Bangladesh

Technical Assistance in Subcontracting
Logistics Management Training

November 4 - 24, 1992

Maureen Comfort
Training Advisor

Family Planning
Logistics Management
Project

FPLM

1616 N. Fort Myer Drive
11th Floor
Arlington, Virginia 22209 USA
Tel: (703) 528-7474
Telex: 272896 JSIW UR
Fax: (703) 528-7480

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Acronym List

USAID	United States Agency for International Development
RFTP	Request for Technical Proposal
NIPORT	National Institute for Population Research and Training
DFP	Directorate of Family Planning
BDG	Bangladesh Government
LMT	Logistics Management Training
LTC	Logistics Training Cell
OPH	Office of Population and Health

Bangladesh Training Subcontract Assistance
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I. Introduction

Vivian Prakash of JSI's Washington office traveled to Bangladesh in October to provide technical assistance in subcontracting to a local firm the Logistics Management Training which JSI/FPLM has been conducting for the past 3 years. She met with the Contracts Office at USAID/Dhaka and wrote initial drafts of the subcontract documents. This report covers a follow-up visit buy FPLM/Washington Training Advisor Maureen Comfort, November 4-24, 1992, with the objective of providing technical assistance in managing the transition to the training subcontract. The scope of work proposed was to:

- Assist (from Washington) with finalization of the Request for Technical Proposals, which was advertised November 1, 1992 as JSI/FPLM RFTP number 1748-212-1;
- Participate in the design and administration of the evaluation process for technical proposals submitted in response to the above RFTP;
- Serve as a member of the technical proposal evaluation committee;
- Finalize the Request for Cost Proposal, which was sent to those offerors in the competitive range for technical proposals;
- Assist in clarification of the roles and responsibilities of JSI/FPLM and the Logistics Training Cell at NIPORT vis-a-vis the Logistics Management Training Subcontractor.

In response to project needs, an additional item was added to the scope of work upon arrival in-country:

- Assist with the development of guidelines for the subcontractor in relation to JSI's requirements regarding financial reporting and accountability.

II. Background

JSI/FPLM has been providing logistics management training for Directorate of Family Planning (DFP) personnel since 1989. This training has been funded by USAID and conducted in collaboration with NIPORT and the DFP.

The need for logistics management training was first identified by the DFP. Though NIPORT is the government agency responsible for training DFP staff, due to other responsibilities, and space, staffing and funding constraints, it was not able to implement a large-scale logistics training program. Thus nearly all the logistics management training provided to DFP personnel to the present has been conducted by JSI/FPLM and funded by USAID. This training has included basic and refresher training of supply officers and storekeepers, training of trainers, and basic training of other personnel including field supervisory staff from union to district levels.

It has always been an objective of the program to facilitate the transfer of logistics management training to NIPORT. The agreement between USAID and the BDG specifies, and JSI's buy-in contract reflects, that the LMT effort should be gradually institutionalized at NIPORT. JSI's workplan incorporates a strategy of training and support for the NIPORT Logistics Training Cell along with award of a separate subcontract for the continuation of logistics training. This strategy envisions a logistics management training subcontractor to conduct training under the supervision of FPLM/Dhaka and the LTC for an initial period to be negotiated, thereby allowing NIPORT to gain management experience in order to absorb the training program with its curricula and management requirements into its own available manpower and resources.

III. Activities

A two step solicitation method was employed to select a subcontractor for the Logistics Management Training Subcontract, consisting of a Request for Technical Proposal (RFTP) followed by a Business Management (Cost) Proposal. This was done so that cost proposals would only be requested from firms submitting fully responsive technical proposals qualifying for the competitive range.

A. Request for Technical Proposals

The RFTP was finalized in consultation with the Washington office prior to the consultant's arrival, and it was advertised and distributed starting November 1, 1992, with a closing date of November 18, 1992.

By 3:30 p.m. on November 18, 13 firms had submitted technical proposals. Two additional firms submitted proposals after this time and were considered late.

The evaluation committee which reviewed the technical proposals was made up of the following members:

Mr. Shyam Lama, JSI/FPLM/Dhaka, Chair
Mr. Munshi Ahmed Zaman, LTC, NIPORT
Mr. Belayet Hossain, OPH, USAID/Dhaka
Ms. Maureen Comfort, JSI/FPLM/Washington
Mr. Anwar Hossain, JSI/FPLM/Dhaka

The five members were selected to allow participation of interested parties and to ensure a variety of perspectives. Members of the evaluation panel were provided with guidelines as to evaluation and scoring procedures (see attachment 1).

The evaluation committee convened on Saturday, November 21 at 2 p.m. to review the technical proposals and discuss them. Notes of the group discussion were taken to serve as the basis of a justification memo to the file regarding technical aspects of the selection of the subcontractor. This meeting was followed by independent scoring by each of the team members, and computation of an average score for each offeror's proposal. The committee chair and the consultant determined the competitive scoring range. The range was set at 57 and above to ensure that at least three offerors be requested to submit cost proposals. Two scored above 60, but the next three highest scoring offerors had scores within .6 of each other, and therefore a total of five firms were included in the competitive range.

B. Request for Cost Proposal

The Request for Business Management (Cost) Proposal (attachment 2) was not finalized until the last day of this consultancy. Part of the delay was due to the desire to include performance-based incentives built into the subcontract pricing structure. The incentive plan was not finalized by the date of release of the RFTP, and therefore fuller description of it was left for inclusion in the Request for Cost Proposal.

A considerable amount of time was spent trying to determine an optimal structure, one that could effectively motivate the subcontractor and yet not be an administrative burden to the FPLM project. The structure agreed upon and approved by A.I.D./W provides for one-time, lump sum payments awarded for achievement of 90 and 100 percent of targeted training days. The exact basis of payment was left for determination during negotiations with the successful offeror. (In no case, however, was the combined sum of management fee and this performance fee to exceed 10% of the total contract cost.)

A further issue was of approval for a six-day workweek. The delivery order for the Bangladesh buy-in specifics approval for a five day work-week. The BDG, however, works six days a week, and training given to BDG personnel under the subcontract will accordingly have to follow a six-day week. Approval was therefore required for a six-day workweek under the subcontract. The use of a six day work-week also affected the computation of daily rates from annual salary in the subcontract. Rather than assuming 260 as the number of work days in a year, offerors were instructed to use 310 as the divisor for a six day work-week.

The RFTP instructed offerors that current JSI trainers were to receive right of first refusal of training positions under the subcontract. The Request for Cost Proposals elaborated that each offeror should submit a letter from each trainer certifying that he was granted first refusal of a given position at a given salary. The meaning of this was further clarified, with specific language stating that this did not mean that employment had to be offered at current JSI/FPLM salaries, but only at the offeror's normal and customary rate for an equivalent or similar position. This clarification was added to dispel rumors that the subcontract would only be awarded to an offeror that matched the trainers' current salaries.

A number of items were added into the Request for Cost Proposal to assist the offerors in preparation of bids. To simplify budget preparation, offerors were asked to present a cost-reimbursement budget instead of burdened fixed daily rates, and an illustrative budget format was included. A table of BDG-approved participant per diem rates was also included. Examples of the types of justifying documentation to be required for payment under the subcontract were provided.

The Request for Business Management (Cost) proposal was sent to the five offerors within the competitive range on Tuesday, November 24. They were instructed to submit their cost proposals by Tuesday, December 1. The eight offerors who did not make the competitive range were also notified at this time, and the two late proposals were returned unopened.

Responsibility for receipt and evaluation of the Cost Proposals and selection of the successful subcontractor was left with the Acting Chief of Party, to be assisted by FPLM/Washington advisor David Holmes. Relevant documents and instructions regarding final tasks to be completed were left with them at the end of this consultancy.

C. Clarification of Responsibilities

Because of time pressures around evaluation of the technical proposals and finalization of the cost proposals, no significant progress towards clarification of responsibilities in the area of Logistics Management Training was made. The Acting Chief of Party, however, agreed with

FPLM/W and USAID/Dhaka staff that further definition of the working relationship between NIPORT and JSI/FPLM, especially with regards to the day-to-day management of the training subcontract, is required. He proposed that a meeting take place between JSI/FPLM and NIPORT representatives to discuss these issues, and that the output be a set of Meeting Notes outlining the organizations' respective responsibilities vis-a-vis Logistics Management Training. Follow-up on this issue was left with the Acting Chief of Party.

D. Subcontractor Guidelines

The Acting Chief of Party requested that assistance be given FPLM/Dhaka staff in development of initial guidelines for the new subcontractor, to assist him in familiarization with JSI and A.I.D. contractual regulations and reporting requirements. As an aid in developing these, the JSI/SEATS project was requested to forward a copy of a manual they developed for their subprojects, which covers many aspects of the financial reports required. The manual was received in Dhaka in late November. Review by FPLM/Washington and Dhaka staff determined that the manual would be useful as a base document, but would need adaptation to be more relevant to the needs of a subcontract (rather than a subproject). It was agreed that a JSI/W administrative staff person would be asked to provide input on changes to be made to the manual in December, and that a diskette of the revised manual would be forwarded to FPLM/Dhaka for further changes and additions.

ATTACHMENT 1

Instructions for Evaluation of Technical/Cost Proposals
and Negotiations/Selection for Evaluation Team Members

INSTRUCTIONS FOR EVALUATION OF TECHNICAL/COST PROPOSALS
AND NEGOTIATIONS/SELECTION FOR
EVALUATION TEAM MEMBERS

1. RFTP: A two-step solicitation method has been employed, i.e. 1) Request for Technical Proposal (RFTP) and 2) the Business Management (Cost) Proposal. In this way, cost proposals are requested only from the firms which submit technical proposals that qualify for the competitive range.

2. Copies of the RFTP were provided to the potential offerors from JSI's training office. The names, addresses, and phone numbers of the potential offerors were noted at the time they picked up the solicitation.

3. Proposals should arrive on time: It is important that we be strict about the proposals arriving on time, because others offering will protest if a late proposal is accepted. A proposal is considered late if it arrives after 3:30 pm on the due date and if the offeror cannot prove that it was mailed at least five days before due date. If it is found that a proposal was mishandled in some way when it arrived at JSI offices and therefore did not come to the attention of the parties on time, then it is JSI's fault and it would not be considered late.

The office staff have necessarily been advised that they should receive but NOT OPEN the proposals. The RFTP stipulates that proposals be marked plainly THIS ENVELOPE CONTAINS TECHNICAL PROPOSAL IN RESPONSE TO JSI/FPLM RFTP. Staff members were instructed to provide some sort of receipt to the offeror showing time and date of receipt of proposal.

The only acceptable means of accepting a late proposal is if it is the only qualifying proposal received. It can be maintained until all proposals are opened, and if one of the technical proposals received is determined by the evaluation committee to meet the technical standards for the competitive range, the late proposal shall then be returned unopened and the offeror advised officially that he was late. (The offerer should also be told in writing at the time of delivery that the proposal will be considered as late and not be considered unless it is the only qualifying proposal. This can be done by recording the actual time and date the proposal is received on the receipt and marking it "RECEIVED LATE". The envelope should also be notated when it arrived and that it was late. Sometimes the offeror won't leave it under those circumstances.)

4. Safeguarding proposals: It is very important that the proposals be safeguarded and locked up at all times. The

evaluation panel chairman shall personally open and make a list of names, addresses and phone numbers of all who responded. Several copies of each proposal have been requested; there should be enough copies for each panel member to have a copy to mark as he/she sees fit. In order to ensure safekeeping, all proposals will remain at the JSI offices at all times. Evaluators are requested to come to the JSI main office at any time on Thursday or Friday or on Saturday morning to study the proposals. All persons charged with evaluating proposals should not share the contents with any unauthorized individuals.

5. Evaluation can only be based on the technical evaluation criteria included in the solicitation. A score sheet made up of the technical points will be the method of judging technical aspects and the committee members will individually decide the scores and they will be averaged out. The technical evaluation panel should not see the costing data. (Of course, in this instance, the costing data will not be available until after the technical evaluation). The panel will have approximately two days to study the proposals in private to prepare them for the evaluation meeting, which will be held on **Saturday, November 21st at 2 p.m.** At this meeting there will be an open discussion of the merits of each proposal and the strengths and deficiencies. No discussion regarding rank or scoring should occur in this meeting. The scoring should be independently accomplished after all the discussions are held, as the whole competitive effort is defeated if panel members collude on the scoring. A sample scoring sheet is attached which is based on the technical criteria in the RFTP.

It is helpful to the chairman if each of the team members will briefly note down their beliefs regarding the good and bad of each proposal. The committee chairman will use this information in making a detailed analysis of each offeror and writing a memorandum for the record. The chairman must then decide on the competitive range of the technical proposals. If an offer is completely technically unfit for further consideration, that offeror shall be advised in writing of this fact at the same time as the offerors in the competitive range are advised and requested for a business management (cost) proposal.

As part of the evaluation, the team members should check out the references given in response to the RFTP and may also have face-to-face discussions with the offerors, individually.

Cost Proposal Evaluation

Though technical evaluation team members will not be involved in reviewing cost proposals, the following is included for informational purposes and illustrates the process which will be followed in arriving at the final subcontract award.

6. Cost Proposal: Cost proposals will be requested from all offerors in the competitive range for technical proposals. The evaluation panel chairman, who is acting in the capacity of the contracting officer for the award, will be responsible for the negotiation and decision to award.

7. Negotiations: The evaluation panel chairman will negotiate with offerors in order to arrive at a reasonable proposal from each. According to competitive bidding rules, the contracting agency must negotiate with all offerors and try and get the best possible offer in each case; it is not possible to pick and choose with whom to negotiate. Offerors must of course be negotiated with individually.

During cost negotiations you may also negotiate terms and conditions of the proposed subcontract, or anything contained in the technical proposal which was not satisfactory to the evaluation team or the offeror.

The most difficult part of negotiations may be the indirect cost rate (overhead). The request for cost proposals asks offerors to submit audited financial statements. A USAID-recommended accounting firm will be retained to establish an indirect cost rate for all offerors in the competitive range. From this an accurate comparison of offers can be made.

8. Best and Final Offer: After full negotiations with all the offerors have been finished, a Best and Final offer is requested from all the offerors in the competitive range. In the Best and Final (B&F), each offeror should confirm in writing what has been negotiated. Failure to do so is taken as an indication that the offeror has not accepted the negotiated terms. In this case the orally negotiated term or terms must be disregarded and evaluation reverts to only what they have put in writing. It therefore must be emphasized in negotiations that offerors must include any changes agreed upon in the B&F. Any time they do not choose to respond to the B&F, it means that they should be considered only on the basis of the initial proposal submitted.

The B&F is also an opportunity to obtain additional information or provide input for the offeror, e.g. where costs are too high or there are additional items which should be included. The

negotiator should act as a helpmate in this regard and try and promote the best and most reasonable offer from all the offerors. Once the B&F is received, no more negotiations should take place unless you again negotiate with all offerors. Sometimes, it may be necessary to repeat the B&F process.

9. Selection: The evaluation committee chairman will do a scanning of technical/cost and decide which proposal would be the most advantageous, all things considered. The selection can be made on the basis of a mathematical formula or it can be more subjective.

10. Memorandum to the File: Once the selection has been made, the chairman will write a memorandum to the file explaining everything done from the beginning, which offeror was selected, and how that decision was reached. This should be a complete analysis and record of the whole process accomplished from the beginning until time for award, why what was done was done, and why a certain offeror was selected. This will become a part of the permanent record in the subcontract file so it should be very accurate. Then it should be signed by the contract negotiator (chairman).

11. Approvals: Finally, all required approvals must be obtained before award, e.g., JSI/FPLM/Washington, the A.I.D./W CTO and any others which are required. All required approvals should be in writing.

12. Award: When all of the above is completed, the final step is signing of the subcontract and providing copies to the necessary parties. Unsuccessful offerors will also be notified at this time.

ATTACHMENT 2

Request for Cost Proposal

JOHN SNOW, INC.
Family Planning Logistics Management Project

DATE OF ISSUE: November 24, 1992
CLOSING DATE: December 1, 1992

Mr. Ghulam Mustafa Kamal
Executive Director
ACPR
3/10, Block-A
Lalmatia
Dhaka-1207

SUBJECT: Request for a Cost Proposal for Logistics Management Training in Bangladesh

Dear Mr. Kamal,

Thank you for submission of your technical proposal in response to our Request for Technical Proposal (RFTP) for Logistics Management Training in Bangladesh. We are pleased to advise you that the technical evaluations have been completed and your organization has been ranked within the competitive range for further consideration.

This letter represents the second step of the solicitation, i.e. the request for a cost (business management) proposal and is only open to organizations ranked within the competitive range for further consideration.

The cost proposal must be based on your own technical proposal submitted in response to the RFTP. All information, notices and instructions contained in the RFTP still remain in effect unless amended by this office in writing. Therefore, this request is an extension of the initial RFTP.

This request for a cost proposal does not commit JSI/FPLM to pay any cost incurred in the preparation and submission of the proposal, nor does it obligate JSI/FPLM to award a subcontract.

ead Office:
16 N. Fort Myer Drive 11th Floor
lington, VA 22209
one: (703) 528-7474, Fax: (703) 528-7480
lex : 272896 JSIW UR

P. O. Box 6070
Gulshan Model Town Post Office
Tel : 602714, 606471
Fax: 880-2-883391

Dhaka Office:
House No. 15 Road No 103
Gulshan, Dhaka, Bangladesh

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The offeror shall follow the instructions contained herein and in the attachment entitled Instructions for the Preparation of the Cost Proposal. Failure to comply with the instructions herein may result in disqualification. (Here and throughout the RFTP and the Request for Cost Proposal, the designation "offeror" means the party offering a response to the proposal requests, that is, the bidder.)

If you decide to submit a proposal, it must be submitted in accordance with the requirements herein and must be delivered to John Snow, Inc./FPLM at House 15, Road 103, Gulshan, Dhaka, **no later than 3:30 P.M. on the closing date shown above.** Any proposal arriving after this time will be considered late. A late proposal will not be accepted unless it is the only qualifying proposal received, in accordance with the criteria set forth in Federal Acquisition Regulation (FAR) clause 52.215-10.

Offerors should retain copies of their proposal for their own records. Proposals will not be returned following the award of the subcontract.

Any questions may be directed to the undersigned at 602714, but the offeror is advised that oral explanations given before award will not be binding. Any required explanations or interpretations of the solicitation must be requested in writing allowing sufficient time for a reply to reach all prospective offerors before the submission of their offer(s).

Sincerely,

Shyam Lama
Chief of Party (Acting)
JSI/FPLM - Bangladesh

Attachments:

1) Instructions for the Preparation of the Cost Proposal
2) Contractor Employee Biographical Data Sheet
3) Illustrative Budget Worksheet
4) Participant Per Diem Rates as established by the LMT Steering Committee
5) Certificate of Current Cost or Pricing Data

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Instructions for the Preparation of the Cost Proposal

1. Salaries/Wages - Definitions: The annual salary of an employee is that individual's basic compensation exclusive of fringe benefits, incentives, housing or other allowances, differentials, or other bonuses. The daily salary of an employee is established by dividing the annual salary of the individual by 310, the number of work days in a year, given a six day work week.

2. The cost proposal shall be in English on standard A4 sized paper in an original and two copies. The proposal shall be in sealed envelopes marked "COST PROPOSAL".

3. The offeror should submit the following documentation:

   - A Contractor Employee Biographical Data Sheet (see attachment 2) for each individual proposed for performance under the proposed contract. Each form should be as complete as possible and should indicate salary history as well as the proposed salary as it relates to the offeror's proposal. Each sheet should be signed by the individual and the offeror in the appropriate spaces. The cost estimate must take into consideration these proposed salaries and any appropriate allowances in accordance with the offeror's established personnel policies.

   - A letter from each trainer currently employed by JSI/FPLM indicating that he has in fact been granted the right of first refusal for proposed training positions under the offeror's proposal. This means that before other candidates are considered for these proposed positions, JSI/FPLM trainers will be offered an opportunity for employment. This offer should be at a salary rate equivalent to but not exceeding the offeror's established personnel policies for equal or similar positions. The offeror is <u>not</u> required to offer employment at current JSI/FPLM salary rates, or at any other rate, if that rate is

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in excess of the offeror's normal and customary established rate for an equivalent or similar position.

Each letter should be signed by the individual and include the following text:

"I have been offered the position of _____ at a salary of _____ and have

_____agreed

(tick one)

_____not agreed

to take this position should the offeror be awarded the subcontract."

The JSI/FPLM trainers are those named here (in alphabetical order):

Mr. Jalauddin Ahmed	Mr. Omar Khaiyam
Mr. Shamsul Alam	Mr. Clement Peris
Mr. Abdul Awal	Mr. Mahfuzur Rahman

- Documentation from the offeror's audit agency, if any, stating the offeror's most recent final and current indirect cost rates accepted, and the base to which such rates are applied. If the offeror does not have an audited indirect cost rate, the offeror shall provide audited balance sheets and profit and loss statements for the last two complete years and the current year to date. The offeror should include information on the organization's customary overhead allocation method, together with supporting computations of the basis for the indirect cost rates proposed.

4. The Offeror must submit sufficient evidence of responsibility for JSI/FPLM to make a determination of responsibility, demonstrating the following:

- that the offeror has adequate financial resources or the ability to obtain them as required for the performance of this subcontract; i.e. the offeror should provide recent financial statements, preferably audited, banking references and/or other documentation to indicate financial solvency;

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- that the offeror is able to comply with the required or proposed delivery or performance schedule, taking into consideration all existing commitments;

- that the offeror has a satisfactory record of performance; and has a satisfactory record of integrity and business ethics;

  In order to demonstrate this, the offeror should supply, if not already included in the offeror's technical proposal, a list of projects performed for specific clients, including type, duration and amount of work, and a contact person at each client agency who can confirm the information submitted and can serve as a reference;

- that the offeror is otherwise qualified and eligible to receive an award under applicable laws and regulations.

5. Other special assignments not directly related to training days may occasionally be required. In this instance, the management fee as negotiated under this subcontract will apply.

6. JSI/FPLM pays on the basis of monthly invoices submitted with appropriate supporting documentation, which may include but is not limited to the list below. Detailed guidelines will be provided to the successful subcontractor.

   a) Time and attendance reports for all employees
   b) Salary and benefits register
   c) Travel/Transportation and Per Diem Expense Reports and Receipts
   d Equipment/Furniture and Materials/ Supplies Receipts
   e) Financial Reports

   See also Article II of the RFTP for additional requirements regarding method of payment.

7. JSI/FPLM contemplates using a performance-based incentive plan for this subcontract, pending approval from USAID/Washington. If such a plan is implemented, the performance target will be measured in "training days". For this purpose, a training day is defined as a full day spent training an individual trainee. The number of

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training days accrued for a given workshop equals the number of trainees multiplied by the number of days in which at least 6 hours of training are given. (Lunch and breaks are not to be included in this figure.) For example, a five day training course attended by 10 trainees is measured as 50 training days.

The target for the ten month period from January 1 to November 5, 1993 is 8,508 days in the categories required (see attachment 2 to the RFTP, Subcontract Training Plan 1993 Calendar Year). If the Subcontractor meets or exceeds ninety percent (90%) of this target, a one-time lump-sum incentive fee of _____ will be awarded. If the Subcontractor meets or exceeds one hundred percent (100%) of the target, an additional one-time lump-sum incentive of _____ will be awarded.

(The exact amount of the incentives will be determined in negotiation with the successful Subcontractor at the time of award.)

Accomplishment of "training days" under this subcontract is subject to verification by JSI/FPLM, prior to the award of any performance incentive fees. The verification process will be defined by JSI/FPLM at their sole discretion.

8. Article II of the proposed subcontract schedule in the RFTP stated that JSI/FPLM would be willing to provide a limited projected funding advance to assist the Subcontractor with the costs of commencing work. JSI/FPLM, however, has decided that such an advance will not be provided to the Subcontractor. This is to advise the offeror that the terms of the RFTP are hereby amended and that last two paragraphs of Article II are deleted from the proposed subcontract.

9. The offeror shall prepare a budget based upon a cost reimbursement subcontract.

As stated in Article II of the proposed subcontract schedule in the RFTP, the Subcontractor will be paid for authorized training management services at a burdened fixed daily rate which shall include salary and wages, payroll costs (fringe benefits and other personnel costs required under Bangladeshi law), approved indirect costs, and a

management fee. It is understood and agreed that other general clerical and administrative time is absorbed in the firm's indirect costs. Burdened fixed daily rates for each staff member shall be determined during subcontract finalization based upon the cost reimbursement budget submitted.

Expenses such as travel and per diem costs, supplies, etc., shall be paid on a cost reimbursement actual cost basis.

Travel and per diem costs for participants are allowable under this subcontract and should be included in the budget. Participant per diem rates must be budgeted and paid at the Government established rates for each category of personnel, as listed in attachment 3 to this document. Trainer per diems should be paid at the offeror's normal and customary field per diem rates.

From time to time other government personnel may visit the training or be involved in assisting the training program as resource persons or in some other capacity. No per diem, travel or any kind of fees/honoraria are planned in the budget for such BDG personnel, as they will receive their allowable expenses through normal government channels.

The budget shall cover the proposed initial subcontract term only, i.e. January 1 - November 5, 1993. The line items to be budgeted shall be in a format, basically as follows:

SALARIES AND WAGES
TRAVEL AND PER DIEM
EQUIPMENT AND SUPPLIES
OTHER DIRECT COSTS
INDIRECT COSTS
FEES

GRAND TOTAL

An <u>illustrative</u> budget worksheet is attached to serve as a guideline for the budget format (see attachment 4). This guideline is not necessarily comprehensive, and other items may be included as necessary to the work proposed in the offeror's technical proposal.

Budget Justification: The budget shall be accompanied by a budget justification section providing detailed supporting information, as follows:

Salaries and Wages - explain and base on actual salaries

Travel and per diem - explain what it includes, what rates were employed, how many days were estimated, etc.

Equipment and supplies - do not include cost of equipment being provided by JSI/FPLM (see Part I, Article III of RFTP)

Other Direct Costs - explain any other costs not included in other line items

Indirect Costs (overhead) - show percentage and base of application, what it includes.

As stated above, costs of general clerical and administrative time should be included in indirect costs. Fringe benefits should also be included, and should be fully explained as to what they include, e.g., holiday, sick leave, medical, etc.

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Form Approved OMB No. 21-R0064

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET

(SEE PRIVACY ACT STATEMENT ON REVERSE)

INSTRUCTIONS: Submit in triplicate to contracting officer. See reverse for Contractor Certification.

1. Name (Last, First, Middle) ☐ Mr. ☐ Mrs. ☐ Miss ☐ Ms.
2. Contractor's Name
3. Address (include ZIP Code)
4. Contract No.
5. Position Under Contract
6. Proposed Salary /day
7. Country of Assignment N/A
8. Duration of Assignment N/A
9. Telephone Number (include area code)
10. Marital Status ☐ Married ☐ Single ☐ Other (specify)
11. Names and Ages of Dependents to Accompany Individual (if applicable)
12. Date of Birth
13. Place of Birth
14. Citizenship (if non-U.S. citizen, give visa status)

15. EDUCATION (include all secondary, business college or university training)

NAME AND LOCATION OF INSTITUTION	MAJOR SUBJECTS	Credits Completed: Semester Hours	Credits Completed: Quarter Hours	Type of Degree	Date of Degree

16. EMPLOYMENT HISTORY

1. Give last three (3) years. Continue on reverse to list all employment related to duties of proposed assignment.
2. Salary definition - base periodic payment for services rendered.
   Exclude bonuses, profit-sharing arrangements, commissions, consultant fees, extra or overtime work payments, overseas differential, or quarters, cost of living or dependent education allowances.

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.): From	To	Salary: Dollars	Per.

17. SPECIFIC CONSULTANT SERVICES (give last three (3) years)

SERVICE PERFORMED	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr., Day): From	To	DAILY RATE

18. LANGUAGE PROFICIENCY

LANGUAGE	Speaking: Fair	Speaking: Good	Speaking: Excl.	Reading: Fair	Reading: Good	Reading: Excl.	Writing: Fair	Writing: Good	Writing: Excl.	Understanding: Fair	Understanding: Good	Understanding: Excl.

19. Special Qualifications (honors, professional societies, special licenses, publications, research, special skills, and relevant education not previously mentioned. Use reverse side of form, if necessary)

20. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.

Signature of Employee

Date

AID 1420-17 (5-80)

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Following is the PER DIEM rate payment and travel cost reimbursement policy approved by the Steering Committee (under the Chairmanship of the Director General, Family Planning) for the trainees attending the Logistics Management Training.

PER DIEM

Training Participants:

Group A: Deputy Directors/Assistant Directors	Tk. 185/day
Group B: Thana Family Planning Officers/ Medical Officers (MCH-FP/Clinic)	Tk. 160/day
Group C: Assistant Thana FP Officers/ Senior Family Welfare Visitors	Tk. 140/day
Group D: Family Planning Inspectors (FPIs)	Tk. 125/day
Group E: Supply Officers (DRS)	Tk. 140/day
Group F: Storekeepers, (Thana Stores)	Tk. 125/day

- -

TRAVEL COSTS:

Actual costs by most direct route by road or river public transportation to and from (one round trip) training center.

Attachment 4

Illustrative Budget Worksheet

1. SALARIES/WAGES:

10 MONTH BUDGET

Sub Total

Tk. _____

2. A. TRAVEL

- include costs for trainer's/training staff travel to/from field to conduct training
- include costs for trainee's travel to/from training centers.
- include costs for all other travel related to training

Sub Total

Tk. _____

B. PER DIEM

for :

a) subcontract staff while travelling and at training site

b) participants (at an established rate - see Attachment 3) while travelling and at training site

Sub Total Tk. _____

3. EQUIPMENT & SUPPLIES

Sub Total Tk. _____

4. OTHER DIRECT COSTS

Tk. _____

5. INDIRECT COSTS

Tk. _____

6. MANAGEMENT FEE

Tk. _____

GRAND TOTAL Tk.

ATTACHMENT 5

CERTIFICATE OF CURRENT COST OR PRICING DATA

This is to certify that, to the best of my knowledge and belief, the cost or pricing data (as defined in section 15.801 of the Federal Acquisition Regulation (FAR) and required under FAR subsection 15.804-2) submitted, either actually or by specific identification in writing, to the contracting officer or to the contracting officer's representative in support of _____ _____* are accurate, complete, and current as of _____**.

This certification includes the cost or pricing data supporting any advance agreements and forward pricing rate agreements between the offeror and John Snow, Inc. that are a part of the proposal.

Firm:_____

Name:_____

Title:_____

Date of Execution:***_____

* Identify the proposal, quotation, request for price adjustment, or other submission involved, giving the appropriate identifying number (e.g. RFTP No.)

** Insert the day, month, and year when price negotiations were concluded and price agreement was reached.

*** Insert the day, month, and year of signing, which should be as close as practicable to the date when the price negotiations were concluded and the contract price was agreed to.