

## **ATTACHMENT II: INSTRUCTIONS TO OFFERORS**

### **I. TECHNICAL PROPOSAL**

The Technical Proposal in response to this Request For Task Order Proposal (RFTOP) should address how the Offeror intends to carry out the Statement of Work (SOW) contained in Attachment I. It should also convey a clear understanding of the work to be undertaken and the responsibilities of all parties involved. The Technical Proposal should be organized by the Technical Evaluation Criteria listed in Attachment III.

Detailed information should be presented only when required by specific RFTOP instructions. Technical Proposals are limited to 40 pages (ANY PAGES OVER 40 PAGES WILL NOT BE EVALUATED), and shall be written in English and typed on standard 8 1/2" x 11" paper (216mm by 297mm), single spaced, 10 characters per inch with each page numbered consecutively.

Cover pages, dividers, table of contents and the following attachments are not subject to the page limit:

- Resumes/Curriculum Vitae (CVs);
- Letters of Commitment from proposed Personnel;
- Draft Performance-Based Management System (not to exceed 10 pages in length);
- Branding Implementation Plan (BIP);
- Marking Plan (MP);
- Past Performance Summary Table; and
- Past Performance Key Personnel Placement Table.

No other attachments will be considered. A page in the Technical Proposal which contains a table, chart, graph, etc., is counted as a page within the page limitation.

### **I. TECHNICAL APPROACH**

Offerors will submit a technical approach that will convincingly demonstrate that the Offeror understands Government's requirements and describes how the Offeror intends to achieve the specific objectives described in the Statement of Work (SOW). The narrative technical approach must set forth the Offeror's conceptual approach and methodology for the achievement of the overall program objectives. Further, it should demonstrate a sound knowledge of past accomplishments and a clear sense of the ongoing challenges that exist in implementing programs in the complicated context of the Dominican Republic. It must be realistic, seek to maximize results within budget and

ensure a prompt and effective launch of activities. Specifically, the technical approach must address how the Offeror will provide:

Technical assistance, training, equipment and other resources to achieve each objective. The approach should be directed towards meeting all program requirements, be sufficiently flexible to react to unforeseen developments and address gender where appropriate.

Within the draft Performance-Based Management System (PBMS), the Offeror shall develop performance indicators to measure the results for each program objective and, to the extent possible, establish baseline measurements and targets to assess the impact of proposed interventions. The PBMS should demonstrate how this system will: help clarify and focus program objectives; serve as an early warning system, forecasting, and reporting tool; promote on-going discussions pertaining to program scope and direction; and aid in effective management decision making. The PBMS shall also include an explanation of how data and information will be collected, analyzed, and used. Since performance management is, by definition, a dynamic process, the PBMS review process should be clearly articulated. It is the Offeror's responsibility to ensure that all costs associated with the implementation of the PBMS are considered in the proposal.

Also, the proposal shall aim to show, to the degree possible, a direct relationship between the M&E plan to program interventions. While the impact indicators will not necessarily be used to measure success or failure of the implementer's performance, USAID does need to design and collect data on indicators that demonstrate impact of program activities. M&E plans need to include the elements of baselines, targets and comparisons, and randomization, where possible and where appropriate. USAID will work with the implementing team to design these indicators.

The offeror shall, to the extent possible, develop a monitoring and evaluation plan (or performance monitoring plan) that demonstrates actual impact of program interventions. All indicators shall employ, when appropriate, the following concepts for measuring impact: the establishment of baselines, the use "test" and "control" subjects (which can be institutions, individuals, populations, etc.), and randomization. The use of these concepts will increase confidence that measured changes are due USAID interventions. USAID will work with the contractor to develop this monitoring and evaluation plan and work with the targeted institution(s) to ensure that there is agreement on the implied approaches needed to achieve maximized effective measurement of impact. USAID recognizes that advancement (or lack thereof) does not necessarily imply positive or negative contractor performance; these indicators are necessary to measure the effectiveness of the design of USAID's overall interventions.

See illustrative indicators in Section IX of Attachment I.

## **2. GENDER CONSIDERATIONS**

The Technical proposal must reflect attention to gender concerns. Appropriate gender analysis should be applied to the range of technical issues that are considered in the proposal. Proposals must address two questions:

- a. How will gender relations affect the achievement of sustainable results?
- b. How will proposed results affect the relative status of men and women?

Addressing these questions should involve taking into account not only the different roles of men and women, but also the relationship and balance between them and the institutional structures that support them.

## **3. MANAGEMENT APPROACH**

The Offerors will submit a detailed management plan addressing at the minimum:

- Technical/managerial resources and expertise of proposed sub-contractors and a description of the role/function each will perform.
- A communication strategy/plan between: a) program staff in the field and their backstop officers in the headquarters office that functions without creating unnecessary overlap; b) the prime contractor and its sub-partners as appropriate, which ensures a cohesive working relationship and achievement of results.
- A description of how the offeror will ensure efficiencies in operational and financial management.
- Demonstrated capacity of the Offeror to procure equipment for this project in a timely manner and remain compliant with geographic code requirements.

In addition Offerors shall submit an implementation plan for the entire period of performance which should clearly outline links between the proposed results, conceptual approach, performance milestones and, a realistic timeline for achieving annual and end-of- program results. The implementation plan will serve as a guide to program implementation, a demonstration of links between activities and intended results and the foundation for the monitoring and evaluation plan. The Offerors will include a more detailed workplan for year 1 describing a rapid project start-up plan upon contract award .

## **4. PROPOSED PERSONNEL AND STAFFING PLAN**

The Technical Proposal shall include an overall Staffing Plan for the program (included in the page limitation). The Offeror must describe the roles and responsibilities of home office management staff, field office staff, their assigned management and decision-making

authorities, and the relationship the Offeror will have to any Sub-Contractors if needed.

In the Staffing Plan, the Offeror shall demonstrate its technical staffing expertise and capacity as well as an understanding of the Government's requirements. The Staffing Plan shall include an overall matrix that reflects positions proposed by the Offeror to best achieve the program's objectives. The Staffing Plan should account for all proposed staffing, but specific individuals need not be named against those positions except as described below. The Staffing Plan should describe how the home office will provide backstopping and technical assistance to the program.

The contractor will recruit resident and short-term personnel with strong professional skills, distinguished in their respective fields of expertise, with prior global and preferably regional experience in Maternal and child health, health systems and Health Sector Reform interventions. All staff should have an awareness of local culture and traditions, and an understanding of the situation in the Dominican Republic.

This Task Order comprises a range of activities, counterparts and participants and therefore requires significant coordination and organization to ensure coherence and consistency. The skills and expertise of the Chief of Party (COP) and the home office project manager are critical to the success of this effort and to the optimal use of resources.

The project will have an office in the Dominican Republic. Staff should consist of experts who will work to achieve a variety of objectives. A key expense item for this project would be the employing of consultants, both Dominican and TCNs, as needed. Our bias would be to hire local DR experts, wherever available.

Offerors should include a listing of all advisors and experts who will participate on the project and include brief resumes as well as letters of commitment only for key personnel. In addition, they should indicate their approach to staffing patterns between resident advisor/s and intermittent advisors. The Contractor may propose alternate staffing and level of effort. However, the Contractor must provide a detailed explanation of how this proposal will enhance the effectiveness of achieving the objectives.

Optimally, the COP would have experience in managing medium to large projects of similar nature and scale.

Proposed Key Personnel will be assessed on the appropriateness of their experience in positions similar to that for which they are proposed, their success in those positions and their academic and professional background. Prior experience and familiarity with the region are preferable. Previous development experience with donor-funded programs will be considered favorably. It must be emphasized that each proposed Key Personnel must be proactive, have good advisory and training skills, along with excellent inter-personal skills.

For each Key Person proposed, the Offeror will submit a complete and current résumé for each detailing the individual's qualifications and experience. Résumés may not exceed two pages in length, and shall be in chronological order starting with most recent experience. Each résumé shall be accompanied by a SIGNED letter of commitment from each individual indicating his/her (a) availability to serve in the stated position within 30 days of the effective date of the Award and for the stated term of service; and (b) agreement to the compensation levels as set forth in the Cost Proposal. Offerors shall also submit not less than three (3) references of professional contacts, with complete contact information (current), including e-mail addresses and telephone numbers, for each proposed individual.

**In addition, it should be noted that USAID neither requests nor desires exclusivity agreements between Offerors and proposed individuals. USAID reserves the right to interview any personnel prior to field placement**

## **5. PAST PERFORMANCE**

Offerors should provide relevant information regarding: their track record in implementing similar activities to those outlined in the SOW (included in the page limitation). Offerors shall provide detailed past performance information for themselves and any major Sub-Contract, including a chart of not less than five relevant Awards performed within the last three years that are similar in size, scope and objectives to what is contained in the Statement of Work (not included in the page limitation). At minimum, the list should include for each referenced Award:

- The name of the organization;
- The activity title,;
- A brief description of the activity;
- The period of performance;
- The Award amount, and;
- The name and telephone number and e-mail address of at least two contacts at the organization for which the service was performed. Include the names and contact information of the donor representatives who most directly observed the work. If the Offeror encountered problems on any of the referenced Awards, they may provide a short explanation and the corrective action taken. Offerors shall not provide general information on their performance.

The proposal should include a chart listing the Key Personnel (not included in page limitation) proposed for all such Awards received over the last three years. The chart

should include the following: Key Personnel proposed and expected duration of the position; Key Personnel actually performing under the Award and actual duration of assignment; replacement of Key Personnel, if any, and date of and reason for the replacement.

## **SPECIAL INSTRUCTIONS**

- **Duty Post:** Work under this activity will be performed in DR. Any work to be conducted outside of DR requires advance approval by USAID/DR.
- **Access to classified information:** The Contractor will not have access to classified information.
- **Logistical support:** The contractor is responsible for providing all logistical support.
- **Travel:** All Contractor travel to DR requires use of a consultant approval and travel authorization from USAID/DR CTO.
- **Documents:** In the course of implementation, the Contractor will produce documentation and guidelines that may be replicated or used by USAID/DR or other institutions.
- **Workweek:** Resident advisors are authorized to work a five-day week in DR. Non-resident advisors (less than 90 days) are authorized to work a six day week.
- **Confidentiality Agreements:** The advisors will sign confidentiality agreements with the counterpart institutions and USAID/DR if requested.
- **Local Staff:** The Chief of Party (COP) shall make a firm effort to recruit and train local staff for operating roles so that the role of foreign advisors can be diminished over time.
- **Press Contacts:** Prior to having interviews with foreign or local press, making press releases, holding news conferences, or other communications with the news media regarding activities under this Activity, the COP/Senior Advisor(s) and any other project personnel will consult with USAID/DR and appropriate officials of the host country entities receiving assistance concerning any such proposed communications. The COP agrees to coordinate such communications with the Development Outreach Coordinator in USAID/DR and the host country entity, as necessary, to ensure that the role of the host country entity is accurately explained and described.
- **Language Requirements:** Proficiency in English and Spanish is required for the COP and preferred for the locally engaged staff.

- **Counterpart Concurrences/Clearances:** The contractor will coordinate directly with USAID/DR for this Activity. Resident advisors are required to brief USAID/DR weekly or upon request, and short-term advisors are required to brief USAID on all in-country trips on a weekly basis.

## II. COST PROPOSAL

The Government estimated cost is ranging between US\$14 million to \$15 million for a five year period. Revealing the cost range for the task order does not mean that offerors should necessarily strive to meet the maximum amount. The offeror must propose costs that it believes to be realistic and reasonable for the work in accordance with the offeror's technical approach. Cost proposals will be evaluated as part of the best value determination.

The Cost Proposal shall be submitted in a separate volume from the Technical Proposal and include a budget using the following:

- (a) One summary matrix shall be provided for the five year period by year (including sub contractors costs).
- (b) One summary matrix for each individual sub-contractor. Sub-contractors budgets shall include the same cost elements breakdowns in their budget as applicable.
- (c) Narrative in support of all proposed costs.

COST \_\_\_\_\_ ELEMENT

AM

OUNT

Direct Labor (salaries)  
     Fringe Benefits  
     Overhead  
     Total Labor and OH  
 Other Direct Cost  
     Travel, Transportation, and Per Diem  
     Equipment and Supplies Allowances  
     Grants under Contracts  
     Subcontracts/consultants  
     Others (Specify)  
     Total    Other    Direct  
 Costs G&A  
**Total Estimated Cost**  
 Fixed Fee  
**Total Estimated Cost Plus Fixed Fee**

Offerors shall budget for any associated level of effort or other administration costs within the budget line items showed above.

**Budget Line Item Definitions and Illustrations**

**Salary and Wages:** FAR 31.205-6, AIDAR 732.205-46 and AIDAR 752.7007 provides for compensation for personal services. Direct salary and wages should be proposed in accordance with the offeror's personnel policies and meet the regulatory requirements. For example, costs of long-term and short-term personnel should be broken down by person years, months, days or hours. Biographical Data Sheets are required for all proposed staff being proposed (form is attached, also, can be obtained at <http://www.usaid.gov/forms>). Specific discussion of the estimated annual escalation of salaries and other costs salaries can be found in Section H.3 and H.4 of basic IQC.

**Fringe Benefits:** FAR 31.205-6 provides for allowances and services provided by the contractor to its employees as compensation in addition to regular wages and salaries. If fringe benefits are provided for as part of a firm's indirect cost rate structure, see FAR 42.700. If not part of an indirect cost rate, a detailed cost breakdown by benefits types should be provided.

**Consultants:** FAR 31.205-33 provides for services rendered by persons who are members of a particular profession or possess a special skill and who are not officers or employees of the contractor. For example, costs of consultants should be broken down by person years, months, days or hours.

**Travel, Transportation, and Per Diem:** FAR 31.205-46, AIDAR 731.205-46 and AIDAR 752-7032 provide for costs for transportation, lodging, meals and incidental expenses. For example, costs should be broken down by the number of trips, domestic and international, cost per trip, per diem and other related travel costs. Specify the origin and destination for each proposed trip, duration of travel, and number of individuals



traveling. Per diem should be based on the Offeror's normal travel policies, and may refer to the Federal Standardized Travel Regulations for cost estimates.

**Equipment and Supplies:** FAR 2.101 provides for supplies as all property except land or interest in land, FAR 31.205-26 provides for material costs, and FAR 45 prescribes policies and procedures for providing Government property to contractors, contractors' use and management of Government property, and reporting, redistributing, and disposing of contractor inventory. For example, costs should be broken down by types and units, and include an analysis that it is more advantageous to purchase than lease. A list of proposed non-expendable property purchases shall be submitted. Specify all equipment to be purchased, including the type of equipment, the manufacturer, the unit cost, the number of units to be purchased. The Offeror should include a detailed procurement plan for equipment to be purchased under this contract containing explicit information on how procurements will be accomplished.

Equipment procurement under this contract is subject to the contract clause entitled "Title to and Care of Property" (AIDAR 752.245-71).

**Subcontracts/Consultants:** FAR 44.101 provides for any contract entered into by a subcontractor to furnish supplies or services for performance of a prime contract or a subcontract. Cost element breakdowns should include the same budget items as the prime as applicable. Sufficient information to determine the reasonableness of the cost of each specific subcontract and consultant expected to be hired must be included. Similar information should be provided for all consultants as is provided under the category for personnel.

**Allowances:** AIDAR 752.7028 provides for differentials and allowances with further references to Standardized Regulations. For example, allowances should be broken down by specific type and by person, and should be in accordance with offeror's policies and these regulations and policies. The Independent Government Cost Estimate for these services includes allowance limits established by the U.S. Department of State. Allowances may include: post differential, danger pay, housing for resident expatriates, relocation expenses, education allowances, and other related allowances.

**Other Direct Costs:** FAR 31.202 and FAR 31.205 provides for the allowability of direct costs and many cost elements. For example, costs should be broken down by types and units. This may include office rent, cleaning, maintenance and utilities costs, bank fees, courier services, books and periodicals, photocopying, passports and visas fees, medical exams and inoculations, insurance (other than insurance included in the Offeror's fringe benefits). This may also include specific information regarding the type and cost of communication at issue (i.e. mail, telephone, cellular phones, interne etc.) as well as any other miscellaneous costs, which directly benefit the program proposed by the Offeror. If seminars and conferences are included, the Offeror should indicate the subject, venue and duration of proposed conferences/seminars, number of attendees and their relationship to the objectives of the program, along with estimates of costs. The narrative should provide a breakdown and support for all other direct costs. This will

allow for assessment of the realism and reasonableness of this types of costs.

**Overhead, G&A and Material Overhead:** FAR 31.203 and FAR 42.700 provides for those remaining costs (indirect) that are to be allocated to intermediate or two or more final cost objectives. For example, the indirect costs and bases as provided for in an offeror's indirect cost rate agreement with the Government, or if approved rates have not been previously established with the Government, a breakdown of bases, pools, method of determining the rates and description of costs. All indirect rates offerors propose (in the above budget format) must match those ceiling rates proposed in Section B. Some offerors may not have indirect cost pools, which allocate costs in the manner identified above. For those items which the offeror does not utilize to allocate indirect costs, please identify in the proposal that these categories are not applicable.

**Fixed Fee:** FAR 15.404-4 provides for establishing the profit or fee portion of the Government pre-negotiation objective, and provides profit-analysis factors for analyzing profit or fee. For example, proposed fee with rationale supported by application of the profit-analysis factors.

Note: Individual subcontractors should include the same cost element breakdowns in their budgets as applicable.

**- END OF ATTACHMENT II -**