



**USAID/Bangladesh
Integrated Protected Area Co-management (IPAC)**

IRG Project No: 3501- 001

USAID Contract N° EPP-I-00-06-00007-00

**Trip Report
IPAC Project Start up
Dhaka, Bangladesh**

August 25, 2008

Prepared by:

Dione M. Cottrill
Manager

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Integrated Protected Area Co-management (IPAC)

Project Start-Up TDY – Dione Cottrill
June 13 – June 26, 2008
Dhaka, Bangladesh

Trip Report
August 25, 2008

A. Background

The IPAC project contract was awarded to IRG effective June 5, 2008. As proposed by IRG in our technical approach and start-up and mobilization plan, we proposed sending Ms. Dee Cottrill, an experienced Project Administrator from IRG's home office, to join the COP Bob Winterbottom and the Finance and Administrative Director, Khaled Makhlukur Rahman, for a short term mission of 10 days duration in country, to assist the IPAC team during the critically important start up process. The TDY will help ensure that the project start-up is rapid, efficient and fully compliant with USAID regulations and requirements and in keeping with IRG standard procedures and policies.

B. Objective and Tasks Detailed in Approved Scope of Work (SOW)

The approved SOW for Ms. Cottrill's TDY to Dhaka included the following tasks and activities:

- Meet with the USAID CTO and the RCO, and attend the post-award conference and initial briefings with the COP, and assist the team in addressing any contract management issues
- Provide support to the COP, Finance and Administrative Director and IPAC team in planning, organizing and setting up systems for project management, including financial management, subcontracting, procurement, equipment inventories and property management, reporting and other systems
- Assist with the set up of banking arrangements, local offices and other logistical support as necessary
- Assist with recruitment and mobilization of local staff
- Assist with the preparation of subcontracts with local partners
- Assist with procurement planning and the procurement process for urgently needed, high priority equipment and commodities
- Assist with work planning, including preparation of the initial annual work plan and PMP

C. Timeline and Meetings

June 13-14	Travel to Dhaka
June 15	Meet with Philip, Bob and Khaled on priority activities for IPAC project start up
June 16	Contract Briefing with USAID and meet and greet with USAID Mission Director and DMD
June 17	IPAC Subcontractor Meeting

June 18	Follow up with COP and Admin/Fin staff
June 19	Review IRG project start up CD with IPAC and ICEA staff
June 20-21	Develop IPAC memo templates
June 22	Meet with Hashem on Nishorgo grants
June 23	All day with ICEA project
June 24	Finalize various IPAC start up assignments
June 25	Meet with USAID and leave for BKK
June 26-27	Travel back to DC via Bangkok

D. Significant Deliverables, Recommendations and items for Follow up

1. As discussed during the start up meetings with USAID, IPAC prepared a list of significant contracting procedures for Joe McGee's review and concurrence. The list of these key points, along with Joe McGee's concurrence to the processes and procedures we proposed, are attached to this report. The template for international travel and country clearance email memo is also attached. **It is recommended that most USAID approval requests are sent directly to USAID from the Dhaka field office with a cc to IRG HHO project and contract managers.**

2. The IPAC team met with local subcontractors to discuss work planning process and to review subcontract clauses. Several issues were raised during this meeting, including:
 - Subcontractors requested advances for initial expenditures. USAID and IPAC staff explained that unlike a grant, the subcontract is a "cost reimbursable" mechanism. IPAC accounting staff agreed to quickly process invoices received by the subcontractors.
 - Subcontractors were advised that the senior field-based personnel will need to be recruited and approved by IPAC COP/DCOP in Dhaka.
 - Each subcontractor will meet with IPAC COP to outline SOW and review budgets (as needed) for final subcontracts.

The *Overview of Key Points for IPAC Subcontractors* memo is attached to this report. **It is recommended that IRG consider entering into grant agreements with some of the subcontractors in lieu of subcontracts, and provide financial management capacity building exercises as appropriate.**

3. After carefully reviewing the IRG project start up CD with project finance and admin staff, it is **recommended that most of the NISHORGO systems and procedures (modified as needed) should be continued under IPAC.** Some details on per diem, personnel policies and vendor voucher review will require adjustments to better meet the IPAC management requirements.
4. In order to review the NISHORGO grant management close out and streamline and IPAC grant procedures, I met with the Grant Manager, Mr. Hesham to:
 - Review all grant close out documents
 - Discuss grants that have been terminated early, and
 - Provide suggestions for streamlining procedures under IPAC.

I prepared a brief memo **detailing the findings from the review and included recommendations for follow up actions.** The memo is provided as an attachment to this report.

5. On June 23, IPAC COP and I met with the USAID/CTO to discuss accomplishments and recommendations from the start up TDY. Of note, the CTO mentioned that the RCO had expressed concern over IRG's contract management capacity. The CTO plans to meet with the IPAC team each week so that he is in the loop on all technical and admin/mgt activities. **It is recommended that the project team discuss approval requests with the CTO and contract staff prior to sending requests to RCO.**
6. After returning to the IRG/HQ I conducted various follow up meetings with IRG technical and contract management staff including, Philip DeCosse, Ekaterina Aladashvili and Doug Clark. After Philip DeCosse returns from Dhaka, **it is recommended that the entire IPAC backstopping team meet to discuss roles, responsibility and SOPs.**
7. Other tasks performed:
 - Followed up on Ram Sharma's employment questions.
 - Drafted Ram Sharma's waiver for OS allowances memo for IRG contracts
 - Drafted Procurement plan text and sent table for inclusion in first Annual work plan
 - Sent grant guidelines and grant agreement to Hesham for review and use under IPAC

E. Attachments and deliverables

- A. USAID Approval Memo for Start up TDY
- B. List of Key Points from USAID Contract Briefing (including templates from USAID and concurrence from RCO)
- C. Overview of major points from IPAC Subcontract Agreements for local partners meeting
- D. International travel and country clearance memo template
- E. Procurement plan text for first annual work plan
- F. Recommendations to better streamline grant program

Attachment A – USAID Approval for Start up TDY

IPAC Request for USAID/Bangladesh Approval Memorandum No. 1

June 5, 2008

To: Mr. Joseph T. McGee, Contracting Officer, USAID/Bangladesh

From: Bob Winterbottom, IPAC Chief of Party
Khaled Makhlukur Rahman, IPAC Finance and Administrative Director

Cc: Dr. Azharul H. Mazumder, CTO, USAID/Bangladesh
Ekaterina Aladashvili, Jim Tarrant, IRG/Washington

Subject: USAID contract EPP-I-00-06-00007-00
Integrated Protected Area Co-Management (IPAC)

Re: Request for Country Clearance for Bob Winterbottom and Dione Cottrill

-
1. In accordance with AIDAR 752.7027 (a) Personnel, Clearance, International Resources Group requests country clearance for the following IRG personnel traveling to Bangladesh to commence mobilization activities under the subject contract.

Bob Winterbottom, LTTA Chief of Party

Date of Arrival - June 13, 2008

Dione Cottrill, STTA IRG home office Project Management Specialist

Proposed Dates in Dhaka - June 15-25, 2008

2. Detailed Terms of Reference for Ms. Cottrill is attached for your reference and information.
3. This approval does not relieve International Resources Group of any obligation under the subject contract and is requested with the understanding that (1) sufficient funds are available in the contract to cover the expenditures; (2) it does not increase the contract ceiling amount; and (3) it does not change or modify in any way the terms and conditions of the contract.

Approved: _____

USAID/Bangladesh

Date

Terms of Reference – Home Office Project Management Specialist

Background and Objectives:

The IPAC project contract is being awarded to IRG and effective June 5, 2008. As proposed by IRG in our technical approach and start-up and mobilization plan, we are proposing to have Ms. Dee Cottrill, an experienced Project Administrator from IRG's home office, to join the COP Bob Winterbottom and the Finance and Administrative Director, Khaled Makhlukur Rahman, for a short term mission of 10 days duration in country, to assist the IPAC team during the critically important start up process. This TDY will help ensure that the project start-up is rapid, efficient and fully compliant with USAID regulations and requirements and in keeping with IRG standard procedures and policies.

Specific tasks to be completed by Ms. Cottrill during the TDY mission include:

- Meet with the USAID CTO and the RCO, and attend the post-award conference and initial briefings with the COP, and assist the team in addressing any contract management issues
- Provide support to the COP, Finance and Administrative Director and IPAC team in planning, organizing and setting up systems for project management, including financial management, subcontracting, procurement, equipment inventories and property management, reporting and other systems
- Assist with the set up of banking arrangements, local offices and other logistical support as necessary
- Assist with recruitment and mobilization of local staff
- Assist with the preparation of subcontracts with local partners
- Assist with procurement planning and the procurement process for urgently needed, high priority equipment and commodities
- Assist with work planning, including preparation of the initial annual work plan and PMP

Deliverable:

- At the conclusion of the Mission, briefing to USAID on accomplishments and proposed next steps
- Trip Report, summarizing key activities, tasks completed, conclusions and recommendations

Level of Effort:

- 3 days for travel
- 10 days in country
- Up to 2 days, home office preparation and follow up

Total – not to exceed 15 days

Proposed Schedule:

UNITED AIRLINES 13JUN WASHINGTON DC TOKYO 1248P 335P
UNITED AIRLINES 14JUN TOKYO BANGKOK 610P 1050P
THAI AIRWAYS INTL 15JUN BANGKOK DHAKA 1035A 1200N
DEPART THAI AIRWAYS INTL 25JUN DHAKA BANGKOK

Round trip air fare and other costs were proposed for home office technical staff labor, travel and per diem in the contract budget for the IPAC project.

Attachment B USAID Contract Briefing – Key Points and Procedures

Major points from contract briefing to include in minutes:

1. IRG invoices should be sent via email to paymentsDhaka@usaid.gov and cc'd to the CTO amazumder@usaid.gov and alternate CTO awilliams@usaid.gov
- 2.
3. VAT process – while USAID/Bangladesh works to secure the coupons for IPAC VAT exemption, VAT **can** be billed to the contract. IRG will provide USAID with IPAC project office address and cover the cost of the VAT coupons when printed by mission designated vendor.
4. Vehicle – Service contracts where the vendor supplies car and driver for a fixed number hours are acceptable and do not require S&O waiver.
5. Subcontractors – USAID has privity of contract with IRG. IRG must follow USAID regulations when managing subs. USAID will not approve sub labor, etc. IRG provides approval for subcontracting actions after USAID grants consent.
6. USAID will provide IRG with formats for Consent to Subcontract and Grants under Contract memos. IPAC grant guidelines do not require USAID approval.
7. IRG will send USAID our revised NICRAs as required.
8. IRG should include their Performance Monitoring Plan (PMP) with their first annual work plan as well as their Commodity/non-Expendable equipment Procurement plan.
9. USAID will continue to review and provide guidance on IPAC branding and marking as was done under NISHORGO.
10. Labor listed as TBD in contract labor chart under clause F.2, require rate and candidate approval from CO (CV, TOR, biodata). Must CC all correspondence to AA Specialists (Mr. Shafique Nazim and Mr. Samiul Islam Khan), CTO and Alternate CTO. Adjustments to LOE under each line can be approved by CTO as long as total \$ and number of approved days do not increase.
11. The labor table in Section F.2 will be updated only when other contract modifications or actions are required.
12. As referenced under contract clause H.8.c, IRG should submit a request for a mission waiver to provide Ram Sharma with allowances. Note in the memo that rate and candidate were accepted during contract negotiations and include background on Ram's qualifications.
13. International Travel approval and country clearance can be sent together via email to CO and CTO with specific mention of the purpose of the travel. If new

consultant, include TOR with email. The CO provides travel approval and the CTO provides country clearance. Requests for expatriate STTA shall have passport #, hotel information, flight details, outside Dhaka travel schedule. COTO approval is also needed if such travel is provisioned under the subs budget. E-mail request is acceptable.

14. For memos requiring CO approval, IRG should include appropriate AIDAR or FAR clause.
15. Passbook and LT Visas: Mission will write to the respective Bangladesh government agencies for Passbooks of COP and DCOP, and LT visas for COP and family members.
16. STTA having less than 60 days contract will not require the CO's approval/waiver for 6 days workweek.

RCO Concurrence on Contract Briefing Points

From: McGee, Joseph (USAID/Dhaka/A&A) [JMcGee@usaid.gov]

Sent: Sunday, June 22, 2008 4:00 AM

To: Makhlukur Rahman; Khan, Samiul Islam (USAID/Dhaka/A&A)

Cc: Mazumder, Azharul (USAID/Dhaka/EGFE-Env.); Nazim, Shafique (USAID/Dhaka/A&A); Islam, Alia (USAID/Dhaka/EGFE); Winterbottom, Bob; Cottrill, Dione; Ram Sharma; Decosse, Philip

Subject: RE: Discussion points from contract briefing session at USAID

Dear All,

For the record, I accept that the subject notes are a fair and accurate representation of the issues discussed at the post award orientation meeting for IPAC held at USAID's offices on June 16, 2008. Thank you for compiling those notes, and best wishes for every success with this important activity.

Sincerely,

Joseph McGee
Supervisory Contracting Officer

From: Makhlukur Rahman [mailto:khaled@irgbd.com]

Sent: Thursday, June 19, 2008 1:22 PM

To: Khan, Samiul Islam (USAID/Dhaka/A&A)

Cc: McGee, Joseph (USAID/Dhaka/A&A); Mazumder, Azharul (USAID/Dhaka/EGFE-Env.); Nazim, Shafique (USAID/Dhaka/A&A); Islam, Alia (USAID/Dhaka/EGFE); 'Winterbottom, Bob'; 'Cottrill, Dione'; 'Ram Sharma'; philip@irgbd.com

Subject: Discussion points from contract briefing session at USAID

Dear Mr. Samiul,

As requested in the 16th June 2008 meeting, please find attached a list of points that IRG would propose for reflection in the minutes of the meeting.

Please do let us know if you have any question or require additional information.

Best regards,

Khaled

Templates for SubK consent and GUG from USAID

From: Khan, Samiul Islam (USAID/Dhaka/A&A) [sakhan@usaid.gov]

Sent: Monday, June 23, 2008 1:54 AM

To: Cottrill, Dione

Cc: Winterbottom, Bob; Ram Sharma; Decosse, Philip; Makhlukur Rahman; khaled@irgbd.com; Aladashvili, Ekaterina; Mazumder, Azharul (USAID/Dhaka/EGFE-Env.); Islam, Alia (USAID/Dhaka/EGFE); Nazim, Shafique (USAID/Dhaka/A&A); Islam, Rafiqul (USAID/Dhaka/A&A)

Subject: RE: Templates for consent to subcontract and GUC memos

Dear Dione,

Please refer to the post award orientation for Task Order # EPP-I-01-06-00007-00 regarding IPAC held on 06/16/2008 at USAID, Bangladesh. In this regards, please find the attached sample templates.

Best regards,

Samiul Islam Khan

Acquisition & Assistance Specialist

USAID/Dhaka

Bangladesh

Telephone: (880 2) 885 5500, Ext: 2399

Fax: (880 2) 881 5050

email: sakhan@usaid.gov

For information about our activities, check out our Web site: www.usaid.gov/bd

From: Cottrill, Dione [mailto:DCottrill@irgltd.com]

Sent: Sunday, June 22, 2008 11:58 AM

To: Khan, Samiul Islam (USAID/Dhaka/A&A)

Cc: McGee, Joseph (USAID/Dhaka/A&A); Mazumder, Azharul (USAID/Dhaka/EGFE-Env.); Nazim, Shafique (USAID/Dhaka/A&A); Islam, Alia (USAID/Dhaka/EGFE); Winterbottom, Bob; Ram Sharma; Decosse, Philip; khaled@irgbd.com; Aladashvili, Ekaterina

Subject: Templates for consent to subcontract and GUC memos

Dear Samiul,

Please forward the memo templates for *Consent to Subcontract and Approval for Grants under Contract* referenced last week during the IPAC contract briefing.

Thanks very much.

Sincerely,
Dee

TEMPLATE FOR SUB GRANT CONSENT

Date

Dear _____ :

In order to expedite sub-award approval, please provide the following information regarding the proposed sub-awardee:

1. Reference Citation from your prime agreement which require AO approval for the sub-award;
2. The name of the proposed sub-awardee;
3. A brief description of the sub-awardee's program;
4. Highlight changes, if any to sub-awardee's program;
5. The total amount of the sub-award;
6. A brief explanation of the selection process explaining how the sub-award was competed, or why competition was not possible;
7. As the prime certify that:
 - The sub-award is being made in accordance with your procurement policies,
 - you have reviewed the estimated budget of the sub-recipient vis-a-vis the activities and the amount proposed is reasonable and necessary to carry out the program description,
 - you have also reviewed sub-awardee's personal, travel and procurement policies, and found them adequate,
 - the sub-award include the clause on "Executive Order on Terrorism Financing" per AAPD 02-04 and taken certification on "Terrorist Financing Implementing E.O. 13224, Per AAPD 04-14
 - the sub-awardee is not on List of Parties Excluded from Federal Procurement and Non-Procurement Program. Please see link: <http://epls.gov>
 - the sub-award agreement includes the Standard Provisions "Debarment, Suspension, and Other Responsibility Matter and Drug Free Work plan.
 - the applicants have submitted individual certification and supporting documentation as required for Population Funds. **Please refer to CIB 01-08 (R)**
 - the applicants have submitted individual certification and supporting documentation as required for HIV/AIDs Funds. **Please refer to AAPD 05-04,**
 - the appropriate standard provision entitled "Anti-Trafficking Activities (July 2004) has been incorporated as required for "Trafficking in Person (TIP)" Funds/activities.
 - the sub-award agreement includes provision on "Reporting of Foreign Taxes",
 - all other appropriate "mandatory" and "optional" flow down clauses

- were incorporated into the sub-award,
- You have checked on the Office of Foreign Assets Control (OFAC) website that Specially Designated Nationals and Blocked Persons are not on the OFAC list. Please refer to:
<http://www.treas.gov/offices/enforcementofac/>

Sincerely
Supervisory Agreement Officer

TEMPLATE FOR CONSENT TO SUBCONTRACT

Date

Dear _____ :

In order to expedite sub-contract approval, please provide the following information regarding the proposed sub-contractor(s):

1. Reference the citation from your prime contract which require CO approval for the subcontract.
2. The name of the proposed sub-contractor
3. The total amount of the sub-contract
4. A brief explanation of the selection process explaining how the subcontract was competed, or why competition was not possible.
5. As the prime please certify that:
 - The sub-contract is being made in accordance with contractor's procurement policies,
 - the subcontractor has completed necessary Representations and Certifications.
 - You have made an affirmative responsibility determination per FAR part 9.1.
 - you have reviewed the estimated budget of the sub-contractor vis-à-vis the activities and the amount proposed is reasonable and necessary to carry out the statement of work.
 - you have also reviewed the sub-contractor's personnel, travel and procurement policies and found them adequate.
 - the sub-contract(s) include the clause on "Executive Order on Terrorism Financing" per AAPD 02-04 and you have taken the certification on "Terrorist Financing Implementing E.O.13224 (Revision 2)", Per AAPD 04-14.
 - the sub-contractor is not on the List of Parties Excluded from Federal Procurement and Non-Procurement Program. Please see link: <http://epls.gov>
 - you have checked on the Office of Foreign Assets Control (OFAC) website that Specially Designated Nationals and Blocked Persons are not on the OFAC list. Please refer to: <http://www.treas.gov/offices/enforcement/ofac/>
 - incorporated by reference or text, all appropriate FAR and AIDAR clauses including international travel and notifications, change order, and termination clauses.

Sincerely

Supervisory Contracting Officer

Attachment C – Overview of IPAC subcontract for local partners

Overview of Key Points in IPAC Subcontract Agreements

The subcontractor will assist IRG in performing tasks outlined in the prime contract to achieve the overall objectives of the prime contract Statement of Work. IPAC is a results-focused activity with specific deliverables and performance targets. In order to meet the objectives outlined in the approved IPAC work plans, IPAC subcontractors will need to strictly adhere to the schedule of deliverables by task and subtask detailed in the subcontract Scope of Work (*Section C* of subcontract). Subcontractors should notify IRG if they are unable to meet the deadlines presented in their SOW. Below we provide an overview of other key points outlined in the IPAC subcontracts.

1. Approvals

Prior written approval requirements for IPAC subcontractors are detailed in *Section H* of your subcontract, and include:

Labor (also see *Section B* of your subcontract)

Any changes to the labor line items detailed in your subcontract requires prior written approval from IRG-IPAC, including:

- Changing or replacing Key Personnel
- Adding new LT employees or consultants
- Increasing number of labor days (level of effort)
- Adjusting daily rate

Branding and Marking

All IPAC-funded communications products, promotional materials, and other commodities must follow the IPAC branding plan and require approval from IRG-IPAC before production (see *Sections D and I*).

Travel

International travel charged to the IPAC project requires prior written approval from IRG-IPAC including international travel required for training or study tours.

Procurement of Equipment or Services

Procurement of equipment, commodities or services for use under the IPAC project requires prior written approval from IRG-IPAC. Subcontractors must follow the IPAC Procurement and Inventory Guidelines. Please note that IPAC subcontractors must retain a copy of all approvals and other supporting documentation pursuant to their subcontracts for audit purposes.*

2. Reporting

Progress and financial reporting requirements are detailed in *Section E* of your subcontract. A format for quarterly and annual reports will be sent to IPAC subcontractors after USAID/Bangladesh approves the first annual work plan, deliverables and performance targets. USAID has informed IRG that any delay in furnishing progress reports may result in withholding payment in an amount not to exceed US\$25,000 (or local currency equivalent) or 5 percent of the amount of the subcontract, whichever is less. Subcontractors must notify IRG when they reach 75% of their obligated funding under their subcontract.

3. Invoicing and Payment

Invoicing and payment clauses for IPAC subcontractors are detailed in *Section G.5* of the subcontract. The line item breakdown of each voucher should follow the order of the cost categories authorized *Section B*. With each invoice, the subcontractor shall provide a breakdown of amounts invoiced during the invoice period and cumulatively for the subcontract. Payment shall be made by no later than sixty (60) calendar days after receipt and acceptance by IRG-IPAC of the subcontractor's proper invoice. IRG reserves the right to withhold payment of those costs that are either unauthorized or not properly and sufficiently documented (see *Section G.7* of the subcontract.) NOTE: IPAC is VAT exempt.

*IRG reserves the right to perform audits of IPAC subcontractors to review contract compliance, verify the use of proper accounting standards, and ensure all reimbursed costs were reasonable, allocable, and allowable under the terms of the subcontract agreement.

Attachment D - Template for International Travel / Country Clearance Memo

From: Cottrill, Dione
Sent: Wednesday, June 18, 2008 3:54 AM
To: khaled@irgbd.com
Subject: INTERNATIONAL TRAVEL APPROVAL AND COUNTRY CLEARANCE UNDER IRG IPAC - LAST NAME
To: Mr. Joseph T. McGee, Contracting Officer, USAID/Bangladesh

From: Bob Winterbottom, IPAC Chief of Party
Khaled Makhlukur Rahman, IPAC Finance and Administrative Director

CC: Dr. Azharul H. Mazumder, CTO, USAID/Bangladesh
Ekaterina Aladashvili, IRG/Washington
Jim Tarrant, IRG/Washington

SUBJECT: USAID contract EPP-I-00-06-00007-00 -Integrated Protected Area Co-Management (IPAC)

RE: International Travel Approval and Country Clearance Request

1. In accordance with *Section 1.8. AIDAR 752.7032 International Travel approval and notification requirements*, International Resources Group requests approval for the following IPAC consultants traveling to Bangladesh under the subject contract.

Dione Cottrill, STTA IRG home office Project Management Specialist
June 15-25, 2008

2. Please also provide Mission Country Clearance for **NAME**, per the details provided below:

Passport number:
Place of issue:
Date of issue:
Expiry Date:
Citizenship:
Flight Details:
Lodging Details:

3. Detailed Terms of Reference for **NAME** is attached for your reference and information.
4. This approval does not relieve International Resources Group of any obligation under the subject contract and is requested with the understanding that (1) sufficient funds are available in the contract to cover the expenditures; (2) it does not increase the contract ceiling amount; and (3) it does not change or modify in any way the terms and conditions of the contract.

Should you require any additional information, please do not hesitate to contact me.

Sincerely,

Khaled Makhlukur Rahman
IPAC Finance and Administrative Director



Attachment E - Procurement Plan text and table Email

From: Cottrill, Dione

Sent: Tuesday, June 24, 2008 2:16 AM

To: Winterbottom, Bob; khaled@irgltd.com

Subject: draft text and table for Procurement Plan section of annual work plan

Bob and Khaled,

Here is the draft text (you may want to revise/reformat) and the table for the procurement plan section of the IPAC annual report. I suggest you include all proposed items for procurement and send a revised plan each year with your annual work plan as necessary.

Sincerely,
Dee

IPAC Procurement Plan

The purchase and delivery of goods and materials is an important part of IPAC Project. In performing the commodity procurement function, we will follow US Agency for International Development (USAID) Procurement Policy and Regulations. We also recognize that we are the steward of USAID funds and must follow specific rules and procedures to help ensure that statutes are complied with and that foreign assistance objectives are met. In this regard, we will ensure that all provisions specified in the assistance agreements and implementation documents that are applicable to the procurement process are closely followed.

Most of the commodities under the contractual obligations will be purchased early in the project life, most during the first year. Commodity procurement will be provided by International Resources Group (IRG) and our subcontractors. Procurement will be timed directly to commodity needs as the project proceeds. The IPAC project team in Dhaka will work closely with our subcontractors and implementing partners to ensure that specifications for program commodities are appropriate and that purchase and delivery schedules are coordinated with the program goals in a timely fashion.

All goods/commodities shall have their source and origin in accordance with USAID Geographic Code 941, per *H.3* in the IPAC task order agreement. When appropriate, IRG will obtain approval for purchases of nonexpendable equipment from the USAID/Bangladesh Contracting Officer.

IPAC Procurement Services

The procurement services provided by IRG may include:

- Reviewing and editing commodity specifications
- Issuing and advertising commodity solicitations
- Preparing Invitations For Bid (IFBs) and Requests For Quotations (RFQs)
- Evaluating bids/offers and making recommendations for awards
- Issuing contracts and purchase orders
- Expediting suppliers/vendors' performance
- Arranging for inspection and consolidation of commodities
- Receiving, handling, and forwarding of documents
- Arranging for freight forwarding, export packing, and ocean/air transportation

- Arranging insurance and processing insurance claims
- Providing complete and accurate reports indicating status of each procurement and each procurement action
- Handling management and communications responsibilities required in implementing procurements
- Arranging the procurement of and payment for commodities and commodity-related services under USAID financing
- Arranging for suppliers to furnish appropriate installation and familiarization support and warranty service for equipment purchased
- Pursuing economies in the procurement process that may be obtained through solicitation of sources involving the least mark-ups; obtaining lowest program freight rates; and utilizing other sound, prudent, purchasing practices
- Arranging for proper inventory control plans for equipment, supplies, spare parts, and operation and service manuals
- The understanding and adherence to USAID policies and regulations

IPAC will include a ***Procurement Status Report*** as part of our Quarterly Reports to USAID/Bangladesh.

Procurement Threshold

All purchases of nonexpendable equipment (i.e., property which is complete in itself, does not lose its identity or become a component part of another article when put into use and is durable with an expected service life of two years or more) will require approval of the USAID/Madagascar COTR.

IRG or its procurement agent will issue IFBs/RFQs for individual procurement transactions of more than \$100,000 for advertising. IRG or its procurement agent will review results of the solicitation and a recommendation for award will be made.

When the procurement transaction involves commodities estimated to exceed \$100,000 in cost, the requirement is advertised in the *Commerce Business Daily*.

Informal competitive procedures (competitive negotiation) will be used for purchase of program commodities when the estimated cost is under \$100,000. Informal competitive procedures include advertising the availability of RFQs, if the estimated cost exceeds \$25,000. Award of the contract is made to the offeror submitting the most advantageous offer, price and other factors considered.

Local Purchase Procedures

To the extent possible, commodities available in the local market, and compliance with the 941 Geographic Code, will be purchased locally.

The procedures for conducting local procurement are as follows:

- *IPAC* determines that local procurement of commodity(ies) is in the best interest of the program. IRG/Washington may be contacted for advice or assistance as required.
- *IPAC* solicits quotations from local vendors, preferably a minimum of three (3).
- *IPAC* receives quotations/pro forma invoice(s) and makes award(s) recommendation.
- *IPAC* prepares the purchase order(s).
- *IPAC* takes receipt of commodities.
- *IPAC* forwards a check to the local vendor in accordance with purchase order payment terms.

Formal Competitive Procurement—Invitation for Bid

All procurements must be accomplished in accordance with applicable regulations. For procurements of more than \$100,000, IRG is normally required to use formal competitive bid procedures. It will be the responsibility of IPAC to carry out the following:

1. Prepare the IFB
2. Arrange public advertising of the IFB
3. Conduct public opening of sealed bids
4. Perform evaluation of bids

5. Prepare an abstract of bids
6. Make award to the lowest responsive and responsible bidder

Every reasonably available means should be used to bring requirements to the attention of qualified and responsible bidders. For procurements of more than \$100,000, IRG will prepare clear announcements of upcoming procurement transactions in a timely fashion.

Protest

IRG will consider all timely protests and respond with a written recommendation unless the protest is otherwise resolved. The firm will furnish the client a notice of receipt of the protest; a copy of the protest; a copy of all supporting information; and a statement fully responsive to the allegations setting forth findings, recommended actions, and any other information needed for determining the protest validity. The firm will make every effort to assist in resolving protests in a way that will avoid controversy in an objective, fair and prompt manner. In so doing, IRG will be guided by all applicable procedures, regulations, precedents, laws, and legal guidance.

Payment Procedures

IRG will establish proper procedures to ensure vendors compliance with the purchase order issued. IRG will directly pay the supplier in accordance with the purchase order payment terms.

Reporting and Records

IRG will provide a *Procurement Status Report*, which will give information on progress made in carrying out the program. The report(s) will follow formats provided by USAID or developed by IRG personnel for use with similar programs in other countries. Information will be provided on a transaction-by-transaction basis, and data will be in sufficient detail to allow the program manager to measure actual progress. A narrative will be utilized to report any unusual circumstances adversely affecting implementation, steps taken or planned to overcome these difficulties, or provide an explanation for any matters of substance regarding the procurement process. IRG will maintain records, documents, and accounts with respect to all transactions under the program. All such records, documents, and accounts will be open to inspection and audit by USAID.

Communication

It is IRG's policy to communicate expeditiously with the client, country, and/or designated parties as the need arises. Contact shall be made by facsimile, e-mail, or courier services. Points of concern or problems that could adversely effect the program will be addressed immediately in order to provide solutions in a timely manner.

Attachment F- Grant Closeout Memo (not including attachments)

From: Cottrill, Dione

Sent: Tuesday, June 24, 2008 3:15 AM

To: hashem@irgbd.com

Cc: Winterbottom, Bob; pdecosse@irgbd.com; khaled@irgbd.com

Subject: Nishorgo grant close out

Dear Hashem,

It was nice to sit with you on Sunday to review the Nishorgo grant procedures and close out. As discussed during our meeting, the following items should be considered for the Nishorgo grant close out and for the IPAC grant program:

1. For the grants that will be terminated in compliance with GOB restrictions, please include the following text in the termination letter "Please send your final financial report and remit remaining funds to NSP by XX DATE.
2. Make sure all of your grants files are complete with USAID approval email, etc.
3. Add a "grant #" and "additional funding/amendments" column to your reports.
4. Several of the grant agreements have been amended or modified with extensions and/or additional funds. In the future, IPAC should prepare amendments to the grant agreement (see template attached) and inform USAID via email.
5. Include the details about 10% overhead charge for co management committees the IPAC grant guidelines
6. Under IPAC, make sure the completion report mentions all of the amendments to the original grant agreement
7. Include the detailed budget in the IPAC grant agreements

I am also attaching the Cyprus SAVE grant guidelines and grant agreement for your review and possible use under IPAC.

If you have any questions or require any additional information, please feel free to contact me.

Cheers,
Dee