REQUEST FOR PROPOSALS

<table>
<thead>
<tr>
<th>Procurement Number:</th>
<th>EURASIA2022Z01o</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Date:</td>
<td>March 9, 2022</td>
</tr>
<tr>
<td>Questions Deadline:</td>
<td>March 25, 2022</td>
</tr>
<tr>
<td>Closing Deadline:</td>
<td>March 29, 2022</td>
</tr>
<tr>
<td>Geographical Area Restrictions:</td>
<td>115</td>
</tr>
<tr>
<td>Point of Contact:</td>
<td>Aselya Sagynbaeva, <a href="mailto:asagynbaeva@iri.org">asagynbaeva@iri.org</a></td>
</tr>
</tbody>
</table>

Background
The International Republican Institute (IRI) is a nonprofit, nonpartisan, organization dedicated to advancing freedom and democracy worldwide. Since 1983, IRI has worked to develop democratic institutions and ideals, carrying out a variety of international programs to promote freedom, self-government and the rule of law worldwide. IRI provides technical assistance in the areas of political party strengthening, developing civic institutions and open elections, promoting democratic governance and advancing the rule of law.

Trainings and Exchanges for the New Generation of Rights Defenders (TENGRI) is a pilot program in Kazakhstan is operationalized remotely from Kyrgyzstan. As rights and opposition continue to be limited, this program aims at bringing both civil society organizations and individual activists together to help them formulate advocacy campaigns and better target their efforts. This research activity – conducting 24 focus group discussions – will help identify issue areas that resonate with Kazakh civil society most.

Period of Performance
Date of contract signature until June 30, 2022

Statement of Work

Qualitative Research In Kazakhstan

Focus Groups on National Identity and Internet Usage

Objectives Of The Research

IRI needs to gain an in-depth understanding of:

1. **National identity:** How do different generations perceive national identity (“What does mean to you be Kazakh?”)? What role their usage of different media platforms (esp. the use of social media among the youth) play in their understanding of national identity? What role does the memory of the USSR times play (“What does USSR mean
to you your family/friends”)? What role does the Kazakh versus Russian languages play? What about the role of religion, and is there a connection to language? What might be the connection between national identity and plans for migration?

2. **Internet Usage and Censorship circumvention.**
What role does the internet play for citizens, and what do they use the internet for (information versus communication etc.)? Among their total media diet, what role does the internet play versus traditional media? In what languages do participants use the internet, and is this different from the languages for use traditional media in? Do participants notice different information on the internet depending on who is behind the content (e.g. local, versus Western, versus Russian sources)? How are citizens impacted by the internet shutdown? How was this impact on civil society? What sources of information did participants consult during the shutdown? Do participants know how to use VPNs, and if yes, did they during the internet shutdown, and what was their experience? What steps do “advanced users” take to access information?

**Methodology**

The questions above are best addressed by a focus group study, with 12 groups discussion on the first topic, and another 12 discussing the second topic. Each group should last approximately 90-120 minutes.

Topic 1 will be discussed by:

<table>
<thead>
<tr>
<th>Group</th>
<th>Location</th>
<th>Primary Language</th>
<th>Gender</th>
<th>Age</th>
<th>Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>Russian</td>
<td>mixed</td>
<td>18-30</td>
<td>mixed</td>
</tr>
<tr>
<td>2</td>
<td>Nur-Sultan</td>
<td>Russian</td>
<td>mixed</td>
<td>31-45</td>
<td></td>
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<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td>46-70</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Almaty</td>
<td>Russian</td>
<td></td>
<td>18-30</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>Russian</td>
<td></td>
<td>31-45</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
<td></td>
<td></td>
<td>46-70</td>
<td></td>
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<tr>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td>18-30</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Shymkent</td>
<td>Kazakh</td>
<td></td>
<td>31-45</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td></td>
<td></td>
<td></td>
<td>46-70</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Atyrau</td>
<td>Kazakh</td>
<td></td>
<td>18-30</td>
<td></td>
</tr>
</tbody>
</table>
Topic 2 will be discussed by:

<table>
<thead>
<tr>
<th>Group</th>
<th>Location</th>
<th>Primary Language</th>
<th>Gender</th>
<th>Age</th>
<th>Education</th>
<th>Internet Usage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Nur-Sultan</td>
<td>Russian</td>
<td>mixed</td>
<td>31-45</td>
<td>Basic Internet Usage (mainly consumption such as reading, watching, listening), on mobile only</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Almaty</td>
<td>Russian</td>
<td>mixed</td>
<td>31-45</td>
<td>Basic, multiple platforms</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Shymken</td>
<td>Kazakh</td>
<td></td>
<td>31-45</td>
<td>Active and advanced</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Shymken</td>
<td>Kazakh</td>
<td></td>
<td>31-45</td>
<td>Active and advanced</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Atyrau</td>
<td>Kazakh</td>
<td></td>
<td>31-45</td>
<td>Active and advanced</td>
<td></td>
</tr>
</tbody>
</table>

The discussion languages listed above are IRI’s suggestions for 24 groups. If the bidder would like to propose an alternative composition for 18 groups, please detail in the proposal.

Additional requirements:

- Participants in the same focus group session may not know one another.
- No participants may have participated in a focus group study in the past 12 months.
GENERAL RESPONSIBILITIES OF THE OFFEROR

IRI is recognizant of challenges associated with the Coronavirus situation. IRI is open to the offeror’s recommendations in the proposal to mitigate risks. IRI will accept participant recruitment by phone/online, and online FGDs, as long as the bidder is able to demonstrate that online fieldwork has been carefully planned for success. IRI is particularly concerned that potential participant who may meet all recruitment criteria but lack a reliable high-speed data connection (or lack a device or lack skills to access a video conference platform) might be excluded from this study. If you propose online fieldwork, please explain how you intend to mitigate this.

Offeror will be responsible for managing all logistical aspects of the project above and should engage local support staff as necessary to complete the following:

- **Screener.** IRI will provide a draft screening questionnaire for each set of groups based on the specifications above. The Offeror will review offer edits within three working days of receipt. Following IRI approval, the Offeror will translate the screener into Russian or Kazakh, depending on the FGD. IRI reserves the right to review the translation prior to recruitment launch.

- **Recruiting participants.** Offeror will recruit all participants according to the screening criteria listed above. At least one week prior to the start of the first focus group session, the Offeror will provide a brief description of the composition of the groups in terms of age, gender, occupation, etc. Offeror should recruit 8-10 participants for each in person group as well as 2-3 alternates in case any of the original participants are unable to participate. If online groups are proposed, there will be 5-7 participants for each group. All participants will be required to give written informed consent to participate in this study. IRI will provide draft informed consent language which may be adjusted by the bidder in order to conform to any specific legal requirements in the research country.

- **Discussion guide.** IRI will provide the draft discussion guides (one for each set of groups). Offeror will be welcome to offer suggestions for improvement and is expected to format and translate the discussion guide into Russian or Kazakh, depending on the FGD. IRI reserves the right to review the translation(s). Once IRI has reviewed the template, some modification of the discussion guide may be required.

- **Focus group moderator(s).** Offeror will provide one or more trained and experienced moderator(s) who is/are fully fluent in the language or discussion. They should familiarize themselves with the topic of discussion prior to fieldwork.

- **Observation.** The Offeror will provide an opportunity for IRI staff to observe the focus group discussions remotely.

- **Recording of focus group discussions.** Audio and/or video record all aspects of research necessary for full and accurate data collection, transcript generation and inclusion of illustrative samples in the final analytical report. Offeror will film focus groups and film
should be high quality with clear sound. If participants do not consent to videotaping, audio recordings are acceptable.

- **Written summary of** focus group discussions. Offeror will provide a 2–3-page written summary of the focus group discussions (one single summary for topic) in idiomatic English within one week after the final focus group session.

- **Transcripts.** The Offeror will provide IRI with full verbatim transcripts in English of each group that will identify each participant speaker by number or first name to link each comment to the participant’s gender, exact age, education level, city and occupation.

- **Written analytical report.** Offeror will analyze all discussions and write and edit two final analytic reports (one for each topic) for review, editing and acceptance by IRI. IRI will provide a report template. The report is expected to synthesize findings across all participants and all discussion sessions, while noting any major differences of opinions between participants and sessions. The report must present actual analysis (i.e., not mere description) and illustrative quotes from participants. The report must be in idiomatic English and include a one page of executive summary, addressing the research needs outlined above. The length is approximately 10-15 pages.

**Deliverables**

- Finalized discussion guides (incl translation where applicable)
- Proposed Participant Profile
- Written summary as specified above.
- Video/Audio recordings of the discussions, with clear audio. Recording should be delivered to IRI electronically (for example via a file transfer service) or delivered to the local IRI office.
- Full transcripts of all discussions, as described above.
- Two analytical reports (1 per topic).

**Timing**

The focus group discussions should be held by June 30, 2022; the exact timing needs to be determined in close consultation with IRI.

**Proposals should address the following points:**

- Please submit all bids on official letterhead in Times New Roman 11-point font containing a brief organizational description, budget for services and any descriptions of specialized products or services relevant to the bid. Please include all pricing tables in Microsoft Excel format.
- List qualitative projects you conducted with similar specifications in this market
- Name and explain the role of subcontractors (if any)
State if you are to comply with all requirements listed on this SOW without alterations. If any proposed alterations, explain.

Describe recruitment plan

Describe fieldwork quality assurance measures (if any)

Describe analysis plan

Provide proposed moderator(s) CV/Resume

Moderator(s) speak Kazakh and Russian fluently

Describe anticipated challenges if any

Explain the potential impact of the Coronavirus on your firm’s operations, employees, research participants, and how you plan to mitigate risks

Technical Proposals
All proposals submitted to IRI must include:
1. Information addressing Bidder’s experience in providing each of the services identified in the above Statement of Work and Bidder’s proposed specific approach for providing those services to IRI under this contract, including sufficient information to determine a clear definition of services as it relates to other providers that may be involved.
2. The name, address, and telephone and facsimile numbers of the Bidder (and electronic address if available). If the Bidder is a firm, name(s) should be provided for individuals authorized to conduct business on behalf of the firm.
3. Bidders may provide a list of up to three references for work performed of a similar nature during the last three years, along with contact details. IRI may contact the references to evaluate past performance.
4. If the Bidder is a U.S. organization/resident, or a foreign organization/resident which has income effectively connected with the conduct of activities in the U.S. or has an office or a place of business or a fiscal paying agent in the U.S., the information submitted must contain Bidder’s Taxpayer Identification Number.
5. Proposals will not exceed 5 pages (not including cover page).

Price Proposals
Bidders must propose a firm-fixed Unit Price for each of the deliverables identified below and in the format of the table below. The Bidder’s pricing must be valid for at least 60 (sixty) calendar days after the due date for proposal submission. The proposed Unit Price should be fixed and inclusive of all costs to perform, including inspection services, transportation, taxes, import duties (if any), and other levies. To the extent that a Bidder proposed to include any pricing not reflected in the table below, such pricing must be fully described in the proposal. Proposals must be submitted in USD, payments under any resulting contract will be made in this currency.
### Evaluation and Award Process

1. IRI may contact any Bidder for clarification or additional information, but Bidders are advised that IRI intends to evaluate the offers based on the written proposals, without discussions, and reserves the right to make decisions based solely on the information provided with the initial proposals. IRI may but is not obligated to conduct additional negotiations with the most highly rated Bidders prior to award of a contract, and may at its sole discretion elect to issue contracts to one or more Bidders.

2. Mathematical errors will be corrected in the following manner: If a discrepancy exists between the total price proposed and the total price resulting from multiplying the unit price by the corresponding amounts, then the unit price will prevail and the total price will be corrected. If there is a discrepancy between the numbers written out in words and the amounts in numbers, then the amount expressed in words will prevail. If the Bidder does not accept the correction, the offer will be rejected.

3. IRI may determine that a proposal is unacceptable if the prices proposed are materially unbalanced between line items or sub-line items. Unbalanced pricing exists when, despite an acceptable total evaluated price, the price of one or more contract line items is significantly overstated or understated as indicated by the application of cost or price analysis techniques. A proposal may be rejected if IRI determines that the lack of balance poses an unacceptable risk.

4. IRI will conduct a source selection based as follows:
   - IRI intends to make an award to the responsible Bidder based on the following evaluation factors:
     a) Technical evaluation, (including technical capabilities, proposed technical approach, and personnel qualifications) – 40 percent
     
     Recruitment plan-10 Percent
     Capacity to perform scope of work-20 Percent
     Analysis plan-10 Percent
Experience in performing similar projects – 30 percent

Experience conducting face to face and remote FGDs in Kazakhstan-30 Percent

e) Price – 30 percent

IRI intends to evaluate Bidders’ proposals in accordance with these factors and make an award to the responsible Bidder whose proposal is most advantageous to the program.

5. If a cost realism analysis is performed, cost realism may be considered in evaluating performance or price.

Submission Instructions

Bids must be submitted via email to Aselya Sagynbaeva, at asagynbaeva@iri.org with the subject line EURASIA2022Z01o by the deadline listed above.

RFP Terms and Conditions

1. Prospective Bidders are requested to review clauses incorporated by reference in the section “Notice Listing Contract Clauses Incorporated by Reference”.
2. IRI may reject any or all proposals if such is within IRI’s interest.
3. Proof of costs incurred, such as but not limited to receipts, pictures and financial documents, may be requested during and for up to three years after the end of the contract period.
4. The Bidder’s initial proposal should contain the Bidder’s best offer.
5. Payment will be made upon receipt of invoices and deliverables/services.
6. Discussions with Bidders following the receipt of a proposal do not constitute a rejection or counteroffer by IRI.
7. IRI will hold all submissions as confidential and submissions shall not be disclosed to third parties. IRI reserves the right to share proposals internally, across divisions, for the purposes of evaluating the proposals.
8. For any currency conversion, the exchange rate to US Dollars listed on oanda.com on the closing date of this solicitation shall be used.
9. Every contract will contain provisions governing termination for cause and termination for convenience.
10. By submitting a proposal, offeror agrees to comply with all terms, conditions, and provisions included in the solicitation and agreement to the services identified above, and will specifically identify any disagreement with or exceptions to the terms, conditions, and provisions.
11. Offerors confirm that the prices in the proposal/proposal/application/quote have been arrived at independently, without any consultation, communication, or agreement with any other Bidder or competitor for the purpose of restricting competition.
12. By applying to this RFP, applicant is certifying that if it is awarded a contract, none of funds payable under the resulting contract will be used to (1) procure or obtain, extend or renew a contract to procure or obtain; (2) enter into a contract (or extend or renew a contract) to procure; or (3) obtain the equipment, services, or systems that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system in compliance with the National Defense Authorization Act. Covered telecommunications equipment and services mean any of the following:
i. Telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities).

ii. For the purpose of public safety, security of government facilities, physical security surveillance of critical infrastructure, and other national security purposes, video surveillance and telecommunications equipment produced by Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of such entities).

iii. Telecommunications or video surveillance services provided by such entities or using such equipment.

iv. Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of the National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the government of a covered foreign country. (2 CFR 200.216).

13. Bidders agree to disclose as part of the proposal submission:
   o Any close, familial, or financial relationships with IRI staff and agents. For example, the Bidder must disclose if a Bidder’s mother conducts volunteer trainings for IRI.
   o Any family or financial relationship with other Bidders submitting proposals. For example, if the Bidder’s father owns a company that is submitting another proposal, the Bidder must state this.
   o Any other action that might be interpreted as potential conflict of interest.

**Notice Listing Contract Clauses Incorporated by Reference**

IRI is required to make the contractor subject to certain flowdown clauses of the prime award. This awarded contract will incorporate one or more clauses by reference, with the same force and effect as if they were given in full text. Where “flow-down” to the contractor is applicable, references to “USAID/Department of State” shall be interpreted to mean “IRI”, “Recipient” to mean “Contractor”, and “Subrecipient” to mean “lower-tier subcontractor.” Included by reference are the applicable provisions contained in Appendix II to 2 CFR Part 200 and USAID Standard Provisions for Non-US Non-governmental Organizations/US Department of State Standard Terms and Conditions.

**IRI Obligations**

Issuance of this RFP does not constitute an award commitment on the part of IRI, nor does it commit IRI to pay for costs incurred in the preparation and submission of a proposal or quotation.

**Required Certifications**

The following certificates need to be signed by all Bidders. These certifications are an integral part of the quotation/proposal. Please print them off and send back to us with your proposal after signature on each certificate. They are:

- Certification regarding debarment, suspension, ineligibility and voluntary exclusion lower tier covered transactions
- Authorized Individuals
- Certification Regarding Lobbying
CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION LOWER TIER COVERED TRANSACTIONS

This certification implements Executive Order 12549, Debarment and Suspension and the requirements set forth in 2.C.F.R. 180, Subpart C.”

Copies of the regulations may be obtained by contacting the person to which this proposal is submitted.

1. By signing and submitting this proposal/application.quote, the prospective lower tier participant is providing the certification set out below.

2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective lower tier participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

3. The prospective lower tier participant shall provide immediate written notice to the person to which this proposal/application.quote is submitted if at any time the prospective lower tier participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.


5. The prospective lower tier participant agrees by submitting this proposal/application.quote that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the IRI.

6. The prospective lower tier participant further agrees by submitting this proposal/application.quote that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion--Lower Tier Covered Transactions," without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals.

8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

9. Except for transactions authorized under paragraph 5 above, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the
department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

1. The prospective lower tier participant certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for disbarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

2. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Signature: ____________________________
Date: ____________________________
Name: ____________________________
Title/Position: ____________________________
Entity Name: ____________________________
Address: ________________________________________________________
**Authorized Individuals**

The offeror/bidder/applicant represents that the following persons are authorized to negotiate on its behalf with IRI and to bind the recipient in connection with this procurement:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Telephone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

Signature: ____________________________  
Date: ____________________________  
Name: ____________________________  
Title/Position: ____________________________  
Entity Name: ____________________________
CERTIFICATION REGARDING LOBBYING

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal Cooperative Agreement, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.

2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned must complete and submit Standard Form-LLL, “Disclosure of Lobbying Activities,” in accordance with its instructions.

3. The undersigned must require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients must certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification will be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Signature: ____________________________
Date: ____________________________
Name: ____________________________
Title/Position: ____________________________
Entity Name: ____________________________
Address: ________________________________________________________
## EXPERT RATE INFORMATION

<table>
<thead>
<tr>
<th>Name (Last, First, Middle)</th>
<th>Proposed Rate:</th>
<th>Daily</th>
<th>Hourly</th>
</tr>
</thead>
</table>

Rates should be given for the last three (3) years. If employment history/salary information is applicable, list salaries separate for each year. If expert services is applicable, indicate the type of rate daily/hourly.

### EMPLOYMENT HISTORY - SALARY

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>EMPLOYER’S NAME AND ADDRESS</th>
<th>Employment Period (M/D/Y)</th>
<th>Annual Salary¹</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>U.S. Dollars</td>
</tr>
<tr>
<td></td>
<td></td>
<td>From</td>
<td>To</td>
</tr>
</tbody>
</table>

### SPECIFIC EXPERT SERVICES

<table>
<thead>
<tr>
<th>SERVICES PERFORMED/TITLE</th>
<th>CLIENTS NAME AND ADDRESS</th>
<th>Service Period (M/D/Y)</th>
<th>Units at Rate</th>
<th>Daily/Hourly Rate² In U.S. Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>From</td>
<td>To</td>
<td></td>
</tr>
</tbody>
</table>

### CERTIFICATION:

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

Signature: ____________________________ Date: ____________________________

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¹ Basic 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.

² A form of management fee whereby the client pays a set fee for providing professional services. Exclude cost reimbursements, bonuses, overtime work payments, overseas differential or quarters, cost of living, and any other allowances.