhyn-LtMOQT-mda?dl=0

All applications should be submitted electronically to: RAI2Eproposals@gmail.com before the below deadline. Questions can be sent to the same email address; a FAQ will be compiled for the most common questions and posted/updated on this website: http://www.raifund.org/en/rsc/calls-for-proposals

**Submission deadline: Monday 12th March 2018 at 11.59PM/23h59, Bangkok/Phnom Penh time (ICT)**

Applications submitted after this date will not be considered for review.